

William and Mary NEWS

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A WEEKLY NEWSPAPER
PUBLISHED for and about the FACULTY, STUDENTS
and STAFF of the COLLEGE of WILLIAM and MARY

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President Graves Addresses College Community on Asbestos

The project to remove the asbestos from Millington and Morton Halls will be just about completed, it appears, in early December. I am painfully aware that the six months it has taken to finish the job is over twice as long as originally projected.

This communication is simply to say that I know that this long delay has caused real disruption to the essential educational process of the College. I realize that the academic plans of some students have been set back by the delay in returning to Millington, especially those engaged in Biology lab courses and those working toward honors in Biology or involved in pre-med or pre-graduate program courses. It is clear that some faculty members have been adversely affected in their research projects and professional development, through lack of access to their books, laboratories and other essential materials.

I realize that the teaching-learning process has suffered in all seven major academic departments affected, because of the impossibility of teachers and students meeting together in normal faculty offices and conferences, of advisors and advisees having an opportunity to meet on a regular and informal basis.

I understand that administrative and special research project functions in Morton have also been impaired by the delay.

The College -- its faculty, administration and students -- will continue to feel the effects of this project throughout this academic year to some extent, because of the accommodations which will need to be made in the spring semester, to adjust for the cancellations and postponements caused in the fall semester.

You have been patient, good-natured and understanding, and for this I am personally very grateful. I also deeply regret what some of you have had to go through.

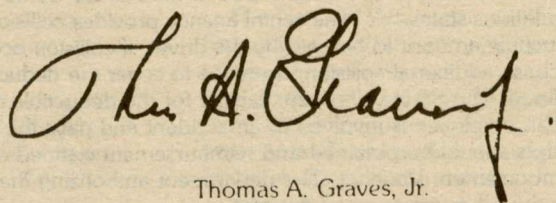
I am gratified with the way in which you have coped. Faculty members and administrative officers throughout the College have worked diligently and creatively to establish alternative lab and classroom sites, with an enormous assist in several instances from the Department of Buildings and Grounds. Faculty members have worked tremendously hard to protect the educational integrity of their areas of responsibility and the academic programs of their students.

At the risk of singling out three individuals for special commendation among many, I want to say, first, how grateful I am to Dean Zeddie Bowen. Taking on these problems without hesitation as he assumed the Deanship in midsummer, he has provided responsible, effective and creative administrative and faculty leadership throughout. Professor Stewart Ware, Chairman of the Department of Biology, has effectively rallied both his faculty and his students to address the especially difficult problems faced in that Department. Professor Eric L. Bradley, Chairman of the Faculty Asbestos Hazard Advisory Committee, has been of enormous support to members of the administration in their efforts to solve the problems caused by the complexities involved in removing the asbestos and by the incurred delays, while continuing to be an articulate spokesman for faculty concerns. These individuals are but three among many who have been responsible and responsive in the continuing crisis.

The worst is over, but there are still problems to be addressed. Questions of security and loss, of returning the two buildings to full operating efficiency, of overruns on expenses, are being carefully examined, and they will be answered and resolved.

As far as I can determine, the asbestos in Millington and Morton has now been eliminated. Despite the serious problems and delays, I believe that the project was worth it; the project should have been undertaken. It was essential that William and Mary remove the asbestos. We have done so.

I only regret that the process of doing so went so poorly in so many ways, and that so many of you were adversely affected. I appreciate all that you have been through, the genuine sacrifices you have made. I am grateful for your patience and understanding, for the creative and responsible manner in which you have addressed and solved the problems which you have faced. You have my gratitude and my respect.



Thomas A. Graves, Jr.
President



Choir/Chorus Soloists

Pictured above are the four soloist for the Franz Schubert "Magnificat" which will be part of the Choir and Chorus Christmas concerts, at 8:15 p.m., Dec. 2, 3 and 4 in Phi Beta Kappa Memorial Hall. General admission is \$1.50. Seated, l-r, Catherine Dehony and James Moran. Standing, Richard Hoffman and Marcia Newbill.

During the direction of Frank T. Lendrim, conductor, the choir will sing a program of holiday music and will follow the tradition of asking the audience to join in a final round of Carols at the close of the evening.

Festival Announces 1982 Summer Season

The Virginia Shakespeare festival program for 1982, for the first time in its four-year history, will include a non-Shakespearean play.

Opening the 1982 season Thursday, July 15, will be a production of "Wild Oats," written by the prolific British playwright John O'Keefe. Kent Thompson, artistic director, describes the play as "the humorous adventures of an 18th century Shakespearean actor, complete with mistaken identities

and comic dialogue, riddled with quotes from the Bard."

Written in the 1790s, "Wild Oats" was rediscovered in 1976 by the Royal Shakespeare Company in England. "Revival production by national and regional theatres in America and England have met with great acclaim," Thompson says. "I think this is an excellent choice to help us celebrate

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Newsmakers

Claudia Stevens' article "A New Look at Schumann's Impromptu" has just appeared in the October issue of *The Musical Quarterly*.

H. Earle Johnson presented a paper on "Music Publishing in Boston" at a session of the American Musicological Society meetings in Boston, Nov. 12-15. Donald F. Truesdell and Bonnie Hedges also attended.

William F. Losito, associate professor of education, presented a paper as part of a symposium on ethics and administrative decision theory at the annual meeting of the American Educational Studies Association in Boston, Nov. 12-14. He also presented a paper entitled "Religious and Moral Education: A Case Study in Curriculum Policy" at the annual meeting of the South Atlantic Philosophy of Education Society in Johnson City, Tenn.

Charles H. Koch, Jr., associate professor of law, is the author of a new casebook, *Fundamentals of Administrative Practice and Procedure*, published this month by Michie/Bobbs-Merrill law book publishers.

Debaters Place In Brown Tourney

The football team may not have had much luck getting the better of Harvard, but William and Mary Debaters downed Harvard, Williams, Smith, Columbia, Brandeis, Colgate, Princeton, Swathmore and Chicago to place in the top ten at the Brown University Parliamentary Debate Tournament, traditionally a stronghold of New England Ivy League Schools.

The only southern school to place in the top ten, William and Mary secured eighth place through the efforts of David Price and Colin Buckley, who were 4-1 after two days of debating over the weekend in Providence, R.I. A total of 54 schools representing 23 schools in the United States, principally from the Northeast and Canada, competed.

Debate Coach Bill Harpine says he is "very pleased the team did as well as they did." William and Mary teams, he explained, do not usually debate on a parliamentary format, where each round calls for extemporaneous debate on a topic given to the debaters just 10 minutes before competition.

"They showed they had quick wit and sharp analytical skills," said Harpine. Both Price and Buckley, he said, had only debated once before in the parliamentary format.

The Brown tournament judges used quotations from Shakespeare as topics for the debaters. Among those given to the William and Mary debaters was "Brevity is the Soul of Wit."

Also this past weekend debaters at the Madison University tournament reached the quarterfinals, and one debater won the top speaker award in the junior division.

Jill Pryor won the top speaker award and teamed with Harry Austin to reach the quarterfinals after a 5-3 score in the preliminaries. Both are freshmen.

The team of Kevin Gough, a sophomore, and Rob Johnson, a freshman, chose to by-pass their eligibility in the junior varsity division compete on the varsity level. They also reached the quarterfinals with a 5-3 score. Of both teams, Harpine commented, "a pretty good showing."

To Give Talk Wednesday, Dec. 2

Fiering Publishes Second on Moral Philosophy

Norman Fiering, editor of publications at the Institute of Early American History and Culture and lecturer in history, has published the second of two books on moral philosophy.

"Jonathan Edwards's Moral Thought and Its British Context," has been published for the Institute by the University of North Carolina Press in Chapel Hill. It follows the publication earlier this year of "Moral Philosophy at Seventeenth-Century Harvard," also published in Chapel Hill.

