

However, Mr. Arthur thought perhaps the Board should appoint a committee first. Judge Hooker said that the Governor wanted Pat, too, and saw no need to delay. Thus he moved election of Dr. Paschall. Charles Hutchens seconded it. Dr. Shield said there was no need to wait. Davis Y. Paschall became President by unanimous vote.

CHAPTER EIGHT

Significant Progress Is Made In the Business Administration Program During the Paschall Administration

With Davis Y. Paschall's election as President on June 11, 1960, his "kid-glove" style of stewardship of the Williamsburg institution was new to William and Mary. He had to keep things at William and Mary on an even keel in a rather quick return to the "old" system from the structure of the new "Colleges."

The "Colleges" concept had appeared better on paper than in actuality, although perhaps it had not been given enough, or serious, time to work out. Actually, the plan was somewhat ahead of its time since other states later developed systems of The University of A at places 1, 2, 3, etc. with place 1 the main operation. However, with the University of Virginia possibly playing the same game, with U. Va. at Arlington, (George Mason College), at Fredericksburg (Mary Washington College), and at Clinch Valley (Clinch Valley College); and even V.P.I.S.U. going with V.P.I.S.U. at Radford (Radford College); Virginia did not have the centralization that some other states had, nor possibly the will to see it through. Also, although it could not have been easily foreseen, the satellite institutions did work out their own successful individual salvations. Some evolution still goes on, all under the Virginia State Council of Higher Education and its influential Board.

At any rate, in a short time, William and Mary returned to its previous organization. President Paschall was President of William and Mary in the same relationship as his predecessors, while Chancellor Chandler, within two years, became honorary in his position.

The decade was propitious for funds and expansion. With the Commonwealth of Virginia, and federal supplements, paying the bills, Paschall's political friendships, and his astute -- and sometimes convoluted -- methods of getting what he needed for William and Mary, paid off. With adroit finesse he was able to gain new programs, new degrees, and, by 1967, modern university status for William and Mary, with all that meant then and for the future, in the Commonwealth's hierarchy of educational institutions. It consumed his time and energy completely, yet he and his wife, Agnes Paschall, never failed to go the extra mile in their informally gracious stewardship of the countless aspects of the Presidency.

The buildings and other developments he was able to obtain in a decade were without precedent. Although not entirely concentrated on the New Campus, most of what he got is there.

On August 27, 1960 William and Mary's branch college in Newport News was named Christopher Newport College and H. Westcott (Scotty) Cunningham was appointed director. (He is now Executive Vice President of William and Mary's Society of the Alumni.) A little later Richard Bland College became the name of William and Mary's two-year college in the Petersburg area.

To contrast with the "most anything goes" dress of much of William and Mary in the middle 1960's through the late 1970's, it is almost quaint to note that on July 23, 1960 a "Memorandum on Conference Regarding Men's Dress" was issued saying that T-shirts, dungarees, and Bermuda shorts were not permitted in classes nor in the College cafeteria.

On January 14, 1961 the School of Education was established and Howard K. Holland became its dean, and was running the School when it started in September 1961. Thus one of Chandler's last two desired schools got going. The other, Business, was to come later.

On May 20, 1961 the Board of Visitors approved a recommendation of Hibbert D. Corey, Acting Head of the Department of Business Administration for the promotion of Anthony L. Sancetta to Professor of Economics. In 1965 Dr. Sancetta would move to the Department of Business Administration as Professor of Business Administration. Later, he would be a key and forceful administrator and professor in the development of the Business School. In 1978 he retired as Zollinger Professor of Business Administration, Emeritus, after 30 years of distinguished service to William and Mary.

When the writer became Head of the Department of Business Administration and Professor of Business Administration in September of 1962, he did not have in mind any particular idea of expansion for Business Administration at William and Mary. In the prior period from 1954 to 1962 when he had professed, researched, and published at the University of Buffalo's School of Business Administration and the University of Virginia's McIntire School of Commerce (with a year following of military research as a Senior Scientist in Combat Operations Research Group at Fort Monroe), there was, as noted, dispute over the departmental status of the business program at William and Mary. However, it became clear between 1962 and 1964 that Business Administration was supposed to be merely tolerated. This attitude was rejected by the writer, although the Arts and Sciences-controlled Self-Study Report of 1964 suggested that the Department of Business Administration was now in "safe hands." The situation was exacerbated by a semester's experience additionally as Acting Head of the

Department of Economics (in addition to Head of the Department of Business Administration) and to experience directly the gulf that existed between Business Administration (a professional field) and Economics (now purely liberal arts-oriented). Also at that time, when the idea of combining Business Administration and Economics into one Department came up, this idea was crushed immediately by influential Arts and Sciences leaders.

Nevertheless, the small faculty in Business Administration at that time stuck together. An Arts and Sciences' attempt to discredit and do away with the Bureau of Business Research¹ was finally stopped with the help of President Paschall on the basis of a field research study which proved how much the business community needed and liked the publications of this Bureau. Today of course this Bureau's prestige has been built to a high state by the work of its late Director, Chancellor Professor Leland E. Traywick.

In the meantime, it was difficult to get new positions for Business Administration until summertime, when, as it was put, "All planes and trains had left Williamsburg," and additional positions could be considered.

One way or another, Business Administration became more visible with the President, the Board of Visitors, and the business community. The Business Administration Department's students did well by-and-large; and its accounting graduates, though few, continued to be of the best in the nation, no matter how the accounting program at William and Mary was disliked by some of those influential in Arts and Sciences.

Then in the middle 1960's there was something of a break for the Department of Business Administration when a program for the Master of Business Administration degree, after much preparation, got through the William and Mary faculty. On hindsight, this was likely a move to checkmate the developing undergraduate program; i.e., "Let them have a small master's degree program and get rid of or cut the undergraduate business program." This was in spite of the increasing demand for undergraduate business administration -- including accounting -- at William and Mary; and despite the trend to open the gates of business administration to women as well as men.

