

The beautiful coat of arms with lion and unicorn was repaired and repainted by John Bond to hang again in Trinkle Hall. Bond, a sculptor, carved new pieces to replace broken and missing ornaments from the 18th-century cartouche, which is about six and a half feet tall.

Old carving restored

A handsome lion-and-unicorn sculpture dating from the 18th century has been restored to its early beauty and mounted over the fireplace in the main room of Trinkle Hall.

The ancient carving had been stored for some years at Trinkle Hall. Pieces were missing, paint had flaked off, pigeons had roosted on it, and the entire object was in a delapidated state. John Bond, director of the department of buildings and grounds and also an artist and sculptor, took it home to his garage, where he has been restoring the piece. He has about 200 hours of his spare time in its revitalization, and it has been, for him, a labor of love. On Friday, he and his workmen hoisted the cartouche to a place of honor in Trinkle Hall.

The history of the ornament is a bit fuzzy. Leslie Cheek, Jr., retired director of the Virginia Museum of Art in Richmond, remembers that James Cogar, director of collections at Colonial Williamsburg in the early years, bought the piece while on a shopping trip to England. However, it was not the right size for any of the foundation's buildings then under construction. Cheek had been appointed head of the fine arts department at the College of William and Mary in the 1930s; he saw the carving and offered to purchase it for use at the Christmas party he was planning for College President John Stewart Bryan.

"The sculpture became the theme piece against which the President's chair was placed when he presided over the students and faculty at the party — which was a huge success," says Cheek. "So Mr. Bryan planned to give such galas every succeeding Christmas.

"Therefore, I gave the coat-of-arms to the College. However, I borrowed it to ornament the doorway at the exterior entrance to an exhibition, 'Georgian England,' which I presented at the Art Museum in Baltimore when I was there

Irish poets on tap

Two of contemporary Ireland's most important poets, John Montague and Paul Muldoon, will read from their works at 8:15 p.m., Friday, Sept. 21, at the Williamsburg Regional Library Theatre as part of a three-day symposium called "Northern Ireland: The Mind of a Community in Crisis."

The conference, sponsored by the College's Department of Government, will consider how 20 years of crisis in that country has affected aspects of community life such as the economy, the law, religious activity, mental health and the arts.

The reading is open to the public. There is no admission charge.

from 1939-42. The sculpture was returned eventually to the College, where it must have remained until this day."

He remembers that the carving hung in the old Phi Beta Kappa Hall, high on a wall behind President Bryan's chair, and sent a picture, circa 1937, of a fancy Christmas event. Later the carving appeared in Trinkle Hall's dining room.

Jim Cogar, retired director of the Shaker Museum in Shakertown, Ky., says he doesn't remember the object or where he obtained it in England. He was buying a great amount of 18th-century furnishings at that time for Colonial Williamsburg's buildings, and since the coat-of-arms was not retained, its memory has faded, he declares.

The sculpture, with the British lion and unicorn prominently featured, is made of European fir, according to Bond. He carved missing pieces from poplar and basswood he had on hand. He took the entire object apart to reglue all its sections, cleaned them thoroughly, and then sought to match original colors from chips and flakes of paint. The library staff helped in the project by locating pictures of the sculpture when it was used in the 1930s.

Now new generations of William and Mary students can admire the coat-of-arms at Trinkle Hall and bask in the glory of its renewed grandeur and history.

Williams promoted

Roy A. Williams, who has beautified the College campus with flowers as landscape superintendent for the past three years, has been named assistant director of buildings and grounds, effective Sept. 16. His new responsibilities will include supervision of zone maintenance, direction of landscape maintenance, contact with contractual services, and liaison with the College's Office of Residence Hall Life.

He has been employed by the College since April 1981, coming here from McDonald's Nurseries in Newport News, where he was landscape coordinator and was responsible for several award-winning designs. A graduate of Virginia Tech with a degree in horticulture, Williams has introduced color areas to the campus, tree reclamation and planting, and has proposed renovation and upgrading of Crim Dell to include a brick paved promenade with new plantings and a gazebo overhanging the pond.

He founded the Garden Gallery florist shops in Newport News and Williamsburg, but sold the business when he came to the College. A bachelor, he is a native of Newport News.

THE NEWS

COLLEGE OF WILLIAM AND MARY

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THE BRUNCH BUNCH

The weather was superb, the food excellent, and the company stimulating Sunday, as President and Mrs. Graves served Sunday brunch on the Wren lawn. About 675 faculty, staff, and friends of the College came by to be warmly greeted by the Graveses, to chat and to dine on pancakes, eggs, fried apples, biscuits and pound cake.

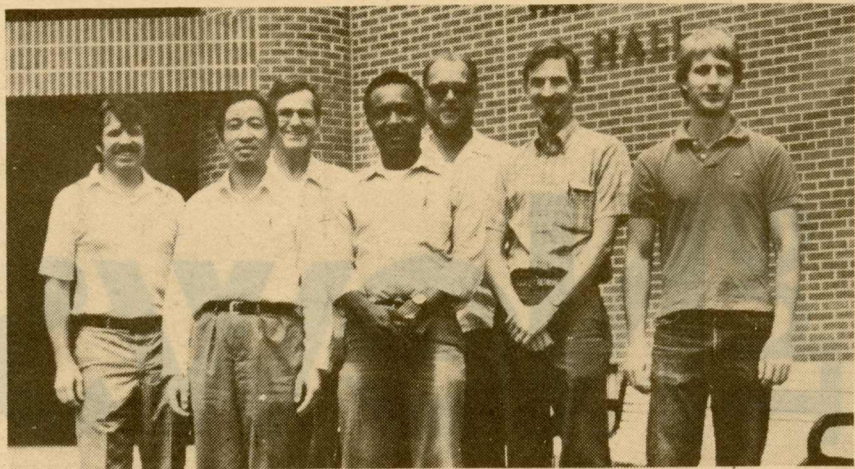
Search committee gears up

A committee to conduct a national search for a director of the Muscarelle Museum of Art has been appointed by Provost George R. Healy as follows: chairman, Alan J. Ward, professor of government; Melvyn D. Schiavelli, dean, faculty of arts and sciences; Barrett, H. Carson, director of development; Miles L. Chappell, professor of fine arts; Henry E. Coleman, associate professor of fine arts; and John R. Curtis, Williamsburg businessman

and vice-president and trustee of the Virginia Museum.

The committee will advertise the position vacancy and will welcome nominations or applications immediately.

The new director will succeed Glenn Lowry, who will leave in November for a position with the Smithsonian Institution. Interim director will be Muriel Christison, a member of the fine arts faculty, who for 10 years directed the University of Illinois art museum.



Participants in a digital imagery processing, 2-week course held recently at VIMS are: (left to right) Kevin Kiley, VIMS instructor for the course; Tsui Weihung, of the People's Republic of China; Robert Hutcheson, Gloucester; Kazyumba-Kagomba, of the Republic of Zaire; Dr. Peter Schultz and Dr. Robert Rugg, Virginia Commonwealth University; Robert Woods, assistant instructor and graduate student in computer science at the College of William and Mary; and Jane Di Cosimo (not pictured), VIMS graduate student.

VIMS VIPS study digital images

A course in digital image processing has been concluded at the Virginia Institute of Marine Science of the College.

Two foreign visitors to the United States, Tsui Weihung from the People's Republic of China and Kazyumba-Kagomba from the Republic of Zaire, were among six persons who participated in the two-week course.

Weihung is an engineer and cartographer at the Beijing (Peking) Institute of Remote Sensing and specializes in computer mapping and urban information systems. Kazyumba is a photogrammetist with the Earth Resources and Technology Satellite (ERTS)/Zaire office in Kinshasa. He specializes in cartography and geological agricultural applications of Landsat data.

These men are participating in an urban studies project sponsored by the United Nations Department of Technical

Cooperation for Development coordinated by Dr. Robert D. Rugg of Virginia Commonwealth University. During their six-month stay in the United States, the visitors will attend courses at VCU and Virginia Polytechnic Institute and State University, as well as participate in both national and international conferences related to urban studies and geography.

Digital image processing is a relatively new area of research that concentrates on acquiring and analyzing images stored in digital format.

Calendar

WEDNESDAY, SEPTEMBER 12

"Oedipus Rex," CC ballroom, 7:30 p.m.

THURSDAY, SEPTEMBER 13

Town & Gown Luncheon, PBK, Dodge Room, 12:15 p.m.

FRIDAY, SEPTEMBER 14

SA Movies, CC Trinkle Hall, 7 p.m.

SATURDAY, SEPTEMBER 15

Organ recital, Wren Chapel, 11 a.m.

SUNDAY, SEPTEMBER 16

Cinema Classics Society, "The Seahawk," Millington Auditorium, 8 p.m.

COLLEGE WOMEN'S TEA

The College Women's Club will hold its Fall Welcoming Tea on Friday, Sept. 14, from 4 to 6 p.m. at the President's House. There will be a brief business meeting followed by an update by Pat Laland on the Program to Furnish the President's House. All women faculty and staff and the wives of other faculty and staff members are invited to attend.

PLAYERS' TRYOUTS

Sometimes we all feel like Charlie Brown . . . and now there's a chance to act it out.

The Covenant Players, an ecumenical drama ministry involving both Catholic Student Association and Canterbury Fellowship, will be holding auditions for a fall play, "You're a Good Man, Charlie Brown," on Friday, Sept. 11 from 7-10 p.m. at St. Paul's Parish House, Duke of Gloucester Street. The play is directed by Howard Scammon, professor emeritus at the College, with performances scheduled for Nov. 1-4 and Nov. 8-11. Information is available from Robin Mattson at ext. 4208 or John Hanson at ext. 4580.

STUDY SKILLS WORKSHOPS SCHEDULE

Open to all. Sessions offered throughout the semester. Feel free to come to any number of sessions. No application is necessary.

Tuesday, 3 - 4 p.m. Jones 302

September 18	Motivation and Goal Setting
September 25	Listening and Note-taking Skills
October 2	Reading Strategies
October 16	Test-Wisness
September 30	Stress Management

Wednesday, 7 - 8 p.m., Morton 39

September 19	Organization of Time and Environment
September 26	Motivation and Goal Setting
October 3	Listening and Note-Taking Skills
October 17	Reading Strategies
October 31	Test-Wisness

For more information and/or to arrange an individual meeting with the Study Skills Director, contact Susie Mirick, Office of Academic Support Services, James Blair 215, 253-4633. All students interested in Time Management please attend the Sept. 19 workshop at 7 p.m. in Morton 39.

Newsmakers

An art exhibit of wood sculptures by **John Bond** is on display this month in the lobby of the Williamsburg Regional Library auditorium. Bond is the College's director of the buildings and grounds department. For eight years he was associate professor and chairman of the department of fine arts at Salem College, Salem, W. Va. He is a 1960 graduate of Salem College, and has a master's degree in fine arts from the University of Northern Colorado. The sculpture exhibit is open to the public.

Sivathanu N. Pillai, fiscal technician at Swem Library, participated in the 37th International Conference of World University at Vancouver, Canada, from July 4-7, and presented a paper on "Gandhi and the Concept of One World." He discussed the contributions and concepts of Gandhi based on truth, love, Ahimsa (nonviolence), solidarity, Sarvodaya Samaj (Cooperative commonwealth), culture of head, heart and hands, and unity of religions. Mr. Pillai was honored by the World University with an award of cultural doctorate in philosophy of management.

Louis E. Catron, professor of theatre, recently attended the American Theatre Association annual convention in San Francisco where he was chairman of a panel called "Where Do You Start? An Examination of Teaching Techniques in the Preliminary Playwriting Course." In addition he was respondent at two presentations of original plays and he gave a paper titled "Responsibilities of the Playwriting Professor."

A book on physics for non-scientists by **Hans C. von Baeyer**, professor of physics, entitled *Rainbows, Snowflakes, and Quarks*, was published by McGraw-Hill in August. Excerpts from the book appeared in *The Sciences*, published by the New York Academy of Sciences, in the July/August 1984 issue under the title of "Rainbows, Whirlpools, and Clouds — A Field Guide to the Physics of a Summer's Day."

John D. Haskell, associate librarian at Swem Library, is the author of "Subject Bibliographers in Academic Libraries: An Historical and Descriptive Review," which appears in *Advances in Library Administration and Organization*, 3 (1984), 73-84.

He also reviewed *American Writers before 1800: A Biographical and Critical Dictionary*, edited by James A. Levernier and Douglas R. Wilmes (Westport, Conn.: Greenwood Press, 1983) in the June issue of *Choice*.

The current issue of *Americas*, a magazine with international circulation published by the Organization of American States, contains an article by **Howard Fraser**, professor of Spanish. Published both in English, "The Wit and Witness of a 'Belle Epoque,'" and in Spanish, "Ingenioso testimonio de una epoca," the article captures the vision of turn-of-the-century Buenos Aires as depicted in *Caras y caretas*, the city's most popular magazine. Research was supported jointly by the National Endowment for the Humanities and the College.

Herbert M. Austin, associate professor of marine science and **Joseph G. Loesch**, professor of marine science of VIMS's Fisheries Department, attended the annual meeting of the American Fisheries Society at Cornell University, N.Y., Aug. 13-16.

