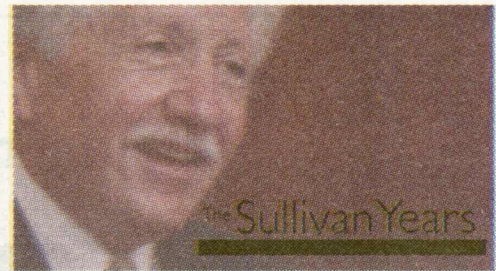




NEWS

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Sullivan to step down as president in 2005

President credited with transforming W&M into a world-class university

Admitting that "the privilege of leading this College has been a dream come true," Timothy J. Sullivan announced on June 18 that he would resign the presidency of his alma mater, the College of William and Mary, at the end of the next academic year, June 30, 2005.

A strong champion of rigorous academic standards at the College and an outspoken advocate of increased public investment in Virginia higher education, Sullivan has led the College as president since 1992. His service has spanned one of the most demanding but progressive eras in William and Mary's 311-year history.

Rector of the College Susan Aheron Magill praised Sullivan's presidency as one that helped transform a "strong Virginia college into a world-class university." Citing a raft of achievements—including a 40-percent increase in applications for admission, significant enhancement of the intellectual quality of the student body, the doubling of research funding, a 282-percent increase in the College endowment and a heightening of William and Mary's national and international visibility—Magill said, "Tim Sullivan has demonstrated that nothing short of the best is acceptable."

Sullivan's announcement came in the Great Hall of the historic Sir Christopher Wren Building. Six former rectors of the College were in



As Rector Susan Aheron Magill looked on, President Timothy J. Sullivan announced his intention to step down.

attendance. Also present was Sullivan's wife, Anne Klare Sullivan—a member of William and Mary's class of 1966—as well as a group of faculty, administrators and friends. Even as he signaled his resolve to step down, Sullivan declared that he has no intention of retiring and that he will focus his energy during the remainder of his tenure to advance several projects critical to William and Mary's

continued success.

Stating that "the phrase 'lame duck' is not in my vocabulary," Sullivan said he will devote the final year of his presidency to "maintaining the momentum of the Campaign for William and Mary, changing our relationship with the Commonwealth and working to make more excellent William and Mary's core educational programs."

Sullivan gave much of the credit for William and Mary's recent progress to "the devotion of a brilliant faculty, the exceptional commitment of our staff and the inspirational impact of a student body that has no peer." He also expressed his gratitude to "thousands of alumni and friends who have helped and encouraged me in more ways than I can count."

Continued on page 3.

OVERHEARD

The following comments were made by public figures in the local media.

'I will always be grateful for the steadfast and often-times courageous support that Tim Sullivan gave to higher education funding in Virginia.'

—Virginia Gov. Mark Warner

'The vision Tim had for the College went across the boundary line and became integral in helping develop a vision for our community.'

—Wmsbg. Mayor Jeanne Zeidler

'He sees the possibility of a college and a community, not the tensions of town and gown.'

—CW President Colin Campbell

Sullivan's legacy will be 'leadership'

It is slightly more than 40 years since Timothy J. Sullivan first came to the College of William and Mary as an unknown undergraduate. Even at the time, Sullivan's orientation aide, then-junior Sam Sadler, saw something special in the freshman from Ohio.

"Tim was really intelligent and very able," said Sadler, who now serves as vice president for student affairs. "And he had obvious leadership skills."

As members of the William and Mary faculty and staff reflect on Sullivan's 12-year run as the College's 25th president, outstanding leadership remains a common theme: Leadership many say Sullivan displayed as one of the state's most outspoken advocates for higher education spending, including voicing his sometimes politically unpopular opinions on policies in Richmond



President Sullivan gets high marks for leading the effort in Richmond to secure adequate salaries for the College's faculty and staff.

and its negative impact on the College's future. Others point to the leadership he showed during times of tragedy by delivering hope through his campuswide addresses; some point toward the tough decisions he made for the betterment of the College; and nearly all commend the leadership he demonstrated this year by leading the way to secure higher salaries for faculty and staff.

And in what appears to be Sullivan's legacy after he steps down from the post in June 2005, leadership in transforming William and Mary into a world-class university.

"I think during his tenure, this is an institution that found itself," Sadler said. "It found its focus and came to believe in its own greatness. Now, we understand ourselves."

Continued on page 6.

Assessment of a vision

Measuring goals set at Sullivan's inauguration

In his inaugural address President Timothy J. Sullivan laid out numerous goals, many of which have been met. In his address, Sullivan said:

"Our task is to build a great university, a university which endures and whose strengths are shared among disciplines and between graduate and undergraduate programs. We have traveled part way down that road, but we have far to go.

"What must we do to make real the dream? Each of you has ideas that we shall need, but for the moment, I have the platform. Let me make the best of it and tell you some of the things I think we should do.

GOAL: "Without flinching, state that we intend to offer the finest public program of undergraduate education in the nation."

