WILLIAM & MARY

NEWS

VOLUME XXVII, NUMBER 6

A NEWSPAPER FOR FACULTY, STAFF AND STUDENTS

THURSDAY, OCTOBER 30, 1997

Budget Increases Sought For Faculty Salaries, Student Aid

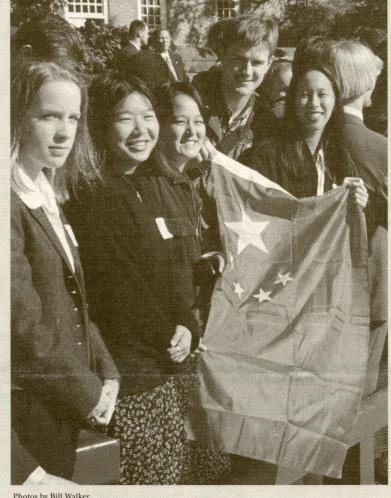
he 1998-2000 budget proposal that the College delivered last week to the secretary of education continues the drive for increased state funding for faculty salaries, student financial aid and technology support.

In line with the recommendations of the State Council of Higher Education for Virginia (SCHEV), William and Mary asks for a 9.4 percent salary hike annually over the next three years to bring faculty salaries up to the 60th percentile of the College's peer group. It also seeks increased support for student financial aid to reach SCHEV's goal of meeting 50 percent of the demonstrated need of Virginia undergraduates.

The College's request for increased support for faculty salaries and financial aid will be submitted as part of a unified amendment from all Virginia's public colleges and universities.

"These budget initiatives have

CONTINUED ON PAGE 2.



Photos by Bill Walker

Students Greet Chinese Leader

William and Mary students were eyewitnesses to history this week, as China President Jiang Zemin stopped by Williamsburg on the way to a Washington summit meeting with President Bill Clinton.

After attending a musical performance in the Governor's Palace, Jiang acknowledged the applause of the students with a wave and a hearty, "Thank you." Earlier, 35 Chinese students greeted the official at the airport, and other students used Jiang's appearances to demonstrate their concern about the state of

President Jiang Zemin waves to William and Mary students (from left to right) Kristen Rhode, Olivia Chin, Joann Lu, Brandon Garry and Andrea Wong.

human rights in China.



Homecoming '97 Brings 8,000 Home

New Alumni Center dedicated

elcome home."
Those words rang all weekend in the ears of the nearly 8,000 alumni and friends who returned to campus for Homecoming 1997, Oct. 23-26.
The grandest welcome of all, however, greeted the home itself when the Society of the Alumni dedi-

cated its expanded and renovated Alumni Center on Saturday morn-

Attended by several hundred alumni, administrators and friends of the College, the dedication ceremony featured speeches acknowledging the contributions of those who provided "the dream and the labor" to make the center a reality.

Quoting Yogi Berra, Barry Adams, executive vice president of the Society, welcomed all those who "made this day necessary." Clyde Culp '65, president of the Society, issued a special welcome to those members of Kappa Alpha Fraternity whose house was purchased by the College in 1943 and has been the home of the Alumni Society since 1972. Culp recognized 11 members of the fraternity in attendance for being "among the last to turn off the light and to leave their fraternity house for a world at war in 1943" and invited them to be the "first alumni to walk into our new home on campus."

In other remarks, Joe Ellis '65, chair of the Alumni House Expansion Committee, emphasized the challenge symbolized by the new Alumni Center. More than \$3 million in private funds was raised for the expansion, noted Ellis, and similar efforts must follow if the College is to remain "the greatest university in the United States."

Ellis specifically thanked Jim '60 and Bobbi '61 Ukrop, co-chairs of the Alumni Center Campaign, for demonstrated continued dedication to making the new facility a reality. The Ukrops' tireless promotion of the expansion not only attracted the necessary funding, but highlighted the strong feeling that alumni have for William and Mary, said College Rector A. Marshall Acuff '62. He added, "This is a special home for a noble group."

President Timothy Sullivan '66 closed the remarks by describing the uniqueness of William and Mary alumni.

"With unbridled faith and absolutely no modesty," said Sullivan, "I proclaim the Society the finest alumni body in the land" with "America's grandest Alumni Center."

Sullivan added, "All of us are indeed a part of a golden age in the history of our College."

The dedication concluded with the cutting of the ceremonial ribbon, which in this case was a

large green and gold bow. Falling to the ground, the bow revealed the William and Mary cypher that adorns the railing around Ukrop Terrace.

(More Homecoming '97 highlights appear on pg. 6.)

by Jackson Sasser '98

Fast Facts About The Alumni Center

- Expansion more than doubles space. Old facility could only accommodate 35 guests for dinner. New building can handle 130 guests.
- New center has four patios for outdoor events.
- Ground broken on expansion in 1995.



S J S K G L S

Candidates Stump For Votes At College



Don Beyer shakes hands with a supporter prior to the rally. Above right, sophomore Jim Finn (left) and junior Andrew Dyer, both members of the College Republicans, take advantage of a photo opportunity with Bob Dole.



uring campaign swings through Tidewater last week, Virginia gubernatorial candidates Jim Gilmore and Don Beyer joined William and Mary students in separate rallies at the Campus Center. Speaking to an audience of approximately 200 students on Oct. 19 in Trinkle Hall, Gilmore talked up his tax cut proposal and plan to put 4,000 new teachers in Virginia's public schools. Gilmore's appearance was given a boost by former presidential candidate Bob Dole, who along with U.S. Rep. Herb Bateman offered praise for his fellow Republican.

Last Friday, Democrat Don Beyer spoke to an audience of approximately 100 students and emphasized his firm commitment to higher education in Virginia. Introduced by leaders of the Young Democrats, Beyer spent several minutes shaking hands and talking to students in the crowd.

Faculty Salaries, Financial Aid, Technology Top Budget Initiatives

CONTINUED FROM PAGE 1.

been our priorities for the last several years," said Provost Gillian Cell. "They reflect our commitment to fulfilling the goals outlined in the Strategic Plan. SCHEV's recommendation that the state increase its support for faculty salaries and student financial aid confirms the statewide importance of these two issues."

Another of those priorities focuses on making greater use of technology in the academic program and administrative operations. With the high-speed campus network now in place, the College plans to launch a comprehensive effort to expand technology training initiatives for both faculty and staff and to support the use of technology in the College's ongoing business process reengineering effort (see article pg. 5). More than \$3.8 million is requested from the state over the 1998-2000 biennium to support these initiatives as well as the replacement or upgrade of selected administrative computer systems.