Austin chaired a session on striped bass and Loesch presented a paper, coauthored by **William H. Kriete**, entitled "Characteristics of the Striped Bass Pound Net and Gill Net Fisheries in Virginia."

Jay D. Andrews, professor emeritus of marine science, in August published a paper titled "Epizootiology of Haplosporidan Diseases Affecting Oysters" in *Comparative Pathology*.

Although Dr. Andrews retired a year ago, he continues to do research at VIMS and publish his findings.

Adam A. Frisch, VIMS graduate student, and **David A. Evans**, associate professor of marine science, will present a coauthored paper, "Shape Classification of Sand Samples via Application of the Fractal Dimension" at the Geological Shape Analysis Conference to be held at the Woods Hole Oceanographic Institution Sept. 9-12.

Chief Justice Carrico of the Virginia Supreme Court has appointed **Fredric Lederer**, associate dean of the Marshall-Wythe School of Law, to the drafting committee charged with developing codified Rules of Evidence in response to legislation recently enacted by the General Assembly, together with commentary on the relationship of the rules to existing Virginia law, rules in other states and federal rules.

Emeric Fischer, professor of law, addressed the Accountants Society of Virginia in Richmond at the Broad Street Holiday Inn when the organization met Sept. 7. He presented a four-hour program on "Generally Accepted Accounting Principles." His discussion focused on selected changes that have occurred in the past ten years in methods of recordation of transactions now governed by a different conceptual point of view.

Elmer Schaefer, professor of law, is the author of "Basing-Point Pricing Establishes Illegal Vertical Agreements," which appears in the latest issue of the *Georgia Law Review*.

VERMEULEN'S LECTURE

A Biology Department lecture Friday, Sept. 14, at 4 p.m., will feature data from research done by Dr. Carl W. Vermeulen during the summer at Walter Reed Army Institute of Research. The subject will be "A New Perspective on the Treatment of Disease: Ramifications of the Varying Amounts of K1 Endotoxin per Cell over the Growth Curve of Clinical Strains of *E. coli*." The public is invited. Refreshments will be served at 3:30.

VISIT ITALY WITH TRUESDELL

F. Donald Truesdell, professor of music, will speak on his travels to Italian places of musical interest Wednesday, Sept. 19, at 7:30 p.m. in Ewell 100. *Teatro alla Scala* heads the list of famous opera houses visited by Truesdell during his late spring tour to the centers where opera originated and developed in Florence, Rome, Naples, Venice and Milan.

Now in his 25th year of teaching at William and Mary, Truesdell initiated a course in opera in 1963. In the ensuing years his knowledge and enthusiasm for opera has continued to grow through study and travel to many major opera productions here and abroad. His recent month-long stay in Italy included trips to the homes of Monteverdi, Verdi, and Puccini; attendance at performances of *Aida*, *Rigoletto*, and *Parsifal*; and many encounters with the art of Michaelangelo, Leonardo, Palladio, Titian, and Tintoretto — to name some of the highlights.

Truesdell's presentation will be open to the public without charge.



THE PRESIDENT'S REPORT, 1983~84

A 13~year Retrospective

Recognizing The People Who Have
Helped Make Progress Possible

TO: Members of the Board of Visitors

Ladies and Gentlemen:

I have the honor to present my thirteenth annual report, for the academic year 1983-84, the 291st year of the College.

In this report I shall present for your consideration my assessment of developments at the College over the past thirteen years and an appraisal of the current status of some of the more important areas for which you have governing responsibility. This does not intend to be a comprehensive or all-inclusive evaluation, but rather will focus more on those aspects of the university community that are particularly relevant to the continuing progress of William and Mary. I hope that these observations may be helpful to you and to my successor in the years immediately ahead.

The academic programs and their faculties are the heart of William and Mary. The past thirteen years have seen major growth and development in the primarily graduate and professional programs of the College — Business Administration, Law and Marine Science. The institution has moved from essentially an undergraduate arts and sciences college to full, but not comprehensive, university status. The Arts and Sciences and Education have not diminished in stature or importance, for our primary purpose remains liberal education of distinction for undergraduate students. But the emergence of the graduate and professional schools and faculties in numbers and quality has shifted the balance of resource allocation, both human and financial.

Let me assess first some of the developments since 1971 in the Arts and Sciences. The degree requirements for the A.B. and B.S. degrees have been under continuing review, and twice during this period significant modifications have been made in regard to areas and sequences, proficiencies, concentrations, flexibility and general education requirements. The modifications have not been radical or major, because the Faculty of Arts and Sciences in the late 1960s had the wisdom not to abdicate its academic responsibilities for degree requirements, as unfortunately was the case in many of the nation's colleges. The curriculum and the degree requirements are today sound, conservative and sufficiently flexible to provide an opportunity for an undergraduate student to build a creative program of study to meet his or her particular interest.

Grade inflation has not become a runaway problem in Arts and Sciences at William and Mary, as at so many colleges. The academic program remains rigorous and demanding, leading to a liberal education of high quality.

There have been a number of important changes and developments in the academic program in Arts and Sciences. Let me single out a few. In 1971-72 a decision was made to discontinue the Home Economics Department, an academic program that had served the College and its students well over many years, but whose time had come.

Since then many new programs have been developed to take its place. The Writing Program, which provides both an opportunity and a requirement for all undergraduate stu-

dents to develop proficiency in written communication prior to graduation, is a bold and creative forward step on the part of the Faculty, especially in this period of increasing de-emphasis in many institutions of this essential skill for an educated man or woman. It is important that William and Mary provide the faculty resources and organization that will assure that all undergraduate students will acquire this skill early in their college years.

The Honors Program and the Presidential Scholars Program, both designed to attract and challenge the more able of our undergraduate students, require considerable faculty effort and attention. These programs are still developing and have not yet reached their full potential, but they are significant academic ingredients in the Faculty's effort to encourage excellence in the undergraduate program. This is a continuing process, of which Project Plus in the 1970s was an earlier and very worthwhile example.

The development of the program in American Studies under the leadership of Professor Robert J. Scholnick is a major milestone. This graduate program, which is also open to undergraduate students, draws heavily on William and Mary's traditional academic strengths and provides exciting opportunities for interdisciplinary studies. The increased opportunities for interdisciplinary majors and double majors elsewhere in the curriculum are equally important. Curriculum flexibility, the creative combining of courses into curricula programs for undergraduates, and the Faculty's responsiveness to the academically motivated and able William and Mary student are essential if William and Mary is to continue to attract the very best young men and women into our undergraduate program.

The separation this past year of the academic departments of Mathematics and Computer Science into two different academic departments, and the even more recent decision during the year just ended to combine the academic departments of Physical Education for Women and for Men into one Department of Physical Education are important developments. Faculty organization is an essential ingredient to effective teaching and research.

Computer Science, and how best to address educationally this burgeoning area in our curriculum is one of the several major challenges facing William and Mary. The creation of a separate Computer Science Department this summer under the chairmanship of Professor Paul K. Stockmeyer allows the faculty and administration to confront this problem area in a more realistic and effective manner, and it also sets the stage for the start in 1986 of a Ph.D. Program in Computer Science.

The combining of opportunities for both men and women in physical education is a sensible and overdue step that should in the long run lead to more effective use of faculty resources and physical facilities.

In recent years there has been a major review of the College's international programs, both of overseas opportunities for our own students and faculty and of academic offerings on campus through interdisciplinary concentrations in international studies. William and Mary is now organized to develop even more educational opportunities in the international area, both for American students and faculty and for students and faculty from overseas. Even greater efforts and more resources are needed to move the College in this direction.

In the late 1960s and early 1970s the Army ROTC Program at William and Mary did not suffer the same plight as programs at many of the country's colleges and universities. Nevertheless, in 1971 student interest and support was low, and cadet enrollments were down. The progress in the quality, morale and numbers in the Army ROTC Program over the past thirteen years has been most encouraging. Today, under the leadership of William and Mary alumnus Lt. Col. and Professor R. Robert Goodhart '65, the corps is strong and healthy, with excellent military education taking place in concert with excellent liberal education. The two are entirely compatible with each other at William and Mary.

Good progress is being made toward a full educational program in Judaic Studies. The response for increased private funding for this program has been most gratifying. It is anticipated that by the 1985-86 academic year, the College may be able to offer this important educational opportunity for all students who desire to study in this area.

The development of a fully accredited Doctor of Psychology Program through the Virginia Consortium of Professional Psychology has been a major achievement for the Faculty of Arts and Sciences. This program, unique in the nation in its academic partnership arrangement of the College of William and Mary, the Eastern Virginia Medical School, Old Dominion University and Norfolk State University, is one in which the Board of Visitors can take great satisfaction. Associate Professor Neill P. Watson and his colleagues deserve great credit for this achievement.

One area of Arts and Sciences that concerns me deeply is the Department of Music, not in the quality of its faculty or its students, which are excellent, but in its physical facilities. Great progress has been made in the improvement of many of the physical facilities and resources of the College over the past thirteen years, as will be documented later in this report. But lack of sufficient financial resources at the state level has prevented William and Mary from completing the job on which we embarked in the fall of 1971. The space available to the Department of Music in Ewell Hall is outmoded and inadequate by any measure, and it compromises seriously the quality of the educational program in music. A modern and larger facility for music has been the College's number one capital outlay priority for four years. It is of urgent importance that financial resources from the Commonwealth of Virginia be forthcoming for this purpose through the 1986 session of the General Assembly, if not before.

Since the fall of 1971 the Faculty of Arts and Sciences has had four deans — the end of the long and distinguished tenure of Professor Harold L. Fowler, the thoroughly competent and dedicated double service of Professor Jack D. Edwards, the brief but active tenure of Professor Zeddie P. Bowen, and now the start of Professor Melvyn D. Schiavelli's deanship. The Faculty has developed and worked well through its committees and boards, through its emerging policies and procedures. It is much stronger organizationally and in its capacity to make sound academic policy and personnel decisions than it was thirteen years ago. There is demonstrable improvement in

The President's Report



Four different deans have headed the Arts and Sciences faculty during President Graves' 13 years at William and Mary: Harold L. Fowler (above), Jack D. Edwards and Zeddie Bowen (right) and Melvyn D. Schiavelli (above, right), the current dean.



Since 1968 when it was founded, the School of Business Administration has been the fastest growing part of William and Mary under the energetic leadership of founding dean, Charles L. Quittmeyer (above), and the current dean, John C. Jamison (right).



quality of programs, in standards of teaching and research, in consistency and clarity of policies and procedures, in commitment to academic excellence. The Faculty's standards in regard to appointments, promotions and tenure have been raised significantly in the process. It is, despite its great diversity and inevitable fractionalization between graduate and undergraduate and among academic departments, a remarkably cohesive body. It has strong and resourceful faculty and administrative leadership, realistic and sensible policies and procedures for its own governance.

In the fall of 1971 the Faculty of Arts and Sciences was still essentially the College, despite the emergence of the schools in the preceding period. Now, in 1984, the relative status of Arts and Sciences has changed considerably, through the development and strengthening of the other faculties. Understandably, this has not always been an easy transition period for Arts and Sciences, as the share of the university's financial and personnel resources has inevitably shifted. But Arts and Sciences remains three-quarters of the College of William and Mary, it is strong educationally and administratively, and there are encouraging developments for its future.

The Faculty of Arts and Sciences has not developed, as have the Schools of Business Administration and Law, strong and clearly identified support groups for financial development purposes. Substantial private resources are being received by the College each year dedicated by donors for Arts and Sciences, and even more undedicated private resources are allocated annually to Arts and Sciences through the budgetary process. But the absence of a mechanism similar to the Business School Sponsors or the Law School Foundation has meant that some in Arts and Sciences have tended to feel that they receive private funds left over after dedicated resources have been allocated or after other College financial obligations have been met.

This concern will be addressed realistically in 1984-85 through the College's internal budgetary and allocation process, in consultation between the Office of the Dean of Arts and Sciences and the Provost's Office and with the support of the Development Office.

In addition, the substantial and unprecedented appropriation from the 1984 session of the General Assembly to William and Mary in recognition of its primary mission in liberal arts and sciences, combined with appropriations for salary increments for both years of the 1984-86 biennium substantially higher than the inadequate salary appropriations of recent years augurs well for significant and most welcome salary increments for the Faculty of Arts and Sciences in the years immediately ahead. But there still remain today faculty members in Arts and Sciences and in Education whose low salaries do not reflect their skill, commitment and contribution. We should not be satisfied until that inequity has been corrected.

Another encouraging development is the improvement in the total compensation package for faculty members and others in the past year. The changes in the VSRS pickup for the life insurance and the dental plan approved by the Board of Visitors are important steps in the right direction.

Adequate public and private financial resources, in both absolute and relative terms, are essential to maintain the quality of an academic program and the morale of its faculty. It is important that these and other developments will continue to provide clear evidence that Arts and Sciences remains at center stage at the College of William and Mary.

II

The School of Business Administration, established by the Board of Visitors in 1968, has come into its own in the past thirteen years. During this period it has been the fastest growing part of the university, in faculty and at both the undergraduate and graduate student level. Both its

B.B.A. Program and its M.B.A. Program have been fully accredited. It has recently acquired its own home in Chancellors Hall. The School of Business Administration Sponsors, Inc., has developed into a major resource for the School, both for private financial support and ongoing professional relationships with the business community. The Bureau of Business Research has continued to develop as a service of the highest quality to the Virginia and Williamsburg business communities.