There had always been at William and Mary a particular Arts and Sciences' antagonism against accounting and the substantial

¹This Bureau is part of the School of Business Administration as previously it was part of the Department of Business Administration. It is run by the School, not the College, although it has its own budget.

number of credit hours required to be able to sit for the CPA examination.

Also the few faculty in accounting early on did not have Ph.D.'s or D.B.A.'s, and did little or no research or publication and thus were perceived as not being very scholarly. Yet these few faculty, enlarged in number by local practitioners who were part-time, certainly produced fine accounting graduates through effective teaching. Practically, at the undergraduate level, teaching had to be the primary goal, particularly since even in Arts and Sciences in the early 1960's, there was not much important research and writing going on, compared, for example, to that at the University of Virginia.

William and Mary's undergraduate orientation was profound in the early 1960's with certain exceptions as in physics, in which, however, there was very little undergraduate interest.

Even in Business Administration, ignorance of graduate work surfaced in the Business Administration faculty itself in developing an MBA program, to which some Business faculty were opposed anyway. One plan for the MBA degree merely suggested the Arts and Sciences' model M.A. degree in which graduate credit could be given for some "400" level undergraduate courses. With just 24 such "graduate credit" hours and a thesis, the M.B.A. degree requirements would have been met; which was to be virtually the same as the M.A. requirements.

Finally, the writer made up the model MBA program and got as close as possible to standards of the AACSB (American Association -- later Assembly -- of Collegiate Schools of Business). Of course there was no chance of an AACSB accreditation until many other structural and staffing improvements could, if possible, be made.

The first MBA degree requirements were good but minimal since the School had to start practically with its slim current resources. What turned out to be essentially a 36-credit-hour MBA program with a few undergraduate prerequisites developed out of the foregoing events. The MBA degree program as approved by the State Council of Higher Education was first offered in June 1966, having 42 mostly part-time students, of whom eight were awarded for the first time the brand new William and Mary MBA degree in August of 1967.

This MBA degree program has now been developed to a high state of sophistication compared to the model of 1966. Also, it will continue to be improved with experience and with changes in technology and support.

The undergraduate program in Business Administration during the 1960's and up to 1973 (when the first BBA degrees were conferred)

had little change. Its options were in management and in accounting, with two sub-programs in accounting, one for the C.P.A.-bound and one for all others. Today accounting has only one program.

It became increasingly clear to the writer that if William and Mary was going to have any Business Administration at all, it should be of the best rather than the weak and non-accreditable work that some private liberal arts colleges add to touch up their programs with "business" because of the great demand for it.

Accreditation could not be accomplished through the Arts and Sciences group -- nor should it, since Business Administration is a professional field and very few in Arts and Sciences know or care much about it.

Thus under President Paschall's tenure Business Administration had to "go for broke". First, although Paschall was fond of "good Arts and Sciences" as the ancient (though invalid after 1779 in any real sense) charter put it, he also was practical and dealt with practical leaders such as those on the Board of Visitors. Thus it was that he could support Business Administration as well as Arts and Sciences. Also Paschall came into adjustment with a technological society increasingly advanced beyond his predecessors' experience.

Additionally, steeped in Education himself, Paschall was a friend to Education, and to the other professional groups of Law and Marine Science.

It is too bad that William and Mary could not develop a School of Engineering but it is a very expensive type of education and would take considerable public and probably private funds to be worth doing. It is a curious matter that the two fields of important doctoral shortages for years to come are in Business Administration and in Engineering. Another shortage is in Computer Science, although -- in contrast to public opinion -- it is a relatively small field for total doctoral needs; that is, in the total number of doctorates altogether needed.

To go back to the earliest phase of Paschall's tenure, Lewis A. McMurrin, as sage in Virginia politics as anyone could be, gave the Board of Visitors some advice on December 9, 1961. He pointed out that, although there were those who wanted William

and Mary to be a small Ivy League, 18th century college, "we were not living in the 18th century."²

Colonial Williamsburg would, however (it was thought), be happy to have William and Mary in Williamsburg perceived as, and look like, a small liberal arts "colonial" college and compatible showplace for tourists. However, this would substitute facade for the reality of a modern university, if taken seriously.

Meanwhile the Law School was progressing. On January 11, 1964, Joseph Curtis was finally appointed Dean of this School, showing the rising importance of Law at William and Mary. Later Curtis would become Dean of the Law School at the University of Baltimore, being replaced as Dean at William and Mary by James P. Whyte.

On May 8, 1965 the Board of Visitors approved for inception in 1966-67 the M.B.A., the Ed.D. (to meet the needs of Division Superintendents) and the M.A. in Ancient Languages. The State Council on Higher Education then approved on January 14, 1966 the MBA degree for William and Mary and also the Certificate for Advanced Study in Education and the Ed.D. degree.

On May 28, 1966 W. Brooks George became Rector of the Board of Visitors and Walter G. Mason became its Secretary. (He later became Rector). These were good omens for Business Administration since both of these forward-looking leaders encouraged the field of Business Administration at William and Mary.

During 1965-66, Assistant to the President and Assistant Professor of English Edward E. Brickell helped the Department of Business Administration establish its outside contacts with business and the military in the Newport News area. Later, Brickell became a member of the Board of Visitors and finally its Rector.³

Much good started at William and Mary during the booming 1960's, despite the later difficulties with the rise of counter-culture. Another example of good fortune was William and Mary's acquisition in 1966 of Frank O. Perkins as an Assistant Professor of Marine Science. Perkins is now Dean of the School of Marine Science.