"The College has invested heavily in technology infrastructure over the past three years," said Samuel Jones, vice president for management and budget. "Increased operating support is essential if we are to successfully transform both academic and administrative service delivery."

In addition to technology, William and Mary asks money to implement the final piece of the General Education Curriculum (GEC), that will provide all under-

graduates with a research experience. Cell noted that several departments around campus are already stretched in their ability to provide this learning opportunity to a limited number of students.

"Obviously such a labor-intensive effort can not be instituted for all undergraduates with our existing resources," said Cell.

The College requests more than \$2.4 million to support the research component of the GEC as well as the Institute for Teaching and Learning and technical support positions within academic departments.

Other budget requests seek funding for a number of economic development and outreach initiatives, including the expansion of the Materials Processing Research Program and the William and

Mary Peninsula Center. The College asks for approximately \$400,000 to develop a program in the School of Education to train K-12 teachers to integrate technology into teaching.

More than \$4.5 million is sought to increase budgets for nonpersonal services, particularly funding for acquisitions in Swem Library. "The library's budget can't keep pace with the costs of serials and periodicals which are rising at 11 percent annually," said Cell.

The College is also asking for \$2.74 million for buildings and grounds maintenance and \$800,000 for graduate and professional financial assistance.

In the capital outlay area, the priority remains the appropriation of \$25 million for the expansion and renovation of Swem Library.

"The homework has been done and the foundation laid," said Stewart Gamage, vice president for public affairs. "The president has talked to so many people in Richmond [about the library], that they can now give our pitch for us."

Other capital initiatives include the renovation and selected expansion of the College's science facilities, the residence hall renewal project and underground utilities renovation.

Gov. George Allen will submit his budget proposals for Virginia's colleges on Dec. 19. His successor and the General Assembly will have the opportunity to make amendments when the legislature convenes in January.

by Poul E. Olson



Although rain forced the cancellation of most activities associated with the third annual Into the Streets day on Saturday, Oct. 18, more than 80 students took part in three public service activities around the area, including a CropWalk to raise money to fight hunger. Lynda Robb, co-vice-chair of the America's Promise public service campaign, showed up to offer her support for the students' efforts. At left, Travis Patton, president of the Student Assembly, presents Robb with a William and Mary sweatshirt.

Rain Dampens 'Into The Streets'

Tuition Due Date Changed

arents of students at the College may soon be getting a break on their federal income tax because of a change instituted by President Timothy Sullivan. Sullivan has changed the deadline for the payment of second-semester tuition for most students from December 1997 to Jan. 8, 1998, to enable qualified taxpayers to take advantage of new tax regulations.

The tuition due date for graduate students enrolled in arts and sciences, education, and marine science programs will continue to be later in January.

Effective January 1998, federal law enables some individuals to deduct portions of the interest

they pay on educational loans. The maximum deduction will be \$1,000 in 1998 and \$1,500 in 1999. In addition, the new law enables some taxpayers to claim tax credits for tuition payments, as well as making penalty-free withdrawals from IRA accounts for educational purposes.

"When the parent of one of our current students called my attention to the changing law and the possibilities it opened, I began to look into the matter," said Sullivan. "After consideration, we decided to change the due date to enable those parents who qualify under federal law to take advantage of the new regulation."

In making the announcement, the College stressed that taxpayers should consult their own tax consultants to determine eligibility for the deduction.



FIPSE Grant To Support Electronic Teaching Initiative In English Department

The U.S. Department of Education has awarded a three-year grant of more than \$175,000 to support an electronic teaching initiative in the English department titled "Whitman, Dickinson, and Teaching American Literature with the New Technologies."

The grant from the Fund for the Improvement of Post-Secondary Education (FIPSE) will promote the development of an electronic database for the World Wide Web on these two poets and an accompanying CD-ROM featuring questions, assignments and other teaching tools. Ken Price, professor of English and American studies, is the co-director of the project with Martha Nell Smith of the University of Maryland.

In addition to the database, the grant will fund three summer workshops involving 11 faculty members.

Former U.S. Ambassador to Yugoslavia To Lecture On Bosnia Nov. 10

Former U.S. Ambassador to Yugoslavia Warren Zimmermann will discuss the perplexing challenge of building a lasting peace in Bosnia in a public lecture on Monday, Nov. 10, at 7:30 p.m. in the McGlothlin-Street Hall auditorium.

"My thesis is that the Yugoslav catastrophe was not mainly the result of ancient ethnic or religious hostilities, nor the collapse of communism at the end of the Cold War, nor even of the failures of the Western countries," wrote Zimmermann in *Origins of a Catastrophe: Yugoslavia and Its Destroyers*, a book published in 1996.

"Yugoslavia's death and the violence that followed resulted from the conscious actions of nationalist leaders who co-opted, intimidated, circumvented, or eliminated all opposition to their demagogic designs," wrote Zimmermann.

Zimmermann is currently the Kathryn and Shelby Cullom Davis Professor at Columbia University. His speech is the second in the McSwain, Harris, McCoy Lecture Series. The lecture series is sponsored by the Wendy and Emery Reves Center for International Studies.

HACE Seeks Donations For Holiday Drives

The Hourly and Classified Employees Association has selected two charity projects for the upcoming holiday season and is seeking donations from members of the College community.

HACE has committed to fill 50 stockings for senior citizens with inexpensive items for the Salvation Army's Christmas Stocking Project. All donations, either stocking stuffers or monetary contributions, should be received by Nov. 19.

HACE is again sponsoring a Holiday Food Drive to benefit College employees who may need a helping hand during the holidays. Collection boxes for canned and dried goods will be set up at various locations across campus.

For more information about the drives, contact Sandy Wilms at 221-1257, Selma Blair at 221-3108, Violet Chalkley at 221-2617 or Ruth Graff at 221-1252.

News Moves To Thursday Pub Schedule

The William and Mary News has been moved permanently to a Thursday publication date. The deadline for submission of items will remain the Friday before publication. Publication dates remaining for the fall semester are Nov. 13, Nov. 20 and Dec. 4.

school of law

ACLU President, Former MP To Tackle Privacy Laws

ince the death of Diana, Princess of Wales, governments around the world have been debating the adoption of laws to protect the privacy of public figures. On Monday, Nov. 3, that topic will be the subject of a spirited discussion in Williamsburg, when two internationally known officials with differing views of the issue appear at the School of Law.