This past year a special appropriation by the 1984 General Assembly has allowed the salaries of the Faculty of the School to move up to more competitive levels nationally.

Former and founding Dean of the School, Charles L. Quittmeyer '40, Floyd D. Gottwald Professor of Business Administration, deserves great credit for many of these developments. Now under the energetic and creative leadership of Dean John C. Jamison, the School is continuing to move forward. Particular emphasis is being placed on management education and executive development, on faculty research, on the development of library and computer resources for the School, on further relationships with and support from the business community, and on the emergence of a more programmatic approach to both the B.B.A. Program and the M.B.A. Program.

Two developments at the School in 1983-84 particularly stand out. One is the establishment of the Center for Executive Development under the direction of Julia B. Leverenz '82. Executive education is an essential component of a top-quality school of business, and it is especially timely that this important start is now being made. Ms. Leverenz added this new responsibility to the already highly successful Women in Business Program, which she initiated and which she has been directing for several years. On July 1, 1984, both the Center for Executive Development and the Women in Business Program began operating under the School of Business Administration Sponsors, Inc. There are high hopes for this new joint venture.

The other development was the accreditation of the Accounting Program of the School. This is of special note because the accreditation was based on the sheer high quality and well-deserved excellent reputation of the Program, even though it did not meet all of the organizational criteria of the accrediting body.

The Board of Visitors can be confident that the School of Business Administration will continue to develop as a professional business school of the highest quality within the overall mission of the College. In the years ahead, particular attention will need to be given by the Provost and the Dean to questions both of financial and personnel resources within the university-wide allocations and also to space needs.

Dean Jamison is committed to improving the budgetary position of the School through both public and private funding. More financial resources are especially important for faculty development. Another high priority is the development of a professional learning resource center at the School of Business Administration, a facility of critical importance if the School is to fulfill its potential in professional management education.

Continuing with an assessment of the other academic programs of the College, let me turn to the School of Education. Serious questions have been raised nationwide in recent years about teacher education and the role of schools of education. Problems of both quality and quantity have developed in regard to programs and students. The result in many institutions has been less than adequate funding, and even lower morale among administrators, faculty and students.

William and Mary's School of Education has been fortunate during this period in its close association with Arts

and Sciences and in its mutually supportive relationships with the variety of public school systems which it serves. Under Dean Richard B. Brooks and then through the deanship of Professor James M. Yankovich, the School has continued to make progress during years that have often been trying. A commitment to high quality, while an essential component of the College's objectives, is tenuous under such circumstances, and our colleagues in the School of Education deserve great credit for their perseverance and, indeed, their progress.

Dean John M. Nagle has brought this past year great vigor, determination and vision to the School. He and the Faculty of Education have developed a two-year plan, now at the halfway point in implementation, to review and revitalize all aspects of the educational programs and services of the School. Very substantial progress is being made, goals and timetables are being met, and the Board of Visitors can be confident about the future.

In 1983-84 particular attention has been focused on curriculum reviews, primarily in undergraduate teacher education. The Faculty, with Dean Nagle's strong encouragement, has also been working on raising its own standards and performance in teaching, writing and research—with very tangible results. It was especially gratifying at the end of the academic year to receive news of a major training grant from the Federal Office of Education for the doctoral program in educational administration with emphasis on special education—including funding for eight full doctoral stipends. These are but a few of the most encouraging developments at the School of Education in 1983-84.

The fact that within the past two years all of the disparate parts of the School have come together under one roof at Jones Hall has helped enormously for the School of Education to develop a cohesiveness, spirit and identity for both faculty and students that is essential for the future. More resources, both financial and personnel, will be necessary to implement all of the goals that the administration and faculty have established. These financial resources, both public and private, must and will be found. Another important resource for Education is the members of other faculties of the university, and constructive bridge-building is underway.

Of the faculties and schools that were part of William and Mary in 1971, the greatest change has been at the Marshall-Wythe School of Law. Plagued by inadequate financial resources and a law library that failed to meet professional standards, the School was on the verge of dis-accreditation by the American Bar Association.

The solution had to be a dramatic turnaround in the fortunes of the Law School. In the early 1970s the General Assembly of Virginia finally recognized the urgent need for more adequate state funding of operations. This development coincided with the construction of the National Center for State Courts on College land adjacent to the new Law School building, thanks in large part to the efforts of Gov. A. Linwood Holton, LL.D. '72. Then, through a bond referendum championed by Gov. Mills E. Godwin, LL.D. '66, financing for a superb new physical facility for the Law School was obtained. The creation, with private funds, of a state-of-the-art moot courtroom within the new building, created the launching pad for the renaissance of the Marshall-Wythe School of Law.

The appointment of William B. Spong, Jr., in 1974 then provided the school with the dynamic and creative leadership that it needed to take advantage of these new resources and seek even more. The Law School has recently been ranked by a national authority among the top twenty law schools in the country, which speaks eloquently to the progress that has been made. The emphasis is on quality of programs, faculty and students, and the financial resources to support them, rather than on quantity.



Governors who have been influential in the development of William and Mary over the past 13 years are (left) Charles S. Robb L.L.D. '83, shown at the dedication of Watermen's Hall at the Virginia Institute of Marine Science; A. Linwood Holton L.L.D. '72 (above), who is a member of the Board of Visitors, and Mills E. Godwin '36 L.L.D. '66, shown at right with President Graves and William B. Spong, dean of the Marshall-Wythe School of Law, during a visit while the new law school building was under planning. Governor Godwin championed a bond referendum to finance the building.



Recent developments at the Law School have included the formation of the Foundation of the Marshall-Wythe School of Law, Inc., and the Institute for Bill of Rights Law. Both of these entities provide substantial new and continuing financing for the School as well as increased opportunities for professional enhancement for the faculty and students.

As the number of potential law students declines along with the demand for legal education, the School of Law intends to maintain high quality over quantity if there comes a time, as it may well, for a choice to be made.

The most recent addition to the responsibility of the Board of Visitors, among the academic programs of the College, is the Virginia Institute of Marine Science. When the Board of Visitors assumed responsibility for the Institute in 1979, it inherited serious management, financial and educational problems there. It also had a superb opportunity on which it took courageous action.

Through the combined efforts of the Governor, the General Assembly, and many associated with both VIMS and the College of William and Mary, those problems are now largely behind us. This past year at its 1984 session, the General Assembly took action to forgive VIMS's accumulated deficit of \$5.7 million, and it made a special allocation of \$1.7 million toward its research operations. Then in June, not only did the Virginia Graduate Marine Science Consortium, of which VIMS is a founding member, receive Sea Grant College status from the National Sea Grant Office, but the new \$4 million Watermen's Hall was dedicated on June 29. The announcement on that latter occasion of the magnificent gift to VIMS by board member Lewis L. Glucksman of a side-scan sonar system was especially appropriate.

VIMS since its founding has been the preeminent marine science research, educational and service institution in Virginia. Now at last it has the financial resources and physical facilities to start to match that well-deserved reputation. Both the Institute and the School of Marine Science can look forward to the future with confidence. Director/Dean Frank O. Perkins and his colleagues deserve great credit for this extraordinary turnabout.

III

In an assessment of the academic side of the university, several other areas merit particular attention.

One of the early decisions with which the College was faced in 1971-72 was a faculty and administration recommendation to discontinue the Extension Division of the College. This program of long standing had served the Tidewater and Peninsula areas well over many years. Unfortunately, lack of adequate quality control in teaching and curriculum and the serious drain on the regular academic programs caused by the activities of the Extension Division had led to problems that could not be ignored. The decision to discontinue the Extension Division was in retrospect a wise one, but also with hindsight, it is now clear that more could have been done at the time to highlight the College's desire and intent to be of continuing public and community service to Tidewater and the Peninsula. Fortunately, over the years since, through initiatives at VARC, through the Office of Special Programs, and through various faculty initiatives, William and Mary has demonstrated over and over again its commitment to outreach and educational service.

The Earl Gregg Swem Library, in the center of the new campus, is at the heart of the academic endeavors of most of the faculty and students of the College. It also serves the

broad Williamsburg community and beyond, and has innumerable cooperative relationships in library services. Swem Library, built in 1966, then had a collection of 400,000 volumes, and served a student body of 3,300 and a faculty of 290. It has, of course, in recent years become seriously overcrowded in space for reading and research materials and user services. Lack of adequate financial resources has also prevented the library from keeping up to date in the automation of its services and records and in acquisitions of materials.

It is most gratifying that the 1984 session of the General Assembly, through its appropriations, addressed these problems in an important way. In the 1984-85 year, Swem Library, in a joint effort with the other major campus libraries (Law, VIMS, CEBAF) will be automating circulation control and initiating a joint on-line catalog as the first steps to a fully automated system, and planning will begin for the construction of a major addition to Swem Library that will substantially reduce the overcrowding there.

A library is a precious and fragile academic asset. In the press of daily operations or even yearly planning, its needs and the needs of those whom it serves are easy to overlook or underestimate. The College needs to give careful and continuing attention to Swem Library and to those who rely on its being the very best—our students and faculty.

Swem Librarian Clifford W. Currie and Associate Librarian John D. Haskell, Jr., are to be commended for the leadership and effective management that they provide to this invaluable College asset.

Earlier reference has been made to computer science and its extraordinary growth in response to student interest and demand. Like most institutions of higher education, the College of William and Mary in the past thirteen years has found itself caught up in an apparently limitless demand for computer resources and services of all kinds—teaching, research, administrative. The field of computer science is changing so rapidly in both hardware and software and the expenses involved are so large, that some of the decisions with which we are faced in trying to remain up to date and competitive without overextending are formidable indeed.

In 1979, thanks to an excellent study chaired by Professor Franz L. Gross, the College made some major commitments in computer equipment and services primarily for educational purposes, and the Board of Visitors had the vision to institute an academic support fee to provide in part the substantial but essential funding. Those decisions have been of enormous educational benefit to the College and its faculty and students.

With the world of computer science continuing to change rapidly, faculty members and administrators at William and Mary have been devoting a great deal of thought and attention in recent months to what next steps should be taken. One of the primary goals of the Gross committee was to encourage the widespread use of computing in academics via the acquisition of a system that was both user friendly and that would support a large number of remote terminals. The College has now largely achieved the goals of that plan and in some areas has gone beyond it, ahead of schedule. The computer is now being used by many more students and faculty than was anticipated and for purposes not envisioned five years ago. William and Mary is today in a competitive position in this challenging field.

The Computer Policy and Planning Committee, under the chairmanship of Professor Robert E. Noonan, has been giving careful study to how to remain competitive, how to continue to grow and how to develop wisely in instruction, in research and in administration, through the use of computer services that are themselves in a state of extraordinary flux. On recommendation of that committee and after further consultation, a special ad hoc committee is being appointed, successor to the highly successful Gross com-

mittee, to help us address the major issues of instructional computing, research needs for computing and the needs of administrative users for computer services in the years immediately ahead. The study will assume in its deliberations that the College will be initiating a Ph.D. Program in Computer Science in 1986. It will also address the question of how to finance realistically the needs which are envisioned.

William and Mary will not have all the financial resources to be always at the forward cutting edge in computer services or computer science. But the College must continue to make sufficient progress to remain competitive for able students, faculty and administrators. Mr. Henry C. Johnson, Director of the College's Computer Center, and Professor Noonan and their colleagues are providing competent leadership as we search for that middle ground. William and Mary has made significant progress in recent years in this complicated and uncertain area; but substantially more progress and undoubtedly continuing adjustments will be called for if the College is to hold to a reasonable and realistic standard of quality in our teaching, learning, research and administration.

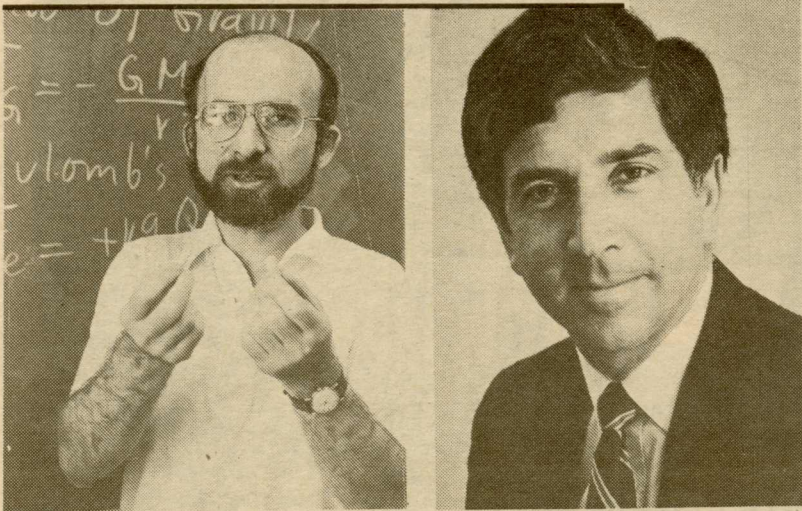
An educational area closely related to computer science is one that is commonly referred to as "high tech." Gov. Charles S. Robb, L.L.D. '83, has encouraged the major universities within the state system to become actively involved in this field through the newly created and funded Center for Innovative Technology. William and Mary will be an important participant in this field, and several of us at the College have been asked to play roles in this development.