The first book in the series provides the necessary background and support for arguments explored in the second volume. Fiering says that he hopes the two books will be read and used as companion volumes.

Fiering will draw from his new work in a talk he will give to the William and Mary Philosophy Club at 7:30 p.m., Wednesday, Dec. 2 in Wren 315 when he speaks on "Jonathan Edwards and Continental Rationalism."

Fiering's new book is a comprehensive study of Edward's response to the encroachment eighteenth-century moral philosophy on traditional religion.

Edwards's response was twofold. He presented a detailed analysis and criticism of secular moral philosophy in order to demonstrate its inadequacy, and he formulated a system of moral philosophy or moral theology of his own that he believed was demonstrably

superior to the existing secular systems.

In this volume, Fiering reveals a new dimension of the complex mind and character of Jonathan Edwards, the great New England minister. He shows that Edwards was more intellectually embattled and more on the defensive than has been realized.

Fiering's book on Edwards challenges many of the standard interpretations and convincingly documents Edwards's attempt to reassert a dominant role for religion in an increasingly secular age.

The first draft of the book was written in the academic year, 1975-76 during a period of leave for Fiering as a National Endowment for the Humanities Fellow. The manuscript was finally revised and enlarged in the fall of 1978 at the National Humanities Center in Research Triangle Park, North Carolina. Between 1969 and 1972, Fiering was a post-doctoral fellow at the Institute of Early American History and Culture. He spent the summer of 1970 at Yale University studying the Edwards manuscripts under a grant from the American Philosophical Society's Penrose Fund.

Fiering, a specialist in American intellectual history and eighteenth-century thought, has had articles published in a number of scholarly journals including the *William and Mary Quarterly*, *American Quarterly*, and the *Journal of the History of Ideas*.

He received his undergraduate degree from Dartmouth and his M.A. and Ph.D. degrees from Columbia University. Earlier this year Fiering was awarded the first annual Walter Muir Whitehill Prize from the Colonial Society of Massachusetts.

The Whitehall Prize is given for a distinguished essay on Colonial American History, previously unpublished, with preference given to New England subjects.

'Tellers Chosen For Tots Program

This year's list of invited storytellers for the children's Christmas programs in the Great Hall of the Wren Building includes Fraser Neiman, professor of English emeritus; Frank T. Lendrim, professor of music; Al Albert, professor of men's physical education; Gerald Johnson, professor of geology; Richard Cumbee, director of the Campus Police; George Rublein, professor of mathematics and computer science; Henry Coleman, associate professor of fine arts; Scott Donaldson, professor of English; and Bradner W. Coursen, professor of biology.

Programs at 9:30 and 11 a.m. and 1:30 p.m., will be held in the Wren Building, Monday Dec. 7 - Friday, Dec. 11.

Dale Hoak Elected Visiting Fellow at Clare Hall, Cambridge

Dale E. Hoak, associate professor of history, has been elected a Visiting Fellow at Clare Hall, Cambridge University in England.

Hoak received the Fellowship, awarded in international competition, on the strength of his past and present scholarship on Tudor government.

The award allows him to continue his research on the organization, administration and personnel at the royal household from the accession of King Edward VI (1547) to the death of Elizabeth I (1603).

The College awarded Hoak a Summer Faculty Research Grant this year for one aspect of this project in the period 1547-53. The American Philosophical Society awarded him another research grant this fall for research on the Tudor Court during the reigns of Mary I and Elizabeth I.

Hoak has read two papers on various aspects of his research this fall. He presented what he terms the "first fruits" of his research in the form of a paper on "The King's Privy Chamber 1547-53," on Oct. 19 at the Institute of Historical Research at the University of London. Hoak's work breaks new ground in identifying the personnel and functions of what was in practice, the most important of the three departments of the household of the King of England.

Hoak also gave a public lecture on "New Light on the King's Household in England," at Oxford University.

Clare Hall was established in 1966 by the Masters and Fellows of Clare College, the second oldest College at Cambridge, which was founded in 1326. Hoak was a research student at the College in 1967-70.

Clare Hall is a graduate college with resident graduate students and a resident faculty. However, it exists primarily to provide an official haven for scholars from all over the world. This year's Visiting Fellows come from

China, Australia, Norway, Nigeria, Finland, Poland, South Africa, as well as the U.S. and the United Kingdom. One of the year's Fellows is Lewis Thomas, formerly Dean of Yale University Medical School and now head of Sloan-Kettering in New York City. His book, "Lives of a Cell," hit the best-seller lists a few years ago. He is also known for his book "The Medusa and the Snail."

Life at Clare Hall is particularly rich, says Hoak, because it affords contact with so many overseas visitors. Clare Hall was the site Oct. 24-26 of the Tanner Lectures, this year delivered by Kingman Brewster, former U.S. Ambassador to Great Britain and ex-president of Yale. Brewster was commencement speaker at William and Mary in 1975 when he received an LL.D. deg. ee. Brewster gave two lectures on "The Voluntary Society." Hoak participated with Brewster in a seminar on the lecture topic.

In a letter from England, Hoak writes: "The seminar brought together distinguished economists, politicians, and academic administrators from all over the United Kingdom. How I came to be included in such company remains something of a mystery to me. At any rate, having been mistaken for an expert on the open society, I was

only too happy to join Ambassador and Mrs. Brewster and an array of prominent Lords and Knights for what seemed to be an all-too-brief succession of lobster dinners and luncheons!"

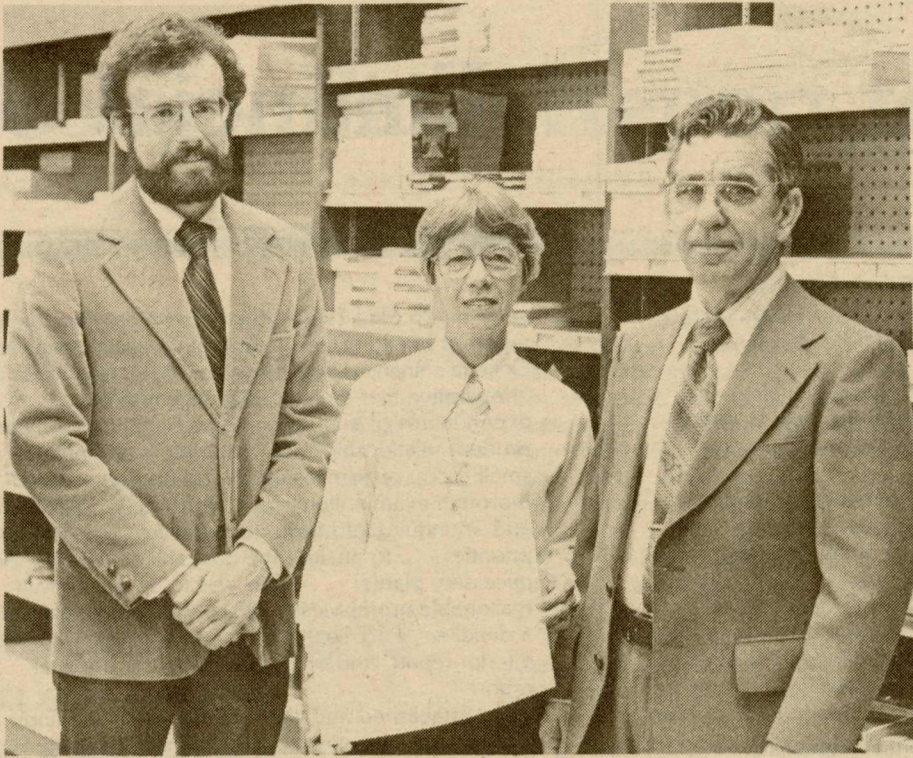
Hoak adds, "I should correct the notion that this is the usual fare at Clare Hall. Ironically, I am in fact commuting almost daily to London, where my research takes me to the manuscript collections of the British Library and the Public Record Office. This is not a very glamorous business—but it is much more rewarding (or so I like to think) than the life of the typical commuter."

