

William and Mary's endowment was only \$30,000 compared to approximately \$158,000 in 1824 and 1861.)<sup>2</sup>

Much lobbying was carried on by the Board and by Lyon G. Tyler to obtain the proper legislation for the normal school. The General Assembly finally approved the establishment of the new normal school at William and Mary; and the Board of Visitors accepted its provisions on April 10, 1888. With ten new board members appointed from the Commonwealth plus the old "charter board" of ten members, membership on the new board became 20. Its first convocation (meeting) was on May 10, 1888 and on that day, President Ewell, after a second term of 34 years in the Presidency, tendered his resignation with the assurance of the continuation of William and Mary.

The new Board of Visitors elected Judge Crump as President, and J. L. Buchanan as Vice President, of the new Board, dropping the titles of Rector and Vice Rector.

The next day, the Board accepted Ewell's resignation as President of William and Mary and elected him President Emeritus. It also elected Buchanan President of William and Mary.

Buchanan said he's like to think it over about the Presidency of William and Mary and in a letter from Abingdon dated July 2, 1888 gracefully declined his election to this Presidency.

On August 23, 1888 Lyon G. Tyler was elected President of William and Mary and Professor as of September 1, 1888. His Moral Philosophy Chair included Psychology, Ethics, Political Economy, and Civil Government.

Political Economy in the beginning, and later, Economics, occupied a role in the William and Mary curriculum during President Tyler's tenure.<sup>3</sup>

At the time of Tyler's retirement in 1919, a new organization under successor President J.A.C. Chandler appeared in the catalog for 1919-20. Within this organization was a School of Business Administration which included programs leading (on paper) to the degrees of bachelor of arts in business administration (4 years) and bachelor of business administration (5 years).

<sup>2</sup>From Lyon Tyler's report to the Board of Visitors on June 23, 1902 for academic year 1901-02.

<sup>3</sup>In 1889 Tyler's texts in Political Economy at the Senior Class level were Perry's Political Economy, and Dew's Restrictive System. In 1890, he added to those two texts Jevons' Political Economy.

However, an understanding of the years 1888-1919 will lend considerable insight to the implications of (1) William and Mary first gaining state support in 1888 for the quid pro quo of establishing the new normal school;<sup>4</sup> (2) William and Mary becoming completely a state institution with the transfer of its assets to state ownership in 1906; and (3) William and Mary adjusting to its environment as a state institution until the change in Presidents in 1919. All of this came within Tyler's 31 years as President, 1888-1919, while the United States was becoming rapidly industrialized. As early as 1881 the University of Pennsylvania started the first school of business administration in the United States to be followed by many others in the decades to come. Major state institutions would later have leading roles in providing education for business administration.

The mixture of students until 1919 would have somewhat the look of William and Mary in the 1700's when it had a Grammar School for young boys, age 12 or slightly older. This was due to the addition of pedagogy (education) to the William and Mary curriculum and the addition thereby of a practice school for the student teachers of the youngsters. Also since the Licentiate in Instruction (L.I.) stopped short of the time needed for a bachelor of arts degree, William and Mary assumed partially the stance of a preparatory school. Now to see children in some of the pictures in the yearbooks of those days might be a puzzlement. (For the session 1888-89 the new catalog was called "Catalogue of the College of William and Mary and State Normal School".)

Events until William and Mary became completely state-owned in 1906-07 may be summarized as below:

- 1891-92 J.A.C. Chandler from Caroline County (later to succeed Lyon G. Tyler in 1919 as President of William and Mary) graduated with an A.B. in Moral Science, Political Economy, and Civil Government; also taking English, History, Greek, German, and Natural Science; and became an Instructor in English at William and Mary for one year.
- 1893-94 Active faculty climbed from 9 (the year before) to 10.

In June 1894 the Board of Visitors established the class levels for William and Mary's various departments and schools, as follows:

<sup>4</sup>William and Mary's School of Education thus has a centennial to celebrate in 1988.

Department of Social Science - Junior and Senior.  
 School of English - Introductory, Junior, Intermediate,  
 and Senior.  
 School of History - Junior, Intermediate and Senior.  
 Department of Mathematics - Introductory, Junior, Intermediate,  
 and Senior.  
 Department of Latin - Introductory, Junior, Intermediate,  
 and Senior.  
 Department of Science - Introductory, Junior, Intermediate,  
 and Senior.  
 Department of Pedagogy (Education) - Junior, Intermediate,  
 and Senior.  
 School of Greek - Introductory, Junior, Intermediate, and  
 Senior.  
 School of French - Junior and Senior.  
 School of Grammar - Junior and Senior.

- 1896-97 The Bachelor of Literature degree was added to the  
 A.B. and A.M. degrees.
- 1897-98 Tyler deleted the School of Psychology, Civil Government  
 and Political Economy.
- 1898-99 Political Economy is taught in the second year of  
 the Normal Course.
- 1901-02 Collegiate Course is called No. I. Normal Course  
 is called No. II.
- 1904-05 Political Economy and Civil Government are newly carried  
 in the third year of the Normal Course.
- 1905-06 Richard M. Crawford is added as Professor of Drawing  
 and Manual Arts.

Thus by 1906-07, when William and Mary became state-owned,  
 the curriculum had become a mixture of old and new courses and  
 outlook. 1906-07 also brought to William and Mary the Bachelor  
 of Science (B.S.) degree.<sup>5</sup> The "culture degree", the A.B., thus  
 gained new company. Later the A.B. also would regain the company  
 it lost in the old law degree, which would be resurrected again  
 as the B.C.L. Some three-fourths of a century later, although  
 the A.B. would still be the most numerous degree at William  
 and Mary, it would have a grown-up sister B.S. and a robust

<sup>5</sup>The difference for the B.S. degreee was that it then required  
 a year in drawing and a year in either German or French. Inci-  
 dentally, in 1736 the statutes of William and Mary required  
 5 (not 4) years for an A.B. degree.

cousin B.B.A. at the bachelor's level and a wide variety of  
 higher level degree kinfolk at professional, master's, and doctoral  
 levels. Also William and Mary's 6,400 students in 1983-84 compared  
 with its 170 students (including students in the "normal" program)  
 in 1906-07, borders on futility of comparison.<sup>6</sup>

With the move to full state ownership effective in 1906-07  
 a new organization of courses appeared.

Courses first listed comprised the Collegiate Courses leading  
 to degrees of A.B., B.S., and A.M. Beyond these Courses were  
 the Professional Courses which led to the Teacher's Diploma,  
 a teaching certificate. (Student teachers used Matthey's Free  
 School - The Observation and Practice School.) (One could go  
 beyond the Teacher's Diploma to the degrees by taking the Collegiate  
 Course requirements.)

The Collegiate Courses were put in (1) Economics (2) Political  
 Science (3) English Language and Literature (4) U. S. History  
 (5) General History (6) Mathematics (7) Physics (8) Chemistry  
 (9) Latin (10) Greek (11) Modern Languages (12) Botany (13) Agri-  
 culture (14) Zoology (15) Drawing (16) Manual Arts (17) Philosophy  
 (for teachers), and (18) Education.

The course or courses in each of these groups were numbered  
 with Roman numerals. Thirty courses were put into a lower (less  
 advanced) group. All the rest were in a higher group.

The Department of Economics and Political Science was headed  
 by President Tyler. There was just one course in this Department  
 and it was in Economics.<sup>7</sup> Since he had taught Political Economy  
 before, Economics would become the final thread eventually linking  
 with the School of Economics and Business Administration in  
 the 1920's. (President Tyler taught both Economics and History.)

As President Tyler reported to the Board of Visitors on  
 June 12, 1906: "the time came, when the Phoenix of old, risen  
 from its ashes, was arranged in plumage more attractive than

<sup>6</sup>But not in jest. For example, in 1900-01 the number of  
 students at William and Mary was 158, but comparably for that  
 year the number at the University of Virginia was slightly over  
 645; Washington & Lee - 154; Richmond College - 175; Randolph-Macon  
 - 130; HampdenSydney - 109, and Roanoke - 136.

<sup>7</sup>This course covered the history of economics, value, production  
 (land, labor, and capital). Rent, wages, interest, money, taxes,  
 and credit were all examined. Practical questions were also  
 introduced and discussed. The course met two hours a week in  
 the second term for two credits.

it has ever before possessed."<sup>8</sup> He was delighted with the final transfer to state security.

Getting a good enrollment at William and Mary was always on Tyler's mind. He wrote on June 11, 1912: "Everyone must recognize the supreme importance of attracting numbers to the College." On June 27, 1917 the Board of Visitors even resolved to appoint a Professor of Agriculture with the help of the Smith-Hughes Act.

In Tyler's report for 1917-18 he recommended an independent Chair of Political Economy and Sociology which he noted was the duty of the President at the time but which he considered "irreconcilable with the regular work of a modern College President."

On March 14, 1919 the Board of Visitors' Committee on the Selection of a New President for the College recommended Dr. J.A.C. Chandler. The recommendation was duly considered in Executive Session and adopted. On April 14 Chandler appeared before the Board and accepted the appointment. The Board at the same meeting approved an LL.D. for Lyon Gardiner Tyler and for President of the U. S. Woodrow Wilson.

A few weeks later, Tyler's son-in-law, James S. Wilson, who was a William and Mary Associate Professor in English Language was elected to the Edgar Allen Poe Chair in English at the University of Virginia, which position he took. He had been "the other" candidate for President of William and Mary.<sup>9</sup>

In President Tyler's last formal report as President he summed up succinctly much of William and Mary's persistence to survive and prosper.<sup>10</sup> As a member (and lawyer) in the General Assembly in 1888 he took charge in the House of Delegates of the bill passed by the Senate for the \$10,000 annuity a year

<sup>8</sup>The Phoenix has been used enough, and rightfully so, in regard to William and Mary's perilous history, that perhaps it should be declared formally to be William and Mary's official bird. Its first use was reported in Hugh Jones, The Present State of Virginia, 1724, op.cit., p. 83: "This College, Phoenix-like as the City of London, revived and improved out of its own ruins." No further physical marker for the Phoenix would be needed since it is already engraved in a suitable plaza across the street west of Crim Dell.