Closely related to "high tech" of course is the proposed Continuous Electron Beam Accelerator Facility (CEBAF), to be located at the William and Mary campus of VARC and SREL in Newport News, under the auspices of the Southeastern Universities Research Association (SURA). Progress toward this dream becoming a reality has been slow but steady in the last several years. William and Mary was successful in competition with major research universities within Virginia in our efforts to bring CEBAF to the Tidewater site, and then SURA and Virginia withstood a challenge from the State of Illinois. Thanks to the efforts of many individuals, including especially U.S. Senators John W. Warner, L.L.D. '81, and Paul S. Trible and U.S. Representative Herbert H. Bateman '49, major funding at the developmental stage for this multimillion dollar research and scientific project is starting to move through the United States Congress. In addition, with Governor Robb and the General Assembly in enthusiastic support of CEBAF, William and Mary received through the 1984 session the funding for an expansion of Small Hall on the College campus to provide professional and scientific facilities and resources for the SURA and CEBAF scientists in Williamsburg.

This development is of major importance in its potential for William and Mary's already excellent Ph.D. Program in Physics. It also has significant implications for the role that the College may play in the high technology developments related to the Center for Innovative Technology, CEBAF and SURA in the Tidewater area in the year ahead. Professor Hans C. von Baeyer and his colleagues have devoted prodigious talent and energy toward the success of this project. Reference to the William and Mary campus in Newport News is a reminder of a milestone that was reached there in the later 1970s in the cessation of scientific work at the Space Radiation Effects Laboratory (SREL). This important research facility, financed largely with federal funds over the years, made important scientific contributions nationally under the leadership of Professor Robert T. Siegel. Finally, new and more modern research facilities elsewhere in the country led to the discontinuation of SREL's operations.

Now the Virginia Associated Research Campus (VARC) of William and Mary, adjacent to SREL, will be under

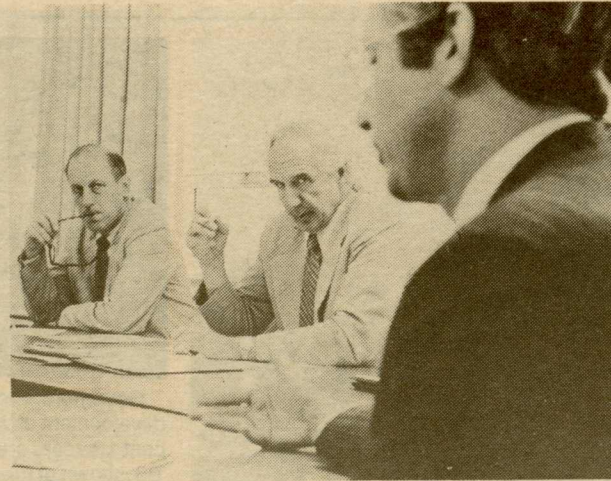
The President's Report



Hans C. von Baeyer (left), professor of physics and director of the Virginia Associated Research Center, has been instrumental in bringing the Continuous Electron Beam Accelerator Facility (CEBAF) to the Peninsula while G. Gary Ripple has overseen some extraordinary changes in undergraduate admissions in recent years in personnel, processes and philosophy.



An assessment of developments in student affairs over the past 13 years is a chronicle of major changes in philosophy, direction and substance under the leadership of W. Samuel Sadler '64 (above). President Graves pays credit to several of his colleagues for William and Mary's excellent academic reputation including George R. Healy, (above, center) provost, who has been at the College during all of the President's 13 years.



major changes as it becomes ready to receive the early teams of administrators and researchers who will put CEBAF on the national and international scientific map. VARC itself has now been absorbed organizationally into the College of William and Mary for continuing operating purposes.

Finally in this section, reference should be made to the Institute of Early American History and Culture. It is a unique institution, sponsored jointly by the College and the Colonial Williamsburg Foundation, generally considered to be the best of its kind in the world. The distinguished scholars who have been associated with the Institute over the years reflect extremely highly on William and Mary. Despite difficult financial problems at times, the Institute has been flourishing under the direction of Professor Thaddeus W. Tate, Jr. The College can be very proud of its association with the Institute and its scholarly products of exceptional quality.

IV

There are several other specific areas related to the educational objectives of the College that deserve attention in this assessment, but the length considerations of this report suggest that a line be drawn at this point.

Instead, let me turn to a brief appraisal of what is broadly called faculty affairs. The Academic Affairs Committee of the Board of Visitors meets regularly with the Faculty Liaison Committee to the Board, and knows of the breadth and depth of interests and values of the faculty.

Over the past thirteen years progress and improvements have been made in many major areas of faculty affairs. Through the policies and procedures of the faculties as now codified and set forth in the Faculty Handbook, faculty members are in a position to govern and manage their affairs in a consistent, reasonable and equitable manner. This is not by happenstance but is the result of careful and thoughtful legislation within the faculties of the College and the development of a reasonable system of checks and balances. As referred to earlier, the standards and processes for faculty appointments, promotions and tenure as developed and refined in recent years are designed to reflect the high expectations and aspirations of individual faculty members. The emphasis is on excellence in teaching, in research and in service. The broad and diversified system of College-wide and faculty committees, while time-consuming and even cumbersome at times, works effectively to carry out the business of the faculties and of the College.

In viewing faculty affairs as a whole and over time, I have only four regrets. First, while the College appears to be on the verge of making some very real progress for the 1984-85 academic year, we are still short of my own objectives in attracting and retaining able black faculty members and in attracting black students. We must continue our efforts.

Second, while the faculty salary picture is certainly looking brighter for the coming biennium, faculty salaries at William and Mary remain far too low on the average, especially for dedicated and skilled teachers and researchers in the Arts and Sciences, in Education and in Marine Science. The College is not today always in a position, as it should be, to attract and retain the very best in each field. Every reasonable effort must continue to be made to develop both public and private funds for faculty salaries, and also for faculty compensation in the increasingly critical areas of fringe benefits.

A third regret, which is relatively minor, is that despite two major efforts over the past dozen years, it has not been possible to develop a consensus on legislation among the faculties that would lead to the adoption of some approach to a faculty senate. This may seem odd, but there are many occasions when it is important and desirable for the faculty

members of the College as a whole to be in a position to express through their representatives their views on significant issues. Such opportunities provide for a sense and spirit of community and cohesion among otherwise diverse faculties.

It is possible that efforts in this direction have fallen short in the past because it has been known that the President and Provost supported these initiatives. Often in universities the opposite is true. One may hope that in the years ahead a faculty senate or its equivalent will develop without even a whisper from the central administration.

Fourth and final among regrets is a small and admittedly personal one. William and Mary has never in its history achieved the high honor of one of its students being selected as a Rhodes Scholar. Among the undergraduate students at the College there clearly are men and women of the exceptional calibre of those who are chosen, and we certainly have the faculty members to motivate such students toward such a goal. My hope is that as part of the College's tricentennial celebration, our first alumnus or alumna will be bound to Oxford before 1993.

One final appraisal of faculty affairs will conclude this section on an optimistic note. Increasingly individual faculty members are finding or making opportunities for research leaves, for exchanges, for visiting appointments. William and Mary, through judicious and generous use of private funds, may have a better system for faculty research and development of this nature than any college or university in the Commonwealth. The College-wide Office of Grants and Research Administration, under Professor David E. Kranbuehl, has also made a major contribution toward the increase, quality and financing of such opportunities.

These opportunities for renewal, for new talent, and for changing scenes, bring vitality and strength to a faculty.

My overall assessment of the academic and faculty side of this educational community is very favorable. Substantial progress in increased quality has been made over the past thirteen years through the dedication and skill of many individual faculty members and educational administrators and through the thoroughly competent and quietly effective leadership of Provost George R. Healy.

V

An assessment of developments in student affairs over the past thirteen years is a chronicle of major changes in philosophy, direction and substance.

Decisions were reached in the early 1970s that discontinued the differentiation between men and women in the administration of student affairs and brought the direction of student affairs largely together under Dean W. Samuel Sadler '64; that placed increased responsibility on the students themselves for the conduct of their own affairs, under a policy of self-determination; that led to a close and symbiotic relationship in policy and operations between student affairs and academic affairs; and that placed major emphasis on quality of life for students within the College community. Over the years since, through continuing decisions and developments, there has been a marked improvement in all aspects of student affairs, to the point that today William and Mary can take pride in having an exceptionally effective student affairs organization and administration which makes a major contribution to the overall educational experience of our students.

There have been many aspects and parts of this metamorphosis; let me highlight just a few. The Student Health Services have been greatly expanded and improved, with a full-time professional staff and an excellent Student Health Center. Similar improvements and expansions have been made in the Center for Psychological Services, with skillful psychological counseling offered by Dr. Jay L. Chambers and his professional staff to hundreds of our students. The Office of Placement, the Of-

ice of Student Financial Aid, and the Registrar's Office have also been expanded and improved in the range and quality of services they offer to students. The development of an outstanding Office of Career Planning under the direction of Ms. Harriet E. Reid has been especially gratifying.

Student Residence Hall Life, with an excellent staff of professionals and students, has become a major factor in the personal and educational development of students in this largely residential student community. Of course, the multimillion dollar renovations of all of the older residence halls, including the sororities, during the past thirteen years (with the exception of Tyler Hall), has helped enormously in providing an environment in which quality of living and quality of education are tied inextricably together. Today William and Mary has a community of students that provides opportunities for each student to develop toward his or her own potential as an individual and also as a citizen.

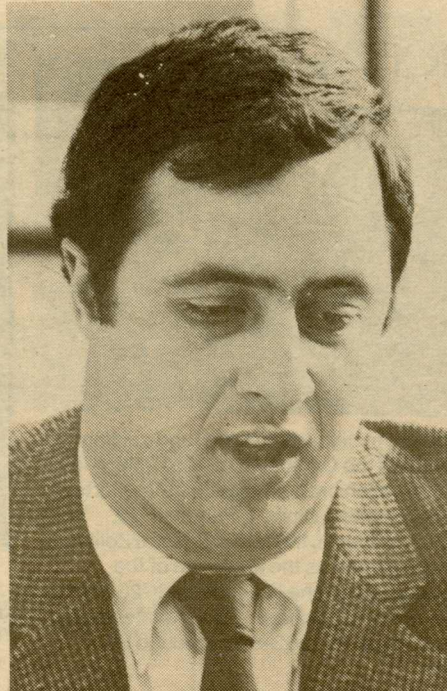
Student organizations and activities are well managed by students and the professional staff of the College. The just completed major renovation of Trinkle Hall as part of a greatly improved Campus Center has doubled the space available for student activities, organizations, recreation and relaxation. The sorority and fraternity systems have been dealing realistically with problems that have confronted such organizations on virtually all of the nation's campuses, and by and large they are strong and healthy. Even though fraternities especially are under attack at a number of excellent institutions and have already disappeared at others, I believe that they will continue to have an important and valued place at William and Mary. The honor system has had dedicated leadership from the students and skilled support from the Student Affairs administration. Through several important reviews and some stressful times, it remains today a major part of the educational environment in which the students are developing.

The construction of the Randolph Residences in the 1970s, the major improvements at the Dillard complex of buildings, the return of the Lodges to student residences, and the expansion and development of the Ludwell apartments for excellent student living has made an enormous difference to the quality of living at William and Mary. Virtually every undergraduate student who so desires has the opportunity today for College housing of quality, and a substantially larger proportion of graduate students are provided housing as well.

Students with special interests, backgrounds and needs have also been given increasing attention in recent years. Commuting or day students now have their own facility on campus, which helps them feel much more a part of the College community. Particular efforts have been made to encourage international students to participate actively and fully in the mainstream of student life; in the process they have so much to contribute of benefit to us all. Special interest housing, encouraging the development of particular academic skills and understandings within structured residential environments, is now being provided in several important areas.

While the College's affirmative action initiatives will be addressed more broadly later in this report, it is appropriate here to focus on the efforts that have been undertaken at William and Mary over the past decade to improve the environment for handicapped students and others who use this campus. With our many older buildings, this has been a major undertaking involving reconstructions and modifications of buildings, additional special equipment and facilities, and important attitudinal changes. In an older institution with many traditionally constructed buildings, this has been a formidable challenge. Exceptional progress has been made; while the task is not yet completed, a large proportion of the campus is accessible to or can be accommodated to the needs of handicapped individuals.

In summary, the progress made in student affairs over the past thirteen years is exceptional. The Board of Visitors can be well satisfied with the quality and character of the current student affairs area under the dedicated and skill-



Three of the newer members of the administration who had made an impact on the direction of the College in recent years are Glenn D. Lowry, who has served as director of the Muscarelle Museum of Art since its opening; W. James Copeland, director of men's athletics; and Lawrence W. Broomall, vice president for business affairs. Millie B. West, director of athletics for women, a long-time member of the administration, has built the women's athletic program into one of the best in Virginia and the nation.

ful direction of Dean of Student Affairs W. Samuel Sadler. It is remarkable how much is accomplished, given the relatively small size of the professional staff and the large, never ending and varied demands placed upon it by an active and highly motivated student body. There is a spirit and cohesiveness in Student Affairs under Sam Sadler's leadership that speaks very well of the quality of the men and women who work there and the unity of their goals and purpose.