Meeting the goal

- USNWR ranks William and Mary the best small public university in the nation (2004);
- USNWR ranks William and Mary the public university with the strongest commitment to undergraduate teaching (1995—poll not conducted since);
- In 1992, William and Mary ranked 41st among all national universities, and in the latest poll ranked 31st;
- Percentages of William and Mary applicants admitted to medical school (80 percent) and law school (74 percent) far exceed the national averages (45 percent and 62 percent, respectively);
- Four William and Mary undergraduates captured Rhodes Scholarships for study at Oxford University during the past 12 years.

GOAL: "Resolve to build graduate and professional programs of equal eminence, limited in number, embraced without apology and funded at levels that reflect a real, not merely a professed, commitment."

Meeting the goal

- Graduate programs in law, business and education ranked among top 50 in various national polls;
- School of Marine Science nationally recognized as leader in estuarine studies;
- Ph.D. program in colonial history ranked second in the nation by USNWR.

GOAL: "Find the means—somehow, someway—to create a library worthy of a great university in the technological age."

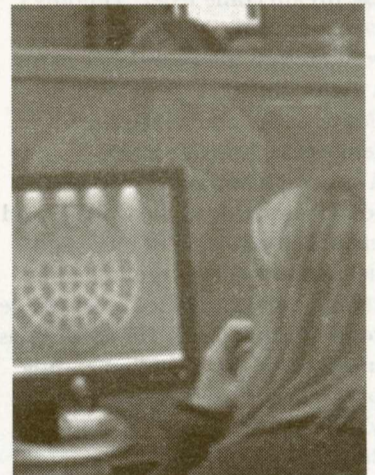
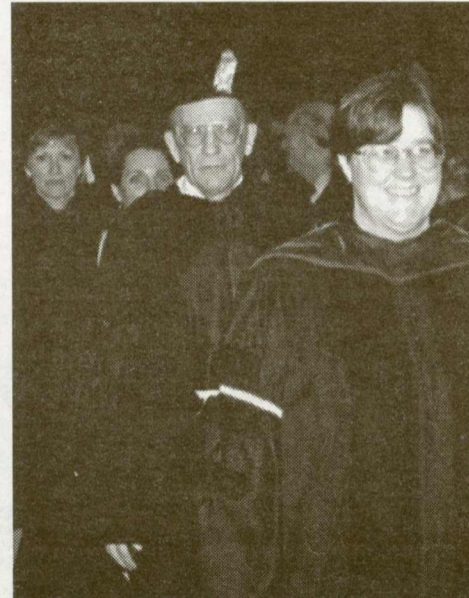
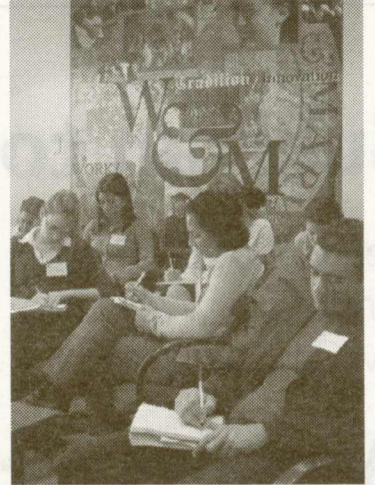
Meeting the goal

- Ground broken on \$24-million expansion and renovation of Swem Library on April 28, 1998;
- Library reopened in 2004; features information commons, wireless computing and more than 130 public computer terminals;
- Library collection grew from 957,711 volumes (1992) to 1,276,876 volumes (2004).

GOAL: "Match our high standards of faculty performance with a faculty support and development program equal to our expectations."

Meeting the goal

- Established and funded a Research Infrastructure Investment Fund to provide funds for faculty research;



President Timothy J. Sullivan's vision for William and Mary has been built upon recruiting imaginative faculty and outstanding students and providing the infrastructure in which they can thrive.

- Established 13 new term professorships to support promising professors;
- Created 25 endowed professorships;
- Supplemented state pay raises so that teaching and research faculty would receive an average 6 percent increase in November 2004; staff to receive 5 percent.

GOAL: "Undertake a searching review of the quality of student life with the clear goal of offering our students a rounded and unique experience that bears the distinctive stamp of this College's history and this College's values."

Meeting the goal

- Secured \$35 million that has been used to upgrade the residence halls across campus;
- Secured funding to construct a new residence hall on campus that will enable the College to bring back to campus students who currently reside at the Dillard property;
- New University Center opened on April 29, 1993, and a coffeehouse, outdoor plaza and performance venue have been added since;
- Initiated expansion of the Recreational Sports Center;
- Nine new special-interest housing options developed linking residential life to the curriculum;
- Office of Student Volunteer Services established to promote public service; 70 percent of all students now participate in volunteer activities;
- Sharpe Community Partnership Program established to foster a commitment to public service among students;
- Initiated Opening Convocation and Freshman Walk through Wren Building.

GOAL: "Expand our initiatives in international studies and foreign languages to assure that each of our students is comfortable not only in the role of citizen of our country but citizen of the world."