²Later, William and Mary supervised a new synchro-cyclotron built next to the Virginia Associated Research Center (VARC) in Newport News. Sophisticated advances made this device obsolete but a new development will take its place.

³Officially, the Rector is Rector of the institution (not just Rector of the Board of Visitors).

In the early 1960's the Department of Business Administration was ensconced in James Blair Hall on part of this building's second floor with a little use of the third floor. As Business Administration grew larger, it moved to the first floor (for offices) of Bryan Hall (a dormitory) using most of Bryan Hall's basement for classes, which was a poor set-up for classes. Professor John S. Quinn remained in his third-floor office in James Blair Hall, holding classes in that building, too, which was not a bad idea for the time being.

The Law School, which had used the Bryan Hall space into which Business Administration moved, had in the meantime moved into the old William and Mary Library which had been renovated for it, including the stacks that would be used for most of the Law School Library.

For fall of 1966, Dean of Students J. Wilfred (Cy) Lambert had included in the ceremonial events of orientation for freshmen students, the heavy advisability of a liberal (arts) education. The format has since been embellished but at this annual convocation -- which now is primarily for the parents -- students and parents gain little, if any, knowledge of William and Mary's undergraduate Business program unless they read the catalog, or hear about it by word-of-mouth. Understandably, the new students later learn quickly, and more, from their upper-class fellow-students about the facts of academic life than they do from such "orientation".

In 1967, Leland E. Traywick, now deceased, joined the School and got into his great work as Professor of Business Administration and Director of the Bureau of Business Administration when he took it over from Associate Professor Gilbert C. Jones.⁴ Among Traywick's previous experiences were the Presidencies of Southwestern Missouri College and the University of Omaha (now the University of Nebraska at Omaha).

On August 11-12, 1967 the Board of Visitors approved By-Laws for a new School of Business Administration. Then on November 18, 1967 the Board also acted favorably on establishing a new School of Continuing Studies. Both of these Schools became operational on February 1, 1968 with respectively, as Deans, Charles L. Quittmeyer and Donald J. Herrmann. Of great importance to the School of Business Administration was the Board's imprimatur

⁴Professor Jones passed away in 1975. Other School of Business Administration members besides Jones and Traywick who have passed away in active service at the time or as retired were Professors Hibbert T. Corey and Colin Park; and Lecturers T. C. Gleysteen and Charles F. Marsh.

that the School seek accreditation by the American Association (now Assembly) of Collegiate Schools of Business (AACSB). Without this charge to gain accreditation, the School, at the undergraduate level at least, might have been a target for some of its opponents in the Arts and Sciences. It was accredited at the undergraduate degree level (for the BBA degree, as approved a bit later by the Board of Visitors) and that assured autonomy of the School -- with the MBA degree accreditation then positioned to follow in its turn. The BBA degree was accredited in 1972 and the MBA degree in 1974.

The timing was good, although if the School had been in operation earlier, it would have been a much better situation. Of course it was not foreseen that President Paschall would be leaving as soon as he did, three years later, and there was no assurance that a succeeding President would prove to be cooperative should the Arts and Sciences dominate the choice of a successor.⁵

Later in 1968 the School moved to the third floor of Hugh Jones Hall. This was good space. If the school had been able to gain the top three floors, Hugh Jones Hall would have been a suitable place for the School's total home. Of course, however, the move to Chancellors Hall, in retrospect, was not just good; it was superior.

The School quickly outgrew the third floor's space, leading to the reconstruction of most of the classrooms into offices, some about 5' x 5'. Yet the School had to live under these conditions until the winter of 1981-82 when it moved to renovated Chancellors Hall.

The latter part of the 1960's and the early 1970's were terrible years regarding student and faculty mores, except that Business Administration remained conservative. Business Administration was, in a way, an island of relative quiet in the eye of a stationary academic hurricane. Drugs, rudeness, lack of decent dress and the erosion of discipline, accompanied the national malaise brought about by the undeclared Vietnam War and heightened by an increasingly litigious society. As an example of what administrators had to put up with was illustrated in one incident when some relatively unlettered agent from some remote federal agency came by and tried to order who should

⁵The writer's conclusion is that if the School had not been established under President Paschall, it would not have been established under the following President. Undergraduate accounting would have been the most inviting target at first; with other undergraduate business the next target.

be hired at William and Mary, with little if any qualifications to be considered.

In Business Administration students were not excused from classes just to go to sit-ins and other demonstrations. No Business faculty member marched in protests. No Business faculty member signed a petition that the United States should not bomb some harbor in North Vietnam, etc. Students were not allowed to walk barefoot on the third floor of Hugh Jones Hall. The Business students, with few exceptions, were not of the type attracted to the society of counterculture. No male in Business Administration wore a pigtail.

An idea that looked good on paper was the establishment by President Paschall of a President's Administrative Council in the late 1960's, with the top officers of William and Mary as members.

At the time this seemed timely action because William and Mary's administrative structure had been strengthened with the addition of an Executive Vice President (Carter O. Lowance, who had been "Assistant Governor" to many Virginia Governors). Also, it may have defused the idea of a Faculty Senate under which Business Administration would have been hurt. However, a few of the members of the Council seemed to do most of the talking whether they knew anything on every subject or not, or would get off on pet projects, not absent ulterior motives. This Council has changed over the years but not necessarily for the better. Most of the items of the agenda are perfunctory and generally handled at surface level, with perceptible lack of focus and considerable inaudibility. As noted, the level of the attitudes originally had been of at least some high responsibility. However, this had changed to a sort of potpourri attendance ranging from those with clout to those who have no clout.⁶

On November 6 of 1970 came the bad news, the announcement of Paschall's resignation to be effective August 31, 1971, for reasons of health. Fortunately for the Business School, on January 8, 1971 the Board of Visitors approved the BBA degree. All that was left to do was some working out of the Arts and Sciences' distribution (or area) courses and putting all Business undergraduate courses at the upper division level excepting Bus. 201, 202 (Principles of Accounting) which as a building block had to come in at least as early as the sophomore level.

