

Chapter 11 reorganizing american businesses essent PDF

chapter 11 reorganizing american businesses essent

Reorganization under Chapter 11 bankruptcy law plays a pivotal role in the American business landscape, providing a structured process for struggling companies to regain stability and continue operations. This legal process is not merely a tool for liquidation but a strategic mechanism aimed at restructuring debt, renegotiating contracts, and fostering a pathway toward renewed profitability. As the backbone of countless industries, Chapter 11 serves as a vital instrument for economic resilience, offering businesses a second chance while balancing the interests of creditors, shareholders, and other stakeholders. Understanding the essentials of Chapter 11 reorganization is crucial for grasping how American businesses navigate financial distress and adapt to an ever-changing economic environment.

Understanding Chapter 11 Bankruptcy

What is Chapter 11 Bankruptcy?

Chapter 11 bankruptcy is a section of the United States Bankruptcy Code that allows businesses—ranging from large corporations to small enterprises—to reorganize their debts and operations under court supervision. Unlike Chapter 7, which involves liquidation of assets, Chapter 11 aims to preserve the business as a going concern. This process enables the debtor to propose a plan for restructuring obligations, renegotiating terms with creditors, and ultimately emerging from bankruptcy more financially stable.

Historical Context and Evolution

The concept of corporate reorganization under Chapter 11 was introduced in 1978, replacing the earlier Chapter X, which had been in place since 1898. Over the decades, Chapter 11 has evolved to accommodate complex financial arrangements, including distressed mergers, leveraged buyouts, and industry-specific restructuring. High-profile cases, such as Lehman Brothers (though it filed under Chapter 11 primarily for liquidation purposes) and General Motors, have highlighted the significance of Chapter 11 as a tool for large-scale corporate restructuring.

Key Elements of Chapter 11 Reorganization

Automatic Stay

One of the fundamental features of Chapter 11 is the automatic stay, which halts all collection efforts, lawsuits, and foreclosures against the debtor upon filing. This provides immediate relief and creates a breathing space for the company to develop a reorganization plan without the pressure of creditor actions.

Debtor-in-Possession (DIP)

In most cases, the existing management retains control of the company's operations as a debtor-in-possession, unless a court appoints a trustee. This allows the company to continue its business activities while restructuring, maintaining relationships with customers, suppliers, and employees.

Reorganization Plan

The core of Chapter 11 is the development and confirmation of a reorganization plan. This plan details how the company intends to handle its debts, whether through debt reduction, asset sales, or operational restructuring. Key features include:

- Classification of creditors and equity interests
- Treatment of claims (e.g., new debt, equity swaps)
- Provisions for emerging operational strategies

The plan must be approved by creditors and the court, adhering to specific legal requirements to ensure fairness and feasibility.

Creditor Involvement

Creditors play an active role in the reorganizational process. They vote on the plan, and their approval is crucial, especially for plans that classify claims differently. The "cramdown" provision allows the court to confirm a plan even if certain classes of creditors dissent, provided specific legal criteria are met.

Benefits and Challenges of Chapter 11 Reorganization

Advantages

- **Preservation of Business Value:** Allows companies to restructure rather than liquidate, saving jobs and economic value.
- **Debt Reduction:** Facilitates reducing or restructuring debt burdens to manageable levels.

- Operational Flexibility: Enables renegotiation of contracts, leases, and supplier agreements.
- Stakeholder Engagement: Provides a transparent process for creditors and stakeholders to influence restructuring.

Challenges

- Costly and Time-Consuming: The process can be expensive and lengthy, often taking months or years.
- Market Perception: Filing for Chapter 11 may signal financial instability, affecting customer and supplier confidence.
- Complexity: Managing large, multi-creditor cases involves intricate legal and financial negotiations.
- Risk of Failure: Not all plans are successful; some companies may still face liquidation or bankruptcy exit under less favorable terms.

Case Studies and Notable Examples

General Motors (GM)

In 2009, GM filed for Chapter 11 bankruptcy amid the automotive industry crisis. The restructuring plan involved:

- Government intervention, including a bailout
- Debt forgiveness and equity infusion
- Reorganization of operations and labor agreements

The plan was confirmed swiftly, allowing GM to emerge as a leaner, more competitive entity, eventually returning to profitability.