VI

Admissions is one of the major focal points for the College in assessing its future quality and character. William and Mary's ability to attract and retain exceptional young women and men in our student body is a critical key to its success as a unique small university of national reputation dedicated to excellence, rather than simply another state university.

It will be a substantial challenge to maintain this ability, for the number of qualified college-age individuals is declining in significant proportions. What has been anticipated for some years has now come to Virginia as well as to most other states. The number of applications and the number who accept our offers of admission are declining for the undergraduate program, at the Law School, and for the M.B.A. Program.

Major improvements have been made in the organization and operation of our admissions offices at all levels. Undergraduate Admissions has seen extraordinary changes in recent years in personnel, processes and philosophy, and it is now in an excellent position, under the direction of Dr. G. Gary Ripple, to move toward a strong recruitment mode to keep William and Mary in a keen competitive position vis-a-vis the major colleges of high quality in Virginia and beyond. The only serious problem is lack of adequate physical space for Admissions operations, but this issue will be addressed in a realistic manner at least temporarily during the 1984-85 academic year.

The admissions situation is seriously complicated by the continuing increases in tuition and fees and the lack of corresponding increases in need-based financial assistance. This trend raises realistic questions of accessibility. The administration of the College is giving careful and detailed attention to these closely related issues of admissions, financial assistance and tuition and fees.

The Board of Visitors undoubtedly realizes that student admissions and student financial assistance, along with faculty recruitment and retention, must have the highest priority for scarce resources in order for the College to maintain its present level of excellence.

VII

Much has been written on student athletics at William and Mary in past years. This is an area that has generated far more controversy and acrimony than has been necessary or desirable, mostly over the issue of the proposed expansion of Cary Field stadium. We can all be grateful that this issue is behind us and that virtually all of William and Mary's constituencies now recognize that Division IA football and all that it would imply for the future is simply incompatible with the quality and character of an academic institution such as William and Mary.

Despite the problems that have been involved, the College has made enormous progress in its intercollegiate programs over the past thirteen years. The women's program has been greatly improved and expanded in both funding and in the athletic and competitive opportunities offered to our women students. The financial support of all athletic programs has been increased manyfold, thanks to exceptionally generous and dedicated efforts of alumni and friends, primarily through the William and Mary Athletic Educational Foundation. This support allows this small state university to have as broad-based and high quality a

range of intercollegiate athletic offerings as any in the Commonwealth or nation. Both programs are very well managed and organized under Directors Mildred B. West and W. James Copeland.

Two developments in the past year are especially gratifying. One is the formation of the Colonial Football League, in association with the Ivy League. This approach will allow the College to posture its intercollegiate football program at a strong and viable competitive level with similar and compatible academic institutions, while maintaining its key traditional rivalries and keeping costs within some reason. The other is the decision of the Board to provide a plan that offers at least a realistic opportunity for all of the present intercollegiate sports to continue in operation.

A broad-based athletic program that provides opportunities for all of our students is an important part of the College's philosophy. Despite the relatively high cost per student to operate such a program in an institution that has a comparatively small student body and high academic standards for all its students, it is worth every reasonable effort to maintain it.

VIII

Reference has already been made to several aspects of the College's construction and renovation program over the past thirteen years. The renovation of all of the older residence halls, with the exception of Tyler, the renovation of the Lodges and the sororities, the renovation of Old Rogers Hall into new Chancellors Hall, and the construction of new Rogers Hall, the renovation of old Trinkle Hall back to useful purposes, the construction of the Student Health Center, the completion of Morton Hall, and the renovation of old Marshall-Wythe Hall into Tucker Hall, the construction of new Marshall-Wythe Hall, the construction of new athletic facilities and playing fields, the renovation of old JBT into the Dillard Complex, the construction of the Randolph Residences, the major expansion of the Bookstore, the renovation of the physical plant operations buildings including a new Police Department, the completion of the renovation of the Bright (Alumni) House: these are several examples of the progress which has been made. They make a difference, because there is a close and dynamic relationship between quality of living and working, and quality of education in both learning and teaching.

Attention to this relationship, especially in an older institution, is a never-ending process. We are now starting to give priority to the renovation of Yates Hall on the new campus, constructed in 1962. The renovation of Washington Hall and Ewell Hall require attention, and the fraternities are in a continuing state of less-than-adequate repair. Then, of course, there is the ever-present chore of maintenance and minor repairs and renovations, all requiring significant costs. And from time to time, a really major project, such as removal of asbestos from these buildings, which used this substance in their original construction, has taken an enormous amount of attention and effort. Thanks to able management and the spreading of very slim financial and personnel resources over a broad and varied campus of some 1200 acres, the work gets done. William and Mary has one of the best physical plants today, for its size and character, of any college or university in the country. The General Assembly of Virginia, through capital outlay appropriations in the many millions of dollars, has played a major role in this success story.

There are two projects which have been funded entirely with private funds, and it is especially satisfying to see both of them nearing completion on a successful note. The first is the design and construction of the new Joseph and Margaret Muscarelle Museum of Art, financed with private funds given to the College specifically for that purpose. The dedication of the Muscarelle Museum in October, 1983, followed by the 1984 Charter Day Exercises celebrating the fine arts at William and Mary with John Carter Brown as speaker, were among the highlights of the 1983-84 academic year.

The financial resources for the second phase, which will allow for a major increase in gallery and exhibition space, have also been received in the year just ending, thanks to the generous support of many alumni and friends. The construction, beginning this fall, of the addition to the original building designed by Carlton S. Abbott that graces the new campus will allow the Museum to become a major educational and cultural resource for the College, the community and the Commonwealth. Thanks to the creative and dynamic leadership of Museum Director Glenn D. Lowry, the Museum is already making an important and creative contribution to both College and community.

The other project is designed to furnish and appoint the first floor of the President's House in a manner that reflects the exceptional quality and character of the edifice itself — the oldest, at over 250 years, such building in America. This effort, conducted entirely with a small amount of private funds given for the purpose and through many generous gifts of exceptional pieces of antique furniture and related appointments, has transformed the President's House. In 1971 the building and its furnishings were in such an unfortunate deteriorated condition that it was seriously suggested by the Board of Visitors at that time that a new residence for the President be constructed. The results of the alternative solution speak for themselves. The College can take pride in this major historic landmark in the years ahead.

Great credit for the continuing success of this project goes to many devoted and generous alumni and friends of William and Mary. But Dr. Clement E. Conger, L.H.D. '77, chairman of the Project to Furnish the President's House, and his wife, Lianne H. Conger, have been the creative, most generous, and dedicated couple who have led the way.

Also during the past thirteen years we have been witness to the development of Ash Lawn, the summer cottage of James Monroe, in Charlottesville, as an important College asset and a major cultural and historical attraction. When we learned in the early 1970s that the most generous bequest of Jay Winston Johns included Ash Lawn, it was not at all clear to the Board of Visitors and to me at that time that acceptance of this most delapidated and neglected project would be in the best interest of William and Mary. Thanks to the creative and thoroughly competent management of Mrs. Carolyn C. Holmes, however, Ash Lawn has become both a financial and an educational success. It reflects very well on the high quality of Virginia's College in the community of Virginia's University, just up the road from the home of Thomas Jefferson.

IX

The educational programs, faculty and student affairs, are, of course, the mission of William and Mary. The administration, business affairs and university advancement are here to provide the resources and an environment in support of the faculty and students. Over the past thirteen years, substantial progress has been made in providing this support in a more efficient and effective manner. This has not always been an easy task since the resources and requirements from the state have changed in significant ways, placing complex and detailed demands upon the College's support services.

In recent years the entire system of financial accounting and controls has been modernized. The same has been true in budgetary planning and processes, with particular attention being given to fixing responsibility for financial accountability in the management of scarce financial resources. Today William and Mary has a statewide reputation of being an especially well-managed institution; great credit should go to Vice President for Business Affairs Lawrence W. Broomall and his predecessor William J. Carter, and to Provost George R. Healy — and their many colleagues. Colleagues in this instance include not only members of the administration but also members of the faculty who necessarily and appropriately have become

The President's Report



During President Graves' 13 years a well-organized and effective development program has emerged under the leadership of former vice president Warren Heemann and the current vice president for university advancement Duane A. Dittman (above).



One of the highlights of the fund-raising efforts was the Campaign for the College in the '70s which brought together the efforts of former president Davis Y. Paschall '32, President Graves, the late J. Edward Zollinger '27, who served as the chairman of the Campaign, and John R. L. Johnson '28, then the rector of the College. Total private giving to the College in 1983-84 exceeded \$5 million.



Clement E. Conger L.H.D. '77 has served as chairman of the Project to Furnish the President's House in a manner that reflects the exceptional quality and character of the edifice itself — the oldest, at over 250 years, such building in America. The project was financed entirely from private funds.



The extraordinary support given to the College by the Society of the Alumni is exemplified by the leaders of the Society, Austin L. Roberts III '69 (above, right), president of the Society, and H. Westcott Cunningham '43, executive vice president. There are today a variety of activities and programs whereby the alumni, the faculty and the students of William and Mary are served and contribute to each other's welfare.

much more involved in budgetary, accounting, and financial affairs and who have accepted important responsibilities for accountability. Greatly expanded resources in administrative computing have helped in the process, but individuals make the process work well.

There has been concern expressed over the increase in the past decade in the number of administrative and staff personnel needed on the support side of the enterprise that require financial resources that otherwise could be well utilized for academic purposes. But after careful study and holding the line on increasing nonacademic operations, it is clear that William and Mary is now operating in business affairs in a cost-effective manner. The paperwork demands from state and federal government are enormous, and this work must be done. Nevertheless, we need to remind ourselves constantly that our real purpose in administration is support and service, not an end in itself. The departments and offices of Buildings and Grounds, Facilities Planning and Construction, Employee Relations, Purchases and Stores, Auxiliary Enterprises, Comptroller and Treasurer, Accounts and Payroll and General Accounting, and Campus Police are staffed with competent men and women who work hard and loyally behind the scenes to help the rest of us look good.

One development that has led to a marked improvement in the beauty of the entire campus and the pleasure of those who work and live here is the advent of Mr. Roy A. Williams as Landscape Superintendent. His magic and artistry with flowers is exceptional.

X

A similar assessment is appropriate for the Office of University Advancement. Over the past thirteen years a well-organized and effective development program has emerged. From the modest financial support from a relatively few loyal alumni and friends in 1971, the College has envisioned, planned and built a development program that now serves to direct and coordinate a varied and wide-ranging fund-raising effort for all parts of the university. The Campaign for the College in the 1970s was our first experience in major fund raising and, thanks to the enthusiastic leadership and support from many dedicated and generous alumni and friends, it was highly successful. Today, the combined private resources flowing into the College on an annual basis average over \$5 million. These funds make an enormous difference in protecting and enhancing the quality of William and Mary's programs and people.

Over the past thirteen years the endowments of the College, under both the Board of Visitors and the Endowment Association of the College of William and Mary in Virginia, Inc., have increased substantially, from some \$7 million to approximately \$32 million. These funds help to ensure the College's future as an institution of excellence. The Trustees of the Endowment Association, dedicated alumni and friends of the College, work long and hard as the stewards of the bulk of these funds.

Excellent progress in fund raising is continuing to be made. As of this writing, the final figures for the fiscal year ending June 30, 1984, are not yet available. But it is already clear that the total private giving to the College from all sources for all purposes in 1983-84 will exceed the record figure of \$5,060,000 set in 1982-83. The William and Mary combined Annual Fund efforts of alumni, parents, friends, foundations and corporations, under the leadership of Mrs. Virginia F. Wetter '40 (Alumni chairman), George E. and Susan Cruser (Parents chairmen), and J.B. Hickman (Friends chairman) has substantially exceeded its 1983-84 goal of \$950,000 and indeed has topped the \$1 million mark. Almost all other funds will show similar successes when final reports are made, which is most gratifying in this particular year. A deep debt of gratitude is due to thousands of alumni and friends and to dozens of business and philanthropic organizations.

Annual giving and endowments at William and Mary, while markedly improved in recent years, are still relatively very small in comparison to many other universities of high quality, both public and private. The potential out there for substantial new private support from alumni, friends, corporations and foundations is still enormous. The tricentennial, or fourth-century celebration, will be the occasion to move William and Mary up to levels of private funding that are now only dreams. The 1984-85 academic year will set the stage for that effort. Such private support is essential to preserve and enhance the educational quality of the College.

“...the publications of William and Mary, which are substantially more varied and extensive than many realize, and the various ways in which we communicate with our several constituencies, require a great deal of skilled and careful work each day and week.”

Concerns are expressed understandably at the cost of fund raising, for those state and private funds that must be used to develop new private funds could be otherwise used for educational purposes. But it does cost money to raise money. Careful studies made over the year, in which members of the faculty have been actively involved, provide evidence that the College's development efforts are financed at a level that is well within appropriate limits in accordance with national norms.

The major ingredient in effective development efforts of an academic institution is the loyalty, dedication, hard work and generosity of individual alumni. William and Mary is blessed with just such an outstanding body of women and men within the Society of the Alumni. Their support and leadership over the years has been enormously gratifying. The President's Council, now at 650 strong, under the inspiring leadership of W. Brooks George '32, is an outstanding example of alumni and friends dedicated to the College. The Council was born in the early 1970s, as a vehicle through which to channel generous efforts and support.