⁶This is not to say that meetings have to be formalities. "Power" meetings of the President and the Deans who report to the President have obvious useful connotations and a "do-it" setting.

Statistics and Business Law should also have come in at that level, too. However, at the time, it was not worth the possible hassle, and although awkward, has been handled.⁷

Getting the approval of the Board of Visitors of the undergraduate degree was not an easy path, although with the Board of that time it looked quite encouraging.

Dean of Arts and Sciences Harold L. Fowler got up what seemed like "Petitions Galore" sent to President Paschall, all getting to the Board of course, in which Business Administration directly, or by implication, was roundly damned. As Arts and Sciences dean, he enlisted all his department heads - even in Military Science, Secretarial Science, Physical Education, and Women's Physical Education - to sign these petitions. However, the leaders included those who eventually appeared before the Board: - Dean Fowler (who astonishingly told the Board that an Assistant Vice President - an English instructor - could speak for the Schools); a Professor of Economics; and a Professor of History.⁸

These men apparently made less than a hit with the Board. Board Member J. Edward Zollinger, for example, noted pointedly that no Schools were represented, and said he'd like to hear from the Schools.

In a subsequent appearance before the Academic Affairs Committee of the Board (this Committee being chaired by Dr. George D. Sands), the writer had at his side for the occasion: L.C. Ackerman, Chairman of the Board of Newport News Shipbuilding and Executive Vice President of Tenneco; Thomas R. Jones, former Vice Chairman of Schlumberger; and Frank S. Kaulback, Jr., Dean of the University of Virginia's McIntire School of Commerce.

The Committee, as learned after, voted for the School to have its own bachelor's degree except that Blake T. Newton,

⁷Actually, undergraduate business degree accreditation policy makes practically all the work in Business courses necessary for the undergraduate degree in business to be taken at the junior and senior levels. The undergirding of the accredited undergraduate business degree must be based on what are commonly known as the "distribution" requirements in Arts and Sciences; not only at William and Mary but at any institution which wants its undergraduate business degree accredited by the Accreditation Council of the American Assembly of Collegiate Schools of Business.

⁸All of these men were distinguished in their academic fields. But that is not the point. They were simply out-of-bounds on Business Administration.

Jr. apparently abstained, which was worrisome to the School. However, Mr. Newton later was most cordial concerning the School.

CHAPTER NINE

The BBA and MBA Degrees Are Accredited: The Business School Gets A New Home and A New Dean During the Incumbency of President Thomas A. Graves, Jr.; and The School Looks to the Future

During the last years of the Presidency of Davis Y. Paschall, the Business School won its independence from the oligarchy of the Faculty (or School) of Arts and Sciences. It gained its necessary autonomy at the undergraduate level with a strong BBA degree added to the MBA degree which was six years older.

To accomplish this required strong support from President Paschall; from a number of key members of the Board of Visitors; and from the members of the School's advisory council, later incorporated as the College of William and Mary, School of Business Administration Sponsors, Inc.¹ One member of the Board of Visitors quoted in an early 1971 meeting said: "We have needed this business school."

Business Administration grew from about 50 full-time equivalent (FTE) students and five regular faculty members in the Department of Business Administration in 1962-63 to over 50 full-time and part-time faculty and over 800 FTE students in the School of Business Administration at the start of session 1983-84. Yet the School of Business Administration is still short of full-time professors. Under state formula guidelines the Business School has provided Arts and Sciences with professorial positions and salary money that has gone with these positions. It has also given up maintenance and operation money to Arts and Sciences.

William and Mary's total salary scale has improved from its doctoral productivity -- particularly in the Ed.D. degree. Besides a large number of Ed.D.'s, it also produces the Ph.D. degree in history, physics, and marine science. Further, it has added a Psy.D. (Doctor of Psychology) degree on a consortium basis.

¹The formation of "Sponsors, Inc." was modeled after a similar organization of the Graduate School of Business Administration at the University of Virginia, much help in particular coming from Edward Dinwiddie, then Executive Vice President of the Sponsors' organization there.

William and Mary's research degree program productivity could be strengthened further by the introduction of the Doctor of Business Administration (DBA) degree. However, repeated requests even to a study of its feasibility to be offered by William and Mary have fallen on deaf ears. The demand for the DBA degree is heavy in numbers and stretches well into the future, unlike the surplus in almost all other fields except engineering and computer science.

Yet the School stands strong and ready to meet its growing responsibilities; and to move ahead under a remarkable new dean, John C. Jamison, whose grasp of sophisticated business enterprise may be better than that of any other business dean in America.

Fundamentally, the School's ability to attract a truly significant number of competent students to its undergraduate and graduate programs over a substantial period has given it a reliable base from which to work.

Also its accounting program has shown its staying power and excellence since its introduction in 1920, never faltering even during the very difficult period of 1934-41.

With President Paschall's imminent retirement it behooved the School of Business Administration to do whatever possible to ensure that the next President would continue President Paschall's support of the School in the face of the lobbying power of Arts and Sciences which opposed Business Administration (and its dean) as a threat to the Arts and Sciences' hegemony at William and Mary.²

With the professional school deans present in Vice President W. Melville Jones' office in 1970, wondering how they would be formally represented in the selection of President Paschall's successor-to-be, it was apparent that the schools would have only one representative. The writer suggested it be Dr. Charles F. Marsh, longtime member of the total William and Mary Faculty; former Head of the Department of Business Administration and Dean of the Faculty; former President of Wofford College; and then currently a Lecturer in the Business School. This was agreeable to all; the writer called him immediately on the phone from the meeting, and he kindly accepted. Marsh knew finally

²Harold L. (Jimmy) Fowler described this "threat," as he doubtless perceived it, in his oral history remarks of the early 1970's. It was personally regrettable that his and the writer's positions made them official adversaries, since the writer had known and liked him personally as student and colleague since 1938. However, the responsibilities of the offices each represented were professionally overriding.

that he should back Associate Dean Thomas A. Graves, Jr., of the Harvard Business School which presumably he did. Why back Dean Graves?