Inga-Britta Currie, instructor of Swedish 101-102 in the Evening College, and James R. Baron, department of classical studies, attended a workshop for teachers of Swedish language and literature sponsored by The Swedish Information Service in New York on Nov. 6 & 7. Baron also attended the Virginia convention of The Junior Classical League at Norfolk Scope on Nov. 14 and served as a judge in The Latin oratory contest.

Rental Car Insurance

A State employee traveling on official State business who finds it necessary to rent a car should not purchase additional collision insurance to cover any deductible amount. Subsection .144 of the Pocket Guide of State Travel Regulations states "... The rental agency provides collision insurance with a deductible amount to be paid by the driver, if collision occurs. The option to purchase additional collision insurance to cover the deductible amount should be declined. The State will accept liability for the deductible coverage . . ."

If an employee is involved in an accident and pays the deductible amount, receipts should be obtained and reimbursement claimed on the Travel Expense Reimbursement Voucher. The department authorizing the travel will bear the cost with the other expenses of the trip.



Bookstore Winners

John Freeman, trade book manager for the College Bookstore (l) and Elizabeth Padgett pose with Bookstore Director Bruce W. Locke in the newly expanded textbook section of the Bookstore. Freeman and Padgett are winners of a \$25 award as winners in the College Store Journal's "Pick/Promote/Profit/Competition. Freeman and Padgett successfully promoted the sale of slow moving textbooks and paperbacks with a "pot luck" sales promotion which cleared the lagging inventory. They also made some College banners from material on hand using both merchandizing and handicraft skills. The award of one \$25 check was matched by Locke so each winner received the maximum award. Mrs. Padgett says the merchandizing schemes were a "Last Hurrah" for her as she retired earlier this year. However, Mrs. Padgett will be coming back to augment the bookstore staff at busy times during the year.

Classified

FOR SALE

House for sale in Queen's Lake. 3 bedrooms, living room, dining room, 2 1/2 baths, spacious family room, kitchen combination, Florida room, double car garage, and basement. One acre lot. \$110,000. Some owner financing available. Call 229-0447

4 speed men's bike - straight handle bars
35. 2 camp cots fit together to make a bund bed, nylon and alum. 20' both. Call evenings 887-1493. 12 11

1978 1/2 TRIUMPH SPITFIRE convertible, 15,000 easy miles, red, one-owner, superior

FOR RENT

Apart. Single - 175 mo. furnished. Avail. Jan 1 thru May 15 near 1776. Call Tom at 220-1015 and leave a message. 12 11

House in Queen's Lake. 3 bedrooms, living room, dining room, 2 1/2 baths, spacious family room - kitchen combination, Florida room, double car garage, and basement. One acre lot. 600 mo. Call 229-0447. Charles Matthews ext. 4434.

Large, furnished, one room apart. for December, one block from Wren Bldg., 230. Please call 229-0045 mornings, evenings. 12 11.

WANTED

FEMALE LAW STUDENT seeks 1 BR apt. for spring semester, preferably furn. Call Beth at 229-9572. 12/15

Parkway Apt. to share, male or female grad. student preferred. Rent \$112. mo. No heating cost. Wash, dryer, pool on premises. Available Dec. 1. Call Bob 220-1409. 12 11.

FOUND

FOUND: Navy blue, V-neck sweater in New Rogers Auditorium during Orientation Week. Call to identify, Ext. 4581.

REWARD OF \$100. (One hundred) cash to person returning red & blue vinyl suitcase containing Colonial Williamsburg costumes or providing information leading to their recovery. Contact my liaison, the CW costume shop at intersection of Lafayette and N. Boundary Streets beside the A&P. No questions asked. (11 17)

Study in Japan

A \$4,000 scholarship for study at the Japan International Christian University in Tokyo is being offered by the Washington Women's Committee of the Japan International Christian University Foundation. The University does not impose any religious qualifications on its students nor does it consider itself a proselytizing agency.

Courses are taught in both English and Japanese and may be taken for transfer credit. Applicants must have completed a minimum of two years of college work, be residents of the Washington area and U.S. citizens.

Application details may be obtained by writing Mrs. David H. Vance, scholarship chairman, 6109 Eastview St., Bethesda, Md. 20817, before Dec. 15.

NAFSA Registry

The National Association for Foreign Student Affairs (NAFSA) operates a placement service which matches Foreign National students to requirement for employment with over 450 employers. These positions are located in the students' home country.

Students interested in this service should contact the Office of Placement, ext. 4604, for additional information and application. Ask for reference 10-16-1.

Notebook

Student Hour

President Graves will be in his office Wednesday, Dec. 2 from 4-5 p.m. to chat informally with students. No appointment is necessary.

CPR Course

The Williamsburg-James City County Chapter, American Red Cross, will conduct a CPR-Basic Life Support course on Wednesday, Dec. 2 from 6:30-9:30 p.m., with completion on Saturday, Dec. 5 from 10 a.m.-4 p.m. at the Williamsburg United Methodist Church.

There is no charge for instruction. Course materials cost is \$5. To register, please send check payable to American Red Cross at 109 Cary Street by Friday, Nov. 27. For further information, please call 253-0228.

Colloquium Speaker

George T. Rublein of the department of mathematics and computer science, will speak on "Degeneracy and Geometry in Linear Programming, or Everything That You Ever Wanted to Know About Linear Programming But Were Afraid to Ask," at 3 p.m., Friday, Dec. 4, in Jones room 107.

Coffee will be served at 2:30 p.m.

Study Break

The Sophomore Steering Committee is sponsoring an ice cream study break in Tazewell lounge from 7-8 p.m., Wednesday, Dec. 2, free of charge to all sophomores.

Delta Gamma Party

Delta Gamma will host a Pub Party from 9 p.m. to 1 a.m. Thursday, Dec. 3. All are cordially invited to attend--cover is \$1.50. Please bring W&M I.D. and proof of age.

Examination Schedule

Final examinations will be held at the time designated on the schedule below, except for those provided for in the last paragraph.

	First Period 9:00 - 12:00	Second Period 2:00 - 5:00
December 9 Wednesday	Math 106,111,112,211,212 History 201*	11:00 MWF 8:00-9:00 pm MWF
December 10 Thursday	8:00 MWF	12:00 MWF
December 11 Friday	9:00 MWF 6:00-7:00 pm MWF	Biology 101 Business 201*
December 12 Saturday	9:30-11 TT 5:30-7 pm TT	12:30-2 TT 8:30-10 pm TT
December 14 Monday	French 101,201 German 101,201 Italian 101,201 Russian 101,201 Spanish 101,201 Physics 101*	10:00 MWF 7:00-8:00 pm MWF
December 15 Tuesday	11-12:30 TT 7-8:30 pm TT	8-9:30 TT
December 16 Wednesday	2:00 MWF; 2-3:30 MWF 2:30-4 MWF	2-3:30 TT 3:30-5 TT
December 17 Thursday	1:00 MWF 9:00-10:00 pm	MWF3:00 MWF; 3-4:30 MWF; 3:30-5 MWF

No changes in this schedule will be permitted individual students, except where examination conflicts occur, or where a student has four scheduled examinations in two calendar days. Conflicts should be resolved between instructor and student, and requests for separate examinations must be made on special forms provided by the Office of the Dean of the Faculty of Arts and Sciences. Conflicts should be discovered as early as possible by students and instructor and proper arrangements must be made to resolve them prior to the beginning of the examination period.

Students taking a course in which there are two sections taught by the same professor with different final examination periods have the option to take the exam in either period (with the consent of the instructor.) The student has the responsibility to get approval from the professor prior to the end of classes.