<sup>9</sup>Wilson, an alumnus of William and Mary, wrote William and Mary's alma mater song: "William and Mary, loved of old, hark upon the gale, etc."

<sup>10</sup>The Phoenix Syndrome.

on condition of adding a Normal School to William and Mary's Academic Department.<sup>11</sup> William and Mary had been without students for seven years and, as mentioned, only had an endowment of \$30,000. The tone of society in Williamsburg was stagnant and depressed.

All that had been turned around. Also most of the changes had come since 1907. Tyler had drawn the bill for the transfer of William and Mary to the state in 1906. "Until then," as he put it, "William and Mary was attacked without just foundation, of course, as an Episcopalian institution receiving special favors from the Legislature." And he followed up -- "The truth is (that) the struggle up to 1906 was permission to live;" "a College too antiquated to exist;" "I was almost reduced to tears (at their jibes)."

Tyler then referred to the "advance of the College in its scholastic work and "that during its first years it was little more than a high school." Further he noted that "the great educational advancement of the public school system in the State was to a considerable extent made possible by the leadership of men trained at William and Mary."<sup>12</sup>

From the largest number of students previous to 1888 (140, of which 30 were law students, in 1840) the enrollment had gone up to 267 by 1916, and Tyler expected that with the introduction of women as students in 1918 that the enrollment would eventually reach 500 (a level passed in a few years).

Thus President Tyler moved to Emeritus status. He had followed upon the great courage and persistence of President Benjamin S. Ewell with great courage and persistence of his own.

<sup>11</sup>"Annuities" were already in effect at the time to the University of Virginia at \$40,000; V.M.I. at \$30,000; Blacksburg College (VPI) at \$20,000; and Farmville (Female) Normal School at \$10,000.

<sup>12</sup>In later years, two outstanding Presidents, J.A.C. Chandler and D. Y. Paschall, both came from positions of responsibility in the public school system of Virginia.

CHAPTER FOUR

President J. A. C. Chandler Puts William and Mary on the Post-World War I Academic Map; and Business Administration becomes a Named Field of Study.

The visible era for Business Administration started under President J.A.C. Chandler's term of office, 1919-34. As noted, Chandler was an alumnus of William and Mary and for one year had been an instructor of English at his Alma Mater. He had also earned a Ph.D. degree from The Johns Hopkins University. When he was selected as President to replace Lyon G. Tyler in 1919 on Tyler's retirement, Chandler was Superintendent of Schools in Richmond.<sup>1</sup> He knew his way around the Virginia political community, particularly with regard to state-supported education.

In order to set the stage for the development of Business Administration over the period of 1919 until today here is a sample of what happened in the interim from 1919-1982 using full-time equivalent enrollment figures and number of degrees conferred:

	1919	1982
Total William and Mary enrollment .....	182	6,400
Total Business School enrollment .....	0	780
Total William and Mary degrees conferred .	10	1,685
Total of Business degrees in the total ...	0	305

The breakthrough for Business Administration being in 1919-20, perhaps the best way to picture the development of Business Administration is by narration of the detail on the persons involved; and on the total academic environmental changes in courses and other arrangements of study. Some of the changes may seem administratively confusing and overlapping. However, Chandler wanted to make significant changes toward expansion of educational services as a state-supported institution, even expanding services to Richmond, Norfolk, and Petersburg. In

<sup>1</sup>As President Emeritus, Tyler still remained on the William and Mary payroll, however, by approval of the Board of Visitors.

his last four years, 1930-34, he had to cope with the effects of the great national economic depression on William and Mary's financing of its main Williamsburg operation, and elsewhere.

Accounting as a course made its debut at William and Mary within the scope of Business Administration. In 1919-20, Frederick Juchoff was hired as Professor of Economics and Accounting. Among his degrees were a Ph.B. (Bachelor of Philosophy) and a Ph.D. from Kansas City University, an LL.B. from Ohio Northern University, and an LL.M. from the University of Maine. He had been Professor of Commerce and Finance at James Millican University, Professor of Finance and Accounting during summer sessions at the University of Virginia, and Head of the Department of Accounting at Toledo University.

One other man was also hired for the business area at the time: Clarence E. Bonnett, as Professor of Business Administration. He held an A. B. in Economics from the University of Missouri and a Ph.D. from the University of Chicago. He had also served as a Special Agent and Training Assistant for the Federal Board for Vocational Education during 1918-19. (During 1918-19, J. A. C. Chandler was Chief of the Division of Rehabilitation of Disabled Soldiers and Sailors of the Federal Board for Vocational Education, so that was doubtless the contact in hiring Bonnet at William and Mary.)

The academic session 1919-20 saw on paper notable changes in William and Mary's curriculum, one of which was the introduction of a four-year program of Bachelor of Arts in Business Administration (126 semester credit hours), and a five - year Bachelor of Business Administration degree (156 semester credit hours). There is no evidence that even one B. B. A. degree was taken then.

In June, 1919, the Board of Visitors established a School of Finance and Business Administration with these aims: (1) essentials of a liberal education, (2) successful management of business enterprises (commerce, industry, and finance), (3) and economic, social, and political understanding. This School was apparently unlike a modern business school that would have a number of faculty and administrators in Business. It was simply the name for a course of study. However, it is conceivable that President Chandler might have overlooked the appointment of a dean or head initially.

Certain Special Courses of Study added to the William and Mary curriculum demonstrated a new thrust toward professional education: the Premedical Course (B. S.); Agricultural Course (B. S.); Home Economics (B. S.) -- women students had first arrived in 1918; Engineering (B.S. -- but to be finished elsewhere) with subareas in Electrical and Mechanical, Civil, and Chemical Engineering; and Public Health.

For academic session 1920-21, Juchoff was listed as Professor of Accounting (discarding the "Economics" in his title of the year before); and he also was listed as Director of the School of Business Administration. Bonnet has disappeared, but two other instructors arrived in the Business area: Ralph L. Power, B. B. A. and M. B. A., Boston University, as Acting Assistant Professor of Commerce and Industry; and William Angus Hamilton, A. B., Harvard; LL. B., Cornell; M. L., Yale; and D. C. L., Associate Professor of Business Law.

For academic session 1921-22, Juchoff got back the "Economics" in his title, becoming again Professor of Economics and Business Administration; but dropped the title of Director of the School of Business Administration. Power and Hamilton were listed as in 1920-21, but added was a local lawyer, Frank Armistead, as Lecturer in Business Law.

The 1919-20 reference to a School of Finance and Business Administration had been dropped and the 1920-21 reference to a School of Business Administration had also been dropped. Instead, for 1921-22 reference was made to a Department of Business Administration and Introductory Law. Economics, incidentally, was listed separately as simply a Course of Instruction. Under Psychology there appeared a course entitled Business Psychology.

In 1922-23 Juchoff had gotten back his original title of 1919-20 as Professor of Economics and Accounting and had also gotten back the title of Director of the School of Business Administration which he held in 1920-21. Thus the name School of Business Administration re-appears after two years of omission. For the same year Edson Leone Whitney, Ph. D., LL. B., and D.C.L. joined this School as Professor of Commerce and Industry, a new double field for a Professor's title.

Of interest in further changes in 1922-23 was the new listing of Oscar Lane Shewmake, L. I. (Licentiate of Instruction) and A. B., William and Mary; and LL. B., University of Virginia, his title being Professor of Government and Citizenship. (Shewmake had earlier -- in 1919-20 -- been listed as a member of the Board of Visitors with a term to run to March 9, 1924.<sup>2</sup>) Another interesting faculty addition was that of John Garland Pollard, LL. B., and LL. D., as Professor of Constitutional History and Law. (Pollard would be Governor of Virginia, 1930-34.)

<sup>2</sup>Shewmake would be Rector of the Board of Visitors in 1952 at the changeover from Pomfret to A. D. Chandler in the William and Mary Presidency.

The only Deans listed for 1922-23 were John Lesslie Hall (Dean of the Liberal Arts Faculty) and Kremer J. Hoke (Dean of Students). William and Mary degrees were listed as the A. B., B. S., and A. M. Thus the four-year Bachelor of Arts in Business Administration (unless it was a major or concentration under the A. B. degree) had vanished. The 5-year Bachelor of Business Administration degree, which had also been offered in 1919-20, had apparently sunk without a trace, too.

For 1922-23, however, there appeared in a separate section in the catalog the announcement of a School of Economics and Business Administration for the first time, which replaced the previously mentioned and dropped School of Finance and Business Administration, School of Business Administration, Department of Business Administration and Introductory Law, and an implied Department of Economics, Business, and Accounting.

This newly announced School of Economics and Business Administration also came with a Dean: Oscar Lane Shewmake, mentioned above as being made this same year Professor of Government and Citizenship.

Following is the list of those associated with this newly announced School of Economics and Business Administration:

- (1) Julian Alvin Carroll Chandler, Ph. D., LL. D., and President of the College.
- (2) Oscar Lane Shewmake, A. B., LL. B., Dean of the School. (Also he was on the Faculty of the Marshall-Wythe School of Government and Citizenship, which included Government and Law.)
- (3) Frederick Juchoff, Ph. D., Professor of Accounting (as in 1920 -21).
- (4) William Angus Hamilton, D. C. L., Professor of Jurisprudence.
- (5) Edson Leone Whitney, Ph. D., LL. B., D. C. L., Professor of Commerce and Industry.
- (6) John Garland Pollard, LL. B., LL. D., Professor of Government and Citizenship (also on the Faculty of the Marshall-Wythe School of Government and Citizenship.)
- (7) Lloyd M. Shaulis, Ph. D., Associate Professor of Economics.