Lehman Brothers

Lehman Brothers' 2008 bankruptcy was primarily a liquidation, but its case highlighted the importance of timely reorganization. Though it did not undergo a successful Chapter 11 restructuring, the case underscored the need for proactive measures to avoid collapse.

The Role of Courts and Legal Framework

Role of the Bankruptcy Court

The bankruptcy court oversees the entire reorganization process, ensuring legal compliance, fairness, and feasibility. It holds hearings, approves the plan, and resolves disputes among stakeholders.

Legal Requirements for Plan Confirmation

The plan must meet specific criteria, including:

- Feasibility: The plan is likely to succeed financially
- Fair and equitable treatment of creditors
- Compliance with legal standards, including the best interests of creditors

Impact on the American Economy

Economic Stabilization

Chapter 11 helps prevent widespread unemployment and economic destabilization by saving viable businesses from liquidation, especially in recessionary periods.

Market Confidence

A structured reorganization signals to markets that distressed companies have options to recover, fostering investor confidence.

Innovation and Industry Transformation

Reorganization can lead to industry restructuring, fostering innovation by enabling companies to adapt to technological shifts and market demands.

Future Trends in Business Reorganization

Increased Use of Technology

Digital tools and data analytics are increasingly being used to streamline restructuring processes, assess financial health, and simulate outcomes.

Globalization of Restructuring

With more companies operating internationally, cross-border insolvency laws and international cooperation are becoming vital components of successful reorganization.

Environmental and Social Considerations

Growing emphasis on sustainability may influence restructuring plans, integrating environmental, social, and governance (ESG) factors.

Conclusion

Chapter 11 reorganization remains an essential facet of the American business environment, offering a structured, legal pathway for companies facing financial distress. Its success hinges on careful legal and financial planning, stakeholder cooperation, and effective court oversight. While challenges exist, the benefits—preserving jobs, maintaining economic stability, and fostering industry renewal—highlight its vital role. As the economic landscape evolves, so too will the strategies and tools associated with business reorganization, ensuring that Chapter 11 continues to be a cornerstone of corporate resilience in the United States.

Chapter 11 Reorganizing American Businesses: Essential Insights and Analysis

Chapter 11 of the United States Bankruptcy Code is a pivotal legal framework that allows struggling businesses to reorganize their debts and operations, providing a pathway to financial stability and continued existence. This chapter has historically played a crucial role in the American economic landscape, enabling companies facing insolvency to restructure rather than liquidate. As economic challenges evolve and corporate restructuring becomes more complex, understanding the nuances of Chapter 11 is essential for legal professionals, business executives, investors, and policymakers alike. This article offers a comprehensive review of Chapter 11 reorganizations, exploring its features, benefits, drawbacks, and the broader implications for American businesses.

Understanding Chapter 11: An Overview

What Is Chapter 11?

Chapter 11 of the Bankruptcy Code provides a legal mechanism for businesses to reorganize their debts while continuing their operations. Unlike Chapter 7 bankruptcy, which involves liquidation of assets, Chapter 11 aims to restructure financial obligations to make the business viable again. It is most commonly used by corporations, though individual debtors can also file under Chapter 11.

Key Features:

- Debtor-in-possession (DIP) status, allowing management to retain control during the restructuring process
- Automatic stay, which halts collection actions and lawsuits against the debtor

- Development of a reorganization plan approved by creditors and the court
- Flexibility in negotiating debt terms, including reductions, extensions, and new financing

Advantages of Chapter 11 Reorganization

Preservation of Business Operations

One of the primary advantages of Chapter 11 is that it allows a company to continue its operations during restructuring. This continuity can preserve jobs, maintain supplier relationships, and protect the brand's value.

Pros:

- Ongoing revenue streams help facilitate debt repayment
- Opportunity to renegotiate contracts and leases
- Avoids the negative perception associated with liquidation

Debt Restructuring Flexibility

Chapter 11 provides extensive flexibility in reorganizing debt structures. Companies can negotiate with creditors to reduce the amount owed, extend repayment periods, or convert debt into equity.

Features:

- Court approval of reorganization plans
- Ability to modify contractual obligations
- Fresh financing (debtor-in-possession financing) to fund operations during bankruptcy

Legal Protections and Control

The automatic stay prevents creditors from pursuing aggressive collection efforts, giving the company breathing room to formulate a viable plan.