Deferred examinations will be permitted by the Dean of Students in case of health problems, as certified by the College Physician.

Classes meeting at periods for which provision is not made on this schedule should arrange examination periods to suit the convenience of the instructor and the students. Such special arrangements including the room to be reserved for the examination must be reported in writing to the Office of the Dean of the Faculty of Arts and Sciences.

*The Departments of History, Physics and the School of Business Administration will make arrangements to give make-up exams to students who have exam conflicts.

To Members of the Faculty and Administration

In May, 1981, I announced the formation of a Financial Study Group to report back to me on recommendations that would ensure that the College has an orderly plan, policies and procedures that will guarantee that the College will not operate at a deficit in 1982-83 and thereafter.

The Financial Study Group distributed, at my request, an interim report in September, and it received many useful comments back from both groups and individuals.

The Final Report of the Financial Study Group is attached.

I concur in the assessment, analysis and conclusions set forth by the Financial Study Group, in the early section of the Final Report. They focus on the current financial problem, the 1982-84 biennium, revenues and expenditures, the budget process, and the reduction of financial commitments. I have noted the Financial Study Group's point in the section on *Reduction of Financial Commitments* that further study of specific programs, activities and commitments would undoubtedly lead to more specific recommendations. I shall be exploring with the Provost how best to address some of these issues in the months ahead.

I have also accepted both the *General Recommendations* in Section I, and the *Specific Recommendations Regarding 1982-83 Projected Budgetary Problems* in Section II.

Under Section I.A., *The Budget Process*, the President has responsibility and authority for approving the annual budget, for recommendation to the Board of Visitors. The Provost, as the chief administrative officer of the College under the President, has responsibility for developing and recommending the budget to the President.

Obviously a key position in this process is the Director of Planning and Budget. In order for him to carry out as effectively and efficiently as possible his responsibilities in serving and counselling the Provost, the Director of Planning and Budget will be organizationally and administratively responsible and accountable directly to the Provost, effective immediately.

The Provost will also be served and counselled by a Budget Advisory Committee, of which he will be the chairman. The Committee will be advisory to the Provost on budgetary matters only, and will not be assigned any policy-making or executive functions.

The initial membership of the Budget Advisory Committee, in addition to the Provost, will be Mr. Jeffrey A. Shapiro, Director of Planning and Budget; Mr. William J. Carter, Vice President for Business Affairs; Dr. David E. Kranbuehl, Chairman of the Planning and Priorities Committee; Dr. Morton Eckhause, of the Faculty Affairs Committee of the Faculty of Arts and Sciences; and Dr. Roy L. Pearson, of the Faculty Affairs Committee of the Faculty of Business Administration.

The Director of Planning and Budget and the Vice President for Business Affairs will be continuing members of the Committee, along with the Provost. Professors Kranbuehl, Eckhause and Pearson are appointed to the Budget Advisory Committee for staggered terms, that may be modified depending on their continuing service on their respective other committees. It is my present intention that Professor Kranbuehl's term will run through the 1982-83 academic year; Professor Pearson through the 1982-83 academic year; and Professor Eckhause through the 1981-82 academic year.

These appointments to the Budget Advisory Committee are effective immediately.

In Section I.B. and C. the recommendations regarding Personnel (B) and Recoveries (C) are to be implemented immediately.

In Section I.D. the Final Report recommends four further studies, in regard to (1) private funds, (2) enrollments, (3) summer school instructional contracts, and (4) graduate assistants.

I shall be taking steps to have these four studies pursued prior to the end of this academic year.

In Section II, *Specific Recommendations Regarding 1982-83 Projected Budgetary Problems*, I am directing that the recommendations under I.A. *Personnel* and I.I.B. *Maintenance and Operating Funds* be implemented, effective immediately. It is essential that

these policies and procedures be administered equitably and rigorously in order that we accomplish our budgetary objectives for 1982-83, without encumbering budgets for later years.

All questions regarding the immediate implementation of the recommendations under I.I.A. and B. should be referred directly to the Provost or the Director of Planning and Budget.

I support in principle the recommendation under Section II.C, *Private Funds*, and I am asking the Provost to examine the feasibility of implementing this recommendation.

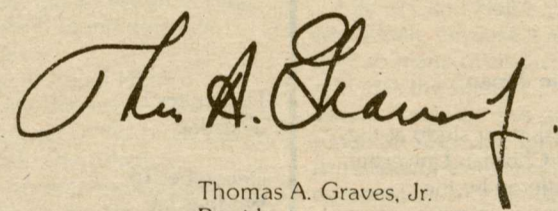
The budget construction process for the 1982-83 fiscal year is now underway, under the direction of the Provost. The immediate implementation of the Final Report of the Financial Study Group will allow us to use the recommendations in this Report in that process.

The Provost has assured me that immediate, rigorous and equitable implementation of the Report will ensure that we shall end 1981-82 without a deficit. He also assures me that continuing strict adherence to the recommendations through the implementation of the Report will ensure that we shall not operate in 1982-83 at a deficit, that we can construct and administer the budget in an orderly fashion, and that we shall not encumber the budgets in later years. I am confident that he is right.

At the same time, Mr. Healy and I know that steps must be taken and decisions must be made that may reduce the effectiveness of our educational and administrative programs and services, that may make it more difficult for members of the faculty and administration to carry out their responsibilities as well as they and we would wish.

We shall proceed as equitably and fairly as possible, with our long-term objective being to protect the educational quality of the College. We ask for your understanding, patience and cooperation in this process.

Finally, I wish to take this opportunity to thank publicly the individual members of the Financial Task Force. I am grateful to all of you, especially your chairman, for the long days and hours you have devoted to this job, and for all that you have accomplished. You have served the College well in a difficult and painful task, and I am most grateful to you.



Thomas A. Graves, Jr.
President

Financial Study Group - Final Report to the President

In the 26 May 1981 *William and Mary News* you reported briefly on some disturbing recent trends in the College's finances, and observed that it had become "imperative that the projected revenues and expenditures of the College be brought into a more prudent relationship." To that end, you appointed a small group of administrators and faculty to make "a thorough examination of all our financial obligations and an inquiry into their comparative claims on our priorities . . . to analyze the data and to develop the necessary plan(s) . . ." This was to be done "with reasonable promptness," which was further defined as a deadline of 15 September 1981 for submission of an interim report, and of 10 November for the final report.*

So established and charged, the Financial Study Group began its work on 28 May, met regularly throughout the summer, and submitted an interim report to you on 15 September. The report was published, and comments on it were requested from the Planning and Priorities Committee, and invited from such other groups or individuals as wished to make them. The Financial Study Group reconvened in mid-October to begin the drafting of the final report, which was to take into consideration the many comments and criticisms made on the interim report, and especially on its recommendations for action.

Much of the first following pages of this final report are virtually unchanged from the interim report, because the general concerns, financial analyses, and budgetary projections briefly described earlier have not, in the Financial Study Group's judgment, significantly changed over the past few months. Parts of the concluding section on "Recommendations" are very different, both in substance and in detail, reflecting the helpful persuasiveness of much of the discussion provoked by the dissemination of the interim report.

The Current Financial Problem

For the past several years the College has had increasing difficulty in balancing its Educational and General revenues and expenditures. A deficit in 1980-81 was averted only by a partial freeze on expenditures, and by a somewhat larger than expected State allocation in the fourth quarter of the fiscal year for fuel, utilities and overtime pay. As presently forecast, our 1981-82 budgets will end in balance -- as, by law, they must -- only if substantial recoveries or reversions, in areas not now known, are made. There are no reserves budgeted in the E&G accounts, and for 1981-82 most discretionary unrestricted private funds that can be allocated to such purposes are already committed.

Though there are many reasons for our deepening financial difficulties, most can be attributed to inflation . . .