And as Lecturers, there were listed:

Hon. J. Vaughan Gary, Counsel of the State Tax Board of Virginia.

Hon. LeRoy Hodges, Director of the Budget for Virginia.

Hon. F. Briggs Richardson, Chief Examiner of State Banks.

Hon. C. H. Morrissett, Director of the Legislative Reference Bureau.

Besides all this information was the news that William and Mary would go on the quarter system -- 3 quarter sessions for the academic year. (This experiment lasted two years or so, and then the 2-semester system was reinstated; and has remained ever since.)

The requirements for admission to the School of Economics and Business Administration were the same as to "the academic college". The degree also was the Bachelor of Arts.

In the catalog of 1922-23, 14 "Courses of Instruction" and 10 "Special Courses" were listed. The "Courses of Instruction" were in reality what had evolved as "departments" with the sub-courses being what had previously been termed "schools"; as, say, the Department of Modern Languages would have Schools of French, German, etc.

Now, in a switch of terms, Schools would become certain Departments in hierarchy of terms, although a School also could be a loose confederation of Departments -- as if, say, French and German had become Departments under a School.

The 14 Courses of Instruction for 1922-23 were: Ancient Languages (Latin, Greek), Fine Arts, Industrial Arts, Biology, Chemistry, Education, English Language and Literature, History, Home Economics, Mathematics, Modern Languages (French, German, Spanish), Physics, Physical Education (separate from Education), and Psychology and Philosophy (Psychology, Philosophy, Sociology).

The 10 Special Courses were: Course Leading to Engineering (Electrical, Mechanical), Course Leading to Forestry; Pre-Dental Course; Pre-Medical Course; Public Health Course; Pharmacy Course (in Medical College of Virginia); School of Social Work and Public Health (Richmond) -- Recreation and Community Work; Teachers Certificates; and under the School of Economics and Business Administration, Certified Accountants, Economics and Business Administration, and Accounting.

Since the Marshall-Wythe School of Government and Citizenship would some years later encompass the remnants of Business Administration, it is worth noting how this Marshall-Wythe School lined up in 1922-23, which was as follows:

Faculty (of Marshall-Wythe School of Government and Citizenship):

Julian Alvin Carroll Chandler, Ph.D., LL.D.,  
President of the College

William Angus Hamilton, D.C.L., Professor  
of Jurisprudence

Oscar Lane Shewmake, A.B., L.L.B., Professor  
of Government and Law

John Garland Pollard, L.L.B., Professor  
of Virginia Government and Citizenship

Richard L. Morton, Ph.D., Professor of History  
and Government.

The Marshall-Wythe School of Government and Citizenship was divided at the time into a School of Government (later a Department of Government) and the School of Law (later to become the Marshall-Wythe Department of Jurisprudence, and after that, the Marshall-Wythe School of Law).

The School of Government was established in 1922 and one could get an A.B. in Government.

The School of Law, such as it was, had been established in 1779 with George Wythe as the whole "school", meaning he gave a course in the study of law. (Of course his prestige was great, Wythe having been Thomas Jefferson's private teacher, having signed the Declaration of Independence, and having been Judge of the High Court of Chancery of Virginia. The first William and Mary law degree was the B.L. (Bachelor of Law), later becoming the B.C.L. (Bachelor of Civil Law), then back to the B.L. again, and once more followed by the B.C.L. Finally it became the J.D. (Juris Doctor). For years and years, however a law degree was not needed to become a lawyer. (For example, Abraham Lincoln had no formal education in anything, including law, but was a well-to-do lawyer when he was elected President of the United States. One of his clients was the Illinois Central Railroad.)

Actually the Marshall-Wythe School of Government and Citizenship developed from a series of lectures in 1920-21 on the U.S. Constitution which Judge Robert M. Hughes put together. He was an alumnus of William and Mary, former Board of Visitors member (and Rector), and Norfolk lawyer. Aside from the Marshall-Wythe School of Law, minor remnants of the Government and Citizenship portion lasted for years at William and Mary, mainly in the Marshall-Wythe Symposium which remained into the 1960's; and

as a loose set of topics taken up as Project Plus which was phased out a few years ago. Hughes' original motive to set up the lecture series in 1920-21 was the fear of Bolshevism, a worry which was widespread at the time. Some of the topics of Project Plus much later were quite distant from the topics Hughes had in mind. (Hughes' papers are in the Swem Library Archives.)

During 1922-25, some courses at William and Mary picked up unusual names. One course in the Industrial Arts Department, for example, was entitled Foundry -- one hour of lecture and six hours of shop practice each week. The Department of Home Economics had courses named "Care of Children" and "Advanced Cookery". Professor W.A.R. Goodwin (who twice was Rector of Bruton Parish Church) taught S.L.S.E. 321 which was a course in Sacred Literature and Social Ethics entitled "Personality in Action." Amidst all this, however, Political Economy, the ancestor of Business Administration, was back in the curriculum as Economics 421, "History of Economics" in which some of the political economists studied were Quesnay, Smith, Malthus, Ricardo, Cary, Say, Sismondi, Bastiat, Jevons, Bohm-Bawerk, Gen. Walker (of Yale and M.I.T.), and to round things out, Marx. Other courses in Economics were Industrial and Commercial Geography; Industries and Resources of Virginia, Principles of Economics, Rural Economics, Public Finance, Principles of Sociology, Economic History of the United States, Transportation, and Advanced Economic Theory.

In 1923-24, William Angus Hamilton became Acting Dean of the School of Economics and Business Administration, becoming Dean (not Acting) in 1924-25, while remaining Professor of Jurisprudence. He kept these positions until his death in March, 1929.

In a 1924 promotional brochure for William and Mary, considering Special School Endowments being sought, was one for the School of Economics and Business Administration. It was for a building and equipment for \$150,000; and an additional \$300,000 as an endowment for the support of the same. Apparently nothing happened.

In 1924 one of the School's five assistants (not assistant professors) was Robert D. Calkins who later was Dean of Columbia University's School of Business and currently is an Honorary Trustee of the Brookings Institution. (Calkins' sister, Emily, is a Lecturer in Mathematics, Emeritus, of William and Mary.)

In 1924-25 Law was administered under a School of Jurisprudence. There was also a School of Government. Both of these Schools were in the Marshall-Wythe School of Government and Citizenship.

In 1926, Wayne F. Gibbs, B.S. and M.S., University of Illinois, came to William and Mary as Assistant Professor of Accountancy. He is now Professor of Accountancy, Emeritus. In the same year Joseph Martin Klamon, A.M., Yale, LL.B., Washington University, and J.D., Yale, arrived as Professor of Economics but left the next year. (His son, Lawrence P. Klamon, is now President of Fuqua Industries, Inc. in Atlanta.)

In 1927, President Chandler simultaneously hired two men from the University of Illinois, who became "giants" in their fields of Political Economy and Law, respectively, at William and Mary: Albion G. Taylor and Dudley W. Woodbridge. Taylor, A.B., Des Moines U., M.A., U. Nebraska, and Ph.D., U. Illinois, came as Associate Professor of Economics.<sup>3</sup> Woodbridge, A.B., LL. B., U. Illinois, came as Assistant Professor of Jurisprudence.

In 1928, Donald S. Southworth, Ph.D., Princeton came to William and Mary, and is well-remembered for his Money and Banking classes in Economics.<sup>4</sup>

By 1927, well into J.A.C. Chandler's administration, Business Administration had settled in firmly as a strong field of study in American institutions of higher learning. The American Association (now Assembly) of Collegiate Schools of Business had been formed in 1916. Its 13 charter business school members were those of the University of Pennsylvania (which formally had offered such study in 1881), Dartmouth College, University of California (Berkeley), University of Chicago, Columbia University, Harvard University, University of Nebraska, New York University, Northwestern University, Ohio State University, University of Pittsburgh, University of Texas, and Tulane University. By 1927, 22 more institutions had become members including the University of Virginia (1925) and Washington & Lee University (1927).

In 1929-30, the School of Economics and Business Administration offered a 4-year program for the A.B. Degree. It went like this the first two years:

#### FRESHMAN YEAR

<u>First semester</u> - credits	<u>Second semester</u> - credits
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<sup>3</sup>Albion G. Taylor was a mentor of the writer. He passed away in August, 1983 at the age of 97.

<sup>4</sup>Dr. Southworth's mentor at Princeton University was the renowned Professor Edwin W. Kemmerer. Kemmerer was the writer's father's roommate in the DKE Fraternity House at Wesleyan University, during their senior year, 1898-99.

English 101	3	English 102	3
Any Science 101	5	Science 102	5
Virginia Govt.	3	American History	3
Economic Geography		Economic Geography	
or Math. 101R	3	or Math. 101R	3
Physical Training	1	Physical Training	1
<b>Total</b>	<b>15</b>	<b>Total</b>	<b>15</b>

## SOPHOMORE YEAR

English 201	3	English 202	3
Princ. Economics I	3	Princ. Economics II	3
Princ. Accounting I	3	Princ. Accounting II	3
Bus. Org. and Mgt.	3	Psychology	3
Modern Language	3	Modern Language	3
Physical Education	1	Physical Education	1
<b>Total</b>	<b>16</b>	<b>Total</b>	<b>16</b>

Fields of specialization (concentration) available in the last two years were Economics, Finance, Accounting, Management, and Foreign Trade and Consular Service.

The number of courses available to Economics and Business students totaled 38: 12 in Economics, 9 in Banking and Finance, 9 in Accounting, 6 in Management and Marketing, and 2 in Sociology. Jurisprudence courses, also numbering 38, were available, too.