Recent years have seen the emergence of several new support groups closely related to particular parts of the College where new private resources are needed. The beginning of the Foundation of the Marshall-Wythe School of Law, and the major increase in the activities and efforts of the WMAEF and the Sponsors of the School of Business Administration are but examples. At its June meeting, the Board of Visitors approved the establishment of the Friends of the Library. These initiatives, while requiring careful and cooperative coordination from the College, should lead to significantly enhanced private resources for important special purposes within the College.

Development efforts, such as those described above, require professional leadership, management and coordination of high quality. William and Mary has individuals of this calibre who are dedicated in their efforts in support of the educational mission of the College. Men and women such as Vice President for University Advancement Duane A. Dittman, Director of Development Barrett H. Carson '75, and Director of Annual Support Jacquelin W. Crebbs '64, are true professionals.

An important part of university advancement is university communications. In view of the College's particular location in the unique community of Williamsburg, there are special challenges in public affairs and national and international relations. The visit of His Royal Highness the Prince of Wales to the campus, and the College's role in the 1983 Summit of Industrialized Nations are but two examples. We have developed competence and confidence in recent

years in representing ourselves and our community very well indeed on such occasions, which reflect well on the College.

At a more workmanlike level, the publications of William and Mary, which are substantially more varied and extensive than many realize, and the various ways in which we communicate with our several constituencies, require a great deal of skilled and careful work each day and week. The *William and Mary News*, begun in the early 1970s, is but one example of an important communications device which is easy to take for granted. Our capacity to communicate effectively with ourselves is not an unimportant skill, and it can be a challenging one in such a diverse community.

XI

A state university of high quality with a distinguished heritage and national character has many constituencies. These individuals and groups deserve continuing nurturing and attention, for they are all of importance, in varying ways, to the university. While this has not always been so, I believe that today the administration and Board of Visitors have excellent relationships with all of the constituencies of the College.

In recent years the Board of Directors and the administration of the Society of the Alumni have been working in a climate of strong mutual support with their counterparts at the College. The merging of the computerized and updated alumni and university advancement records now underway is an important milestone in this process. This has been of critical importance in the early planning for the next major development effort and for the tricentennial celebration. It has been a special pleasure for those in the administration of the College to have such excellent relationships with Austin L. Roberts III '69, President, and H. Westcott Cunningham '43, Executive Vice President of the Society, and their colleagues. We are in the process of developing together a strong network of individual alumni and alumni chapters in support of the College and its mission. There are today a variety of activities and programs whereby the alumni, the faculty and the students of William and Mary are served and contribute to each other's welfare.

The relationship between the College and all levels of state government has never been stronger. Over the past thirteen years William and Mary has benefited greatly from the leadership of four successive governors and their administrations, and I am grateful that each governor has gone out of his way to recognize and respond to the special interests and needs of this unique state university. The leadership of both the House of Delegates and the Senate of Virginia has wrestled with the financial problems faced by the Commonwealth during the recession years and has done its best under difficult circumstances to provide adequate funding for higher education. At the 1984 session of the General Assembly as Virginia started to move out of the recession, legislative action provided unprecedented funding both for special salary increments for law and business faculty at William and Mary, and \$1.8 million for operations for the 1984-86 biennium in recognition of the unique high quality of the liberal education in arts and sciences offered at the College. To Senators Hunter B. Andrews '42, and Edward E. Willey, Delegates Richard M. Bagley and L. Cleaves Manning '51, and many others in the General Assembly, the College community owes a great deal. These relationships will continue strong in the future as long as William and Mary provides an educational service of excellence to the citizens of Virginia.

The relationship William and Mary has with this community is unique in my experience. The College, the City of Williamsburg and the Colonial Williamsburg Foundation are as one in many important and meaningful ways. The William and Mary Theatre and Choir, the Concert series, the wide range of athletic and other events in William and Mary Hall and at Cary Field, the cultural activities that are a continuing part of Phi Beta Kappa Memorial Hall and the Muscarelle Museum, provide virtually unlimited opportunities for the citizens of Williamsburg and beyond. Thousands of individuals who are not alumni think of William



Ernest W. Goodrich '35
(1970-72)



R. Harvey Chappell '48
(1972-76)



John R. L. Johnson Jr. '28
(1976-78)



Edward E. Brickell '50
(1978-82)



Herbert V. Kelly '40
(1982-84)



Anne Dobie Peebles '44
(1984-)

Rectors of the College During the Graves Administration

and Mary as their College. When HRH Prince Charles, the Wightman Cup, or the Presidential Debate come to the campus, the community shares in our pride. It is important that this mutually supportive environment continues in the years ahead.

One very special way in which the College can respond to the broad-based community support it receives is through the Rita Welsh Adult Skills Program. The devoted and highly skilled professional staff of the Program, assisted by dozens of volunteers from the student body of the College and from the community, enriches the lives and opens new horizons for hundreds of citizens of Williamsburg and beyond. Participation in the presentation of certificates each spring, and knowing of the love and hardworking partnerships that are behind each of these evidences of progress to a new level of personal fulfillment, is among the most gratifying of all the ceremonies I attend each year. Director Corliss Tacosa is a worthy successor to the incomparable and unforgettable Rita Welsh, who founded the Program early in the 1970s.

Another aspect of community relationships through which William and Mary is making a major cultural contribution to the citizens of this area, as well as to visitors to Williamsburg, is the Virginia Shakespeare Festival. This important theatrical effort, in its seventh season this summer, has become an artistic success, and I believe that it is close to continuing financial stability as well. The Festival, sponsored by the College of William and Mary Theatre, receives enthusiastic support from many organizations, but I am especially grateful to the generous members of the Lord Chamberlain Society.

One cannot imagine a state university having better relationships with a wide range of varied constituencies than William and Mary enjoys today. When we hear what it is like in some other communities in some other states, we can count our blessings.

XII

There are several major and many minor functions and activities in existence at the College today that were not here in 1971. Two of the most important are the Office of Equal Opportunity and Affirmative Action Programs and the Office of Internal Audit. Both offices operate across the College and at VIMS, and both contribute enormously to progress in a variety of educational and administrative programs.

Dale B. Robinson is recognized throughout the Commonwealth and beyond as a top professional in the areas of equal opportunity and affirmative action, and the College is fortunate to have his expertise and skilled direction in these increasingly demanding areas. He has played an important role in improving, slowly but surely over several years, the place of women in the institution; and he has ensured fair and equitable treatment and has protected the rights of due process in many individual cases. He also carries the burden of recording and reporting all of the detailed data required at the state and federal levels. Thanks to Mr. Robinson's leadership and coordination, William and Mary today has a model affirmative action program within the state.

One of the more frustrating aspects of affirmative action over the years has been the agonizingly slow progress in attracting and retaining able black faculty members and in attracting able black students. The competition with other academic institutions of distinction has placed William and Mary at a serious financial disadvantage in regard to both salaries for faculty and financial assistance for students.

In the past sixteen months, however, it appears that William and Mary may be on the verge of a breakthrough. The College has submitted equal opportunity and affirmative action plans to both state and federal officials, as part of the *Virginia Plan*, focusing on the recruitment and retention of black students, faculty and staff, and also on the recruitment and employment of women and racial minorities other than blacks. Not only have these plans been accepted, but the College is now meeting its quantita-

tive objectives for graduate and first professional students.

In addition, thanks to the exceptional efforts of Alfreda S. James '81, and her colleagues in undergraduate Admissions, we expect to enroll approximately 50 of the College's goal of 73 black Virginians as first-time freshmen or transfer students in the fall of 1984, which is up from 26 of 47 in the fall of 1983. There has been this year a 100 percent increase in applications from minority students, which is very encouraging indeed. Several special programs and activities have been a part of the major recruiting effort, and it is gratifying at last to see some tangible results. Finally, through the determined efforts of several deans, departmental chairpersons and faculty members, it seems likely that the number of black faculty members at the College in 1984-85 will be the highest in its history. This was one of our goals in the fall of 1971, and it is most gratifying that the skill and dedication of many individuals is now leading the College forward in this important area.

Throughout the 1970s and into the 1980s there has been increasing emphasis at the national and state levels, and therefore at institutions such as William and Mary, on budgetary and financial accountability. The management of public and private funds has become an important part of the public trust of state universities. In order that the administration at William and Mary might feel confident that its accounting, financial and management affairs were in order on a continuing basis, and in order that the Board of Visitors could undertake its financial and fiduciary responsibilities with confidence, an Office of Internal Audit was established in 1975. Paul V. Koehly has done an outstanding job in organizing and administering that office, and his audits over the years have been of immense value not only to the Board, and to me, but to many administrators and faculty as well. As a result, William and Mary has an excellent relationship with the Office of the State Auditor of Public Accounts and the Joint Legislative Audit and Review Commission of the General Assembly, and those of us with governing and managing responsibilities can rest assured that the enterprise is in order.

Paul Koehly is moving, at his initiative, to other high-level responsibilities at VIMS this summer, and I wish him well.

XIII

The 1983-84 academic year has been an exciting and momentous one for William and Mary. The Self-Study, a major self-examination by the faculty and administration of the College required every ten years by the Southern Association of Colleges and Schools, has moved forward very well under the chairmanship of Professor Hans C. von Baeyer. A deep debt of gratitude is due to the scores of faculty, administrators and students (and Dr. Robert J. Faulconer '43) who are devoting so much time and effort to this important task. The Statement of Purpose of the Self-Study, adopted by all of the representative bodies of the College and approved by the Board of Visitors this spring, captures well the substance of our purpose and priority as a state university of excellence and liberal learning with a national character.

The Long-Range Planning Commission, under the chairmanship of Professor Melvyn D. Schiavelli, new Dean of the Faculty of Arts and Sciences, is setting the stage for the needs and priorities which will point us toward the tricentennial or fourth-century campaign in the latter half of the 1980s. The documents which will be forthcoming in 1984-85 from both the Self-Study and the Long-Range Planning Commissions should be of special value to the Board of Visitors.

Another important body that continues to function effectively and make important contributions to the College's ongoing progress while the two major studies are underway is the Planning and Priorities Committee, under the chairmanship of Professor David E. Kranbuehl. A realistic and compatible system of checks and balances, with con-

tinuing communications and exchanges of information among Professors Kranbuehl, Schiavelli and von Baeyer, has been developed to ensure that these several efforts will produce results that add up to a harmonious whole.

Of course another major development of 1983-84 has been the appointment of a Presidential Search Committee that will make recommendations to the Board of Visitors during the 1984-85 academic year. The assessments and observations in this report may be of some value to that process.

There is one other development of the past thirteen years which may also be helpful to the Board of Visitors, as it has to many in this College community over the years. In 1971-72 there was developed a Collegewide governing document entitled a Statement of Rights and Responsibilities. It was adopted by all of the representative bodies of the College and approved by the Board of Visitors. All other policies of the College must conform to this governing statement, which sets forth the rights and responsibilities not only of all of the individuals associated with the College but of the College itself. While the Statement does not come often to the Board's attention, it is a document of fundamental importance to William and Mary.

William and Mary was not alone in adopting such a statement in the early 1970s, but the Board can feel confident that this Statement is one of the best.

Finally, this report would not be complete without a footnote that for the first time in several years William and Mary is moving from one fiscal year to the next without the threat of an anticipated deficit with which to start the new year. With Virginia's financial recession behind us and with no suggestion of budget reductions or reversions, Provost Healy is looking forward to the start of the 1984-85 fiscal year with the budget already in balance. This is indeed happy news.

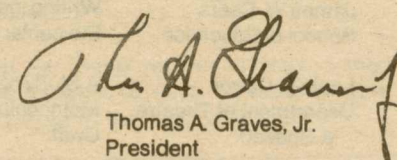
XIV

The leadership of the Board of Visitors and its responsibility for governance changed during 1983-84. Herbert V. Kelly '40, concluded his tenure as Rector, and the College now has as its Rector Miss Anne Dobie Peebles '44, the first woman in this position of high honor in its history. I have had the privilege of serving under six Rectors over the past thirteen years and some 51 different individual members of the Board of Visitors.

In summary, during these thirteen years, William and Mary has developed and reaffirmed its role as a state university of unique educational quality and national character dedicated in its primary purpose to liberal learning. Its greatest strengths are the high quality of its teaching faculty and the high quality of its students. There is a consensus on campus regarding this role, this primary purpose and these greatest strengths.

William and Mary, after two hundred years, has moved back to center stage in Virginia higher education. The College has also made great progress in moving close to center stage in higher education nationally. Today it is an institution of character and intellectual integrity, one with which I am proud to have been associated for thirteen years. With vision, confidence and courage, the Board of Visitors has an unparalleled opportunity to keep the College moving forward on the high road toward the start of its fourth century.