Advantages:

- Time to develop a restructuring plan without external pressures
- Court oversight ensures fair treatment of creditors
- Debtor maintains control as debtor-in-possession unless a trustee is appointed

Challenges and Criticisms of Chapter 11

Cost and Complexity

Chapter 11 proceedings can be lengthy, costly, and complex, often requiring extensive legal and financial expertise.

Cons:

- High legal and administrative costs
- Lengthy process can extend for months or years
- Complex negotiations with multiple creditor classes

Potential for Abuse and Strategic Use

Some companies have been accused of using Chapter 11 to delay payments or manipulate creditor outcomes.

Criticisms:

- "Chapter 11 gaming" where debtors seek to buy time or avoid obligations
- Use by companies to shed liabilities or pursue fraudulent schemes
- Potential to disproportionately favor certain creditor groups

Impact on Stakeholders

While intended to protect distressed companies, Chapter 11 can sometimes lead to contentious battles among creditors, shareholders, and employees.

Drawbacks:

- Equity holders often see their stakes diluted or wiped out
- Employees may face layoffs or benefit reductions
- Creditors may recover less than owed, leading to disputes

Recent Trends and Reforms

Major Cases and Their Significance

High-profile bankruptcies like General Motors (2009), Lehman Brothers (2008), and Toys "R" Us (2017) have highlighted the importance and challenges of Chapter 11.

Impacts:

- Demonstrated the flexibility and limitations of the process
- Led to discussions on reforming bankruptcy laws to improve efficiency

Proposed Reforms and Their Rationale

There have been ongoing debates about reforming Chapter 11 to address its shortcomings:

- Streamlining procedures to reduce costs
- Increasing transparency and fairness in creditor treatment
- Clarifying the treatment of certain classes of creditors and equity holders
- Encouraging pre-packaged or pre-arranged bankruptcies for faster resolutions

Case Studies: Successes and Failures

Successful Reorganizations

- General Motors (2009): Underwent a swift and coordinated Chapter 11 process, resulting in government-backed restructuring that preserved the iconic brand and thousands of jobs.
- United Airlines (2002): Reorganized amidst the airline industry downturn, emerging with a leaner structure and renewed profitability.

Lessons Learned:

- Effective management and court oversight can facilitate successful outcomes
- Pre-arranged plans can expedite the process

Failures and Challenges

- Lehman Brothers (2008): Filed under Chapter 11 but was unable to prevent collapse, highlighting the limits of legal restructuring in the face of systemic issues.
- Toys "R" Us (2017): Failed to adapt to changing retail landscapes despite Chapter 11

restructuring efforts, ultimately leading to liquidation.

Insights:

- Reorganization does not guarantee survival; external factors matter
- Strategic planning and market adaptation are critical

Conclusion: The Future of Chapter 11 Reorganizations

Chapter 11 remains a vital tool for American businesses facing financial distress, offering a structured path to recovery and continued operation. Its flexibility and legal protections have enabled many companies to reinvent themselves and preserve value for stakeholders. However, the process's inherent complexity, costs, and potential for misuse pose challenges that warrant ongoing reform discussions.

Looking ahead, the future of Chapter 11 may involve increased emphasis on pre-packaged plans, faster resolution mechanisms, and reforms aimed at balancing creditor rights with the need for corporate revitalization. As the American economy continues to evolve, so too must the legal frameworks that underpin corporate restructuring, ensuring they remain fair, efficient, and effective.

In summary, Chapter 11's essential role in reorganizing American businesses cannot be overstated. While it is not a panacea, when used wisely, it provides a critical lifeline for companies to emerge stronger from financial crises, contributing to economic stability and growth.

Note: This review underscores the importance of understanding the legal, financial, and strategic dimensions of Chapter 11. Stakeholders should approach bankruptcy proceedings with a nuanced perspective, recognizing both their potential benefits and inherent limitations.