The other "real" candidate was Blake T. Newton, Jr., a distinguished William and Mary alumnus and member of the Board of Visitors with outstanding qualifications.³ However, there was some doubt on whether he would support the Schools. For one thing, from the Business School's standpoint, it was believed that he was on the side of Arts and Sciences in the showdown on the establishment of the BBA degree.

If the search had been cut off earlier (which it could have been), before the Graves' entry, surely it would have been logical to expect that Mr. Newton would have been President.⁴ At the time, Ernest W. Goodrich, a fine supporter of the Business School, was Rector of the Board of Visitors.

Later on some unsettling events occurred, because it looked like a "hit list" and some changes perhaps previously urged particularly by Arts and Sciences leaders, but unknown to the Business School, began to surface.

The first of these was the replacement of the Dean of Students, who with very few others, had the physical courage to control potential violence at William and Mary during the heyday of political and physical activism at William and Mary (and at other campuses) during the late 1960's and into the early 70's. (It was an unbelievable period of drugs, Molotov cocktails, bomb threats, students lying across Richmond Road, (the first) obscenities in the Flat Hat, sit-ins, "occupations" -- e.g., of the first floor of James Blair Hall, "counterculture" gatherings, incredible dress (or lack of it), etc.).

Also, a Dean of the "Undergraduate Program" office was established which would clearly be so "liberal" that it would

³Also there was good precedent for choosing a member of the Board of Visitors to be President. John Stewart Bryan and Davis Y. Paschall were Board members when chosen. Bryan was Vice Rector. Paschall was an ex-officio Board member. Also in 1888, John L. Buchanan, Vice President of the Board of Visitors then, had been elected President but later declined the position.

⁴Graves' election to the Presidency was unusual. On the first vote Newton won, but one of the ballots was declared ineligible. Graves then won in the subsequent voting.

be antithetical to the Business School's more conservative undergraduate program.⁵

The Business School's undergraduate program needed all the support it could get, since at this time the accreditation of its undergraduate degree (BBA) program was perceived as a "must". Without such accreditation, failure could follow for the school itself.⁶

The next tremor, although it was seen coming, was the dispatch of the School of Continuing Studies and its Dean. This particular School was easy prey since it had no "officers" (faculty) or "troops" (students) of its own.⁷ Neither did it have any particular internal or external voice. On the whole, the symbolism of its quick execution suggested a return to J.S. Bryan's abortive period of 1934-41, and a rejection of the public interest thrust taken before, particularly by Lyon G. Tyler, J.A.C. Chandler, A.D. Chandler, and D.Y. Paschall.

Other jolts came rapidly. The self-study leadership for the report for the Southern Association of Colleges and School's 10-year regional accreditation review had many appointments considered unfriendly to Business. The final report, which was badly written (although touted as the opposite) predictably

⁵This office helped later to promote a lecture series at William and Mary, which Board of Visitors' member J. E. Zollinger described in his oral history as a "slap in the face" to the Board of Visitors.

⁶A top leader of the School's Sponsors' group told the writer that failure itself was the unavoidable risk to the existence of the School. In an immediate try for undergraduate accreditation from the American Association (later Assembly) of Collegiate Schools of Business in 1968-69 for its undergraduate program, the School flunked, due primarily to its lack of autonomy in the A.B. degree under which its students graduated at the time.

⁷Military words such as "officers" and "troops" are not an afterthought. For the Business program to get going; and later, for the School to survive and prosper; the ultimate concept was a combination of military tactics as modified by political strategy. Also the antagonists of one generation can be allies of a later generation (and vice versa)! The writer is aware that such military concept is contrary to the orthodox received wisdom of academe. Tactics can be seen, "but what none can see is the strategy out of which victory is evolved". (Sun Tzu, The Art of War (360 B.C.), as quoted in "Chess and the Science (Art) of Research into Corporate Strategy", Dividend, the Michigan Business School, Winter, 1984.)

criticized the Business School's accounting program as being illiberal.⁸

Also, when the Faculty of Arts and Sciences (whose leaders apparently believed they decided all William and Mary's undergraduate matters) unilaterally changed its grading system for its two undergraduate degrees to A,B,C, and F, deleting the D, it apparently assumed the Business School must do the same -- although the Business School was not even asked. Nevertheless, the undergraduate Business courses still had D's submitted to the Registrar. When the School would not change these D's, the Vice President for Academic Affairs apparently had them changed.⁹ Ironically, Arts and Sciences later sensibly returned to the D.

In 1973, an application and report was filed with AACSB for Master's degree (MBA) accreditation, which was possible since the necessary prior accreditation of the undergraduate degree (BBA) had been finally accomplished in 1972.

The visiting graduate accreditation team which had reviewed the School's voluminous and comprehensive report, consisted of the Deans of Cornell's and New York University's business schools, and the Executive Vice President of New York State's Savings Bank Association.

The visit took place in January of 1974 and the team favorably recommended to the AACSB master's degree accreditation committee that the William and Mary MBA degree be duly accredited. This was carried out in April by motion of, and approval of, the Accreditation Council of AACSB, consisting of the deans present and voting of all schools with such accredited masters degrees.