ACLU President Nadine Strossen and former Member of the British Parliament the Hon. John E. D. D. Browne will meet to discuss "Privacy vs. Freedom of the Press" at 7:30 p.m. The event, moderated by former Presidential advisor Stephen Hess, a senior fellow at the Brookings Institution, is free and open to the public.

Co-sponsored by the law school and the Wendy and Emery Reves Center for International Studies, the public discussion is considered to be especially topical today, in the wake of the worldwide debate over media restrictions that has followed the death of Princess Diana.

Strossen, a professor of law at New York Law School, was elected president of the ACLU's National Board of Directors in 1991. A graduate of the Harvard Law School, she teaches Constitutional law, federal courts and international human rights, and was recently included in *Profiles in Power: The 100 Most Influential Lawyers in America*. Strossen is also the author of several books, including the 1995 Defending Pornography: Free Speech, Sex, and the Fight for Women's Rights.

Browne, a Conservative who served in British Parliament from 1980 to 1991, was the sponsor of the 1989 Protection of Privacy Bill. Currently managing director of Falcon Finance Management, Ltd., Browne was educated at Sandhurst, the British military academy, and



Nadine Strossen

earned master's degrees from Cranfield Institute of Technology and Harvard Business School.

Hess is the author of 15 books and has taught at Harvard and Johns Hopkins Universities. A former speech writer for President Eisenhower and President Nixon's Deputy Assistant for Urban Affairs, Hess was the national chairman of the White House Conference on Children and Youth before coming to the Brookings Institution in 1972.

On Nov. 4, one night after "Privacy vs. Freedom of the Press," Browne is also scheduled to discuss the future of the British monarchy following the British royal family's problems. That lecture is scheduled at 7:30 p.m. in the Reves Center.

'Judges' Consider Affirmative Action

Supreme Court Preview addresses landmark case

ffirmative action as Americans know it was changed last Friday night in a landmark decision at the School of Law—or it would have been if the court had been real instead of part of the school's 10th annual Supreme Court Preview.

In the moot court case, "judges" voted 6-2-1 that the actions of a New Jersey school board in 1989 were unlawful when the board laid off one white high school teacher and voted to keep an equally qualified black teacher on staff for reasons of racial diversity.

Friday's moot court case, "Board of Education of the Township of Piscataway v. Taxman," was just one part of an annual two-day preview of the upcoming Supreme Court term that attracts legal scholars, professors and journalists from across the country to William and Mary. Some 100 participants were on hand for this year's 10th anniversary preview, sponsored by William and Mary's Institute of Bill of Rights Law under the direction of Davison Douglas.

In addition to the legality of affirmative action in the work-place, several complex issues on the Supreme Court docket this term were considered, including the admissibility of polygraph tests, no-knock entry, same-sex sexual harassment, liability in high-speed pursuit chases and the rights to shipwreck treasure.

The weekend conference was attended by journalists from sev-

eral major newspapers including *The New York Times, The Washington Post* and *USA Today*, and Friday's moot court argument was broadcast live by C-SPAN. Saturday's panels were taped by C-SPAN for later broadcast.

It was the "Piscataway v. Taxman" case considered by the moot court, however, that generated some of the weekend's liveliest debate. The high-profile case was based on events that occurred in May 1989 when the board of education of the township of Piscataway, N.J., laid off a white teacher, Sharon Taxman. State law required that schools lay off teachers on the basis of seniority, but Taxman and the other teacher considered for the layoff, a black woman, were tied for seniority and had similar credentials. On the basis of its "commitment to affirmative action," the board terminated

Taxman filed an employment discrimination claim with the Equal Employment Opportunity Commission and the United States filed a Title VII claim in the U.S. District Court for the District of New Jersey, in which Taxman intervened as a plaintiff. In the suit, Taxman claimed that the board's action violated Title VII of the 1964 Civil Rights Act, which bars employers from discriminating based on race and sex.

A federal district court ruled for Taxman and awarded her \$144,000 in back pay, and the U.S. Court of Appeals for the 3rd Circuit ruled for Taxman last year.

In appealing, the school board has called the case a "lightning rod in a stormy national debate" over interpretations of Title VII. At issue in the closely watched case is whether race can be used as a key factor in employment decisions to foster diversity when there is no claim or evidence of past discrimination.

According to Joan Biskupic, who covers the Supreme Court for *The Washington Post* and served as Friday night's moot court's chief justice, the case "has brought renewed attention to the issue of whether employers can take race into account in order to foster diversity in the work force. How the case is decided could affect the race-based policies of all employers, including private companies with voluntary affirmative action-programs.

"If we affirm, we will effectively be changing affirmative action as we know it," she told her colleagues on the bench before Friday's moot court decision.

In real life, Taxman got her job back in 1993 after another teacher at the school took early retirement, but she has continued to sue for back pay for the two years in which she was unemployed, and she has become a symbol of what is sometimes termed reverse discrimination.

by Peggy Shaw

"How the case is decided could affect the racebased policies of all employers."

— Joan Biskupic

school of business

Teaching Old Docs New Tricks

recent study published by the National Committee for Quality Assurance seems to confirm what clients of health maintenance organizations (HMOs) have long suspected: In some cases, medical care provided by HMOs just doesn't measure up.

The Committee—which is funded by large employers and the HMO industry—found striking examples of poor care. While HMOs tout preventive medicine, for instance, only 65 percent of them ensure that all members under 2 years of age are properly immunized, and only 62 percent of HMO heart-attack patients who could benefit from taking beta-blocking medications are given the potentially life-saving prescriptions.

While everyone grumbles about declines in the quality of medical care, few do anything about it—with the notable exception of an interdisciplinary team of professors from William and Mary's School of Business Administration.

Over the past seven years, Professors William Geary, James Olver, Lawrence Ring, Robert Solomon, and Godwin White have developed an award-winning program that helps physicians learn to use advanced management techniques to deliver first-class medical care in a cost-efficient manner.

In seminars from Minneapolis to Houston and San Diego to Norfolk, the William and Mary team is teaching physicians management practices that are helping them improve the quality of care and control mounting costs.

A Teachable Moment

"For years, physicians have said, 'I focus on medical things, and leave management to others,'" reported William Geary, one of the finance instructors of the William and Mary team. "But now doctors are realizing that how they manage has a direct impact on the quality of care they can offer."