In 1929-30 Albion G. Taylor succeeded the deceased William A. Hamilton, but as Head (not Dean, as was Hamilton's title) of the School of Economics and Business Administration. This was a clear indication that this School was a department in effect, lacking the autonomy of a modern professional school of business. During that year, Hibbert D. Corey, A.B. in Education and with a Special Certificate in Business Administration, University of Michigan, and graduate work at Ohio State University, arrived. In 1969 he retired as Professor of Business Administration, Emeritus, having been Acting Head of the Department of Economics in 1958-59, and Acting Head of the Department of Business Administration in 1959-61.

In 1930-31, Charles F. Marsh, A.B., Lawrence, and M.A. and Ph.D., University of Illinois came to William and Mary's School of Economics and Business Administration as Associate Professor of Economics. Later, he became the first Head of the new Department of Business Administration in 1941; Dean of the Faculty in 1951; President of Wofford College (1958-68), and Lecturer in Business Administration at William and Mary on his retirement from Wofford

College in 1968.<sup>5</sup> He became Lecturer in Business Administration, Emeritus in 1973.<sup>5</sup>

Under Taylor's tenure as head of the School of Economics and Business Administration the listing of courses of the School was established under the heading of Economics and divided into categories of (1) Banking and Finance and (2) Business Administration. Under Business Administration were sub-categories of (a) Accounting and (b) Management and Marketing. In today's B.B.A. degree program the two programs of Accounting and Management thus show curricular persistence over half a century. Although Management is a catch-all term for several disciplines within Business Administration, each discipline could be, if larger, a Department, as could Accounting.

For 1930-31 it is interesting to note that all the Jurisprudence (Law) courses were then under a School of Jurisprudence which School itself was under the jurisdiction of the School of Government and Citizenship. Associate Professor of Jurisprudence Dudley W. Woodbridge was still additionally listed as a member of the Faculty of the School of Economics and Business Administration.

Theodore S. Cox, A.B., LL.B. had become a Professor of Jurisprudence and Head (not Dean), of the School of Jurisprudence.

The William and Mary Bulletin for April 1932 pictures for the first time a spick-and-span newly-named "Sir Christopher Wren" Building, stripped of its ivy and old portico. No longer would it be called officially the Main Building (or College or College Building) as it had been for all its previous existence).<sup>6</sup>

In 1932, Theodore Cox was upgraded to Dean (from Head) of the Department of Jurisprudence. Taylor, however, remained

<sup>5</sup>Charles F. Marsh was a major mentor of the writer. He passed away in January, 1984.

<sup>6</sup>William and Mary Mathematics Professor (the Reverend) Hugh Jones, mentioned in his delightful little book entitled The Present State of Virginia, published in London in 1724, that William and Mary's main building was "modelled" by Sir Christopher Wren (who died at age 91 in 1723). The chance that Wren "modelled" the building is probably less than one's chance of winning the main prize in a Readers' Digest Sweepstakes. However, it's a pretty name, and the building fits in nicely with Colonial Williamsburg's restoration. For further information, see Marcus Whiffen, The Public Buildings of Williamsburg, Williamsburg, 1958, pp. 30-32. For information on Sir Christopher Wren, see article on Wren by Sir John Summerson in Encyclopedia Britannica, pp. 1020-1024, Vol. 19, Macropaedia.



as Head of the School of Economics and Business Administration. (In the protocol of listing it was "Dean and Professor" for Cox but "Professor and Head" for Taylor.) (Also Kremer J. Hoke had become Dean of the College and Professor of Education in that order in his listing.)

Aeronautics had joined the William and Mary curriculum by 1932 and its director was Lt. Col. E.C. Popp. Taylor and Marsh by this time were teaching two courses in extension at Newport News. W. Brooks George of Stuart, Virginia was a senior in accounting about to graduate with a Phi Beta Kappa key in 1932. He would later be Rector of William and Mary's Board of Visitors. Also graduating in 1932, and also with a Phi Beta Kappa key (in history) would be Davis Y. Paschall of Townsville, North Carolina, later President of William and Mary. Duncan M. Cocke of Williamsburg, later Senior Vice President of Colonial Williamsburg Foundation, also received a Phi Beta Kappa key and graduated from William and Mary in 1932. In the fall of the following year, 1933, S. Warne Robinson of Monongahela, Pennsylvania, and Walter J. Zable of South Boston, Massachusetts would register with the Class of 1937. Later they would become, as would W. Brooks George, Chairman and Chief Executive Officer of their respective corporations.

In 1933-34 Walter E. Hoffman was an instructor in Jurisprudence at William and Mary. In honor of his service as a Federal Judge, a building in Norfolk was recently named after him.

In 1934 President J.A.C. Chandler passed away after William and Mary's most dynamic period of growth and change, prosperity, and depression. During his 15 years as President, there was much experimentation, continuation of the classical program, and considerable development in law, business administration, and education. In 1918-19 there were 182 students enrolled at William and Mary (Williamsburg). In J.A.C. Chandler's first year, 1919-20 (the first post-World War I year), the students enrolled numbered 333. In 1933-34, Chandler's last year, the

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<sup>7</sup>Paschall moved to Lunenburg County in Virginia at an early age, and grew up on a farm there. He graduated from Lochleven High School in that County and went to William and Mary as a student in 1928. His home address was Kenbridge, Virginia. After graduating from William and Mary, he taught school and became Principal of Victoria High School in Lunenburg County.

number of students (in Williamsburg) stood at 1,269, although this was a drop from a record 1,607 in 1932-33.<sup>8</sup>

With the election of John Stewart Bryan (Vice Rector of the Board of Visitors) as new President, William and Mary would get through the rest of the 1930's in a new style before the need for more men students would cause unforeseen changes by the end of the 1930's. But Business Administration would in 1934-35 be closed down by President Bryan except for the special course in accounting. However, Business Administration would start a comeback in 1941-42, ironically also under President Bryan.

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<sup>8</sup>An unfortunate incident occurred in 1934 when State Auditor L. McCarthy Downs found an irregularity in Chandler's use of some funds at William and Mary and it was reported in the press. Actually, as ascertained upon investigation, the funds were used to good purpose to the entire benefit of William and Mary. The William and Mary Business School recently graduated two grandsons of Downs; and his son, L. McCarthy Downs, Jr., has been a strong supporter of this Business School.

CHAPTER FIVE

Business Administration at William and Mary Gets Buried in Economics, 1934-41, as John Stewart Bryan Takes Over; But Starts a Comeback in 1941.

When John Stewart Bryan and Charles J. Duke, who, along with Gabriella Page, joined the Board of Visitors on June 7, 1926, it would have been an unlikely scenario that in eight years Bryan and Duke would make a "dual Presidency" in succession to J.A.C. Chandler. However, eight years later, when Chandler passed away, that is what happened. In effect Bryan, who by then was Vice Rector of the Board of Visitors, was elected in 1934 as President but first got Duke to agree to run things on the inside at William and Mary. Technically, it worked well; and when John S. Pomfret became President in 1942, he was President on much the same basis with Duke's help.

During Bryan's term on the Board of Visitors he was quite supportive of J.A.C. Chandler. He had this to say of Chandler: "Out of the seemingly inexhaustible resources of his energy, courage, and imagination a magnificent school of learning was resurrected and enshrined. The student body was multiplied nearly tenfold, and the furthest borders of the Commonwealth were brought into ultimate touch with the College."

Also Bryan, born in 1871, noted on June 30, 1934, when the Visitors told him shortly before Chandler's death that they wanted him to be President, that he "told them very frankly that I am too old to seek a new career.... but the Governor, alumni, and friends pressed me with the argument that an opportunity exists to give William and Mary the distinctive place in American education that it would undoubtedly have attained once more had Dr. Chandler lived to carry out plans he had formulated."

Yet upon becoming President, he apparently saw things differently. Within his experience he would later be a member of Harvard's Board Of Overseers (1937-43) and was also quite fond of Dartmouth as a model institution. He had received from the University of Virginia the degrees of A. B and A. M. in 1893, and had been Rector of its Board of Visitors during 1920-22. Also he personally had the wherewithal to do things that Chandler could never consider. Further, he had time for those things since Charley Duke relieved him of most of the grinding work of the Presidency.

To show in a preview what the hard facts of institutional life would be during his tenure compared to his predecessor's, here are enrollment figures for 1931-32 through 1941-42.<sup>1</sup>

<u>President</u>	<u>Session</u>	<u>Men</u>	<u>Women</u>	<u>Totals</u>	<u>Excess</u>
Chandler	1931-32	868	814	1,682	54 men
Chandler	1932-33	805	797	1,602	8 men
Chandler	1933-34	587	682	1,269	95 women
Bryan	1934-35	574	631	1,205	57 women
Bryan	1935-36	534	664	1,198	130 women
Bryan	1936-37	563	727	1,290	164 women
Bryan	1937-38	610	689	1,299	79 women
Bryan	1938-39	635	676	1,311	41 women
Bryan	1939-40	604	678	1,282	74 women
Bryan	1940-41	605	686	1,291	81 women
Bryan	1941-42	571	737	1,308	166 women

Ever since coeducation had arrived at William and Mary in 1918, there had been grumbling by alumni about (1) any women, and (2) too many women, at William and Mary; which indeed even persisted into the 1960's, particularly when comparisons were made to the University of Virginia which until overturned by federal law was by far made up of men students.

However, after Bryan became President, he moved swiftly toward the liberal arts, dismantling much of Chandler's broad educational ambience.

He started to bring in a few Ivy-type professors, although with more accent on teaching than on the research and writing that would be required at the Ivies for tenured professors.

<sup>1</sup>In total numbers, William and Mary had enrolled for 1983-84 approximately 6,400 full-time equivalent students; 4,700 undergraduates and 1,700 graduates. Compare this to the total of 1,282 in 1939-40.