This final accreditation took place in Hollywood, Florida. That evening, Board of Visitors member J. Edward Zollinger, and Mrs. Zollinger, took the Business School's representatives, Dean and Mrs. Charles L. Quittmeyer, and Associate Dean for Graduate Studies and Mrs. Marvin M. Stanley to dinner in Fort

⁸In 1982, a survey under the auspices of the New York Times on undergraduate programs in the United States held the accounting program at William and Mary to be its shining star. No publicity apparently emanated from William and Mary's public relations group on this revelation. No other institution in the survey received such highlighted approbation of its accounting program. Nevertheless the University of Virginia still in 1983 was not at all shy of publicizing the approbation it had received in this survey.

⁹At that point, though, continued resistance to dropping the D grade would only have been Pyrrhic.

Lauderdale to celebrate successful completion of this critical accreditation. In sum, William and Mary became one of only 98 institutions with these double accreditations of BBA and MBA degrees at the time in the United States.

Starting about 1973, the major events that began to put the School "on the map" were due to the ability and perseverance of Professor William H. Warren, starting with his "telephone classes" with executive officers. These classes brought live cases, with discussion with chief executives, into his classroom. He even gained his students a cartel oil price telephone discussion with Oil Minister Sheik Zaki Yamani of Arabia in 1973. He also brought Adnan Khashoggi in person to his class, Khashoggi flying in his own DC-8 from the West Coast to Patrick Henry International Airport to meet the schedule. Khashoggi later had several of Warren's students on an all-expense-paid trip to Arabia. On this group's arrival back in the United States the students were interviewed by the New York Times. Many other top business officers were interviewed by Warren's students over the years.

Warren's efforts later led to the institution of Presidents Day, now named the Executive Forum, which became, and is, an annual event of the School, bringing to the School for a day or more, high executives in various fields. Warren later became D. Hillsdon Ryan Professor of Business Administration.

Another "plus" for the School was the idea of W. Brooks George to honor an outstanding business executive each year with a William and Mary Business School Medallion for excellence, with the School's regular Faculty deciding by vote on the recipient. (This Medallion was based on a practice of the William and Mary Law School to honor jurists and the like with a Law School Medallion.) Those so honored since 1976 are truly a roll-call of great executives, starting with Thomas J. Watson, Jr. in 1976 through to Philip M. Hawley in 1983. This event has often been made a part of Sponsors' Day, with the inclusion of a luncheon or dinner for the Medallion recipient and a meeting of the MBA Alumni Association on the same weekend.

In January 1977 the writer was invited to appear before the Board of Visitors to bring the Board up-to-date on how the School was doing, so the writer prepared a rather lengthy report for the Board on which he expounded, giving each member of the Board a copy for later use if so desired. The report pointed out the deficiencies of the School in number of faculty, space, and the allocation of maintenance and operation budget and of graduate student assistants.

In 1978 the School was fortunate to obtain as an assistant professor William E. Rice, who was about to complete his Doctor of Business Administration (D.B.A.) degree from the University of Colorado. Rice put the W&M Business School further on the

map by his coup in the General Motors national invitational promotional game competition during 1978-79. William and Mary, along with Washington University, University of Virginia (Darden), Tulane University, Syracuse University, Dartmouth College, and 14 others were invited to participate in a promotional program competition for the Chevette. All the other schools fielded graduate teams, but Rice used an undergraduate team. His leadership infused the team with the tough work and spirit to compete effectively.

The upshot of it was that the William and Mary Business School team was invited to the final competition in Detroit. In the final demonstration, William and Mary's team came in a close second to the team of the winner: the University of Wisconsin's graduate business school. Wisconsin won the \$5,000 first prize and William and Mary won the \$3,000 second prize. The three runners-up each received \$1,000 prizes: the graduate teams of University of Virginia (Darden School), Dartmouth (Tuck School), and the University of North Carolina at Chapel Hill. (The gracious dean of Darden at that time, C. Stewart Sheppard, personally congratulated the writer on Rice's William and Mary team's accomplishments.)¹⁰

Another significant prize captured was the Standard and Poor's prize in the late 1970's by then Assistant Professor Stuart L. Williams and his students. This prize of \$2,000 came from winning second place in an investment-oriented game competition.

In the early 1980's an outstanding supporter of the School, Walter G. Mason, gave the School some real money to invest in the real stock market as a learning experiment. Through 1983 the School's Assistant Professor J. Stephen Levkoff helped guide his student investment group to substantial yearly gains. Associate Professor Stuart L. Williams succeeded to the supervision of this student investment team.

Much of this type of work and effort, extra-curricular in nature, is rarely known outside the School -- but it shows the additional capabilities of the School's students and faculty. Also little known is the work of the graduate and undergraduate activity organizations in their events, including those using

¹⁰Of longer-range practice has been the W&M Business School's competition in the Emory University Business School's annual computer game competition. Professor Jesse S. Tarleton has guided this team every year since its start in 1972. In 1983 it won its divisional championship. In 1984, it was cited for Best Presentation.

speakers; and the faculty advisors' contributions to their success in time and effort. All of these become learning experiences.¹¹

A possible failure of the School, however, is its inability to inculcate enough daily semblance of business dress and grooming in its undergraduate students, and even among some of its graduate students and a few of its faculty. As one faculty member, no longer at William and Mary, stated to the writer: "I'm a researcher, not an executive." Yet the alternate view was well stated by one of the writer's early colleagues at the University of Buffalo's Business School (later a professor at Berkeley). He told the writer that one of the proper goals of a top-notch business school was to get its students to act, think, and look like business executives. (At least this is still true when they go for employment interviews.)

Since the landmark approval of its two degree programs, the School in 1979 received re-accreditation of them by AACSB, after an interim report prepared by Associate Dean of Undergraduate Studies Henry E. Mallue, Jr.