What led to this "teachable moment," the instant when physicians are willing to try new concepts? Team member Ring said that answering that is easy: "When your income is declining and you're working more hours, it tends to get your attention very quickly."

Physicians are clearly caught in a crunch. As managed care affects larger portions of the nation's health care, the former "cottage industry" of individual practices is rapidly being absorbed into large managed-care networks. These networks can and often do limit the fees they pay doctors, just as easily as they have reduced hospital stays for new mothers.

"Physicians went from operating in an environment where there was plenty of money, to one in which resources are limited," explained Solomon, the team leader. "They realized they had to adjust. That's where we come in."

A Team Approach

"Several of us had been teaching medical professionals in the executive MBA program," said Solomon, "and we began to see the need for a program designed specifically to help physicians adapt to the new environment. We put together a two-day program that introduced doctors to systematic management methods."

As larger managed-care networks began to develop, the team realized that they had to work within these systems to reach an audience that could truly change health care, and they developed a more extensive program for



In the era of managed care, physicians are learning how to combine quality service with astute business practices

Sentara Health Care System in Norfolk. Because Sentara is affiliated with VHA, Inc.—a nationwide consortium of more than 1,000 not-for-profit hospitals and health-care systems—the team's reputation quickly spread.

"In six days of instruction spread over two weekends, we give them the highlights of our MBA program—the most critical skills in management, accounting, finance, marketing and strategy. Some of the physicians have become so interested that they've enrolled in the business school's MBA program," said Ring.

Physician Motivation

Most of the participants in the seminars have been identified by their practices or hospitals as leaders of tomorrow—those who will become directors of medical departments, chiefs of the medical staff or group practice executives. They're talented, willing to change, and above all, committed to improving patient care.

According to Solomon, concern for patients is actually one of the prime motivations for learning the new skills. "They want to manage the financial factors as a way to improve patient care, and use financial resources where they make a real difference."

Doctors also have a natural receptivity to the techniques and material offered in the seminar. "Physicians are scientists, and because of that, they're quite analytical. What we do is open doors, and give them a chance to think about how they can apply management practices to improve health-care delivery," said Solomon.

As an example, he cited the way that statistical studies of mortality rates associated with certain procedures can be used to determine which treatment options have the highest likelihood of success. Once doctors see what such an approach can do for their practice, they are often hooked on the practice.

Equally valuable is an understanding of marketing. Given the oversupply of hospital rooms and the intense competition that has developed among hospitals to fill beds, physicians who serve in leadership positions are being asked to develop ways to make their hospital's services more attractive to and better known by the public.

Although the marketing, finance and management segments of the program are valuable, perhaps the most critical element of the seminar is one designed to encourage physicians to become agents of change within their organizations—by probing, encouraging and leading their colleagues to understand changing conditions and adapt their practices to them. These and other concepts form the core of Solomon's *The Physician Manager's Handbook*, published in 1997.

The Analysis Of An Alumnus

Not surprisingly, one of the seminar's most enthusiastic supporters is one of its alumni: gynecological oncologist William Mann, M.D., of Newport News. Mann enrolled in the seminar out of the recognition that managed-care systems would dominate the health care industry in years to come, and that he needed to know how to talk to the systems' decision-makers in terms that they would understand.

"Managers use a different language, and their mental structures and philosophy are different from those of most physicians. We have to learn their ways of thinking and speaking to be able to protect the patient's interest," said Mann.

"It's up to the physician to realize that business management isn't nuclear science. We need to learn that there are ways of collecting and analyzing data to determine the best practices. These are concepts that we need to understand," said the physician.

From "day one" of the seminar, Mann began to learn methods and techniques to put to work in his practice based in the Riverside Health System. He also uses the concepts to help train residents he supervises at Riverside.



Among the business school professors involved in the health care project are (from left to right) William Geary, Robert Solomon, Lawrence Ring, Acting Dean Lawrence Pulley and James Olver.

CONTINUED ON PAGE 7.

focus on technology

Realizing 'A Different Kind Of Curriculum'

College moves to meet the challenge of integrating teaching and technology

ucked away one recent Thursday morning in a small room in Swem Library, Professor of Anthropology Tomoko Hamada began class by welcoming two groups of students, one at William and Mary and another half a world away at Keio University in Japan.

In what is certain to become a more widespread practice in the near future, Hamada is among a handful of faculty who are using the College's new high-speed computer network to develop innovative approaches to teaching. For Hamada, who is teaching a course this semester titled "People and Cultures of East Asia," a \$200 camera and a package of widely-available software allows her to bring together students from both universities through video teleconferencing. The interactive sessions are part of a larger effort by Hamada and Keio University professors to promote collaboration between the students using the Internet and the World Wide Web.

For most of Hamada's students, this is their first exposure to the electronic classroom. "You really learn a lot more in a class where you interact with people

"There's a great hunger among the faculty to learn more about how to integrate technology into the classroom."

- Provost Cell

from the culture that you're studying," said sophomore Tiffany Hill. "This is pretty cutting-edge, and I know once we graduate it's the kind of technology that we'll be using."

For professors like Hamada who have already taken the plunge, integrating technology and teaching clearly offers tremen-

dous learning opportunities for students. Hamada hopes eventually to develop an on-line course for students both at William and Mary and Keio University, with the help of her technical consultant Charles Green, a doctoral student in American studies.

With nearly all campus build-

the classroom more closely than at any other time in the past," explained Aebersold. "What we need to do is to get people the tools and training that they need to make the most of the technology."



Tomoko Hamada has been using video conferencing to complement the electronic collaboration taking place between her students and those in English classes at Keio University.

ings now wired to the campus network, the infrastructure has been laid for faculty campus-wide to develop similar types of innovative approaches to teaching. What's needed now, said Provost Gillian Cell, is a comprehensive support and training system so faculty can effectively mesh technology into their courses.

"There's a great hunger among the faculty to learn more about how to integrate technology into the classroom and do it in a way that is consistent with the value we place on personal interaction with students," said Cell. "We, the institution, need to help faculty do that."

Much of the charge for meeting that challenge falls on Dennis Aebersold, the new associate provost for information and technology. Barely three months into his job, Aebersold has already taken a number of significant steps to develop the support infrastructure necessary to sustain what he terms "a different kind of curriculum based on the 24-hour classroom."

"This network allows students and faculty to collaborate outside

By next year, Aebersold plans to have in place a new computing support system headed by a director of user services. The goal of that operation will be to dramatically improve response times to requests for computing support. All issues, no matter how substantial, will be resolved within 24 hours, said Aebersold.