However, if research and writing were proved later, some could be eligible to go back to the Ivies or to similar institutions.<sup>2</sup>

Also, with only around 1,200 students, of whom practically all were undergraduates, most were women. Further, at that time, women were not interested in or were precluded from, careers in business administration (and law). Even in primary and secondary education women had little opportunity to rise to superintendent or principal (except at lower grades). Thus, at the time, William and Mary would be relatively suitable for a greater liberal arts orientation.

However, Bryan sought the advice of Dean E. Gordon Bill, of all male Dartmouth on how to follow the Dartmouth "model".

Nevertheless, Bryan's term of office was relatively short, from 1934 to 1942, and of course he had mentioned that at his age he was not sure he should accept the job.<sup>3</sup>

Professor of Chemistry, Emeritus, Alfred R. Armstrong, a William and Mary alumnus and a faculty member during Bryan's years, describes in his "oral history" the Bryan Presidency as "Camelot", with which description the writer, as a student at William and Mary while Bryan was President, would agree.

Bryan personally paid for the splendid Christmas parties over which he, dressed in costume like Louis XIV, would reign. Many of the lectures and artistic affairs he brought to William and Mary reflected his accent on the "good life" which, in a way, was an antidote to the years of economic depression during much of his tenure. Coming in for lectures were luminaries such as Alexander Woolcott, Gertrude Stein and Douglas Southall Freeman. In 1935 Newton D. Baker gave the Cutler Lecture.

One of his shining successes was the Fine Arts Department, which Bryan got Leslie Cheek to head, and Cheek, like Bryan,

<sup>2</sup>Harold L. (Jimmy) Fowler notes in his "oral history", for example, how, although he had his Ph.D. degree in history from Harvard and had done some instruction there, he knew realistically that he would not be hired and tenured there for a career. (Besides, he liked William and Mary.)

Bryan's favorite, however, was doubtless James W. Miller, Professor of Philosophy, whom he admired very much. Miller was Acting President of William and Mary for about a month between the Pomfret and A.D. Chandler Presidencies in 1952.

<sup>3</sup>At the end of his tenure, the Board of Visitors elected him to the honorary position of Chancellor, which he held until his death in 1944.

had strong personal resources. Cheek even supported his own small dining room in the little Fine Arts Building across Jamestown Road from the Brafferton. Fine Arts 101-102 was a course the writer still remembers with pleasure, despite the heavy load of study it required which reduced time for other work -- as well as non-work. Nor can the writer imagine anyone who was there to forget the 1940 June Ball in the Sunken Garden with Glenn Miller's Orchestra providing the music, and with the women students in long dresses and the men students in summer tuxedos. (In 1939 it was Tony Pastor on Friday night and Hal Kemp at the Saturday afternoon concert and the Saturday Night Ball.)

On the serious academic side, however, Business Administration was not eliminated; it simply was downgraded and "hidden", the liquidation being at least largely cosmetic although Bryan might not have realized that the "old wine" was being switched to other bottles on hand.

While Bryan quickly dispatched to oblivion the School of Economics and Business Administration, and with it, Taylor's title of Head of that School, he made Taylor Assistant Dean of the Marshall-Wythe School of Government and Citizenship. Bryan made himself the Acting Dean of that School. Taylor also was listed as Head of the Department of Economics which became part of the Marshall-Wythe School of Government and Citizenship. On the assumption that the Acting Dean was not doing much "deaning", the Head of the Department may well have been "reporting" to himself, the Assistant Dean.

Although Business Administration as a name was liquidated, most of its courses, except for Accounting (which was allowed to be visible), were buried in a shallow grave in the new Department of Economics, so that they could ostensibly become considered liberal education rather than professional education, although there apparently was little, if any, real difference in the courses when the structure is examined.

Indeed there were many exceptions to pure liberal education at William and Mary then. The School of Education was not changed and Kremer J. Hoke was still Dean of it. Also the Marshall-Wythe School of Government and Citizenship retained in Jurisprudence obviously professional work (with a Bachelor of Civil Law degree as well). Accounting, with its professional work, became a separate course of study under the Marshall-Wythe School. If the removal of Business courses into a Department of Economics made them liberal arts, then they probably could not have been originally very professional since apparently the same texts and outlines were used, and the same professors were still in place. Also, it is difficult to imagine the following departments that still existed to be considered "liberal arts": Home Economics, Journalism, Library Science, Physical Education, Public Speaking,

and Secretarial Science (although they were not fields of concentration).

Here is a summary of how Business Administration courses lost only their Business prefixes.

All the Accounting courses previously were prefixed with Business. Now each became prefixed by Accounting, e.g. -- Principles of Accounting, formerly Bus. 201,202 became Acct. 301,302. Only one course, Bus. 406 -- Income Tax Problems, was actually dropped. Since the Law course entitled Taxation also was dropped, study of taxation was apparently gone or hidden in one of the other Law courses, and one might wonder why.

All the Marketing and Management courses under Business Administration changed over to Economics courses in one way or another. For example, Business 311 (Marketing Principles) and Business 312 (Principles of Advertising) apparently were picked up in Economics of Marketing -- Econ. 311,312. All the previous Economics courses stayed practically the same, too. For example, Economics 401 (Transportation) and Economics 402 (Economics of Public Utilities) were changed to Economics 401-402 (Transportation and Public Utilities). Voila!

Banking and Finance had already been under course numbers in Economics so there was literally no change in that field.

There were some slight changes in the courses in the School of Jurisprudence, too. There were 29 Law courses listed in the 1933-34 catalog. Eight of these, including Taxation, were dropped from the 1934-35 catalog, but one new one was added. In other words, the change was primarily a 20 percent reduction in the number of Law courses, with no change in their professionalism. Indeed in 1937, the School of Jurisprudence was accredited by the Association of American Law Schools (AALA) and the American Bar Association (ABA).

Thus the liquidation of Business Administration was mostly more apparent than real; and when Business Administration was brought back in 1941-42, it was readily done by some more reshifting of courses and their names.

The mischief in moving courses around so much lay in the problem of putting together a decent concentration under the degree requirements. It took more ingenuity than before but might be hard to explain to a recruiter of business students.

There was little change in the curriculum or the organization of William and Mary after President Bryan's first year.

There were in the meantime, comings and goings of advisors to President Bryan and institutionally. Dean E. Gordon Bill

(Dean of Faculty and Director of Admissions at Dartmouth) checked out the Dartmouth model with President Bryan and told the President he was doing fine in 1937-38.

Later on Dr. George Works of the University of Chicago had something to say about the Law program. When asked by the writer much later, "What did Works do for William and Mary?", Chancellor Professor, Emeritus, Albion G. Taylor last answered: "He gave us the Works."

So not to forget that William and Mary continued to have its outside responsibilities as instituted in the early 1920's by President Chandler, these were the degrees awarded in 1936 all over the system: B.S., B. Chemistry, B.S. in Social Work, B.S. in Social Sciences, B.S. in Nursing, B. Fine Arts, Bachelor of Arts (the most), M.S. in Social Work, B.C.L., A.M., and LL.D. (Hon.).

In 1936 Bryan introduced a major change: The Faculty Committee system of participative management. It started innocently enough with just three committees. These were Degrees: Hoke (Education), Chairman; Davis (Biology); Morton (History); Landrum (Women's Dean); Taylor (Economics); and Alsop (Registrar); Curriculum: Guy (Chemistry) Chairman; Landrum; Lambert (Men's Dean); Wagener (Ancient Languages); Morton; Taylor; Miller (Philosophy); Hoke; and Jackson (English); and Men's Athletics: Duke (Bursar) Chairman; Jones (Men's Physical Education); and Stubbs (Government). Control by the Degrees and Curriculum committees, in particular, could later control programs at William and Mary by the dominant membership of Arts and Sciences and their leaders. Later, for Schools to have the necessary autonomy to develop, their by-laws would have to give them their own degrees committee, curriculum committee, and other committees to keep the Schools from being taken over by outsiders. Guerilla warfare was one outcome, which also carried over to stop other schemes used by the majority voters to gain power, such as a loaded Senate or a loaded Assembly (which of themselves are in theory (only) not bad ideas if no particular College or School has the power to run things politically under whatever constitution is established).

Unfortunately, the Committee system at William and Mary is today overwhelmingly time-consuming and cumbersome at the university level. It also uses much faculty time and effort which might better be retained for faculty's main jobs: teaching, research, and publication; rather than for administration and power-brokering. In any case, the committee roles should be minimized and be made truly advisory at each administrative

level all the way to the President. The critical questions are: Who is (are) in charge? Who is (are) responsible?<sup>4</sup>

The AAUP (American Association of University Professors), even with its relatively small membership, is fearsome to most university administrators, although it has some gentle members. All it can usually do is censure or join activist suits.<sup>5</sup> The regional and professional accrediting agencies are, however, useful outside forces in academe and generally require a total review each ten years. Yet even the 10-year "self-studies" can be some waste of time and effort when an institution or program is well-established. Also the study for regional reaccreditation may reflect primarily only the most numerous group's attitudes at an institution (i.e., at William and Mary it is Arts and Sciences). Who writes and who reviews the report(s) have opportunities to express narrow points of view. The extraneous work of faculties not only at William and Mary but also at other institutions, is probably less than productive -- with exceptions.<sup>6</sup>

As noted, in the latter part of Bryan's tenure the domination of the number of women students worried Bryan so much that he switched strategy, and sought means to make William and Mary more attractive to men. His first major step was to bring in Carl Voyles, a skilled football coach, to develop a first-class football team for William and Mary.<sup>7</sup> In the fall of 1939 William and Mary had a powerful freshman football team. By the last

<sup>4</sup>Management policy textbooks of course point out that many non-business organizations have multiple constituencies, non-market pricing, and the like that bring uncertain multiple directions and ambiguous programs. However, this can also be an excuse or exaggeration.