Though there are many reasons for our deepening financial difficulties, most can be attributed to the inflation of recent years, which has increased costs faster than revenues. The State has recognized the budgetary problems created by escalating fuel and utility charges, but its special appropriations have generally been insufficient to cover the real expenses. For several years (though not in 1981-82) faculty and administrative salary increments, in overall percentage terms, have exceeded what was appropriated in State funds. Even so, the relative purchasing power of these salaries has declined, and we remain below the national average for university faculty compensation.

*The "College" in these and all subsequent references in this report, is understood as excluding the Virginia Institute of Marine Science, the Virginia Associated Research Campus, and Richard Bland College, all of which have separate agency budget codes.

We have also chosen, as a matter of policy, to maintain our faculty and supporting personnel rosters as fully staffed as possible, even as the funding formulas used by the State have steadily and significantly changed to provide less support of those positions. Our faculty/student ratio has remained overall almost what it was in 1972-73, but the ratios supported by the State have changed, in some categories, more than ten percent downward in that same period.

. . . some changes must be made in our present revenue/expenditure patterns . . .

Whatever the reasons -- and those given, while perhaps the most significant, are only examples -- the fact is that our 1981-82 financial situation is precarious. The Financial Study Group, several of whose members had not earlier been involved in the budgeting process, began its work in May with a certain healthy collective skepticism on this point. Some differences still exist among us as to the exact magnitude, and the detailed contributing causes, of the problem. We are agreed, however, that a problem exists; that it must seriously command everyone's attention; that to overcome it this year will require very cautious management and probably some difficult and unpopular decisions; and that some changes must be made in our present revenue/expenditure patterns, without which the problem will continue and probably worsen next year.

The 1982-84 Biennium

The budgeting system used by the Commonwealth allows us now to know exactly what funds are "targeted," and presumably will be approved in the legislative process this winter, for William and Mary in 1982-83 and 1983-84. These targets are derived essentially by formulas given in Appendix M (the budgeting manual for State colleges and universities) and modified (in recent experience, reduced) in accordance with decisions regarding projected State revenues and the distribution of them by broad service categories (education, health services, prisons, etc.). Once established, the targets cannot be changed upward by later action of an institution (e.g. the admission of more students than those projections to which the formulas were applied.) All institutions are invited to submit addenda requesting further funds. However the clear understanding for such addenda is that they may not be funded (and usually aren't), and that an institution's financial plan must be submitted to the State, about a year ahead of its effective date, on the assumption that only the targeted funds will be appropriated.

The 1982-83 target figure originally given for William and Mary looked reasonably manageable at first.* On closer examination, this proved largely illusory. There is provision in the target for only a 4.5% faculty salary increase. Along with all other colleges and universities in the State we have submitted an addendum request to raise this to 9%, but for reasons given above we must plan our budgets

*That is, the total E&G target revenue figure was superficially encouraging; less good was the news that this figure, if it was to be used for institutional planning purposes, had to include a higher ratio of non-general funds (tuition collections) to general fund appropriations than in 1981-82. This move on the part of the State from the present 70%/30% general/non-general fund appropriation to 67.5%/32.5% in 1982-83, and 65%/35% in 1983-84, unfortunately will require large tuition increases for all State institutions next year. The Financial Study Group in its analyses assumes that these non-general funds will be raised, and that therefore the entire targeted fund total will be available.

on the lower targeted figure. There is no provision for classified salary regrades; this too may come in the later legislative process, but cannot be assumed now. The target also contains several large sums for clearly dedicated or mandated expenditures (e.g. increased fringe benefit payments) which cannot be otherwise used. Finally, arithmetic errors in the State offices resulted in an initial overstatement of available funds for all State colleges and universities. Accordingly, our original 1982-83 targeted total was reduced by about \$500,000, and a similar amount was removed for 1983-84.

The Financial Study Group has attempted to project likely E&G budget imbalances for 1982-83, within the assumption of the reduced targeted revenues on the one side, and the continuation of our present expenditure patterns, minimally adjusted upward for inflation and in accordance with the target guidelines, on the other. It is a sobering exercise. Even if we add no new positions in any personnel category (faculty, administrative, classified, hourly, graduate assistant-ships); and if we assume only 4.5% salary increases for all personnel except classified, and only the merit increases for them; and if we project no more than 10% increase in all M&O expenditures; and deduct all dedicated and mandated expenses, as we must; even so, there is no apparent way to keep our State funded E&G expenditures, so calculated, within \$500,000 of the targeted revenues.

It is of course possible that our addenda on behalf of faculty salaries and classified regrades may be funded; certainly every effort must be made to those ends. Should this happen, it would be much welcomed; however, if such funds are later provided they would have to be dedicated to further salary increments, and the overall deficit threat would remain unchanged.

The 1983-84 revenue target is at least as disturbing as the one for 1982-83. Certainly there is nothing in it to give present hope that financial problems overlooked or incurred in the first year of the biennium could be overcome in the second.

Revenues and Expenditures

Analyses of the 1981-82 budgets, and of the budgetary prospects for the next biennium, have brought the Financial Study Group to the unanimous conclusion that our E&G revenues and expenditures are not now in a comfortably "prudent relationship," and that the situation will worsen if some correcting measures are not taken. It is important, however, to keep this expression of concern in reasonable perspective. Half a million dollars, which is roughly our predicted shortfall under assumptions given above, is certainly a lot of money, but it is only about two percent of the total E&G target budget for 1982-83. Comparatively small percentage increases on the revenue side, difficult as they may be to achieve, or comparatively small decreases in expenditures, painful as they may be to make, could together solve the financial problems very well.

. . . encourage an aggressive campaign to raise revenues . . . both from public and private sources.

It is tempting to believe that increased revenues might make expenditure reduction virtually unnecessary. The Financial Study Group spent much time considering such possibilities. We assume and encourage an aggressive continuing campaign to raise revenues applicable to educational and general expenditures, both from public and private sources, although we recognize that the products of such campaigns are somewhat uncertain. But while we hope very much that the State revenues may be enlarged, and that substantial private funds beyond those now

committed will soon come available, we are nonetheless agreed that it is within the present State biennial targets, and only moderately increased levels of private giving and endowment income, that we must plan.

The conclusion that planning must proceed within presently established revenue estimates necessarily led the Group into careful consideration of how expenditures might be reduced to bring them into balance with firmly predicted revenues. Very early in this process, it became apparent that even drastic reduction of expenditure in non-personnel categories could not achieve the kinds of savings that will be necessary to get our total E&G commitments for 1982-83 into balance with revenues. By their inherent nature, academic institutions are "labor intensive." At William and Mary, almost 80% of the total E&G budget is committed to personnel costs; it is even larger (83.34%) in the academic budgets which comprise about three-fourths of the total budgets. The obverse of this is that the indispensable maintenance and operating budgets, comparatively small and inflation sensitive as they are, offer limited opportunity for significant savings through reduction.

Such considerations take one inevitably to the conclusion that a significant expenditure reduction can be realized only by decreasing projected personnel costs. How this might be done, in the most equitable, least harmful, but nonetheless most expeditious way, was the question that dominated the Group's deliberations. That question, in turn, brought us into a

. . . our present budget process has on the whole worked well . . .

review of the present budget process, and to suggestions for its revision and improvement.

The Budget Process

While acknowledging that our present budget process has on the whole worked quite well, the Financial Study Group also agreed that it could and should be improved in several ways. The Financial Study Group understands that its charge would only marginally cover its involvement in what is clearly an administrative matter. Nonetheless, we did discuss the process as it is and as it might be, and we favor several broad changes or reforms, which are contained in the "Recommendations" section below.