Meeting the goal

- Seven special-interest housing options devoted to foreign languages now available;
- Arabic language program becomes one of the largest in the nation;
- Reves Center expands opportunities for international internships and service projects;
- Pamela Harriman Foreign Service Fellowship Program established to provide U.S. State Department experience for undergraduate students;
- Twenty-two options for study abroad now available;
- Increased the number of William and Mary students who study abroad from 107 in 1992-1993 to 550 in 2003-2004.

GOAL: "Firmly resolve that we will protect the beauty of this campus and guard the glory as a precious inheritance that we must bequeath undamaged to those who come after us."

Meeting the goal

- Wren Building renovated with private funds;
- Archaeological investigations of heritage conducted in and around Wren Yard;
- Cultivated small gardens that enhanced the campus;
- Developed capital project design guidelines and precinct planning to ensure a sense of architectural unity and beauty;
- Secured \$60 million in funding through a statewide bond issue for nine new capital projects.

Sullivan to step down as president



President Sullivan, accompanied by his wife, Anne (l), and College Rector Susan Aheron Magill, arrives at the Wren Building prior to the announcement of his resignation.

Continued from front.

In explaining his decision to leave at this time, Sullivan said "we all know that change is essential if great institutions are to remain great. William and Mary is a great university. It must remain so. While it is very hard for me to say, I know that the time has come when the best way I can serve William and Mary is to leave it."

Although he indicated that he was uncertain what direction his future would take, he said that he and Anne would be seeking "one more adventure."

Magill singled out Sullivan's dedication to the distinctive characteristics that comprise "the extraordinary William and Mary experience." She specifically cited the close teaching relationships between faculty and students, the strong sense of campus community and the rigorous undergraduate and graduate/professional curricula that have received high national rankings during Sullivan's presidency. The institution is now consistently ranked the best small public university in the nation—a goal that Sullivan articulated early in his presidency.

Finally, the rector paid tribute to the impact of Sullivan's leadership beyond the campus: "Your courage—in the face of often intense pressure—has helped call public attention to the fact that increased appropriations for higher education are the most valuable investments in the future that the Commonwealth of Virginia can make," she said. "Recent actions of the governor and General Assembly suggest that your message may be taking hold, as Virginia has begun to reinvigorate its financial commitment to higher education."

Magill also highlighted the critical role of Sullivan's wife, Anne, in enhancing the College's warm and caring atmosphere: "She added her own flair to the public and private events that make visits to campus so special. For me, she will always be the First Lady of William and Mary."

An Ohio native, Sullivan entered William and Mary as a freshman in 1962. After receiving his bachelor's degree and Phi Beta Kappa key in 1966, Sullivan earned a law degree from Harvard University and served in the U.S. Army Signal Corps in Vietnam. In 1972, he was appointed assistant professor at the William and Mary School of Law, where he rose through the academic ranks to become a full professor in 1977.

After serving for nearly three years as executive assistant for policy for then-Va. Gov.

'I know that the time has come when the best way I can serve William and Mary is to leave it.'

—Timothy J. Sullivan

Charles S. Robb, Sullivan returned to the School of Law in 1984 as the John Stewart Bryan Professor of Jurisprudence. He became law dean in July 1985, a post he held until the Board of Visitors elected him 25th president of William and Mary on April 9, 1992.

During Sullivan's tenure as president, the College recruited Margaret, The Lady Thatcher and Henry A. Kissinger to serve successively as chancellor of the institution, conducted a major celebration marking the 300th anniversary of its founding and completed the Campaign for the Fourth Century which raised \$153 million. All 10 of William and Mary's largest gifts were received during the current presidency, including a record \$21-million commitment establishing the College Scholars Program, a merit scholarship program for exceptional students.

Since 1992, William and Mary has occupied 12 new and/or renovated buildings, including the University Center, Chesapeake Bay Hall of the Virginia Institute of Marine Science and the newly completed Swem Library. The College also secured more than \$60 million for new capital projects through a state bond campaign.

Magill explained that the College will begin immediately to conduct a worldwide search for "an extraordinary woman or man to lead William and Mary into the future." Magill's goal is to have Sullivan's successor named by the spring of 2005.

She admitted that attracting a successor to Sullivan would be challenging, but she said, "We will cast a wide net, tell William and Mary's story persuasively and eventually entice one of the most capable individuals to lead the university in its fourth century of service."

Soon, she plans to name a search committee comprised of board members, faculty, students, staff and alumni—a group that, according to Magill, will "represent William and Mary's varied and rich interests, talents, cultures and values." She will chair the committee that will make its recommendations to the Board of Visitors, charged with making the final decision.

by Bill Walker

A dream fulfilled

Following is the text of Timothy J. Sullivan's speech announcing his intention to step down as president. —Ed.

All of us have dreams. How many live to see the fondest of them realized? Not many. I am one of those lucky few. Let me tell you why.

It all began on a glorious April afternoon more than 12 years ago. William and Mary's search for a new president was almost over. Jim Kelly had called my office at the law school. He asked Anne and me to come to the President's House. Together we walked up the steps of the House. Our hearts were in our throats. I knocked. The door opened. There stood Rector Hays Watkins and Vice Rector Jim Brinkley. Hays smiled, stepped aside, bowed ever so slightly and said, "Mr. President, welcome to your House." Can you imagine the impact of those words?