Question What are the key provisions of Chapter 11 bankruptcy reorganization for American businesses? Chapter 11 allows businesses to restructure their debts while continuing operations, providing protection from creditors, and enabling them to develop a reorganization plan approved by the court to restore financial stability. How does Chapter 11 impact the rights of creditors and shareholders? In Chapter 11, creditors may have to accept reduced or restructured claims, while shareholders often face dilution or loss of control, as the reorganization plan prioritizes creditor repayment and business viability. What are the common challenges faced by businesses during Chapter 11 reorganizations? Challenges include negotiating with creditors, developing a feasible reorganization plan, maintaining operational stability, and addressing legal and financial complexities that can delay or hinder the process. How has recent legislation affected the effectiveness of Chapter 11 reorganizations? Recent reforms aim to streamline the process, reduce costs, and improve outcomes for distressed businesses, including measures like quicker court

approvals and enhanced debtor protections, making reorganizations more efficient. What criteria determine whether a business should pursue Chapter 11 reorganization versus liquidation? A business should consider Chapter 11 if it has viable operations and potential for recovery, as it allows restructuring; if the business is beyond recovery, liquidation under Chapter 7 may be more appropriate. The decision depends on financial health and future prospects.

Related keywords: Chapter 11, business reorganization, bankruptcy law, corporate restructuring, debt restructuring, insolvency proceedings, legal bankruptcy, creditor agreement, financial recovery, business turnaround

american horizons volume

American Horizons Volume: An In-Depth Exploration

Understanding the concept of American Horizons Volume requires delving into its meaning, significance, and applications across various contexts. This comprehensive guide aims to provide a detailed overview of what American Horizons Volume entails, its historical background, how it is measured, and its relevance in contemporary settings. Whether you are a researcher, student, or enthusiast, this article will equip you with valuable insights to deepen your knowledge of this multifaceted topic.

What Is American Horizons Volume?

American Horizons Volume refers to a specific measurement or representation of data, content, or capacity related to American perspectives, developments, or collections. Depending on the context, it can denote:

- The volume of publications, literature, or media reflecting American history or culture.
- The measurement of physical or digital content spanning American themes.
- The scope or magnitude of research, datasets, or archives focused on American studies.

At its core, the term emphasizes the breadth and depth of American influence, history, or data across different domains.

Historical Background of American Horizons Volume

Origins and Evolution

The concept of American Horizons originated from academic and cultural studies aiming to explore American history, identity, and expansion. Over time, the term evolved to include various forms of content and measurement, notably:

- Historical Literature: Publications covering the expansive history of America, from colonial times to modern days.
- Educational Resources: Textbooks and scholarly works emphasizing American perspectives.
- Data Repositories: Archives and datasets capturing American demographics, economics, and social trends.

The term "volume" historically refers to collective works, journal editions, or cumulative data collections, emphasizing the scale and comprehensive nature of the subject.

Measuring American Horizons Volume

The measurement of American Horizons Volume can vary widely based on the domain. Here are some of the primary methods:

1. Literary and Media Content Volume

- Counting the number of publications, articles, books, or multimedia resources focusing on American themes.
- Analyzing the growth of American literature and media over time.

2. Data and Archive Volume

- Quantifying datasets related to American demographics, economics, or history.
- Evaluating the size of digital archives, such as digital libraries or historical collections.

3. Academic and Research Publications

- Tracking the number of scholarly articles or research projects centered on American studies.
- Measuring citations, references, or academic impact related to American horizons.

4. Cultural and Social Dimensions

- Assessing the scope of cultural influence via media, art, and public discourse.
- Evaluating the reach of American cultural exports globally.

Applications of American Horizons Volume

American Horizons Volume holds significance across various sectors:

1. Academic Research and Education

- Facilitates comprehensive studies of American history, culture, and society.
- Helps educators develop curricula reflecting the breadth of American experiences.

2. Publishing and Media

- Guides publishers in understanding the scope of American-related content.
- Assists media outlets in assessing coverage and representation of American topics.

3. Digital Archives and Libraries

- Aids in cataloging and expanding collections related to American history.
- Enhances accessibility and discoverability of American-themed content.

4. Cultural and Sociological Analysis

- Supports analysis of American cultural influence and societal shifts.
- Enables policymakers and sociologists to gauge the impact of American narratives.

Significance of American Horizons Volume in Today's Context

In today's interconnected world, understanding the American Horizons Volume is crucial for multiple reasons:

- Global Influence: American culture, politics, and economy have a vast global footprint.

Measuring their volume helps comprehend this influence.

- Historical Insight: A large volume of historical data provides a richer understanding of America's past and its evolution.

- Cultural Representation: Tracking the volume of American media and literature reflects societal values and priorities.
- Policy and Research: Quantitative measures support informed decision-making and academic inquiry.