Reduction of Financial Commitments

Even as the College vigorously seeks additional revenue sources, it is clear to the Financial Study Group that we must reduce our financial commitments, especially in Education and General State funds, by several hundred thousand dollars below the budgetary projections that now threaten a deficit in 1982-83. It is equally clear that much of this must come from personnel costs. We believe this can be accomplished through attrition and without radical surgery, though hardly without discomfort.

Ideally, any recommendations in this regard should be based on extensive and close study of every cost center, so as to enable designation with fair conviction of particular expenses or entire activities that could be reduced or eliminated most equitably, after full consideration of specific alternatives. Such a "zero base" approach to this problem was however quite beyond our capabilities, given the time available. We have therefore necessarily assumed the continued existence of all present programs and activities into 1982-83, and have not attempted to identify particular positions or commitments as most likely candidates for elimination or reduction through attrition. It should be stressed, however, that we have done so only because time did not permit otherwise; we believe that further study would lead to more specific recommendations.

Financial Study Group Final Report

Recommendations

The Financial Study Group's recommendations are presented in two sections below. The first recommendations are general in nature, regarding the budget process, the ways in which decisions with financial implications are made, and certain administrative practices and policies. Some of them would have considerable specific financial effect on the immediate problem of a threatened deficit in 1982-83, but they are recommended with the understanding that the changes, if implemented, would continue as College policy or established procedure.

The second set of recommendations addresses the particular difficulty of the 1982-83 budgets.

I. GENERAL RECOMMENDATIONS

A. The Budget Process

1. The President and Provost

Under the authority and guidance of the President, the Provost should be assigned the responsibility of developing and proposing to the President the annual budget for the College. In this responsibility, the Provost should be served and counseled by the Budget Advisory Committee, the Director of Planning and Budget, and, as may be appropriate, by other administrative officers of the College.

2. Budget Advisory Committee

- a. There should be established a Budget Advisory Committee.
- b. The purpose of the Committee should be to advise the Provost on budgetary matters. It should not be assigned policy-making or executive functions.
- c. The membership recommended is: The Director of Planning and Budget; the Vice President for Business Affairs; one person appointed by the President from the Planning and Priorities Committee; two persons, one from the Faculty of Arts and Sciences and the other from one of the professional schools, appointed by the President for a staggered term of at least two years from the membership of the faculty affairs or equivalent elected committees; and the Provost and Academic Vice President, as chairman.

3. Procedures and Schedules

- a. A consolidated budget reporting form should be developed as soon as possible, so that all funds available to the College, from whatever source, can be considered together in a unified process of budget construction and decision.
- b. The process of budget development should begin earlier in the year than is now the case.
- c. Insofar as feasible, a "target and addendum" system of budgeting should be developed, in which firmly identified funds would first be allocated within established "target" totals, with the remainder, if any, allocated on the basis of addenda requests which would be judged by the Provost, following consultation with the Budget Advisory Committee, in terms of priority needs.
- d. The provost would regularly report to the President on the process of development of the annual budget. Periodically throughout the year the Provost would also meet and confer with the Planning and Priorities Comm-

ittee, to present and explain some of the possibilities and problems foreseen in budget construction, and to report major decisions made. The Provost, on behalf of the President, should prepare and widely distribute an annual written report on the disposition of the budget.

B. Personnel

1. New Additional Positions

All requests for the establishment of new positions which would constitute a net increase in the total number of established positions in the personnel categories of faculty, administrative, classified, and teaching assistantships, after appropriate endorsement of relevant department heads, deans, and vice presidents, should be implemented only upon the recommendation of the Provost, with advice of the Budget Advisory Committee, to the President.

2. Reassignment of Positions

- a. Provided that the relevant net totals are not exceeded thereby, and provided further that funds are available to support them, vacant personnel positions may be reassigned from one department, school, or Faculty to another, on the authority of the department head, dean or vice president, as may be appropriate.
- b. If the position(s) is (are) to be reassigned from one area of vice presidential authority to another, the transfer should be approved, on recommendation of the Provost, by the President.

3. Replacement of Positions

Provided that funds are available to support them, vacant personnel positions may be replaced within a department, school or Faculty on the approval of the appropriate vice president.

4. Timing of Authorizations of Personnel Decisions

- a. No personnel decisions under 1,2, or 3 above should be made until the funding necessary to support the positions is reasonably assured.
- b. In circumstances where budget projections indicate uncertainty about adequate funding support, authorization for the establishment or filling of additional, reassigned, or replacement positions should be denied or delayed until the funding assumptions are sufficient.
- c. It should be the responsibility of the President and the vice presidents, within their areas of administrative authority, to maintain flexibility in regard to personnel sufficient to accommodate to such restraints as budgetary projections indicate as prudent.

5. Part-time and Hourly Wage Allocations

The restrictions and procedures outlined above in 1,2,3, and 4 should be applied as well to establishment, reassignment and replacement of all part-time and hourly wage allocations.

6. Salaries and Wages

- a. As a general rule, replacements in all personnel categories should be employed at entry-level salaries and wages. It should however be recognized

that such salaries (though usually not rank) may and will vary according to market factors among academic disciplines and administrative specializations.

- b. Exceptions to the general rule may be made by the Provost, on recommendations of the deans or appropriate vice presidents, for good cause. An annual summary of such exceptions, and the reasons for them, should be submitted by the Provost to the President.

C. Recoveries

Pursuant to acceptable fund accounting procedures, the integrity of the various funds of the College must remain intact and accountable. Where operations cross over to areas which receive their financing from different funds, appropriate recoveries from those funds should be made in the amount of services rendered. The College, particularly in the Education and General areas, should be assured that all such recoveries are realized in a fair and equitable manner.

D. Recommended Further Studies

1. Private Funds

- a. Every effort should be made to increase the amount of new unrestricted private funds.
- b. To document and enhance that effort, a study should be made to define, so far as is possible, objectives, goals, projections, and schedules for the development of such private funds, especially those which could be allocated to Educational and General programs and activities.

2. Enrollment

- a. Enrollment increases are often suggested as at least a potential and partial response to financial challenges. However, given the way the State target budgeting system works, very little if any fiscal benefit would come to the College in 1982-84 through increases in enrollment beyond present projections.
- b. What can and should be done about enrollment projections for 1984-86 and beyond is an open question, deserving further study by such group(s) as the President deems appropriate. Such study should be made as soon as possible.

3. Summer School Instructional Contracts

The present practice of awarding "firm" contracts for summer school teaching should be examined, against the alternate system of "contingent" contracts.

4. Graduate Assistantships

Study should be made of the levels and distribution of funds allocated in support of graduate assistantships.

II. Specific Recommendations Regarding 1982-83 Projected Budgetary Problems

A. Personnel

1. Funding Uncertainties

- a. As stressed above (*passim*), it is presently seen as unlikely that known

Final Report to the President

revenues for 1982-83 will be sufficient to support all current personnel commitments and expected or mandated salary increments.

- b. In this circumstance, all authorizations for replacements in all personnel categories should immediately be made subject to the general rule regarding personnel decisions during a time of uncertain funding, as recommended above (IB.4.).

2. Faculty and Faculty-Equivalent Administrative Positions

- a. Pursuant to IIA.1. above, all decisions on replacement of faculty or faculty-equivalent personnel in 1982-83 should immediately be made subject to the recommended rule regarding flexibility in respect to budgetary restraints (IB.4.c.).

- b. Within their responsibility to that rule, each of the vice presidents, in consultation with appropriate administrative officers, should be asked to prepare and submit to the Provost and President by 21 December 1981 a written plan detailing known and expected vacancies in these personnel categories for 1982-83, the ways they propose to respond to requests for replacements, and the estimated budgetary implications of such responses.

- c. Until such plans have been approved by the Provost and President, the Provost should firmly authorize replacements for only the most obviously necessary positions, and with the understanding that firm commitments in such cases may significantly affect the ability to make other positive authorizations later.