The powerful sense of honor I felt then, I still feel. It has never left me—not for a single moment. The privilege of leading this College has been a dream come true. I never quite believed it would happen. But it did—and I have been blessed to have had a chance and a challenge given only to 24 others in the College's long history.

It was joy—joy unbounded—that I felt when Hays opened the door on the most exciting years of our lives. My feelings today are more complicated. Yet, just as there is a time for beginning, there is a time for ending. For me, that time has come. I have delivered to the Rector a letter informing her that I wish to conclude my service as President of the College on June 30 of next year.

I shall always be grateful to those whose faith in me made possible the singular honor of leading this wondrous place. I will never forget the thousands of alumni and friends who have helped and encouraged me in more ways than I can count. I wish I could thank every one of you personally, but believe me, I know who you are.

It is for others and for history to judge the quality of my service. I do know this—my constant aim has been to protect and to enhance our College's most fundamental interests. I also know that in almost every respect, William and Mary is a stronger university than it was when I became president. I am proud of what has been achieved in the last 12 years. That success is due almost entirely to the devotion of a brilliant faculty, the exceptional commitment of our staff and the inspirational impact of a student body that has no peer. I wish particularly to pay tribute to our academic and administrative leadership team. Never in my long association with this College has William and Mary been blessed with leaders of such uniform excellence. I owe every one of them a debt that can never be repaid.

My wife, Anne, has been as much a part of this College's leadership team as any provost or vice-president or academic dean. She is a lady of extraordinary talent whose shrewd judgment, giving heart and inexhaustible energy have served this College better than it will ever know. My love and admiration for her are limitless.

Anne and I together will be seeking yet one more adventure. Neither of us is quite sure what that means, but we look forward with confidence and enthusiasm to a life of new challenges and opportunities.

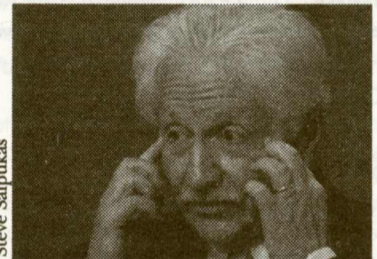
I have one more year to serve as your president. I intend to take full advantage of that time to advance the College's highest priorities—which include maintaining the momentum of the Campaign for William and Mary, changing our relationship with Richmond and working to make more excellent William and Mary's core educational programs. The phrase "lame duck" is not in my vocabulary.

This has not been an easy decision, but I know that it is the right one both for the College and for Anne and me. Transitions are difficult, especially when they alter relationships rooted in deep love and profound commitment. Yet we all know that change is essential if great institutions are to remain great. William and Mary is a great university. It must remain so. While it is very hard for me to say, I know that the time has come when the best way I can serve William and Mary is to leave it.

Thank you all for coming. Your presence means more to me—and to Anne—than I can say.