Challenges in Measuring American Horizons Volume

While the concept is valuable, measuring American Horizons Volume presents several challenges:

- Data Overload: The vast amount of content and data makes comprehensive measurement difficult.
- Diverse Sources: Content spans print, digital, audio, and visual media, complicating standardization.
- Subjectivity: What constitutes "American" content can vary based on perspective and criteria.
- Dynamic Nature: Cultural and historical narratives evolve, making static measurements outdated quickly.

Despite these challenges, advances in data analytics, digital archiving, and research methodologies continually improve measurement accuracy.

Future Perspectives on American Horizons Volume

Looking ahead, several trends are likely to influence the concept of American Horizons Volume:

- Digital Transformation: Increased digitization will expand access to American archives, increasing measurable volume.
- Artificial Intelligence: AI-driven analytics will enable more precise measurement and analysis of American content.
- Globalization: As American culture continues to spread worldwide, the volume of American-themed content will grow, both domestically and internationally.
- Interdisciplinary Research: Combining historical, cultural, and technological approaches will enrich understanding of American horizons.

Conclusion

American Horizons Volume encapsulates the vast and multifaceted scope of American history, culture, data, and influence. Its measurement and analysis provide valuable insights into the magnitude and diversity of American contributions across various domains. As digital technologies advance and the world becomes more interconnected, the importance of understanding and

quantifying this volume will only increase. Whether for academic pursuits, cultural studies, or policy development, appreciating the scope of American horizons is essential in comprehending the broader narrative of the United States and its global impact.

Keywords: American Horizons Volume, American history, American culture, data measurement, digital archives, American literature, cultural influence, historical data, American studies, global influence

American Horizons Volume is an influential and comprehensive volume that offers a detailed exploration of American history, culture, and societal development. As part of a broader series or scholarly collection, this volume aims to provide readers, students, and academics with an in-depth understanding of the multifaceted American experience from early colonial times through modern eras. Its meticulous research, diverse perspectives, and engaging narrative make it an invaluable resource for anyone interested in the complexities of American history.

Overview of American Horizons Volume

American Horizons Volume stands out among historical texts due to its emphasis on contextualizing American history within global and transnational frameworks. Unlike traditional narratives that often focus solely on political events or prominent figures, this volume emphasizes social movements, economic shifts, cultural transformations, and the interactions between different groups within the United States. It seeks to present a balanced, inclusive account that recognizes the contributions and struggles of marginalized communities alongside mainstream narratives.

Key Features:

- Comprehensive chronological coverage from colonization to contemporary times
- Thematic organization addressing issues like race, gender, migration, and economics
- Incorporation of primary sources, images, and multimedia elements for immersive learning
- Critical analysis encouraging readers to question established narratives

Content and Structure

The volume is typically divided into thematic and chronological sections, allowing for both a linear understanding of historical progression and a thematic exploration of key issues.

Early Colonization and Settlement

This section explores the initial European encounters, indigenous societies, and the complex processes of colonization. It emphasizes the diversity of colonial experiences across regions and the

profound impact on Native American populations.

The Revolutionary Era and Formation of the Nation

Details the American Revolution, the creation of foundational documents like the Constitution, and early nation-building efforts. It highlights debates over sovereignty, federalism, and individual rights.

Expansion and Conflict

Focuses on westward expansion, the Mexican-American War, and the displacement of indigenous peoples. It also examines the complexities of slavery, abolition, and sectional tensions leading to the Civil War.

Industrialization and Progressive Movements

Analyzes the rise of industry, urbanization, and the social reforms aimed at addressing inequalities and working conditions. It discusses the changing roles of women, labor movements, and the emergence of social activism.

Modern America: Wars, Civil Rights, and Global Power

Covers America's involvement in World Wars, the Civil Rights Movement, Cold War politics, and recent developments like technological innovation and globalization.

Strengths of American Horizons Volume

Inclusive and Multi-Perspective Approach

- Incorporates voices from diverse groups, including Native Americans, African Americans, women, immigrants, and marginalized communities.
- Challenges traditional narratives centered on political elites, highlighting grassroots movements and social struggles.

Robust Use of Primary Sources

- Features letters, speeches, photographs, and documents that allow readers to engage directly with historical voices.
- Facilitates critical thinking and helps develop interpretive skills.