- d. All decisions regarding faculty and faculty-equivalent personnel replacements should be made in light of, though not strictly guided by, pertinent personnel funding formulas and guidelines.

3. Classified Personnel

- a. Insofar as possible, the same requirements and expectations outlined above regarding faculty and faculty-equivalent positions should be applied to classified personnel decisions, with appropriate modifications to take into account the fact that classified vacancies occur throughout the year and are individually harder to predict than faculty vacancies.

- b. The requirement (IIA.2.b.) that the vice presidents, in consultation with appropriate administrative officers, prepare and submit, by 21 December 1981, written plans demonstrating the ways in which they intend to maintain flexibility in respect to personnel commitments should be applied to classified personnel as well as faculty. Recognizing that such plans cannot be very position-specific, they should nonetheless address as specifically as possible how and when classified personnel reductions can be made, if budget exigencies so require.

- c. Until such plans have been approved by the Provost and President, all requests for replacement or reallocation of classified personnel should be approved by the Provost.

4. Graduate Assistantships

- a. As in IIA.2. and IIA.3. above, the Vice President for Academic Affairs, in consultation with the academic deans, should submit by 21 December 1981 for the President's approval a plan detailing ways of addressing the need for funding flexibility in the allocation of funds for graduate assistantships.
- b. If it should be necessary to reduce the allocation for graduate assistantships, preference in the allocation should be given to those departments and schools (Education, History, Physics and Psychology) offering doctoral programs.

5. Hourly Wages

Regular budget requests from academic or administrative units for hourly wages for 1982-83 should not exceed the total number of hours nor the classification levels assigned to such units in 1981-82. Requests for assignment of additional hours or change in classification may be submitted as addenda to the budget request, with the understanding that they will be authorized only if additional funds for such purposes are later allocated.

6. Summer School

The total amount of funding authorized for instruction in the 1982 Summer School should not exceed that awarded in 1981.

B. Maintenance and Operations Funds

1. All academic and administrative units should be asked to prepare and justify M&O budgets for 1982-83 on the assumption of no more than a five percent increase over 1981-82 budgets.
2. Requests and justifications for increases in excess of five percent should be submitted as addenda, which will be funded in part or in full if and when additional M&O funds are made available.
3. Addenda should be submitted, with relevant administrative endorsements, to the Provost, who will, in consultation with the Director of Planning and Budget, the Budget Advisory Committee, and such administrative officers as are appropriate, prepare and submit recommendations for the President's approval.

C. Private Funds

A reallocation of existing unrestricted private funds to a total amount of not less than \$100,000 should be made in 1982-83 and applied to Educational and General expenses.

The Financial Study Group is unable to predict precisely the exact fiscal effect of these recommendations, either singly or as a whole. Obviously, the effect would be minimized if most personnel replacements were eventually authorized in the budgetary process. We believe, however, that if these recommendations are implemented, and administered as strictly as the evolving budgetary circumstances indicate are necessary, the 1982-83 shortfall that now worries us need not and will not occur.

It will not be possible reasonably to apply the recommended reductions evenly on all College programs and activities. Allowance must be made for the priority considerations due William and Mary's educational quality and its ability to initiate worthy new academic programs, and every effort must thus be made to minimize any negative impact on them. It is also clear, however, that no program or activity should be considered exempt from close and critical examination. The financial problem is College-wide, as must be its solution.

Respectfully submitted,

The *ad hoc* Financial Study Group

Dennis K. Cogle
Morton Eckhause
Henry C. Johnson
David E. Kranbuehl
Jeffrey A. Shapiro
James M. Yankovich
George R. Healy (Chairman)

Calendar

TUESDAY, NOVEMBER 24

WMCF, CC Room D, 8:30 a.m.
Original Graphics Art Sale, CC Lobby, 10 a.m. - 5 p.m.

BSA, CC Room C, 3:30 p.m.
SAC, CC Little Theatre, 4 p.m.
Alpha Phi Omega, CC Rooms A/B, 6 p.m.
PanHel, CC Room D, 6 p.m.
Collegiate Civitans, CC Room C, 7:30 p.m.
W&M GO Club, Jones 201, 7:30 p.m.
W&M Orchestra - Concert, PBK, 8:15 p.m.
Sophomore Steering Committee, Swem G-1, 9 p.m.

WEDNESDAY, NOVEMBER 25

Thanksgiving Break begins 1 p.m.
Swem Library Hours: 8 a.m.-5 p.m.
St. Martin's Episcopal Church, Holy Eucharist, 12:15 p.m.

THURSDAY, NOVEMBER 26

Thanksgiving Holiday - College Closed

FRIDAY, NOVEMBER 27

Temple Beth El, Weekly Sabbath Services, Jamestown Road, 7:30 p.m.
W&M Basketball v. Elizabethtown, W&M Hall, 7:30 p.m.

SATURDAY, NOVEMBER 28

Organ Recital, Wren Chapel, 11 a.m.
Swem Library Hours, 11 a.m. - 5 p.m.

SUNDAY, NOVEMBER 29

Holy Eucharist - St. Martin's Episcopal Church, Jamestown Road, 8 & 10 a.m.
Morning Prayer 10 a.m.; Christian Education 11 a.m.
Society of Friends (Quakers) Silent Worship 104 W. Kingswood Dr. Every Sunday (call 229-3480) 10:30 a.m.
Swem Library Hours, 1 p.m. - midnight
Sophomore Steering Committee Marathon Dance Tickets - On sale CC Lobby, 5-7 p.m.
Evensong and Dinner following, Bruton Parish, 5:30 p.m.
NTSA, CC Sit'n Bull, 7 p.m.

S.C.R.A.P., CC Room C, 8 p.m.
Cinema Classics Society Film: "Triumph of Will", PBK, 8 p.m.

MONDAY, NOVEMBER 30

Faculty Liaison Committee, CC Room D, 3 p.m.
Marathon Dance Tickets, CC Lobby, 5-7 p.m.
CSO, CC Room D, 5:15 p.m.
Phi Mu Alpha, CC Sit'n Bull, 6:30 p.m.
Debate Council, Wren Chapel, 7 p.m.
W&M Basketball v. Christopher Newport College, W&M Hall, 7:30 p.m.
Parachute Club, CC Room D, 7:30 p.m.
Richmond Symphony, PBK, \$3 College: \$4 General Public, 8:15 p.m.

TUESDAY, DECEMBER 1

WMCF, CC Room D, 8:30 a.m.
U.S. Marine Recruiters, CC Lobby, 9 a.m.-5 p.m.
Student Affairs Staff Meeting, CC Room D, 10:30 a.m.
SAC, CC Little Theatre, 4 p.m.
Marathon Dance Tickets, CC Lobby, 5-7 p.m.
CSO, CC Room D, 5:15 p.m.
Alpha Phi Omega, CC Room A/B, 6 p.m.
PanHel, CC Room D, 6 p.m.
CSA Mass, Wren Chapel, 7:15 p.m.
W&M GO Club, Jones 201, 7:30 p.m.
Collegiate Civitans, CC Room C, 7:30 p.m.
Phi Alpha Theta, CC Sit'n Bull, 7:30 p.m.
Sophomore Steering Committee, Swem G-1, 9 p.m.
Liaison Committee to the Board of Visitors, 7 p.m., Lobby of CC. Call 4065 or 4506

WEDNESDAY, DECEMBER 2

Marine Recruiters, CC Lobby, 9 a.m.-5 p.m.
Faculty Lunch Group, CC Room D, Noon
Episcopal Eucharist, St. Martin's Church, Jamestown Rd., 12:15 p.m.
Mary and William Law Society, Graduate Student Center, 3 p.m.
Marathon Dance Tickets on sale, CC Lobby, 5-7 p.m.
Delta Gamma, CC Sit'n Bull, 6:30 p.m.
W&M Basketball v. VMI, W&M Hall, 7:30 p.m.
English Department Film, Swem Library-Botetourt Theatre, 8 p.m.
FOAM, CC Little Theatre, 8 p.m.