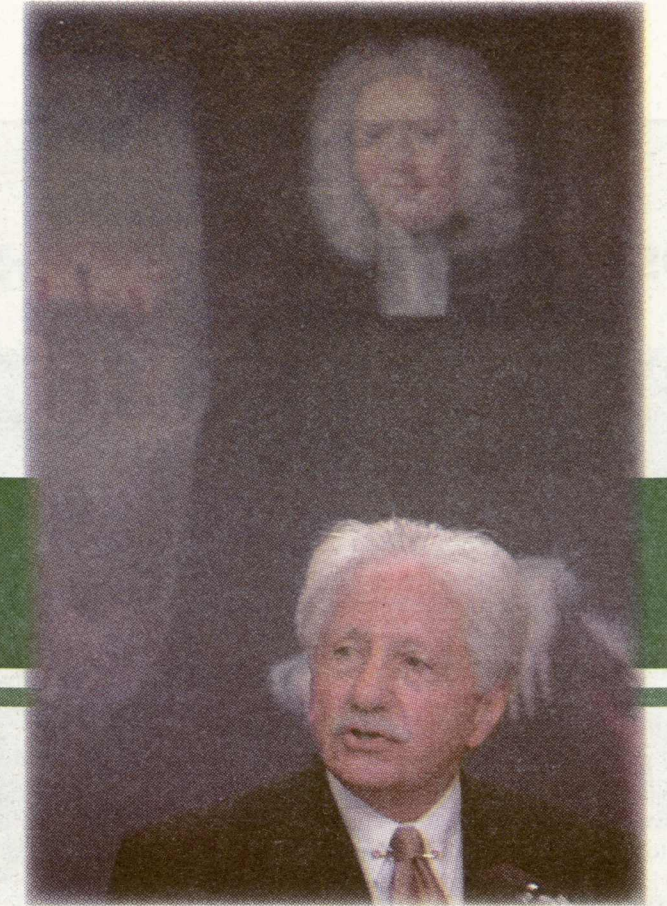
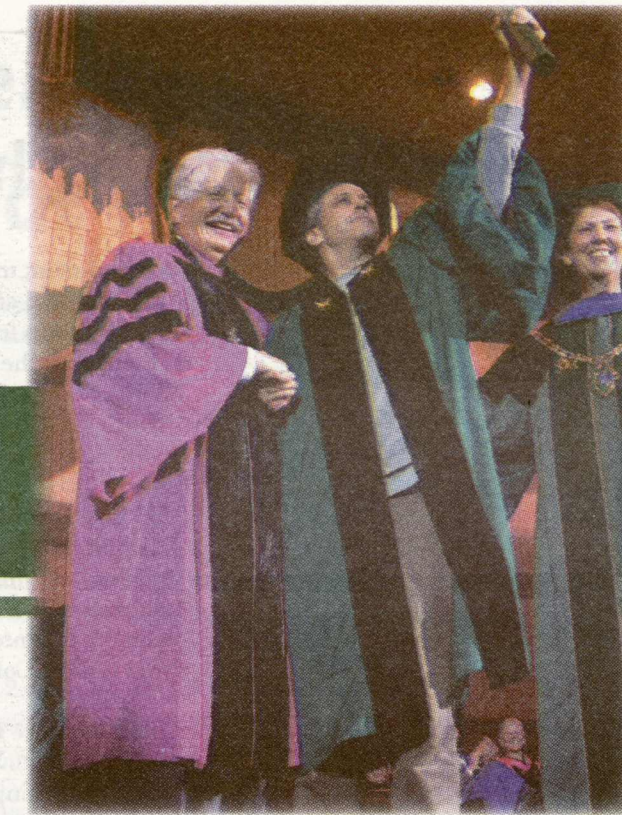
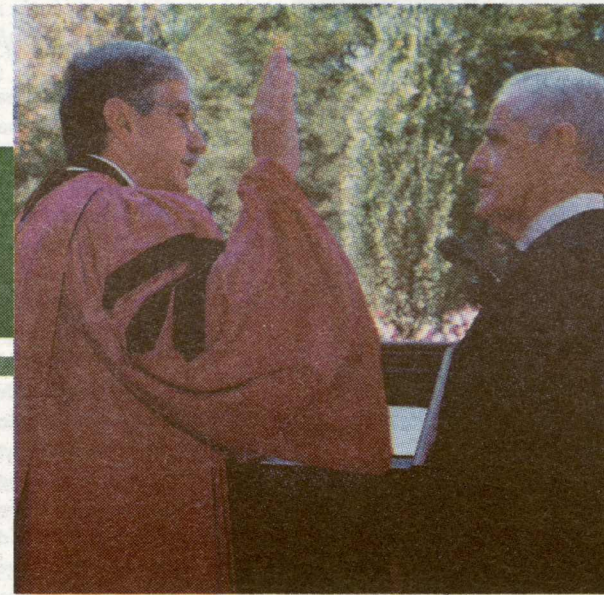
Steve Salpukas



Steve Salpukas

President Sullivan displayed a range of emotions while announcing his resignation.

The Sullivan Years



'92
APRIL—Timothy J. Sullivan, Dean of the Marshall-Wythe School of Law, named the 25th President of the College of William and Mary.
APRIL—The Hulton Willis Association founded by the Society of the Alumni to strengthen ties between African-American alumni and students at William and Mary.
SEPTEMBER—Lettie Pate Whitehead Evans Residences, a graduate student housing complex adjacent to the Law School, dedicated.
OCTOBER—President Sullivan inaugurated as the 25th President of the College.
'93
FEBRUARY—Wren Yard ceremony marked the official opening of William and Mary's Tercentenary celebration, observing the 300th anniversary of the College's founding.
FEBRUARY—The Prince of Wales brought greetings to the College from his mother, Queen Elizabeth II of Great Britain, to mark the Tercentenary.
APRIL—Margaret, The Lady Thatcher, former Prime Minister of Great Britain, elected the College's 21st Chancellor by the Board of Visitors.
APRIL—The College dedicated the University Center, a \$12.5-million multi-purpose student activities building adjacent to Walter J. Zable Stadium.
APRIL—Gillian T. Cell, Provost of Lafayette College, appointed Provost of the College of William and Mary.
JUNE—Queen Elizabeth II met with a William and Mary delegation of 300, led by President Sullivan, at a special reception in Drapers' Hall in London as part of the Tercentenary observance.
OCTOBER—The College dedicated two statues—one of Lord Botetourt in the Wren Yard and the other of founder and first President James Blair between Tyler and Blair halls; unveiled two-volume, 1,000-page *The College of William and Mary: A History*; and held a birthday party at Busch Gardens to conclude its Tercentenary year.
OCTOBER—Mark H. McCormack '51, chair of the Campaign for the Fourth Century, presented a symbolic check of \$153 million to President Sullivan, marking the successful completion of the four-year fund-raising effort.
DECEMBER—Andrew Zawacki chosen as the College's second Rhodes Scholar.