Girding the new support system will be four new full-time professional positions, a reallocation of several existing staff positions and a more intensive training process. Students will remain an integral part of computing support, but Aebersold said their efforts will be primarily focused on helping other students with computer needs. "On the faculty and staff side, their interaction will be strictly with on-staff computer professionals."

Depending on the outcome of additional requests for \$2.85 million in technology support put forth in the 1998-2000 operating budget (see article pg. 1), Aebersold also plans to begin instituting several new technology training initiatives for faculty and staff.

Photos by Poul E. Olson

While the practice is far from freshmen and sonhomores."

tudents in Tomoko Hamada's inttropology class have

> While the practice is far from widespread, faculty in a number of departments are using the campus network to enhance the more mundane practices associated with teaching. Some faculty are posting course syllabi and lecture notes on the Web while other professors, especially those in the computer science department, are requiring students to submit assignments electronically. Electronic discussion groups have even sprung up to give students and faculty an additional opportunity to interact outside the classroom.

"That's the kind of thing we'll be seeing a lot more of in the very near future," said Aebersold. "As the network's potential is realized, there's going to be much more association and cooperation between faculty and students, and among students themselves."

Realizing that existing staff resources are inadequate to support the technology needs of the College, Aebersold has begun an extensive review of the three divisions that comprise information technology to determine ways that their services can be better streamlined to meet the computing needs of faculty, students and staff. One of the biggest changes already made has been to bring all the engineers in technology services, the computer center and telecommunications under one centralized authority. Aebersold added that further restructuring of the organization must happen.

Use of the campus network, especially by students, has grown phenomenally since all the residence halls became fully wired late last spring. Some 1,000 students were connected to the campus network at the end of last semester. That figure more than doubled to 2,200 users this month or roughly half of the on-campus student population.

"The bulk of students currently wired to the network are freshmen and sophomores," said Aebersold. "We expect 75 percent of students will be wired by this time next year."

Students, 70 percent of whom have their own computers, are using the network for a variety of applications, including conventional web browsing, sharing printers and game playing. Increasingly, they're also using it for academic purposes—to register for courses, check their grades and interact with faculty.

By next year, Aebersold plans to set up a new system for running applications over the campus network. This will be especially beneficial, he said, to students and faculty who need access to programs such as WordPerfect which are now only available in computer labs on campus.

Aebersold is bracing for a significant surge in network activity over the next two to three years, particularly as more people get involved in video teleconferencing. To prepare for this growth, the College upgraded its connection to the Internet from a T1 to a T3 line over the summer. The T3 connection is 28 times faster and can carry 25 times more information than it is currently handling during peak usage hours.

Aebersold acknowledges that many obstacles must be overcome before the potential of the campus network can be realized. He firmly believes, however, that William and Mary has the means, and, more importantly, the commitment to be a model institution in the use of technology.

"There's a huge pent-up need to make better use of technology and we are going to address it," said Aebersold. "We're among the best in the country for academics. There's no reason why we can't also be among the best in integrating technology into the curriculum."

by Poul E. Olson

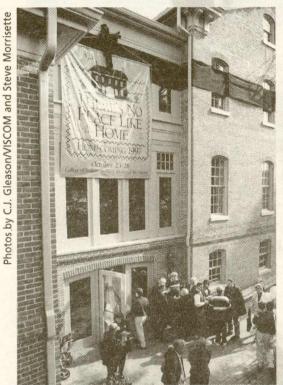
homecoming '97

THERE'S NO PLACE LIKE HOME'

Highlights from Homecoming 1997



President Timothy Sullivan '66 and Clyde Culp '65, president of the Alumni Society, present engraved silver plates to Chad Carr and Karen Silverberg, senior representatives of the Homecoming Court, at half-time during the Tribe-Villanova football game.



More than 3,200 people toured the new Alumni Center throughout Homecoming weekend. The building was completely wrapped in a green ribbon.



Waving to the crowd during the Homecoming Parade down Duke of Gloucester Street, Jack Borgenicht was the grand marshal for Homecoming 1997 festivities.

WILLIAM & MARY NEWS

The next issue of the William & Mary News will be published on Thursday, Nov. 13. Deadline for submission of items is 5 p.m. on Friday, Nov. 7, although submissions before the deadline are encouraged. Call 221-2639 with any questions or concerns. For questions about classified advertising, call 221-2644. Ads are only accepted from faculty, staff, students and alumni.

The William & Mary News is issued throughout the year for faculty, staff and students of the College and distributed on campus. It is also available on the World Wide Web at http://www.wm.edu/wmnews/wm_news.html.

News items and advertisements should be delivered to the *News* office in Holmes House, 308 Jamestown Rd. (221-2639), faxed to 221-3243 or e-mailed to wmnews@mail.wm.edu, no later than 5 p.m. the Friday before publication.

Poul E. Olson, editor
Marilyn Carlin, desktop publishing
C. J. Gleason/VISCOM, photography
Stewart Gamage, vice president for
public affairs

Peggy Shaw, university relations Emily Mieras, proofreader In background,
Michael Albert,
whose mother
attended William and
Mary, was among the
many children who
participated in the
weekend of
Homecoming fun.

The William and Mary Choir celebrated its 25th anniversary Saturday night at Phi Beta Kappa Memorial Hall. Former members, including Vice President for Student Affairs Sam Sadler '64 (third from left), joined the choir in several songs.



Members of Phi Kappa Tau fraternity show their

Choir won first place for the best float.

enthusiasm for the float that they shared with Delta

Delta Delta sorority. Thirty-one student groups partici-

pated in the Homecoming Parade. The William and Mary

Senior
rushing
back
Alvin Porch
(#2) ran for
123 yards, 23
carries and one
touchdown in the
Homecoming game
against #1-ranked Villanova. The Tribe
lost the game 20-13.

Page design by PEO

The annual Green & Gold Alumni neet featured relays in Adair Pool among current and former members of the Tribe swimming and diving team.

campus news



Ronald Monark '61 reads the Endowment Association's resolution honoring Shabazz while Laura Ross Miller looks on.

Tree Planted, Lecture Endowed In Shabazz's Memory

n Oct. 24, the William and Mary Endowment Association memorialized the late black leader Betty Shabazz by establishing an annual lecture and planting a tree in her honor.