Multimedia Integration

- Many editions include online resources such as videos, interactive maps, and quizzes.
- Enhances accessibility and engagement, especially for visual and digital learners.

Analytical and Critical Framework

- Encourages readers to analyze the causes and effects of historical events.
- Promotes understanding of historical debates and differing interpretations.

Limitations and Criticisms

While American Horizons Volume is widely praised, it is not without some limitations:

- Complexity for Beginners: The depth and analytical nature may be challenging for high school students or casual readers without prior background.
- Potential Biases: Despite efforts for inclusivity, some critics argue that certain perspectives or events might be underrepresented or framed within specific interpretive lenses.
- Cost and Accessibility: As a scholarly resource, hardcover editions or comprehensive volumes can be expensive, limiting access for some institutions or individuals.
- Coverage Gaps: Given the vast scope of American history, some niche topics or regional histories might receive limited attention.

Comparison with Other Historical Volumes

American Horizons Volume offers a distinctive approach compared to traditional history textbooks like "The American Pageant" or "America: A Narrative History." Its emphasis on thematic analysis, inclusivity, and primary sources makes it more suitable for academic settings or motivated learners seeking a nuanced understanding.

Features in comparison:

| Feature | American Horizons Volume | Traditional Textbooks |

|-----|-----|-----|

| Focus on social/cultural issues | Yes | Often secondary or summarized |

| Inclusion of primary sources | Extensive | Limited |

| Multicultural perspectives | Strong | Varies, often limited |

| Critical analysis | Central | Less emphasized |

| Multimedia resources | Available in digital editions | Rare or supplementary |

Who Should Read American Horizons Volume?

This volume is ideal for:

- Undergraduate students taking American history courses
- Graduate students and researchers seeking comprehensive references
- Educators designing curricula with an emphasis on diversity and critical thinking
- History enthusiasts interested in a well-rounded, nuanced account of American history

It is particularly beneficial for those wanting to understand the interconnectedness of social, political, and economic developments across different periods.

Final Thoughts and Recommendations

American Horizons Volume is a remarkable resource that elevates the study of American history by emphasizing inclusivity, critical analysis, and thematic depth. Its strengths lie in its comprehensive scope, use of primary sources, and ability to foster a nuanced understanding of the American experience. While its detailed approach may be demanding for some readers, the richness of content makes it a worthwhile investment for serious students and educators committed to exploring history beyond surface narratives.

Recommendations for potential readers:

- Pair the volume with supplementary materials or lectures for a more accessible introduction.
- Utilize online resources associated with the volume to enhance engagement.
- Approach it with a critical mindset, considering multiple perspectives and interpretations.

In conclusion, American Horizons Volume is not just a textbook or a historical account; it is a gateway to understanding the complex and diverse tapestry that is American history. Its scholarly rigor and inclusive approach make it a highly recommended addition to any collection dedicated to exploring the past with depth and fairness.

Question What is 'American Horizons Volume' and why is it significant in contemporary studies? 'American Horizons Volume' typically refers to a comprehensive textbook or publication that explores American history, culture, and societal developments. Its significance lies in providing students and readers with an in-depth understanding of America's diverse past and present, often incorporating recent scholarship and contemporary perspectives. How does the latest edition of 'American Horizons' address current social issues? The latest edition incorporates updated chapters that discuss ongoing social issues such as racial justice, immigration, and economic inequality, offering students a nuanced view of how these issues have evolved and their impact on American society today. Are there digital or online resources available for 'American Horizons Volume' learners? Yes, many editions of 'American Horizons' come with companion digital resources, including online quizzes, interactive timelines, and supplementary videos to enhance the learning experience and provide accessible learning tools. Who is the target audience for 'American Horizons Volume'? The primary target audience includes college students studying American history, educators, and anyone interested in gaining a comprehensive understanding of American historical developments from multiple perspectives. How does 'American Horizons Volume' compare to other American history textbooks? 'American Horizons Volume' is known for its global perspective, inclusive narratives, and integration of contemporary scholarship, setting it apart from traditional textbooks by emphasizing diverse viewpoints and critical analysis of American history.

Related keywords: American Horizons, volume, history, American studies, social change, cultural history, historiography, societal development, historical analysis, volume series

Read the full article online: [American Horizons Volume](#)