'94
FEBRUARY—Lady Thatcher, former Prime Minister of Great Britain, installed as the 21st Chancellor.
AUGUST—Board of Visitors approved College restructuring plan, "Principles for Partnership."
'95
FEBRUARY—While participating in Charter Day activities, Margaret, The Lady Thatcher, became the first foreign dignitary since Winston Churchill to address a joint session of the Virginia General Assembly.
APRIL—The College dedicated the \$3-million, 6,400-square-foot McCormack-Nagelsen Tennis Center, named for benefactors Mark H. McCormack '51 and his wife, professional tennis player Betsy Nagelsen.
MAY—Former President George H.W. Bush, calling William and Mary "A Place of Possibilities," delivered the Commencement address. He was the 17th President of the United States to visit the College.
OCTOBER—The College dedicated \$9.35-million Tercentenary Hall, a state-of-the-art facility for the geology, applied science and computer science departments.
'96
APRIL—Gymnast Scott McCall won an NCAA national championship for his excellent performance on the steel rings.
APRIL—Chancellor Margaret Thatcher announced that Warren E. Burger, Chief Justice of the United States and 20th Chancellor of William and Mary donated his papers to the College.
OCTOBER—Malvern H. Omohundro, Jr., '25 and his wife, Elizabeth, endowed the Institute of Early American History and Culture with a multi-million dollar gift. The institute was renamed in their honor.
DECEMBER—Hans Christian Ackerman became third William and Mary student in eight years to win a Rhodes Scholarship.
'97
APRIL—The College, Colonial Williamsburg, the City of Williamsburg, James City County, Eastern State Hospital and various community organizations launched the Crossroads Project to promote sensible development and to preserve the area's unique character.
APRIL—While dedicating a new \$12-million research facility at the Virginia Institute of Marine Science, the College celebrated what at that time was the largest gift in the school's history—a \$20-million

commitment to VIMS by John and Ann Kauffman of Topping, Va.
SEPTEMBER—Tercentenary Hall renamed McGlothlin-Street Hall in honor of two Bristol, Va., families for their devotion and generosity to William and Mary.
'98
FEBRUARY—First Thomas Jefferson Prize in Natural Philosophy presented to Jennifer M. Johnson at Charter Day Convocation. Prize endowed by Thomas Jefferson Memorial Foundation.
APRIL—Groundbreaking held for \$30-million expansion and renovation of Earl Gregg Swem Library.
JULY—Lady Thatcher, named an honorary citizen of Virginia, only the third person to receive the honor.
NOVEMBER—T. C. Clarke '22 bequeathed \$13.5 million of his estate to the College, the largest cash gift in William and Mary history.
'99
JANUARY—Crossroads Group unveiled preliminary vision for 1,000 acres of land under development adjacent to College Woods.
JANUARY—Mills E. Godwin, Jr., '35, who served two terms as Virginia's governor, died. He coined the phrase "alma mater of a nation" and was instrumental in the 1960s expansion of the College.
MARCH—College dedicated Plumeri Park, a \$1.8-million baseball stadium named for former Tribe second baseman Joe Plumeri '66, who underwrote the cost of the facility.
APRIL—Internet magazine *Yahoo!* ranked William and Mary among the nation's top 100 "wired" institutions, proclaiming "the second-oldest college in the nation is high-tech."
MAY—In the first partnership of its kind between the State Department and a university, President Sullivan signed a Memorandum of Understanding with Edward W. Gnehm, Director General of the U.S. Foreign Service, formalizing the Pamela Harriman Foreign Service Fellowship Program.
MAY—The College participated in Williamsburg's Tercentenary Celebration by hosting an event on the steps of the Wren Building.
JUNE—The College set new record for philanthropic support by raising \$31.1 million—almost triple the previous record set in 1990-1991.
OCTOBER—"W&M 2010: Exploring the College's Future" launched. President Sullivan encouraged College community to participate in a conversation about what the College must do to prepare for students representing the next echo of the baby boom.
DECEMBER—College's two newest Rhodes Scholars, Paul Larsen '99

and Eileen Cardillo '99, honored for their extraordinary achievements. The two brought to a total of five the number of Rhodes Scholars graduated from the College since 1988.
'00
FEBRUARY—Lady Thatcher, during her last visit as Chancellor, addressed an overflow crowd in William and Mary Hall on Charter Day. During her tenure, Lady Thatcher made six visits to Williamsburg.
MARCH—President Sullivan and business school Dean Lawrence B. Pulley announced \$10-million anonymous gift to the M.B.A. program.
MARCH—William and Mary's Endowment Association invested \$6 million in a joint venture with Williamsburg's Casey family at New Town, a mixed-use community blending high-quality commercial, business, research and residential components with green space and walking trails.
MAY—Former Secretary of State and Nobel Peace Prize recipient Henry A. Kissinger was elected College's 22nd Chancellor by the Board of Visitors.
AUGUST—With gifts totaling \$36.1 million, William and Mary set a new institutional record for private support during the 1999-2000 giving year.
SEPTEMBER—Former College football and track star Walter J. Zable '37, and his wife, Betty Zable '40, donated \$6.8 million to refurbish the football stadium.
'01
FEBRUARY—Henry A. Kissinger installed as William and Mary's 22nd Chancellor.
FEBRUARY—Harrison Ruffin Tyler '49 and his wife, Payne, committed \$5 million to establish an endowment for the College's Department of History in memory of his father, Lyon Gardiner Tyler—17th President of William and Mary and son of John Tyler.
FEBRUARY—President Sullivan unveiled results of "W&M 2010: Exploring the College's Future" during Board of Visitors meeting.
MARCH—The Sharpe Community Scholars Program established through the vision and generosity of philanthropists Bob and Jane Sharpe. Selected first-year students connect community activism to academic study.
APRIL—Along with Williamsburg and Colonial Williamsburg, the College celebrated the opening of its new Barnes & Noble bookstore on Duke of Gloucester Street.
JUNE—College celebrated the opening of its Washington, D.C., office.