In 1983 another report, again prepared by Dean Mallue, added to the application for 10-year re-accreditation of the BBA and MBA degrees, the 10-year accreditation of its undergraduate accounting program (a new type of accreditation embarked upon by AACSB in 1982-83). All were successfully approved on May 3, 1984, at the annual meeting of AACSB in Phoenix.

The School is now housed in Chancellors Hall (previously William Barton Rogers Memorial Science Hall), renovated for the School by about 2.1 million dollars in capital funding from The Commonwealth of Virginia. The events leading to this were almost as much assailed with perilous circumstances as was the fruition of the new Law School Building. With much coordination of effort by W. Brooks George, success finally arrived with much additional effort from Associate Dean L. C. Ackerman and Chessie Professor Marvin M. Stanley. For designing the renovations for the interior of the building much of the credit should go to the astuteness of Stanley in association with architect Hubert L. Jones. Also Associate Dean Franklin E. Robeson added sterling effort to equip and make operational this building. Chancellors Hall was occupied by the School in December, 1981.

After three years of preparation and trying, the School was able to gain a breakthrough in 1979 in obtaining the services

¹¹On the truly amusing side is the annual MBA Follies Program, a light-hearted, yet unusually talented, spoof by M.B.A. students on the idiosyncrasies of faculty, administration and students themselves.

of Mr. L. C. Ackerman as Assistant (later Associate) Dean of the School for External Relations and Assistant Professor. This came under a P-1 position. The School's private funds shared equally with the Office of the Provost and the Office of University Advancement in providing one-third each toward the cost of the position.

It was most valuable to have the advantage of Mr. Ackerman's wisdom and practicality for the three years up to September 1, 1982, and also his later help. He also knew the School at close range, having been the first Chairman of the School's Sponsors, Inc. Board, when he was Chairman of the Board and Chief Executive Officer of Newport News Shipbuilding and an Executive Vice President of Tenneco Inc.

The positive attainments of the School have been many but above all it has survived, gained recognition, and is positioned for what appears surely to be a fine future. The work of its faculty, early on and now, provides the cutting edge to the School's academic standing. Its solid undergraduate and graduate corps of students have ability and the academic and personal attributes for broad success; and growing alumni/ae support for the School stretches into the future.

On the inside of administration, the success of the late Chancellor Professor Leland E. Traywick and the Bureau of Business Research has left its educated mark across the Commonwealth and beyond its borders. Julia B. Leverenz has brought along the Women in Business Program and other executive programs to recognition of an important scale and growing demand.¹² Others in and out of William and Mary's Business School have contributed greatly to this School's nurture, including the Associate Deans and the whole secretarial Staff. New concepts and actions will do more.

The School has come along well, but has a productive way to go. It needs the right support: the help of the Board of Visitors, Administration, the Sponsors, Inc. Board and Emeriti, its alumni/ae and its many friends. With the exceptional talents of its fine new Dean, John C. Jamison, and the great abilities of its faculty, staff, and total student body, the School aims confidently toward a challenging future.

¹²The talented William and Mary M.B.A. alumna Sarah Bane (Williams) was first director of the Women in Business Program.

EPILOGUE

The University of William and Mary in Virginia

Few, if any, knowledgeable insiders at William and Mary would not agree that William and Mary today is in fact a University.¹ However, there are probably many knowledgeable persons who do not know that there is also important precedent in actual use of the word "University" for William and Mary's title. For examples:

1. In President Lyon G. Tyler's The Making of the Union, published in 1899, Tyler stated that from 1779 until the War of 1861-65 the institution's official name was the "College or University of William and Mary."
2. George Washington addressed a note on October 27, 1781 to: "The President and Professors of the University of William and Mary."
3. In an early "Statute concerning the Salary of the Professor of Humanity (et al.)" appeared this statement: Be it ordained by the Governors and visitors of the University of William and Mary; and it is hereby (promulgated) by them that from the first day of October 1826 the salary of the professor of Humanity shall be six hundred dollars...."

¹Also, it is a real top-level doctoral-granting (research doctorates in a number of fields) university; not merely a "comprehensive university", which lacks the offering of research doctorates. Also, it has four professional schools as well as an Arts & Sciences Faculty. At the undergraduate level it offers two Arts and Sciences degrees, the A.B. and the B.S.; and the professional B.B.A. (That William and Mary is of university stature at all is a well-kept secret. As the distance increases from the boundaries of the Commonwealth, William and Mary's status - and even name - is not well-known to the general public; and when it is known, the image tends to be that of a small Episcopalian (private) college. Sometimes it is mistaken to be "Williams College" and many say "Williams and Mary.")

4. A lottery ticket - No. 2279 -- (circa 1805-10) given to the William and Mary Library by President John S. Bryan on May 21, 1936 bears these words: This ticket shall entitle the owner thereof to such prize as shall be drawn against it in a Lottery authorized by act of assembly, for the benefit of William and Mary University.

5. The Enquirer, Richmond, August 6, 1814, reported that "On the 4th (of July), the citizens of Williamsburg, with the Professors and other members of the University, convened in the church, where the exhibitions commenced with an annotated Oration, spoken by William S. Peachy, on the subject of Commerce."

Actually there is nothing immutable about the title of "The College of William and Mary in Virginia." This title was even legally removed in 1960 when by state law William and Mary became the Colleges (plural) of William and Mary at that time; but going back to its previous style in 1962 by further legislation.

The current format is official by law, not by the original charter. The name is due to state legislation in 1906 which simply gave it again the name the charter used.² Thus the name, "The College of William and Mary in Virginia," was official from 1906 to 1960; then returned to the previous pattern again after two years. Presumably legislation to change the title again is not precluded by any past exhortation not in line with today's reality.