<sup>5</sup>Recently in *Minnesota Board for Community Colleges v. Knight*, the U.S. Supreme Court decided by a 6-3 vote that faculty members do not have a constitutional right to participate in college decision-making.

<sup>6</sup>The writer is familiar with the self-study reports of William and Mary for the Southern Association of Colleges and Schools (SACS) for 1954, 1964, and 1974. The 1954 report was ably done. The 1964 report was poor; and the 1974 report was egregious; although they both were praised by others. Sniping at accounting is a favorite liberal sport, for example.

The writer has been a member of SACS accreditation teams and of AACSB (American Assembly of Collegiate Schools of Business) accreditation teams. (The School's relationship with AACSB has been excellent.)

<sup>7</sup>This move increased the employment of tutors hired by Voyles, of which the writer was one in 1939-40 for History 101-102.

important football season, 1942, during World War II, a very strong and successful William and Mary football team was defeated only once (14-0), a victory of North Carolina Preflight, a team which was loaded with former football stars from various institutions.

At the Board of Visitors meeting of May 31, 1940, Bryan said that the change of attitude and standing (in athletics) had been reflected in the increased enrollment of men students.<sup>8</sup>

Bryan's second major move, made in 1941, was to reconstruct Business Administration as a department. This change was to last until February 1, 1968. In 1940 a prophetic quotation of Bryan appeared in one of the William and Mary publications (a statement still quoted in William and Mary publications): "It (William and Mary) must prepare them (students) to live and make a living."

In 1939-40, the total William and Mary Faculty numbered 104. Within this number were 32 professors, 23 associate professors and 19 assistant professors. Comparatively, the Business School faculty, though still understaffed, numbered about 53 in 1983-84. Of these, 18 were professors, 13 associate professors, and 10 assistant professors:

	<u>William and Mary</u> (1939-40)	<u>Business School</u> (1983-84)
Professors	32	18
Associate Professors	23	13
Assistant Professors	<u>19</u> 74	<u>10</u> 41

This points up the fact that as a whole in 1939-40 William and Mary itself was a very small institution by faculty standards of comparison to today.

<sup>8</sup>Some of William and Mary's victories on the gridiron between Bryan's football season of 1941 and successor Pomfret's of 1950 were these: 1941 -- defeated Dartmouth 3-0; 1942 -- defeated Navy 3-0; Dartmouth 35-14; U. Oklahoma 14-7; 1946 -- defeated Maryland 41-7; 1947 -- defeated Wake Forest 20-0; 1948 -- defeated North Carolina State 26-6 (and tied North Carolina 7-7 and Boston College 14-14), and also defeated Arkansas 9-0; 1949 -- defeated Arkansas 20-8; and 1950 -- defeated N.C. State 34-0.

In 1941-42 the new Department of Business Administration, mostly organized by H.D. Corey and W.F. Gibbs, Sr., appeared for the first time, as a seven-year delayed partial successor to the old School of Economics and Business Administration. It employed 3 members; two of whom were also in the Department of Economics. These 3 members were Charles F. Marsh, Director (not Head), of the Department of Business Administration and Professor of Economics and Business Administration; Wayne F. Gibbs, Sr., Professor of Accountancy; and Hibbert D. Corey, Associate Professor of Economics and Business Administration.

This new Department of Business Administration also worked in cooperation with the Marshall-Wythe School of Government and Citizenship, which was still intact.

Listed under the Marshall-Wythe School of Government and Citizenship were the following departments and the following number of faculty of any full-time rank: Government - 3; Economics - 3; Mathematics - 3; Philosophy - 1; Psychology - 2; and Sociology - 1.

For a concentration in Business Administration, the first two years (freshman and sophomore) were entirely lined up with required distribution courses: English, Foreign Language, Science, etc. However, there were ten Special Programs of Study for the junior and senior years, i. e., --General Business, Accountancy, Foreign Trade, Insurance, Marketing, Personnel Administration, and Statistics; although Banking and Finance, Business and Government, and Business and Law, completing the ten, were to be taken as a concentration in Economics. Thus seven bona fide Special Programs of Study were offered in Business Administration.

Today the School of Business Administration has only two special programs at the undergraduate level: management and accounting, with a Business Faculty of over 15 times the size of the faculty in Business in 1941-42, yet which also handles a sizable MBA degree program.

## CHAPTER SIX

### Business Administration Becomes The Most Popular Field of Study at William and Mary as World War II Veterans Enroll: The Pomfret Years, 1942-51

John E. Pomfret, age 43, was elected President of William and Mary at a special meeting of the Board of Visitors on August 17, 1942. Board member Oscar L. Shewmake tried to get a six-year rule on the term of Presidential office subject to reelection at the end of that time but the motion lost on a tie vote. Pomfret, whose academic field was history, at the time was Dean of the Senior College and Graduate School at Vanderbilt University. (The father of Mrs. Pomfret, whose maiden name was Wise, had substantial interest in the Richmond newspapers of which Bryan was Editor.) Among other candidates for the Presidency were Robert D. Calkins, Dean of Columbia University's Business School; and Robert Kent Gooch (earlier at William and Mary), Dumas Malone, (the renowned historian), and James Southall Wilson (who had been a candidate in 1919 to succeed his father-in-law, Lyon G. Tyler). Gooch, Malone, and Wilson all were professors at University of Virginia.

Charles F. Marsh had now returned from leave in Washington where he was with the Bureau of Investigation and Research, in which he was in charge of part of a study of the United States' transportation capabilities related to war needs. His title at William and Mary had become Director of the Department of Business Administration and Professor of Economics. Albion G. Taylor now held the title of Dean of the Marshall-Wythe School of Government and Citizenship, which he took over from Bryan. (Bryan had been Acting Dean of that School in addition to being President of William and Mary.)

Previously in 1942, Bryan had been elected to the honorary post of Chancellor of William and Mary. Among his final remarks, he had told the Board of Visitors that "there is still vibrant and energizing at William and Mary a spirit and unity with the great Virginians of the Revolution and those who led in our own War Between the States...." Bryan had been a gracious leader. Lee's Lieutenants, 1944, the masterpiece of Douglas Southall Freeman, was dedicated "To John Stewart Bryan Who Has Kept The Faith." Pomfret would also be gracious, but in very low-key compared to the style of Bryan. He even did some research and writing in his field of history during his tenure, which lasted into 1951.

William and Mary was rapidly trying to adjust to the conditions of World War II when Marsh returned from Washington to continue directing the Department of Business Administration as its Head. Previously, at the Board of Visitors' annual meeting on May 30, 1942, it was particularly noted that more women would have to be admitted, an ironic turn of events, considering the previous worry about William and Mary becoming "too feminine". Also, new "war" courses entered the curriculum: two credits each for Camouflage, Home Nursing, Internal Combustion Engines, and Military Chemistry. Telegraphy, a non-credit course, was also added. Other courses augmenting the curriculum were Military and Naval Strategy, Law of the Sea, Plane and Spherical Trigonometry, Health Education, and Safety and Engineering Education. All were approved by Navy V-1, V-5, and V-7; by Army Air Force Enlisted Reserve (Plan B), by Army Enlisted Reserve; and by Marine Corps Candidate Class.

It was questioned at the time whether the Law School should continue, but Dean Theodore Cox said an adjustment would be made to keep it going.

The Board also decided to set up a part-work, part-study plan.

During 1943 William and Mary was chosen as the site for a Naval Chaplains' School which helped with the cash flow situation, also providing an echo of William and Mary's original clerical model of colonial days.

As the war neared its end, the ten special programs of the Department of Business Administration were supplemented by an eleventh: Business Administration in Prisons. This program was one of four established at William and Mary by undeterred request of the Bureau of Prisons, U.S. Department of Justice. The other three programs were: (1) General Prison Administration (a concentration in Sociology); (2) Classification and Parole (a concentration in Psychology); and (3) Dietetics and Culinary Management in Prison (sequestered in Home Economics).

During 1943, Marsh was named Acting Dean of the still active Marshall-Wythe School of Government and Citizenship; standing in for the Dean of that School, Albion G. Taylor, who had taken leave from that post and from his position of Head of the Department of Economics, to work for the War Manpower Commission in Washington. Cox, meanwhile had become Dean of the Department (no longer School) of Jurisprudence, although he, too, went on leave, as Major Cox, to the Army. Later, Woodbridge took over as Acting Dean of the Law Department from Dean Arthur Phelps, Cox's immediate successor.

Altogether, the 1943-44 session had only about 800 civilian students, of which but 200 or so were men students. In 1944-45 there were 1,048 students and in 1945-46 the number was 1,092.

In 1944 all the William and Mary academic departments were finally put in alphabetical order in the catalog. The Marshall-Wythe School of Government and Citizenship was added at the end of the departmental list. This "School" no longer contained Business Administration or Law, however. Yet it was left the Departments of Economics, Government, History, and Sociology and thus as a "School" maintained its "Rube Goldberg" type of arrangement.

Also in 1944, an organization of four academic divisions was established which would be carried into the 1960's, although the original four divisions were later pared to three. These divisions were loose aggregates, to say the most, and each division chairman, chosen from the heads of the departments in each division, had little power except within his own department. The initial divisions were the Division of Humanities (Ancient Languages, English Language and Literature, Fine Arts, History, Modern Languages, and Philosophy); the Division of Social Sciences (Business Administration, Economics, Government, History -- also in Humanities --, Jurisprudence, Philosophy, Secretarial Science, Sociology, and for good measure, the Marshall-Wythe School of Government and Citizenship.); the Division of Natural Sciences (Biology, Chemistry, Mathematics, Psychology, and Physics); and the Division of Teacher Education (Education, Home Economics, Library Science, and Physical Education). Only one department, the Department of Industrial Arts (Engineering and Surveying), was left in divisional limbo, belonging to no Division. It had only one faculty member, who was an associate professor.