AUGUST—Philanthropic support reached a record level for fourth consecutive year—\$36.8 million.
AUGUST—The brightest, largest freshman class in College history arrived on campus. Of the 1,359 men and women, a record 83 percent of them graduated in the top tenth of their high school classes.
AUGUST—College and local community celebrated "Wrenewal" of Wren Building—funded completely through private donations.
OCTOBER—Davis Young Paschall '32, College's 22nd President, died.
OCTOBER—The W.M. Keck Environmental Field Laboratory officially opened.
'02
 Over a two-year period beginning in 2002, the Commonwealth experienced a severe revenue shortfall that resulted in a reduction of \$28 million in taxpayer support for the College.
FEBRUARY—The addition of School of Law's North Wing increased the size of its building by one-third.
APRIL—Long-time Assistant to the President and Secretary to the Board of Visitors James S. Kelly '51 announced his retirement after almost 50 years of service.
AUGUST—President Sullivan announced at the annual Convocation that an anonymous donor had committed \$21 million—the largest in College history—to establish the College Scholars Program to attract the nation's best students.
NOVEMBER—72 percent of Virginia voters approved Bond Issue for Higher Education which brought \$61 million to fund renovated, expanded and new buildings at William and Mary, the Virginia Institute of Marine Science and Richard Bland College.
'03
FEBRUARY—U.S. Navy Capt. David Brown '78 and his fellow astronauts lost their lives when the Space Shuttle Columbia broke up on reentry. During his remarks to the freshman class at Convocation 2002, Brown acknowledged that one out of every 200-to-300 shuttle missions would end with the loss of the craft and crew, but that he accepted the risk in order to advance man's horizons.
FEBRUARY—United Nations Secretary-General Kofi A. Annan told the world "war is always a human catastrophe" to be considered as a last resort when he spoke during the Charter Day Convocation observing the 310th anniversary of the College's founding.
FEBRUARY—With more than \$201 million in gifts and commitments in hand, the College launched the most ambitious fund-raising campaign in its 310-year history—the Campaign for William and Mary with a goal of \$500 million.

MARCH—Landmark Communications founder Frank Batten, Sr., donated more than \$11 million to the M.B.A. program to establish an endowment providing support for faculty and students.
MARCH—Applications for admission to the College of William and Mary reached a record high with 10,161 high school students applying for 1,300 spots in the freshman class.
APRIL—P. Geoffrey Feiss, Dean of the Faculty of Arts and Sciences, appointed Provost to succeed Gillian T. Cell, who retired June 30, 2003.
MAY—Queen Noor of Jordan challenged 1,700 graduates to build global coalitions of peace, not war, during Commencement at William and Mary Hall.
JULY—College established a new record of \$43.5 million in annual gift support.
DECEMBER—The Campaign for William and Mary surpassed the halfway point with \$258 million toward its \$500-million goal.
SEPTEMBER—Hurricane Isabel shut down the campus for 10 days. Virginia Institute of Marine Science lost two piers and several small buildings during the storm.
'04
JANUARY—William and Mary, Virginia Tech and the University of Virginia launched an initiative to restructure their relationships with the Commonwealth of Virginia. The University Restructuring Initiative would grant the institutions more operational flexibility.
APRIL—Gymnast Ramon Jackson won the NCAA national championship with a flawless performance on the parallel bars.
APRIL—Virginia Institute of Marine Science dedicated the new Kauffman Aquaculture Center in Topping, Va.
MAY—Jon Stewart '84, host and executive producer of Comedy Central's satirical newscast "The Daily Show with Jon Stewart," gave the 2004 Commencement address. More than 13,000 people saw Stewart receive an honorary degree.
JUNE—President Sullivan announced his resignation, effective June 30, 2005. Rector Susan Aheron Magill praised President Sullivan for transforming William and Mary from a "strong Virginia college into a world-class university."

For a more extensive list of the events comprising this period, visit www.wm.edu/sullivan/chronology.php.



Poster of president has student questioning herself

Meghan Williams ('05) wrote the following reflection. She is serving as an editorial intern this year with the William & Mary News. —Ed.