Respectfully submitted,


Thomas A. Graves, Jr.
President

Addendum

A PARTIAL RECORD

JULY 1983 - JUNE 1984

Faculty Necrology

The College community noted with sadness and respect the following deaths among members of the faculty during the 1983-84 academic year:

Thomas H. Jolls, Professor of Law, Emeritus
 William F. Swindler, John Marshall Professor of Law, Emeritus
 Albion Guilford Taylor, Chancellor Professor of Political Economy, Emeritus
 Leland Traywick, Professor of Business Administration

Faculty Retirements

The following members of the faculty and administration, who served the College with distinction and dedication, retired at the conclusion of the 1983-84 session:

Lewis A. Foster, Jr., Professor of Philosophy
 Dexter S. Haven, Professor of Marine Science
 E. Leon Looney, Director of Student Financial Aid
 Cecil M. McCulley, Professor of English
 Curtis H. O'Shell, Associate Professor of Education
 Sheppard Young Tyree, Jr., Professor of Chemistry
 Charles R. Varner, Professor of Music
 Richard E. Walck, Associate Dean, Marshall-Wythe School of Law

Faculty Promotions

The following faculty members were promoted by the Board of Visitors during the academic year just passed:

Professor to Francis S. Haserot Professor

James F. Harris, Department of Philosophy

Professor to John Stewart Bryan Professor of Jurisprudence

Timothy J. Sullivan, School of Law

Associate Professor to Professor

Miles L. Chappell, Department of Fine Arts
 Judith Ewell, Department of History
 Alan E. Fuchs, Department of Philosophy
 Ronald N. Giese, School of Education
 Frederic I. Lederer, School of Law
 Robert E. Noonan, Department of Computer Science
 Kenneth G. Petzinger, Department of Physics
 Ronald H. Rosenberg, School of Law
 Elmer J. Schaefer, School of Law

Assistant Professor to Associate Professor

Mark Stephen Conradi, Department of Physics
 Gary G. DeFotis, Department of Chemistry
 Henry Krakauer, Department of Physics
 Barbara Ann Watkinson, Department of Fine Arts
 Edgar Warren Williams, Department of Music

Instructor to Assistant Professor

Joanne M. Braxton, Department of English
 R. Heather Macdonald, Department of Geology

Faculty Research

Listed below are those faculty members who were awarded Faculty Research Assignments in 1983-84, enabling them to devote one full semester on the listed projects; following that group is the list of faculty members receiving 1984 Summer Research Grants, totaling \$102,176. Both research assistance programs are funded and administered by the College through the Committee for Faculty Research.

Faculty Research Assignments

Carol E. Ballingall Department of Anthropology	Is it Possible that Plio-Pleistocene Hominids Were "Savanna" Dwellers?
James W. Beers School of Education	Writing Instruction in the Elementary School
Louis E. Catron Department of Theatre & Speech	A Study of Directorial Methodologies and Craft

Carl Dolmetsch Department of English	The German-Austrian Sources of the Later Writings of Samuel L. Clemens ("Mark Twain")	William S. Cobb Department of Philosophy	A Translation of Plato's <i>Phaedrus</i>
Waldemar Eger Department of Modern Languages	The Developmental Novel in the Twentieth Century	Scott Donaldson Department of English	Toward a Critical Biography of John Cheever
Gustav W. Hall Department of Biology	Diploid Origins of the North and Middle American bidens (<i>Asteraceae</i>) Complexes	Robert J. Fehrenbach Department of English	A Descriptive Catalogue of the Nondramatic Literature of the Servant in England, 1475-1640
William J. Hausman Department of Economics	Economic Organization and Technological Change in the English Coal Trade: London and the Northeast, 1770-1870	Thomas M. Finn Department of Religion	Social Survival and the Ritual Process of Making Christians: A Study of Second-Century Roman Christians
David L. Holmes Department of Religion	The Episcopalians	Philip J. Funigiello Department of History	American-Soviet Commercial Relations in the Cold War (1945-81): The Eisenhower Years
Jon S. Kerner Department of Sociology	Organizational Response to Technological Hazards: A Case Study of Chisman Creek	B. Glenn George School of Law	Article: Collective Bargaining Obligations of an Employer Under Chapter 11 Reorganization
James D. Kornwolf Department of Fine Arts	Modernism in America, 1937-41: An Exhibition and Catalogue of Four Architectural Competitions	Bruce Grant Department of Biology	Background Selection by the British Peppercorn Moth, <i>Biston betularia</i>
Paul A. LeBel School of Law	A Jurisprudential Defense of Intersystemic Certification	George M. Grayson Department of Government	Oil, Security, and the Professionalization of the Mexican Military
J. Luke Martel Department of Modern Languages	Quebec Society: Its Cultural and Literary Evolution	George W. Harris Department of Philosophy	Categorical Imperatives and Moral Sense Theories
Bruce McConachie Department of Theatre & Speech	Melodramatic Rituals in the Theatre and Society of a Modernizing America, 1820-60	Paul Helfrich Department of Fine Arts	Tempera-Collage Exploration
H. Earl McLane Department of Philosophy	The Philosophy of John Duns Scotus: With Special Attention to his Proof for the Existence of God	Ingrid M. Hillinger School of Law	Llewelyn's Merchant Concept and the Courts
Robert W. Miller Department of Computer Science	A Virtual Terminal Protocol for a Local Area Network	Eric Jensen Department of Economics	The Economics of Fertility and Infant Mortality
Robert Noonan Department of Computer Science	The Use of Tools to Generate Intelligent Software	David H. Jones Department of Philosophy	A Functional Analysis of Purposeful Unconscious Mental Activity
Roger R. Ries School of Education	Enhancing Interpersonal Problem-Solving Skills in Elementary School Children	Gary A. Kreps Department of Sociology	Studies of Organization and Disaster
Leroy W. Smith Department of English	D.H. Lawrence and the New Male-Female Relationship	Virginia K. Laycock School of Education	Preparing Emotionally Disturbed Students for the Mainstream: An Analysis of Current Practices
William R. Stewart, Jr. School of Business Administration	Developing a Computationally Efficient Heuristic for Vehicle Routing	John W. Lee School of Law	Breaking Through the Annual Accounting Principle: <i>Arrowsmith</i> , Open and Closed Transactions, Correlative Adjustments and Beyond
Paul K. Stockmeyer Department of Computer Science	The Graph Reconstruction Conjecture	Morris A. McCain, Jr. Department of Government	Responding to the Reagan Buildup: The Soviet Military and Its Domestic Competitors
Alan J. Ward Department of Government	The Westminster Model of Government in Comparative Perspective	Robert D. Newman Department of English	The Descent to the Underworld Archetype as Depicted in the "Sirens" and "Cyclops" Episodes of <i>Ulysses</i> and the Transformative Quality of the Feminine in the "Penelope" Episode of <i>Ulysses</i>
Stewart Ware Department of Biology	Adaptation to Habitat in Rock Outcrop Plants	John H. Oakley Department of Classical Studies	Public Dining Pottery from Athens: Agora Deposit H 4:5
Jean Conover Wyer School of Business Administration	Audit Materiality and Unsystematic Risk	Bruce B. Roberts Department of Economics	The "Classical Synthesis" and the Theory of Value: A Marxian Critique
Berhanu Abegaz Department of Economics	An Econometric Investigation of the Educational Structure of Major Occupations Across Countries	Ronald H. Rosenberg School of Law	Federal Pollution Control Law and the Military
David P. Aday, Jr. Department of Sociology	Data Reliability in Organizational Surveys: The Use of Informants	Margaret K. Schaefer Department of Mathematics	Optimal Inventories and Preventive Replacement Policies for Aging Equipment
Garnett R. Brooks, Jr. Department of Biology	Activity Patterns and Time Budgets: Geographic Variability in an Iguanid Lizard	Jesse S. Tarleton School of Business Administration	Impact of Foreign Direct Investment in Virginia
William H. Bunnelle Department of Chemistry	The Synthesis of Spiro [4.5] Decane Sesquiterpenes	Neill P. Watson Department of Psychology	A Comparison of Four Measures of Identity Formation
Louis E. Catron Department of Theatre & Speech	A Study of Theatrical Picturization	Edgar W. Williams, Jr. Department of Music	Chamber Opera

1984 Summer Research Grants



Tail-gating, a popular pasttime at W&M home football games, was everywhere last Saturday at the WMAEF post-game party behind Cary Field. A rock band furnished music as congenial groups cooked burgers, beans, franks, and just generally had a great time after the Indians' victory over VMI.

Art experts to speak at Muscarelle

The College is hosting the 1984 National Association of Private Art Foundations 1984 conference here on Monday, Sept. 17. Nationally-known speakers will address the group, and all lectures are open to the interested public.

Glenn D. Lowry, director of the Muscarelle Museum of Art at William and Mary, will talk at 10:15 a.m. on "The Role of the Art Museums in the Eighties."

Other speakers during the meeting in Botetourt Hall at Swem Library are: at 9:15 a.m., Joseph J. Krakora, President's Committee on the Arts and Humanities, on "The Future of the Arts;" at 11 a.m., Alexander Crary, staff assistant, Senate Subcommittee on Education, Arts and the Humanities, and director, Concerned Senators For The Arts, on "The View From Capital Hill;" at noon, John Loughran, former ambassador to Somalia, and his daughter, Kristyne, the Foundation for Cross-Cultural Understanding, on "Grantsmanship — Success from the National Endowments and Foreign Governments."

A session at 2 p.m. at 101 Andrews Hall will feature Robert Stoetzer on "Techniques, Secrets and Ethics of Restoration." A reception will follow at

EQUIPMENT TO BORROW

Backpacking equipment on loan to students and faculty: packs, tents, pads, stoves, cooksets. \$10 deposit, Adair 301. Available Mondays and Thursdays, 6-7:30 p.m. For further information, call Cathy, 253-4200.

Employment

The following positions are open to all qualified individuals. Call 229-JOBS or 253-4214 for further information or visit the Personnel Office, 201 James Blair Hall for application forms. An EEO/AA employer

MARINE SCIENTIST A (Grade 9) — Salary range \$16,521 to \$22,579 per year. Location: VIMS. Deadline Sept. 14.

CLERK TYPIST C (Grade 4) — Salary range \$10,587 to \$14,454 per year. Location: Swem Library. Deadline Sept. 14.

ELECTRICIAN (Grade 6) — Salary range \$12,644 to \$17,273 per year. Location: Buildings and Grounds department. Deadline Sept. 14.

EXHIBITION COORDINATOR (Laboratory Mechanic A) — Unclassified, \$5.09 per hour, part-time, approximately 15 hours per week. Location: Fine Arts Exhibition Committee. Deadline Sept. 14.

the Muscarelle Museum at 3:30 p.m.

The National Association of Private Art Foundations was formed in 1982 to serve as a forum for art foundation founders, directors and managers to discuss methods by which they can expand the role of private foundations in the arts. Headquarters is Watergate 600, Washington, D.C. 20037. This year's conference was arranged by Glenn Lowry.

Student Notes

Attention NDSL and SEOG recipients! If you are a National Direct Student Loan and/or Supplemental Educational Opportunity Grant recipient for the 1984-85 academic year, you must come by the Student Loan Office, James Blair 102, between 8:30 a.m. and 3:00 p.m. no later than Sept. 21. Failure to do so by this date will result in the cancellation of your loan or grant.

Students who want to get practical on-the-job experience, explore career interests before graduation or make contacts in their professional field may do so by participating in a shared experience internship. Internships are for one semester with local businesses and organizations, and students usually work 8 to 12 hours per week. Applications are available in the Career Planning Office, Morton 140. This year's internship roster includes: Williamsburg Clerk of the Circuit Court; William and Mary Admissions Office; Wheat, First Securities, Inc.; Child Development Resources; and James City County government. Deadline for receipt of applications is Sept. 14.

The Latter-Day Saint Student Association (LDSSA) will be holding weekly meetings throughout the semester each Thursday night at 7:30 p.m. in Morton 244. All are welcome and encouraged to attend.

Campaigning for the Student Association Council (SAC) elections begins Sept. 12, with voting on Sept. 18. Newly elected representatives will participate in a retreat at the James River Campground Sept. 21-22.

Students' Film Series passes are available at \$10 for a year of viewing SA flicks. Passes may be purchased at the SA office, Mondays through Fridays, 1-5 p.m., in the Campus Center Basement.

The W&M Advertising Club meets at 5 p.m., Wed., Sept. 12 at Chancellors Hall. Refreshments will be served and the public is invited.

Official Memorandum

BUS CHARGES

The following charge rates are now in effect for buses used in academic and departmental sponsored programs: driver rate of \$7.00 per hour from 6:00 a.m. to 3:00 p.m. and/or driver rate of \$10.50 per hour after 3:00 p.m. and Saturdays, Sundays, or holidays.

Buses can be reserved through the Campus Transportation Office by submitting Form WM8-1-4, Application for the Use of State or Personal Motor Vehicle for Official College Business.

Organizations/Groups wishing to request a vehicle must first secure the approval of the associate dean of students for activities and organizations. Due to the shortage of vehicles, request should be submitted as far in advance as possible.

Buses 36 and 20 Passenger	40¢ per mile
Large step vans and large trucks	49¢ per mile
15 passenger van	35¢ per mile
½ ton pickup truck and small step vans	20¢ per mile

NOTICE: All buses will be driven by department-assigned driver only.

CHARGE FOR POOL VEHICLES

a. Sedans and station wagons	17¢ per mile
b. 8-12 passenger vans	25¢ per mile
c. 15 passenger vans	27¢ per mile
d. ½ ton cargo vans	21¢ per mile
e. Privately owned vehicles	20.5¢ per mile

Harold Banister
Transportation Supervisor

FREE COMPUTER COURSES

The William and Mary Computer Center has scheduled a number of free, non-credit, short courses for the fall semester. Although there is no charge for the classes, space is limited for most of them, especially those providing "hands-on" access to the computer system. Anyone who wants to attend one or more of the courses should register in advance with Lenora Rodgers at 253-4547.