The Marshall-Wythe Seminar (one credit) made its debut in 1944, with a meeting once every two weeks. This was the vestige of the original Marshall-Wythe lecture series, which Robert M. Hughes spent untold hours putting together in 1920, when fear of Bolshevism was acute.

The Department of Business Administration changed little in its curriculum through the rest of the 1940's although it later added some new faculty to handle part of its great load. There were many huge classes and a standard 15-credit hour teaching load (or a 12-credit hour teaching load if there were four different preparations a semester). Classes also met on Saturday mornings, which made it difficult to get to "away" football games in the fall for professors and students stuck with Saturday classes. The insidious Saturday class was eliminated in the 1960's.

The writer was one of the new faculty additions in the fall of 1948 as an Assistant Professor of Business Administration to replace Frank L. Roberts, who never came back. Anthony L. San-cetta also arrived in 1948 in the slot of an assistant professor

of economics. (In 1978, he retired as Zollinger Professor of Business Administration, Emeritus.) The writer's courses in 1948-49 were Bus. 311-312, Marketing Principles and Problems; Bus. 314, Sales Management; and Bus. 327, Industrial Relations; Econ. 303, World Resources; and Econ. 424, Investments. Most of the students in Business were veterans, some as old as, or older than, the writer.

In 1949-50, William and Mary was predominantly populated by men students, i.e., about 75 percent were men. About 30 percent of the men students concentrated in Business Administration and about 15 percent in Economics. Since the Business faculty and Economics faculty were then interchangeable, it might be said that William and Mary, as far as concentration for the men students went, had earmarks of a blossoming Business School.

In 1948, Judge Oscar L. Shewmake, who in 1922-23 was the first Dean of the School of Economics and Business Administration, had become Vice-Rector of the Board of Visitors -- and later would become Rector.

In 1948 Albion G. Taylor became Chancellor Professor of Political Economy, a signal honor. He held that title as Emeritus when he passed away in his 98th year in 1983.

In 1949, the writer would add the teaching of Bus. 313, Advertising, and Bus. 428, Seminar in Business Economics, to his teaching expertise.<sup>1</sup> In the summer of 1949 he wrote a long report for the Advisory Council on the Virginia Economy on The Marketing of Virginia Seafood. (This was later expanded upon as a dissertation at Columbia University with the more scholarly title of The Fishing Industry of Chesapeake Bay: A Study in Private Management and Public Policy.) In the summer of 1950, he also wrote a long report on The Travel Trade of Virginia, for the same Advisory Council. Through these seminal reports, and helped greatly by Dr. Marsh's recommendations, he was awarded the Columbia Business School's University Fellowship for 1950-51, to enter Columbia as a doctoral student. He was finally awarded the Ph.D. degree from Columbia in December, 1955.

Going back to June 4, 1949, the Board of Visitors noted at that time that there were 212 concentrators in Business Administration, the largest number for any field at that time. Others serially topping the list were Economics -- 76, Chemistry -- 75, Biology -- 66, and English -- 65.

<sup>1</sup>At the Board of Visitors' meeting of February 26, 1949, Pomfret referred to "our hard-pressed Department of Business Administration."

William and Mary seemed to be going along well under President Pomfret as 1950 moved along. Although the Korean War had started, it had little effect on the College enrollment. The more noticeable effect was finally the graduation of the great majority of the World War II veterans. William and Mary's enrollment dropped from 2,047 in 1948-49 to 1,990 in 1949-50 and to 1,801 in 1950-51. However, the altering of grades of some of the recruited athletes, as came to light later in 1951, forced Pomfret to resign without much assistance or support to him from the total William and Mary faculty. Also the major coaches resigned. Whether it all could, or should, have been quietly handled internally with appropriate sanctions is now moot.

One of Pomfret's last recommendations, in March, 1951, was to transfer Richmond Professional Institute and the William and Mary Norfolk Division to the State Board of Education, although these satellites of William and Mary apparently wanted to have this done anyway. However, the idea expired.

Briefly, Pomfret resigned in 1951 and in early October 1951, Vice Admiral Alvin Duke Chandler succeeded him. More will be mentioned on this changeover.



## CHAPTER SEVEN

### Business Administration is Supported by President A. D. Chandler. Re-Asserting the Leadership of Former President J.A.C. Chandler

In October, 1951, the new President of William and Mary, Vice Admiral Alvin D. Chandler, took office. He was the driving son of a driving father, President of William and Mary J.A.C. Chandler, 1919-34. In many ways father and son were alike. Each believed in taking William and Mary to the people of Virginia, primarily to Richmond and to Norfolk. Both thought "big". Both were, without knowing so at the time, early godfathers to two impressive urban state universities, Old Dominion University in Norfolk and Virginia Commonwealth University in Richmond; and one up-and-coming urban state college, Christopher Newport College in Newport News. Both Chandlers supported Business Administration actively as a key field of study.

The end of the 1930's marked the end of the Great Depression, and 1945 the end of the largest of all wars, World War II. Later, 1951 marked the first full year of the Korean War. In the tenures of presidencies since 1909-10 (which is a basic year in the stabilization of William and Mary as state-owned), up to A. D. Chandler's starting year of 1951-52, what had been the changes in the numbers of students at William and Mary in Williamsburg?

At the end of the first decade of the 20th century under President Lyon G. Tyler, William and Mary enrolled 241 students in Williamsburg and there was no outreach from William and Mary at that time.

Under new President J.A.C. Chandler, with World War I over and coeducation having commenced at William and Mary (along with the start of outposts beyond Williamsburg), William and Mary registered in 1919-20 a student body of 303 in Williamsburg. In the throes of economic depression in 1930-31, still under J.A.C. Chandler, the student body at Williamsburg stood at 1,501. At the end of John Stewart Bryan's tenure as President, in 1941-42, the students at Williamsburg numbered 1,260, a noticeable drop from 1930-31, but almost the same as the 1,269 in J.A.C. Chandler's last presidential year of 1933-34. In the difficult year of 1943-44 under President Pomfret the civilian students in Williamsburg added up to approximately 800; but in 1944-45 the number was 1,150 (with 842 women and 308 men). In 1946-47 the ingress

of World War II male veterans showed clearly with a total student body of 1,908 (with 1,264 men and 644 women). The Pomfret years peaked with an enrollment of 2,047 in 1948-49 (with 1,418 men and 629 women). A. D. Chandler's first year of 1951-52 showed an enrollment of 1,664, with men dropping to 865 and women moving up to 799 for a more balanced total, as standards of entrance and retention were raised.

In A. D. Chandler's last year as President, 1959-60, William and Mary's student population in Williamsburg was 2,303 (1,213 men and 1,090 women) which was a significant change upward from his first year's 1,664, even though the standards of admission had toughened further.

At this point it is revealing to look ahead to see the numbers and diversity that between 1960 and 1983 would make a strong university out of what had been a substantial college.

Enrollments for the two decades after 1959-60 would make 1959-60's enrollment of 2,303 look very small. Under President D. Y. Paschall the enrollment went from 2,401 in 1960-61 to 4,349 in 1970-71. Under President Graves, the enrollments were 4,531 in 1971-72 and 6,521 in 1982-83. These enrollments, their diversity, and their additional graduate and professional numbers clearly made William and Mary a university in deed if not in name.

The stressful situation leading to President Pomfret's resignation of course had an effect on the choice of a successor to him. The result was that the Board of Visitors was determined to underscore their responsibility and bring in a strong president. This they did forthwith with their choice of Vice Admiral Chandler.

The Board of Visitors minutes of February 9, 1952 show the re-appointment for the second semester of C. L. Quittmeyer as Assistant Professor of Business Administration at two-thirds time at a salary of \$1,200. (This constituted an 11% raise from the basic last salary of 1949-50.) What the resolution did not say was that Professor H. D. Corey had been injured in an accident and that the Head of the Department of Business Administration, Dr. C. F. Marsh, had arranged this substitution for Corey's replacement. Also Marsh had become Dean of the Faculty in addition to heading up the Department of Business Administration.

Chandler at the same time told the Board of Visitors that if William and Mary's self-study for the re-accreditation of William and Mary by the Southern Association of Colleges and

Schools (SACS) bogged down, he would recommend that a competent management firm with a competent educator be hired to assist.<sup>1</sup>

At this time, too, a policy, sometimes perhaps internally honored in the breach, was recommended in House Bill No. 42: "the endowment funds of the institutions of higher education should not be taken into consideration nor used to reduce state appropriations... but shall be used in accordance with the wishes of the donors."

Professor of Accountancy Wayne F. Gibbs had been honored with the establishment of the Wayne F. Gibbs, Sr. Fund with a balance of \$100 restricted to "Prizes". It is still active at that amount.

In the 1950's all the state institutions had relatively small student populations compared to today. In January, 1953, William and Mary stood at 1,583; University of Virginia at 3,535, and Virginia Polytechnic Institute at 2,937.

In early 1953, Chandler revealed his predilections in a speech to the William and Mary Faculty. He took his text from The Measurement of College Character by Professor Harold Benjamin. Following is what were considered to be substitutes for escaping the labor of sound evaluation:

- A. Tradition. (It takes more than age to give an institution character.)
- B. Ivy and Columns. (Being pretty does not substitute for jobs, abilities, and tools.)
- C. Nostalgic backward glances. (Obsession with "campus character".)

Also he made clear he wanted a Law School with an independent dean; a School in Education; and additional Schools, if circumstances, the needs of the student body, and other needs so dictated.

The Board of Visitors endorsed this speech and complimented Chandler on it.

During the second semester of 1952-53 a check of the concentrations showed significant percentages of junior and senior men taking Business Administration and Economics at 20% and 18% respectively for a total of 38%. However women juniors and seniors concentrating in Business or Economics totaled only

<sup>1</sup>This study did not bog down. It prophetically recommended the establishment of Schools of Business, Education, and Law, although only the Law School was instituted under President A. D. Chandler.