According to the association's resolution, Shabazz "worked tirelessly to promote human rights, particularly health and education for the disadvantaged. In 1994, Dr. Shabazz was appointed to a two-year term as trustee of the William and Mary Endowment Association. She is remembered with special fondness by those students at the College with whom she generously shared her wisdom and counsel."

Among those on hand at the tree planting near Jones Hall were Laura Ross Miller, Shabazz's friend and trustee emerita of the Endowment Association, Ronald Monark '61, former chair of the Endowment Association, and President Timothy Sullivan.

Doctors Learn Better Business Practices

CONTINUED FROM PAGE 4.

"Young physicians need to understand that there are analytical methods that can help them determine the most effective treatment regimens, and they need to keep cost in mind as *one* factor of their practice," said the oncologist.

Mann was so impressed with the seminar that he decided to enroll in William and Mary's executive MBA program, and he completed degree requirements in September. Like many grateful students, he gives a great deal of credit to his instructors. "It's wonderful to know that there are such brilliant people as Bill Geary and Bob Solomon working to improve the community."

The Prognosis For Health Care

Is America's health care system on its death bed, or are the prospects bright for a full recovery? According to Solomon, the prognosis is positive.

"I'm very optimistic," said Solomon. "The nationwide changes that have been occurring are already improving the quality of care. Doctors are committed to finding what works and what doesn't. There are still some docs who haven't gotten the wake-up call, but many of them have awakened to the new reality and are adjusting to change."

Just as in so many fields, the future depends on education, and the team from Tyler Hall is clearly leading the way with new methods to help physicians adapt. In recognition of this fact, they were recently awarded the Partnership Award for outstanding service by VHA, Inc.—not bad for a group of professors who are just trying to teach old docs new tricks.

by Bill Walker

classified advertisements

FOR SALE

1972 Ford F100 pickup, new engine, recent paint and upholstery, AT, PS, PB, AM/FM cassette + original radio. Excellent condition, must see. \$3,900. Call 221-2957 or 877-1195 (after 6 p.m.).

1988 Volvo 240GL wagon, 115,000 miles, AC, power windows and door locks. Original owner. \$5,500. Call 253-7996

1996 Nissan 200SX, black, spoiler on back, sunroof, AM/FM cassette, AC, cruise control. Excellent condition. Asking \$13,000. Call (804) 684-7173.

1987 IROC Z-28 350, tuned port injection; call for details, \$800. Crib with mattress, stroller, highchair and rocker chair with activity center, \$175 takes all. Call 221-6287 (office) or 566-9057 (home).

Toshiba laptop computer, model #T1200 XE (processor 80 C 286 running at $12\mathrm{MH_3}$). Thule system lockable ski roof-rack. 14" color television

with remote control. Nokia cellular telephone model #100AU. Two Roadmaster mountain bikes—men's "granite ridge" and women's "trailblazer" models. All items nearly new, in working condition and priced at best offer. Call James at 221-6451.

FOR RENT

Jamestown 1607—3 BRs, 1-1/2 baths. Owner's own home. Extensive upgrades. Hardwood floors; bookshelves; crown molding; new baths and kitchen with washer, dryer, self-cleaning oven, fridge with icemaker; decorator wallpaper; 5 fans. 16'x16' brick patio landscaped for privacy. Pool privlege. Seeking non-smoking professionals without pets. January occupancy. \$775/mo. with 1-year lease. Call 221-3969 or 253-1132 (evenings).

WANTED

Seeking native Spanish-speaking student or other individual who is good with young children to teach Spanish to two to four young children in a playbased setting in my home. Hours and pay by mutual agreement. Call Amy at 229-0549.

SERVICES

Quality child care in my home. Flexible times, natural learning environment, inside and outside free play, imagination and cooperation, quality interaction. Books, arts and music. Knowledgeable in psychology, nutrition and natural healthcare, CPR. Associated with Child Caring Connection. Multi-lingual. Reliable, good references, reasonable prices. Call Lianne Van DeVen at 258-0898 or email spes@juno.com.

German native speaker offers language teaching, correction and/or translating services. Call Andreas at 221-5737.

FREE

Kittens to good homes—five to choose from. Call Joe at 221-2631 to make arrangements to see.

e m p l o y m e n t

The following positions are advertised as continuous recruiting positions. Applications are accepted at all times and remain active for three months from date of receipt. Advertisement of a position does not necessarily mean that a position is available, but if a position becomes available during the three-month period, applications will be reviewed.

Housekeeping Worker—Unclassified, \$5.52 to \$8.61 per hour, part-time, approximately 30 hours per week. Two shifts, the first beginning at 5 a.m. and the second at 5 p.m. #CR0001. Location: Facilities Management. Deadline: Open.

Housekeeping Worker—Unclassified, \$5.52 to \$8.61 per hour, part-time, approximately 30 hours per week. Shift begins at 7 a.m. #CR0002. Location: Residence Life. Deadline: Open.

The following positions are classified positions with benefits.

Housekeeping Worker (Grade 1)—Salary range \$11,473-\$17,913. #00086X. Location: Facilities Management. Deadline: Oct. 31.

Housekeeping Worker (Grade 1)—Salary range \$11,473-\$17,913. #00508X. Location: Facilities Management. Deadline: Nov. 7.

Office Services Specialist (Grade 5)— Salary range \$16,386 to \$25,582. #00203X. Location: Property Control (VIMS). Deadline: Nov. 7. Executive Secretary Senior (Grade 7)—Salary range \$19,582 to \$30,572. #N0090X. Location: University Development. Deadline: Nov. 7.

Computer Center Lead Engineer (Director of User Support) (Grade 16)—Salary range \$45,406 to \$70,889. #00752X. Location: Information Technology. Deadline: Dec.

Cataloging Librarian (half-time) (contract position)—Applicants should send resume and names of three references to James S. Heller, Marshall-Wythe Law Library, P.O. Box 8795, Williamsburg, VA 23187-8795. Review begins Nov. 3 and continues until position is filled.

n e w s

of

Students Can Bring Cars Back After Thanksgiving

Parking Services is offering a William and Mary Hall pass to students who wish to bring cars back after Thanksgiving. The pass is valid from Nov. 28 to Dec. 20 only in the William and Mary Hall lot 24 hours a day. Passes can be purchased for \$9 beginning Nov. 17.