Introduction to the PRIME and Text Processing: a 2-session course designed to get people started in the use of the PRIME. Tasks like typing and listing documents are emphasized.

Day I: getting on the PRIME, overview of the system, basic commands, use of SANE text editor. These sessions provide "hands-on" practice with the computer, and are limited to 20 students each.

Day II (Friday): the text formatter Runoff; file commands.

The above classes will be offered according to the schedule below. Choose ONE session of "Day I" and ONE session of "Day II" that comes later.

Day I Sessions:

1. Mon. Sept. 17 from 3-5 p.m., Jones 203.
2. Tue. Sept. 18 from 3-5 p.m., Jones 203.
3. Wed. Sept. 19 from 10-12 noon, Jones 203.
4. Thurs. Sept. 20 from 3-5 p.m., Jones 203.
5. Mon. Sept. 24 from 3-5 p.m., Jones 203.
6. Tue. Sept. 25 from 3-5 p.m., Jones 203.

Day II Sessions:

1. Fri. Sept. 21 from 3-5 p.m., Morton 20.
2. Fri. Sept. 28 from 3-5 p.m., Morton 20.

The PRIME Editor EMACS: one session workshop introducing a powerful full-screen editor on the PRIME. Participants should have used the PRIME before.

1. Mon. Oct. 1, 3-5 p.m., Jones 203.
2. Tue. Oct. 2, 3-5 p.m., Jones 203.

***each section is limited to 20 participants.

SPSSX: a 1-session introduction to SPSSX, which is the new version of SPSS, a language for doing statistical problems, available on both the IBM and the PRIME. There will be opportunity to practice using SPSSX on the PRIME system. Participants should be familiar with an editor on the PRIME.

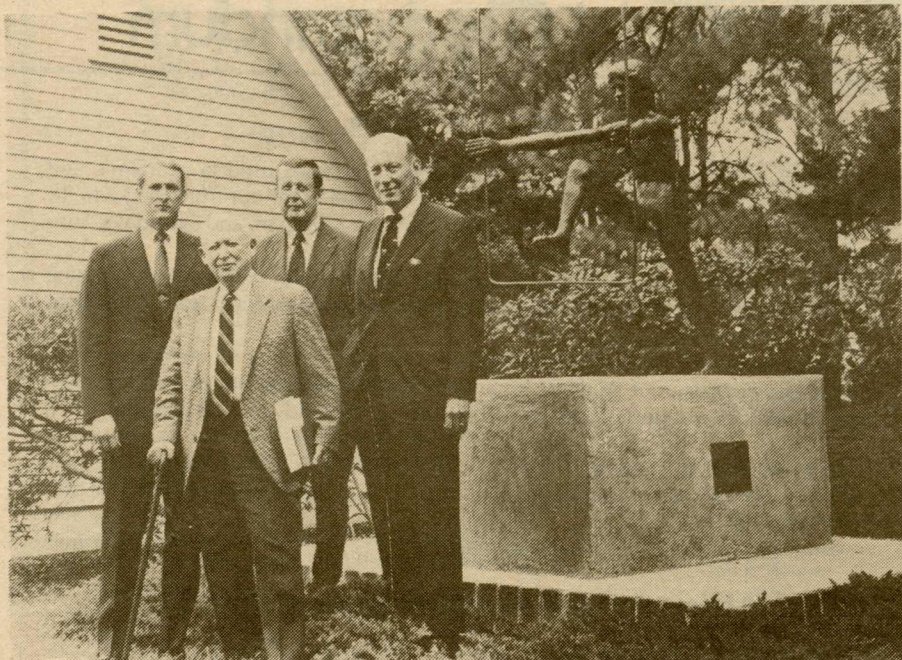
Thurs. Oct. 4, 3-5 p.m., Jones 203.

INTRODUCTION TO IBM (NAS) and TSO: The NAS computer uses the IBM operating system MVS with TSO. This course provides 4 sessions to introduce users to this system. While the 4 sessions together form a complete overview, people may feel free to attend particular sessions if the scheduled topic is of interest.

All sessions are in Morton 3451, from 3-5 p.m.

- Day I: Tues. Oct. 9: System overview; files.
Day II: Thurs. Oct. 11: TSO Commands.
Day III: Tues. Oct. 16: TSO Editor
Day IV: Thurs. Oct. 18: Batch and Simple JCL.

If a sizeable group of users requests that the Computer Center teach a short course in some other subject, it will try. The response depends on the amount of demand and whether there is staff with expertise in the requested area.



Former President Davis Y. Paschall '32 gathered last Friday with Austin L. Roberts III '69, president of the Society of the Alumni, H. Westcott Cunningham '43, executive vice president of the Society, and President Graves, for the dedication of the statue "Frame of Mind" presented to the Society by Anna Bell Koenig Nimmo '45 in honor of Professor Victor Iturralde who taught in the modern languages department from 1929 to 1949. Dr. Paschall, Cunningham and President Graves gave brief remarks at the ceremony at the Alumni House.

He's always liked the ducks

One of the College's most dedicated workers quietly retired Aug. 1, after giving 31 years of his life to William and Mary.

He is Ervin D. "Boots" Farmer, director of buildings and grounds for many years. He came to Williamsburg in 1953 from Mary Washington College, to assume the position of utilities engineer. In 1961 he became superintendent of buildings and grounds, and in 1963, director of buildings and grounds, in charge of equipment and grounds, the power plant, utility distribution systems, and operation and maintenance of all buildings. He also assisted in planning and construction of new facilities.

Boots came to the campus at a time when post-World War II budgets were low and inflation was high. The conservative Virginia Legislature was not doling out much money to institutions of higher learning, so he learned how to do a lot with a little. "He was clever at getting us through one more semester," said one College official.

After the pursestrings loosened Boots was able to participate in and enjoy the building phase, which saw a "new" campus built and many needed structures authorized. It was a busy time for him, as new dorms, academic buildings, and William and Mary Hall came into being — all with physical plant needs on a continuing basis.

He presided over the energy crisis of the '70s, when conservation measures had to go into effect at the College. He also watched the coming of the electronic age, when students placed new demands on the campus electrical system, hooking up refrigerators, hotplates, stereos, radios, hair drying and curling equipment, and personal computers to the few dormitory room wall plugs.

Boots, a modest man, seemed to conquer all the problems, and with humor too. He was adept at cracking jokes, and he assembled a group of dedicated people around him to keep the College's physical plant.

"I have no bad memories," says Ervin Farmer. "Everything was all part of the game. I've seen the College grow tremendously, and I've enjoyed that. I made a lot of good friends; I still see them occasionally. Williamsburg is a wonderful place to live and to raise children --

there's no better town in the entire country."

He praised the present administration, saying, "Dr. Graves has involved more people in the administrative and budgetary process than ever before, and I think that's good. He has more people involved, more input from various parts of the College community."

The old College steam system, installed in the 1940s to heat what is now known as the "old campus," has had some renovation. A high-temperature hot water system heats the "new campus" and works well. "The utility system at the College is in good shape for the next 20 years," Farmer says.

He asserts he's enjoying retirement, especially his favorite extra-curricular activities, hunting and fishing. An avid hunter, he has several mounted trophies in his family room, including a wild boar's head and a rare wild black goat, shot in Tennessee. He likes to hunt ducks, geese and wild turkeys, and took some ribbing when he was placed in charge of the ducks at Crim Dell.



Boots Farmer

"We were fortunate to have had him when the College didn't have much to work with in the buildings and grounds budget," says Jim Kelly, assistant to the President. "Boots always had a real affection for the College, was a thoughtful, caring member of the staff, and was always concerned with how the College looked and worked."

Boots and his wife, Charlotte, were married in 1944. She was Miss Virginia of 1942 and is still a beauty. They have two children: Kathy (Mrs. Hunter S. Vermillion) and Robert Ervin Farmer, plus one granddaughter, Meredith Vermillion.

Classifieds

FOR RENT

Female roommate wanted to share 2-bedroom apt. at Spring Road. \$209 per month+utilities. Must like cats. Please call Maya, 253-2796. 9/25

WANTED

Looking for a Japanese student who would be interested in giving a few conversational lessons to me. Times and fees negotiable. Call Liz, at 253-1257 after 6 p.m. 9/18

2-bedroom apartment to sublease until June 1. Lease available after June 1. \$375 a month includes heat and some electricity. Call 877-3490. 9/18

Female, nonsmoker, wanted to share 2 bedroom, partly furnished apt. in Newport News with law student. \$167/mo. + 1/2 utilities. Call 596-5153. 9/11

Female looking for room to rent in apartment or home near campus, need soon. 564-384 after 6 p.m. 9/25

FOR SALE

Three manual typewriters, student desk and chair. All in good condition. Please call 229-7589. 9/25

1976 Ovation 1117 acoustic guitar, \$400; Teac A-2300-S open reel tape deck with 12 Maxell US-90s, \$350; Onkyo A-7 integrated stereo amp, \$200; Kenwood KT-5500 stereo; tuner, \$100; Thorens TD-65 turntable with new Grado \$150. All E.C. Must sell! Tim, 229-2702, evenings. 9/25

1972 MGB Roadster, new tires, looks and runs well. \$1995. Call Leslie at 565-3331. 9/25

Armstrong student flute. One owner, good condition. \$150. 229-5782. 9/25

BMW Bavaria, 1972, 4-door, sunroof, AM/FM cassette; in excellent mechanical condition; outstanding acceleration and handling; all service records; 100,000 miles, but burns no oil; rust repair to fenders needed but not essential. Cruise campus in style. Asking \$2800. Call 565-0105 (evenings). 9/18

Honda Express motorcycle, 1979 model, and 10-speed bicycle. Call 229-0678 for details. 9/18

1974 VW Beetle, good condition, Blaupunkt radio. \$1,700-or-best-offer. Call 229-7963, evenings. 9/18

1973 Volvo 144S. 4-speed, powerbrakes, A/C. Runs well; clean, but some rust. \$1200. Call 229-4510 after 5 p.m. 9/18

How do you get to Wall Street now?

On Thursday, Sept. 27, at 4 p.m., in Chancellors Hall 201, Todd Richter of Morgan Stanley & Co. will give a presentation on investment banking. All students are invited to attend.

Todd graduated from William and Mary in 1979 and completed his M.B.A. degree at Indiana University.

This is an opportunity for students to discuss the "Road to Wall Street" with a former William and Mary student.

Shakespeare season solvent

The news was good at the 1984 Virginia Shakespeare Festival, where a 14 percent increase in attendance was registered during the summer. General manager Richard Palmer says total attendance for the festival's four productions, staged July 5-Aug. 18 at the College, was 15,862, compared to 13,931 in 1983.

Patrons liked "Midsummer Night's Dream" best, with 5,374 tickets sold for 14 performances. "Hamlet" was second in popularity, with 5,118 attendees at 11 performances. Admissions to "Measure for Measure" measured 3,689.

All 10 performances of "Equus" were sold out, according to Palmer. The Peter Shaffer hit, presented in the smaller Studio Theatre of Phi Beta Kappa Memorial Hall, had a total attendance of 1,681. "I think we could have run 'Equus' for a month," he notes.

The boost in attendance and ticket sales means that the festival is financially ahead of last season, according to Palmer. He adds that not all the expenses have been paid for the festival's fiscal year, which ends Oct. 31. "We have a huge cleaning bill of over \$1,000, a payroll expense and several other bills which trickle in late," he says.

The festival's finances look good for other reasons as well. Concession sales were up roughly the same amount as attendance, and contributions to the Lord Chamberlain Society, the financial support group of the festival, total \$35,825 so far, compared to \$25,070 at the same time last year.

Despite the improvement in income, however, ticket prices probably will increase next year, Palmer says. "There seems to be no way to avoid it. Obviously, the cost of maintaining a national company and constructing more than 200 costumes and building four complete sets is rising every year.

The financial goal of the festival, however, is not to make large profits, says Palmer. "Part of the nature of an arts organization," he says, "is to be hanging by your fingernails financially. Any good arts organization's vision of itself usually exceeds its financial resources. If we are making money every year, we'd probably be doing something wrong artistically."

Both financially and artistically, the festival is doing well, says Palmer, adding that much of the credit for the season's artistic success goes to G. Leslie Muchmore, artistic director. "He came in new last year without an idea of how we operated. He was able to put together a much stronger company this year, and I think the stronger productions reflect his greater ease with and control of the situation." In the three years previous to this season, the festival had a different artistic director every year.

Another accomplishment of the 1984 season, says Palmer, was the Dortha H. Skelton Internship Program, which granted stipends to three area high school students interested in a career in theatre. "Not only did the internships have a major impact on the three students, but they were a valuable resource at the festival," says Palmer. The interns served as actors, musicians and technicians.

With the help of festival development/promotions director Pat Meszaros, who was hired last February, the festival hopes to devise ways to expand its market geographically as well as numerically.

One way to broaden the audience would be to take the festival on the road at the end of the regular season, says Palmer. "It's a possibility under discussion. There have been several indications of interest by Virginia colleges and universities in a six-to-eight-week tour."

W&M News

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Tina Jeffrey, editor
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