5%. (How this would change upward for women students in the 1970's!)

During the second semester of 1952-53, W. Melville Jones, then a Professor of English (who would later have a catalytic role in the establishment of the School of Business Administration in 1968 and the approval of the B.B.A. degree in 1971), received his Ph.D. in English from Harvard University. His dissertation was on The English Chapbook. Jones would become William and Mary's first Vice President, serving under President D. Y. Paschall as such from 1967-1971.

A major breakthrough for the field of Law at William and Mary occurred on May 30, 1953 when the Board of Visitors resolved that the Department of Jurisprudence be called the Marshall-Wythe School of Law with full autonomy and with the Dean reporting to the President.<sup>2</sup> Students at William and Mary could start on the B.C.L. degree as a concentration in law in the senior year.

On August 29, 1953, a concentration in the Department of Education was reestablished. Also, an M.A. in taxation started under the Law School, respectively leading to the A.B. degree in Business Administration (as a concentration), to the B.C.L. degree, and to the M.A. in taxation.

On October 17, 1953 The William and Mary System, as it was called, included the College of William and Mary in Virginia (1693), Richmond Professional Institute (1917) and Norfolk Division of William and Mary (1930).

Dr. Thomas J. Luck arrived as Head of the Department of Business Administration in the fall of 1954, and left two years later.<sup>3</sup> In Luck's first year, as Dean of the Faculty Marsh put it, Luck maintained the Department's strong academic program and strengthened it with closer relations with the Business community. "The formulation of a Business Advisory Council,

<sup>2</sup>When William B. Spong, Jr. became dean of William and Mary's Law School in 1976, the practice of the Law dean reporting to the President was re-introduced, this time under the By-Laws of the Board of Visitors. In 1983-84 the same channel for reporting was also finally properly made available to the other academic deans -- Arts & Sciences, Business Administration, Education, and Marine Science.

<sup>3</sup>The writer had a good offer in the spring of 1954 to go to the University of Buffalo's School of Business Administration and took it.

the holding of a highly successful Career Day...and several field trips are examples of these close relations."

Dean Dudley W. Woodbridge of the Law School in a letter early in 1955 to President Chandler made the following selected remarks which reflected appreciation of Chandler's good will and support to professional studies: "(1) You assured us from the start of your interest in the Law School as one part of the greater College. (2) You championed the course of autonomy for the Law School thereby increasing our status from primarily a department in the School of Liberal Arts to a co-ordinate School of its own, thereby giving the School of Law greater dignity and prestige in professional circles. (9) You have consolidated the Law School into one building. (23) You have gained the respect, love, confidence, and admiration of the law faculty, law students, and law alumni."

"And you have done all this while being constantly sniped at from the sidelines and while often forced to let the really important parts of your College duties slide for sheer lack of time to meet the attacks of those who should be following your leadership instead of boring within." Le plus le change, le plus la meme.

George J. Oliver, Head of the Department of Education, also spoke up for Chandler in Chandler's re-constitution of the Department of Education.

In March 1956 Woodbridge also sent a letter to Chandler stating that the Law School should have its own representative on the Faculty Advisory Council, adding that the Law School did not wish to be a subordinate branch of a division (the Social Science Division<sup>4</sup>).

In the fall of 1956, Algin B. King, later an Associate Dean of the William and Mary Business School, became an Associate Professor of Business Administration. At the same time, after a year at the University of Maryland as Budget Director, John S. Quinn came back to the William and Mary Department of Business Administration. Wayne F. Gibbs, Sr., Professor of Accountancy replaced as Department Head Thomas J. Luck, who had left William and Mary. Also Shirley D. Southworth replaced Albion G. Taylor as Head of the Department of Economics; Taylor becoming Chancellor Professor of Political Economy, Emeritus.

James R. Killian, Jr., then President of Massachusetts Institute of Technology, received an LL.D. degree from William

<sup>4</sup>"Social Science", as a term, is considered by some to be an oxymoron.

and Mary at its 1957 Commencement Exercises. Killian, later Chairman of the M.I.T. Corporation, has traced the beginnings of M.I.T.'s Sloan School of Management to the teaching of Political Economy at M.I.T. William Barton Rogers, once Professor of Chemistry at William and Mary, and later the founder of M.I.T., is memorialized in two buildings at William and Mary. The new chemistry building bears his name. The cornerstone of Chancellors Hall also has his name on it as of the first Rogers Hall (i.e., William Barton Rogers Memorial Science Hall).

On August 25, 1956 one member of the Board of Visitors complained that the Committee of the Faculty came before the Board simply to express "a muddled mess of opinion of their version of what could be done to improve the College." Perhaps other Boards would also recognize that sentiment. One might recall the "W&M Football Stadium Scare" of recent times, when a proposal for a much improved stadium was considered by some faculty to be the equivalent of the bubonic plague.

On March 12, 1957 long-time Accounting Professor Wayne F. Gibbs, Sr. wrote a report to Chandler urging the re-establishment of a Business School. Apparently with Chandler's approval, it was brought to the attention of the Board of Visitors. In it Gibbs said that the University of Virginia, Washington and Lee University, and the University of Richmond all had Schools of Business Administration. He added that William and Mary and V.P.I. did not have such schools but that William and Mary suffered in Business Administration because William and Mary concentrated on Liberal Arts. He noted that Alpha Kappa Psi, a leading business society, was eliminated in 1935 at William and Mary when Arts and Sciences received a boost and Business Administration was downgraded (the chapter was inaugurated at William and Mary in 1921). Yet he noted that 19% of all college degrees in the U.S. were taken in Business. Gibbs also pointed out the several names of the School of Business Administration during 1919-1935. Most of what was available in accounting survived, he said, because otherwise the University of the State of New York would not recognize William and Mary under its accreditation list of recognition for accounting. He added that the curriculum in the Department of Business Administration was simply fitted in with Liberal Arts in mind.

Gibbs argued: (1) That William and Mary needed a School of Business to meet its obligation as a state institution to the youth of Virginia and that it would increase male, and thus total, enrollment. (2) That needs of citizens should not be precluded just by Liberal Arts and also that Liberal Arts would still have its own strong program. (3) The mix of students taking Business Administration would be the same as William and Mary's total mix. (4) The current departmental organization was insufficient for Business. (5) Business needed autonomy for its program -- liberals should not tell it what to teach.

(6) William and Mary had excessive foreign language requirements unattractive to men. (7) If one were a parent who wanted a son to take business administration, would this parent want to send him where there was only a Department rather than a School of Business? (8) In light of the results that would be attained, the additional cost of having a School of Business would be minimal in personnel, finances, and facilities.

Also he noted that the School should compete favorably in Virginia for male enrollment, and provide business interests with a source of expertise in the Peninsula area.

On June 1, 1957, Gibbs met with the Board of Visitors on the idea of a Business School. George Oliver met with the Board, too, about an Education School. Both pleas were given to the Board's Education Committee chaired by T. Edward Temple but apparently nothing happened.<sup>5</sup>

The plan for a Bureau of Business Research came up to the Board of Visitors on May 31, 1958. The Bureau was finally organized by Sept. 1, 1958. Algin B. King was responsible for its organization.

A new type of total organization for William and Mary was legislated in 1960: The Colleges of William and Mary; with Colleges at Williamsburg (old William and Mary), Norfolk (old Norfolk Division), and Richmond (old Richmond Professional Institute).

Since Chandler was Chancellor (chief executive officer) under the Colleges of William and Mary, a President had to be chosen for William and Mary who would operate the main campus.

An Advisory Committee of the Faculty asked the Board of Visitors to follow these criteria in selecting this President:

1. Scholar of distinction in the liberal arts.
2. Teaching and administrative experience in a college or university.

These names were advanced to the Board by the Committee:

- (1) Hiram Bentley Glass, Ph.D., U. Texas, Professor of Biology, Johns Hopkins University.

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<sup>5</sup>Both proposals were opposed by Dr. Charles F. Marsh, Dean of the Faculty, who had earlier been Head of the Department of Business Administration.

- (2) G. Collins Simpson, Ph.D., University of Virginia, field in English, Chancellor of Mary Washington College.
- (3) Charles C. Pine, Ph.D., Harvard University, Professor of Chemistry, University of Pennsylvania.
- (4) Vann C. Woodward, Ph.D., University of North Carolina, Professor of History, Johns Hopkins University.

The Board thanked the Committee.

President Chandler said Dr. Davis Y. Paschall should be the next President, well-respected in the General Assembly, and also Superintendent of Public Instruction. Board member W. B. George spoke up for Paschall's keen intellect and ability. Board member William Arthur said that "Pat told him he'd rather be President of William and Mary than President of the United States."

At the time of this discussion, Board member T. Edward Temple read a prepared statement summarizing Paschall's qualifications. These included the distinguished service of Paschall as a member of the State Council of Higher Education, and as a member of the Board of Visitors not only of William and Mary, but also of the University of Virginia, Virginia Polytechnic Institute, Virginia Military Institute, and the Medical College of Virginia.<sup>6</sup> This service had given him a first-hand grasp of the broad sweep of higher education in Virginia.

Prior to Paschall's important service as State Superintendent of Public Instruction -- during which he had steered the public school system through the integration crisis and had also obtained the largest appropriations for public education in Virginia's history -- he had also earned commendation for his naval service in World War II.

Additionally, on the personal side, his wife, Agnes Winn Paschall, was a distinctive alumna of the William and Mary Class of 1931, and they were married in the Wren Chapel.

Not least, too, was the confidence, respect, and friendship of Virginia's political leaders for him, including especially the appropriations committees of the General Assembly.

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<sup>6</sup>On April 23, 1957 Paschall, as State Superintendent of Education, went on all these boards as an ex-officio member of each.