John Stewart Bryan was fond of Dartmouth College, although every other Ivy institution bore (and bears) the umbrella title of "University". Harvard kept "College" as the name of its undergraduate school but the term "University" came about early (almost by osmosis as Harvard expanded), although apparently the "University" form did not become clear until well into the 19th century. Princeton was the College of New Jersey from 1746-1896, and then became formally Princeton University. It

²The Corporation known by the style of "The College of William and Mary in Virginia" was repeated by an Act of the General Assembly which was approved March 7, 1906, and appeared in the printed Acts of Assembly for that year. (In 1952 when Oscar L. Shewmake, then Rector of the Board of Visitors, took umbrage with some of the William and Mary faculty who considered it "traditional" for faculty to decide who would be President, he used the following pointed phrase according to the Board of Visitors' minutes of February 9, 1952: "While it is doubtful that any institution less than forty-six years old can have traditions....")

is today about the same size in students as William and Mary, with about the same percentage of undergraduate students.

Columbia originally was King's College, and, as did William and Mary, held a royal charter. However it became Columbia College in 1784, and finally became officially "Columbia University in the City of New York" in 1912.

The College, Academy, and Charity School in the Province of Pennsylvania as was its name in 1753 finally became the University of Pennsylvania in 1791.

Rhode Island College of 1764 became Brown University in 1804.

The only Ivy holdout on the name "College" is still Dartmouth. However, as of 1980-81, it had a student body only about two-thirds the size of that of William and Mary.

But what of Yale? When the establishment of the University of Virginia was being considered in the early 1800's, the President of Yale College, Rev. Timothy Dwight, was one of those asked what a "University" was. He said in so many words in a letter of August 16, 1816 that he didn't know, but thought Harvard would come close. (Yale College eventually became Yale University in 1887.)

Thus these are good examples of the metamorphosis of a college into a university, from chrysalis to butterfly, so to speak. There would be many advantages to changing William and Mary's name to "University" from "College" to reflect as true status the name that is already attached, otherwise confusedly, to its Vice President for University Advancement. Is William and Mary advancing to become a University or as a University? One presumes "as".

If an institution has advanced to modern university status (as admitted in the late 1960's) why not now call it University? If it is simply "tradition", "tradition" is then a "dead hand" keeping William and Mary from fulfilling its destiny as a top-notch University in deed and fact.

In a speech to the William and Mary faculty in early 1953, then President A. D. Chandler noted the following as "escapes" from sound evaluation: Tradition; ivy and columns; and the nostalgic backward glance.

In any case, one may fairly draw the conclusion that many of William and Mary's current ills in salary and other real and symbolic values have substantially been affected by the institutional ambiguity of its status from its umbrella title of "College". "College" as a broad title generally connotes

"small" and with lesser resources. "College" tends to mean undergraduates only and of course suggests bachelor's degrees only.³ "College" implies at SACS (regional accreditation agency) merely level II, although William and Mary isn't. "College" as an umbrella term certainly veers away from professional and graduate schools and from research doctoral degrees. It means, particularly, if public, lower salaries and lower perceived peer salary groups. It connotes little distinguished research and publication. It implies few regional, national, and international reputations, academic honors, or offices.

One may, however, point out that the largest group of all students at William and Mary are the undergraduates in Arts and Sciences. However, that is also true at the University of Virginia (where Arts and Sciences at the undergraduate level are called "the College").

The arguments on title can go on and on -- even to mention how large Boston College is with its many students and programs; in which case, though, a new title of Boston University is not a solution for this private Catholic university. Catholic University is also pre-empted as a name for it.

Should William and Mary consider the title of University, what other name changes might occur within this University? For one, the Faculty of Arts and Sciences might find it valuable to claim at the undergraduate level the title of College of William and Mary (even "in Virginia" if wanted); or perhaps William and Mary College, as was once commonly used.⁴ There also would be prestige in "Graduate School of Arts and Sciences" for the Graduate rubric of Arts and Sciences at William and Mary.

There would be no need to change any of the professional schools' names. The canopy of "University" could position both

³For comparisons, to show how large William and Mary is, one might note that William and Mary will be the largest member of the new six-member Colonial Football League. Only Lehigh University approaches William and Mary in size, variety of offerings, and degrees. Nor is any other member a public institution. Holy Cross and Lafayette are titled College -- and they only have about 2,500 students each (all undergraduates), compared to William and Mary's 6,500 (undergraduate and graduate students). Even the other two - Bucknell University and Colgate University only have about 3,300 and 2,300 students respectively.

⁴Duke University uses its original college name in the designated organization of its Arts and Sciences: Trinity College of Arts and Sciences.

the Law School and the Business School more easily to offer the research doctorate as well as their other degrees. (Education and Marine Science already offer research doctorates.)

With a 300th birthday coming up, it would be propitious if William and Mary were to be recognized as the university it really is rather than the college it started as but is certainly not now. If alumni/ae were aware of the real situation, many might agree, even with nostalgia for the days when William and Mary was still at least small enough to be perceived to be a "college". Primarily, the Board of Visitors would have to take a leading role, as would of course the President as the executive officer under the Board, to get the name officially changed to "University" from "College" by the General Assembly.

Nevertheless, a tough problem might well be that perhaps neither the General Assembly nor the State Council of Higher Education has the intuitive "feeling" that William and Mary is truly an actual university, even though it is. William and Mary itself has consciously projected the image of a small liberal arts college, or euphemistically speaking, being "very special" in that regard. (Nevertheless it is very special in having survived a long and perilous history.)

However, one destiny for its fourth century can be that of a state university of special quality at both graduate and undergraduate levels. With reference to its many undergraduate, professional, and graduate degrees conferred at its May 13, 1984 Commencement, a very important fact is that of these degrees, there were over forty research doctorates in five different fields.

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