Reminder From The Dean Of Students

The dean of students office reminds undergraduate students of the following academic regulations: Withdrawal from individual courses and withdrawal from the College—Friday, Oct. 31, is the last day this semester to withdraw from a course and to withdraw from the College; Final Examination Deferrals—Students are expected to take their examinations as scheduled unless permission to defer an examination has been granted by the Office of the Dean of Students. Deferred examinations are allowed only under unusual extenuating circumstances and must be requested no later than Friday, Dec. 5; Changes in Final Exam Periods—Students who have three examinations in three consecutive exam periods on consecutive days or a conflict between two scheduled exams should file a request no later than Dec. 5 with the Office of the Dean of Undergraduate Studies (Ewell 123) to have their schedules changed.

Additional information is available in the Undergraduate Program Catalog, Student Handbook and the dean of students office.

Spring Registration Runs Through Nov. 8

The Spring 1998 registration process has begun and will run through Nov. 8.

Registration for graduate students will conclude tomorrow. Graduate students in the School of Education will register Nov. 10-Dec. 5.

Registration for undergraduates will be from Nov. 3-8. Undergraduate students may also make adjustments to their schedules from Nov. 17-19.

The Spring 1998 schedule may be viewed electronically from the Office of the University Registrar home page at http://www.wm.edu/registrar/. The printed version of the bulletin is also currently available.

Clarification Needed On CVC Pledges

Organizers of the Combined Virginia Campaign are seeking help in identifying several employees who made generous commitments to the Campaign but whose signatures on the pledge cards are illegible. It would be appreciated if the following people could identify themselves to Linda Tuck in the payroll office at 221-2844: an individual who pledged \$5 per pay period (\$120) total) and did not designate any agency; an individual who pledged \$3 per pay period (\$72 total) and split the commitment among the Appalachian Agency, the Virginia Peninsula Council and the Edmarc Hospice; an individual who pledged \$2 per pay period (\$48 total) and split the designation between the Association for Retarded Citizens and Hospice Support Care; an individual who pledged \$25 per pay period (\$600 total) and split the designation among the CDR, American Diabetes Association and Meals on Wheels; an individual who pledged \$20 per pay period (\$480 total) and split the designation among Planned Parenthood-World Population, Olde Towne Medical Center and Peninsula Legal Aid; an individual who pledged \$25 per pay period (\$600 total) and split the designation among the Williamsburg United Way, the Make-A-Wish Foundation, Virginia Special Olympics and CDR.

Calendar



The Watering Place, oil on canvas by William Baptiste Baird, American artist (1872-1899), from the exhibit, "American Painting from the Tweed Museum" currently on display at the Muscarelle Museum.

performances

The William and Mary Symphony Orchestra presents its annual

Halloween benefit concert at 8 p.m. in Phi Beta Kappa Hall.

Murnau's silent classic, "Nosferatu" (1923) will be shown, with

accompaniment by the orchestra. During intermission, a costume

contest will be held and prizes from area merchants will be

ment the Hon. John E.D.D. Browne will discuss "Privacy vs. Freedom of the Press" at 7:30 p.m in Room 120 of the School of Law. The event is free and open to the public. (See article on pg. 3.) 221-3804.

Nov. 4

The future of the British monarchy in the wake of the royal family's problems will be the topic of a lecture by former conservative Member of Parliament John E. D. D. Browne at 7:30 p.m. in the Reves Center. 221-3590.

Nov. 6

In a lecture sponsored by the department of modern languages, Terrell Morgan will speak on "Coping with (Linguistic) Stress: Language Meets Music in Spanish and English." The program begins at 4 p.m. in Washington 201. 221-3676.

Kim Wheatley, assistant professor of English, will be the English Club speaker at 5 p.m. in Tucker 215. Her subject will be "Shelley's Funeral." 221-3929.

Nov. 10

Former U.S. Ambassador to Yugoslavia Warren Zimmermann will discuss the challenge of building a lasting peace in Bosnia at 7:30 p.m. in McGlothlin-Street Hall auditorium. (See item pg. 3).

Nov. 9, 13

In conjunction with the current Muscarelle Museum exhibit, "American Painting from the Tweed Museum," J. Gray Sweeney, curator of the exhibit and professor at the College of Fine Arts, Arizona State University, will lead a gallery talk on Nov. 9 at 2 p.m at the museum. A second gallery talk, "A Look at American Art in the Tweed Collection," on Nov. 13 at 5:30 p.m. will be given by Alan Wallach, Ralph H. Wark Professor of Art and Art History, chair of the art and art history department and professor of American studies, 221-2703,

exhibits

Muscarelle Museum

Through Dec. 7

"American Painting from the Tweed Museum" and "Memories of Brooklyn: Photographs by Dinanda Nooney." 221-2710.

Andrews Gallery Through Oct. 30

An exhibit of drawings and paintings by Visiting Professor of Theatre and Speech Christi Harris, titled "Wallflowers," will be on display. 221-2576.

Nov. 3 through Nov. 13

Lucy Barber, visiting assistant professor in art and art history, will exhibit her paintings and drawings. An opening reception will be held on Nov. 6 from 5 to 7 p.m. in the gallery. 221-1837.

colloquia

Oct. 31

A physics colloquium at 4 p.m. in Small 123 will feature guest speaker Rick Field from the University of Florida. His subject will be "Catching the Higgs in a Neural Net." 221-3500.

Nov. 14

Kenneth Pargament, professor of psychology and director of clinical training at Bowling Green State University, will speak at a psychology colloquium at 3:30 p.m. in Millington 211. His topic will be "God Help Me: The Psychology of Religion and Coping." 221-3872.

seminars

Oct. 31 and Nov. 7, 14

The fall seminar series continues at VIMS on Oct. 31 when Gary Whiting from Christopher Newport University speaks on "The Role of Wetlands in Global Warming." On Nov. 7, Larry Mayer, from the University of Maine, will speak on "Bioavailability of Sedimentary Organic Matter." He will be followed on Nov. 14 by Ron Etter, University of Massachusetts-Boston, who will speak on "Patterns of Species and Genetic Diversity in the Deep Sea." Seminars are at 3:30 p.m. in Watermen's Hall. (804) 642-7011.

Professor Michael Calter of Virginia Polytechnic Institute will speak on "Efficient Routes to Polypropionates" at a chemistry seminar on Oct. 31. On Nov. 7, Professor Bernhard Wunderlich of the University of Tennessee will be the seminar speaker. His subject will be "Modulated Calorimetry: A New Method to Study Reversible and Irreversible Processes." And on Nov. 14, Professor Gary Wneck of Virginia Commonwealth University will speak on "Ion Conducting Polymers: Applications in Fuel Cells and Batteries." All seminars are at 3 p.m. in Rogers 100. 221-2548.