W&M Choir/Chorus, Tickets at switchboard, music dept., CC, \$1.50 general admission, PBK, 8:15 p.m.

THURSDAY, DECEMBER 3

CSA Mass, Wren Chapel, 12:45 p.m.
Marathon Dance Tickets, CC Lobby, 5-7 p.m.
Canterbury Association-Episcopal Eucharist, Wren Chapel, 5:30 p.m.
BSO, CC Room A/B, 7 p.m.
Alpha Kappa Alpha, CC Room C, 7 p.m.
FCA, CC Little Theatre, 7:30 p.m.
College Republicans, CC Sit'n Bull, 7:30 p.m.
Orientation Aide Training, Swem G-1, 7:30 p.m.
LDSSA Institute of Religion, CC Room D, 8 p.m.
W&M Choir/Chorus Christmas Concert, Gen. Admission \$1.50, Tickets at switchboard, music dept., and CC, PBK, 8:15 p.m.

FRIDAY, DECEMBER 4

Marathon Dance Tickets - CC Lobby, 5-7 p.m.
WMCF, CC Sit'n Bull, 6 p.m.
Weekly Sabbath Service, Temple Beth El, 7:30 p.m.
W&M Choir/Chorus Christmas Concert, Gen. admission \$1.50, Tickets at switchboard, music dept., and CC - PBK, 8:15 p.m.

SATURDAY, DECEMBER 5

LSAT, Millington Aud., 7 a.m.-3 p.m.
Organ Recital, Wren Chapel, 11 a.m.
Swem Library Hours for reading period: through Dec. 16, Mon.-Frid. 8 a.m. to midnight, Sat., 9 a.m.-midnight, Sun., 1 p.m.-midnight
Christmas Craft Show, CC Ballroom, 10 a.m.-4 p.m.
Phi Mu Alpha Christmas Concert, CC Little Theatre, 3 p.m.
Marathon Dance Tickets, CC Lobby 5-7 p.m.
Phi Beta Kappa Annual Meeting, PBK, 8 p.m.

SUNDAY, DECEMBER 6

CSA Mass, CC Ballroom, 10:30 a.m. (also St. Bede's Parish Center, 5 p.m.)
Society of Friends (Quakers) Every Sun., 104 W. Kingswood Dr., (call 229-3480) Silent Worship, 10:30 a.m.
Episcopal Eucharist - St. Martin's Church, Jamestown Rd., 8 and 10 a.m. Christian Education 11 a.m.
Voice Recital, CC Ballroom, 3 p.m.
Statler Brothers Concert, W&M Hall, \$8.50 college; \$7.50 general public, 3 p.m.
Marathon Dance Tickets, CC Lobby, 5-7 p.m.
Evensong and Dinner following, Bruton Parish, 5:30 p.m.
NTSA, CC Sit'n Bull, 7-9 p.m.
Cinema Classics Society Film: "The Best Years of Our Lives," Millington Aud., 8 p.m.

MONDAY, DECEMBER 7

Personnel Office-credit union seminar, CC Ballroom, 8:30 a.m.-4 p.m.
Christmas Story Time, Wren Great Hall, 9 a.m. - Noon
Exhibit: Christmas Classics, Zollinger Museum (through Jan. 6)
Kappa Delta Meeting, CC Room A/B, 6-9 p.m.

Shakespeare Festival 1982 Season

continued from p. 1

The third and final production of the 1982 season, "Alls Well That Ends Well," will open July 23. "Featuring the famous pair of lovers, Bertram and our fifth anniversary season in Williamsburg."

"Richard III," the second selection of the 1982 season, opening July 20, will mark another first for the Festival. "Richard III" will be our first presentation of a Shakespearean history play about English monarchy," says Thompson. The play will also feature a guest artist in the title role. Helena, the play is a mature comedy

TUESDAY, DECEMBER 8

Christmas Story Time, Wren Great Hall, 9:30 a.m. - Noon

W&M GO Club, Jones 201, 7:30 p.m.
CSA Mass, Wren Chapel, 7:15 p.m.

Employment

The following positions at the College of William and Mary are or will be vacant. They are open to all qualified individuals. However, current faculty and classified employees of the College will receive first consideration. Those wishing to apply for these positions should submit their applications to reach the Personnel Office, James Blair Hall, no later than 5 p.m. on the deadline date. The College of William and Mary is an Equal Opportunity/Affirmative Action employer. Accordingly, women, minorities, and the handicapped are encouraged to apply for those positions for which they are qualified.

Inquiries about vacancies should be directed to the Personnel Office between the hours of 8 a.m. and 4 p.m. and not to the department where the openings exist.

***Promotional opportunity only for hourly or classified employees of the College of William and Mary, Virginia Institute of Marine Science.

BUILDINGS AND GROUNDS DIRECTOR A (Grade 13) Salary range \$20,896 to \$28,548 per year. Starting salary dependent upon experience and previous salary level of the appointee. #103 Qualifications College graduate with degree in engineering preferred plus experience in the area of facilities management. Knowledge of facilities planning, development and implementation required. Location - VIMS (Office of Buildings and Grounds) Deadline 11/30.

PROGRAMMER - Unclassified, part-time, \$7.69 to \$10.50 per hour (28 to 36 hours per week). Qualifications Experience in administrative computing applications with a demonstrated proficiency in COBOL. Programming language required. Location - Computer Center. Deadline 12/1

CLERK TYPIST C (Grade 4) - Salary range \$9,374 to \$12,797 per year. Starting salary dependent upon experience and previous salary level of the appointee. This is a restricted position. #362 Qualifications - High school graduate preferred with clerical experience. Duties to include

recordkeeping, office management, control of waterfront activities, and routine clerical work. Demonstrated ability to type required. Location VIMS (Vessel Operations Dept.) Deadline 11/24

LIBRARY ASSISTANT (Grade 7) - Salary range \$6,120.50 to \$8,360.50 per year. Starting salary dependent upon experience and previous salary level of the appointee. #307 This is a 20 hour per week classified position without state benefits except for pro-rated annual and sick leave. Qualifications - Demonstrated ability to organize library materials and to use reference tools in solving problems of bibliographic control. Ability to correspond with vendors, to assist patrons and to supervise student assistants. Accuracy, neatness, and attention to detail required. Serials experience in an academic library and exposure to a foreign language desirable. Selected applicant will share responsibility for all maintenance aspects of serials collection, including: Maintaining serials holdings records, handling claims, serials inventory, regular review of subscription file; supervising serials bindery; and supervising physical processing of all library materials. Starting date for position is January 4, 1982. Location - Law School Library. Deadline 11/30.

PROGRAMMER (Grade 10) - Salary range \$15,991 to \$21,844 per year. Starting salary dependent upon experience and previous salary level of the appointee. #396 Qualifications Data processing background preferred with demonstrated programming ability required. COBOL proficiency preferred. Desire to work with and train departmental users and to write both technical and user documentation required. Ability to work and learn independently a necessity. Knowledge of accounting/auditing/database technology desirable. Incumbent will work with financial and other administrative systems at the College. Location - Computer Center. Deadline 12/1

LABORATORY TECHNICIAN B (Grade 5) - Salary range \$10,246 to \$13,996 per year. Starting salary dependent upon experience and previous salary level of the appointee. #69 Qualifications - College graduate with major in Biology preferred. Experience in histopathology or related field preferred. Ability to prepare specimens by routine and special histological techniques, assist in preparation of specimens for observation by Transmission Electron Microscopy and Scanning Electron Microscopy, and process micrographs via dark-room techniques. Location VIMS (Microbiology-Pathology Dept.) Deadline 11/24.

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Barbara Ball, editor
Publications Office, production