Nov. 12

"Petrogenesis of Siliciclastic Sediments in a Modern Arid Climate" will be the subject of a geology seminar presentation by Christopher Fedo of George Washington University at 4 p.m in McGlothlin-Street 230. 221-2440.

miscellaneous

Oct. 31

A plant sale will be held from 10 a.m. to noon in Millington Hall lobby.

Nov. 3, 17 and Dec. 9

President Timothy Sullivan will host a series of luncheons at the President's House to give students an opportunity to meet with him informally in groups of 10. The lunches begin at noon and last about an hour. Students may sign up by contacting Gail Sears at 221-1693 or via email to gbsear@ facstaff.wm.edu.

Nov. 7

A panel discussion on the current exhibits at the Muscarelle Museum, "American Painting from the Tweed Museum" and "Memories of Brooklyn: Photographs by Dinanda Nooney," will be held at 5 p.m. at the museum, followed by an opening reception for the exhibits at 6 p.m. Free and open to the public. 221-2703.

Nov. 7, 21

The William and Mary School of Law will hold information sessions for individuals interested in learning more about the school's programs, application procedures, admission and financial aid, career services and curriculum. The sessions will be from 9 a.m. to 1 p.m. and include a tour of the school, observation of a class, presentations by administrators and faculty and a question-and-answer period. 221-3785.

Nov. 12

The Office of Property Control will conduct an auction of surplus equipment at Eastern State Hospital, Building #22. 221-3957.

Nov. 12, 24

President Timothy Sullivan has reserved office hours especially for students to discuss issues that concern them (or just to chat). These hours, the President's Open House, are from 4 to 5 p.m. Individual students or small groups may reserve a 10-minute appointment by calling Gail Sears at 221-1693 or via email to gbsear@facstaff.wm.edu.

sports

Men's and Women's cross country, CAA Championships Field hockey vs. James Madison, 1 p.m. Women's soccer vs. James Madison, 2 p.m.

Nov. 1-4

Women's tennis, Rolex East Regional; ITA Women's Hall of Fame inductions; McCormack-Nagelsen Tennis Center

Nov. 6

Volleyball vs. Norfolk State, 7 p.m.

Nov. 7

Men's soccer vs. UNC-Wilmington, 7:30 p.m.

Nov. 10

Men's basketball vs. Court Authority (exhibition game), W&M Hall, 7:30 p.m. Winter Session I, tennis lesson clinics begin, McCormack-

Nagelsen Tennis Center. 221-7378.

Nov. 15

Football vs. Richmond, Zable Stadium, 1 p.m.

For additional information and locations, call 221-3368.

Budapest Strings Performs Nov. 7

The Budapest Strings began as a septet formed by seniors at the Franz Liszt Music Academy in Budapest. Now a 16-member ensemble, the group will perform as part of

p.m. in Phi Beta Memorial Kappa Hall. Paula Robison, who has been called "the First Lady of the flute," will be the featured soloist. Together they promise an enjoyable evening of chamber music, with particular emphasis on works of their Hungarian countrymen, Weiner and Bartok. See item under performances for ticket information.

> **Flutist Paula** Robison

the William and Mary Concert Series on Nov. 7 at 8

awarded. Admission is \$5, \$3 for those in costume. Proceeds go to the orchestra's private lesson scholarship fund. 221-1089.

Nov. 2, 14 Pianist Christine Niehaus and jazz pianist Harris Simon will present "Music for Two Pianos: Jazz and Classical," as a feature of the Ewell Concert Series at 4 p.m. on Nov. 2. They will be followed on Nov. 14 at 8 p.m. by a performance by the W&M Middle Eastern Music Ensemble. Both events will be in the Ewell

Recital Hall and are free and open to the public. 221-1071.

Oct. 30

The Budapest Strings, featuring flutist Paula Robison, will perform at 8 p.m. in Phi Beta Kappa Hall (see below). General admission is \$20 and tickets are available in Campus Center 203 between 8:30 a.m. and 4:30 p.m. 221-3276.

Nov. 7, 8

An anniversary concert of music by the great 15th-century composers DuFay and Ockegham will be given by the William & Mary Early Music Ensemble at 8 p.m. in the Great Hall, Wren Building. The event is free and open to the public. 221-1953.

Nov. 15

The William and Mary Women's Chorus will hold a candlelight concert at 8 p.m. at Bruton Parish Church. Admission is free; doors open at 7:30 p.m. 221-1071.

speakers

Oct. 30, Nov. 13

The American Culture Lecture Series presents David Bradley, Frances L. and Edwin L. Cummings Visiting Professor of American Studies, who will speak on Oct. 30 at 5 p.m. in Tucker 120 on "The Bondage Hypothesis." Rosemarie Thomson, from Howard University, will speak on Nov. 13 at 5 p.m. in James Blair 205. Her subject will be "The Beauty and the Freak: Spectacles of Embodiment in American Culture," 221-1275

Oct. 30 and Nov. 4, 6

Sheila Silver, professor of music at the State University of New York, Stony Brook, and Andrea and Charles Bronfman Distinguished Visiting Professor in Judaic Studies, will give the last in her series of lectures on Oct. 30 at 5 p.m. in Ewell 154. She will also discuss and play excerpts from her work, Canto.

The Judaic Studies lecture series continues on Nov. 4, when Rabbi Michael Panitz of Norfolk speaks on "Theology of Conservative Judaism Today," and on Nov. 6 when Jeffrey Gurock of Yeshiva University discusses "The Varieties of Orthodox Judaism Today." Both of these lectures are at 11 a.m. in Morton 220. 221-

Oct. 30 and Nov. 6, 13

Christopher Wren Association/Town & Gown brown bag luncheons are from noon to 1:30 p.m. in Chesapeake Rooms A & B, University Center. On Oct. 30, Elizabeth Jones, CNU professor, discusses "Mythology in Art." Jack Edwards, member of the James City County Board of Supervisors will speak on Nov. 6 on "Ways James City County and the Williamsburg Area are Changing. Cindy Hahamavich, assistant professor of history, will be the Nov. 13 speaker and her topic will be "Migrant Workers." 221-1365.

Nov. 3

ACLU President Nadine Strossen and former Member of Parlia-