"What are you looking for?" Every morning I face this question and am forced to reevaluate my presence at William and Mary as President Timothy J. Sullivan stares at me and point-blank asks me, via that caption, what I expect to find at his school today.

Of course, it is not President Sullivan in the flesh. It's a two-dimensional Timmy J., a digitally altered photograph printed on a bright yellow sheet of paper that interrogates me. The flier was on a bulletin board during my freshman year; at first it was just the color that caught my eye. I took it back to my dorm room and put it on the wall. It was not long until the image became a not-so-subliminal wake-up call. In the middle of my first semester, struggling as many new students do, I found that President Sullivan, who had invited me to his school, now seemed to be examining me and wondering about the wisdom of the invitation.

Luckily for me, I made the adjustments, and now, as a senior, I can count myself forever a William and Mary student. It is as a member of that community that I have eagerly attended events in which President Sullivan speaks to us. Each time, a single request has been at the heart of his message: "Make me proud." Whether it is at Convocation speaking to new freshmen, at Commencement sending graduating seniors out into the world, or any time in between, this charge comes through. After repeatedly assuring

WHAT ARE YOU LOOKING FOR?



This poster has kept Meghan Williams honest.

us that already we have met high expectations, he challenges us to do so again.

And, again and again, he makes us proud. He does so through his desire to be with us and his

commitment to represent us. On campus, he and Mrs. Sullivan always feign surprise as they join new students for a moonlight serenade during orientation; he always is the familiar-looking Santa Claus helping celebrate Yule Log by reading about Whos in Whoville; he is the one who closes the King and Queen Ball by leading the singing of the Alma Mater. Off campus, when he approaches the College's Board of Visitors, Richmond's legislators, or any other group who might wield influence over William and Mary, he does so showcasing his pride in the students who breathe life into the institution. He fights for us and for our College; not for himself.

It did not take long for the yellow flier with President Sullivan's photo to become a symbol for me, condensing the awe-inspiring history William and Mary is blessed with into a single sheet of paper. The question posed on it—"What are you looking for?"—has served as both a reminder and a challenge that I must live up to that history. The president expects no less of me; consequently, I can expect no less of me. It keeps me on track. It keeps me honest.

President Sullivan's announcement June 18 that he would resign in June 2005 certainly shocked us and will cause us some sadness. But I believe he is doing it for us. He is remaining honest, as well.

Although only he can say how long he considered his decision, with a little imagination it's possible to think that the president first considered ending his service when he looked in the mirror and asked himself—just like he daily questions me—"What are you looking for?"

Sullivan's legacy of leadership recognized by administrators and faculty

Continued from front.

When he became president of William and Mary in 1992, Sullivan took over a College that was considered "very good" academically but which was known more for its historical surroundings than its place among the country's elite.

Ginnie McLaughlin, dean of the School of Education, was Sullivan's chief of staff when he took office 12 years ago. McLaughlin, who worked in the president's office from 1992 to 1994, said Sullivan set the standard for executive management.

"I learned a lot from Tim about building an effective leadership team," McLaughlin said. "He looks beyond traditional qualifications to find the right person for a job."

During his inaugural address, Sullivan pledged to work with the College community to build a "great university, a university which endures and whose strengths are shared among disciplines and between graduate and undergraduate programs." During the next 12 years, Sullivan worked hard toward that goal. The College directed its focus to high-quality core undergraduate instruction, and also committed to a select number of graduate programs that could develop into gems.

"I think he's done a great job considering the atmosphere in Richmond," said Chemistry Professor Chris Abelt, who will become president of the faculty assembly next month. "The statistics of his administration bear that out."

Despite a shrinking state budget,

Sullivan oversaw an institution that has improved its ranking from 41st to 31st among all public and private universities in the country, according to an annual survey in the *U.S. News & World Report*. Now known as the nation's best small public university, William and

"I think during his tenure, this is an institution that found itself. It found its focus and came to believe in its own greatness."

—Sam Sadler

Mary ranks sixth among public colleges and is by far the smallest university among the top 10 schools. Undergraduate applications have increased from 7,000 to almost 10,000 and research and grant funding and private donations have tripled since 1991.

"Is William and Mary better now? I think there's no question about it," said Robert Archibald, director of the College's public policy program. "We have progressed in so many dimensions. Tim has been a tremendous president for William and Mary."

Archibald, who is a former president of the William and Mary Faculty Assembly, said Sullivan gained the respect from faculty members through his tireless advocacy for higher education—and his candor when it came to a lack of state funding.

"I think there is a real affection and respect for him," Archibald said. "I think he's done a very good job of recognizing the limitations of being a state-supported institution in Virginia. There's a lot of respect for him for stepping out and taking some heat because he didn't think the state was doing enough to support higher education."

Archibald added that Sullivan took the lead this year in securing raises for faculty and staff and in the College's Charter proposal that will be discussed next year by legislators in Richmond. The University Restructuring Initiative would allow William and Mary, the University of Virginia and Virginia Tech to restructure their relationships with the state and provide the institutions with more financial flexibility.

"That proposal is really an imaginative and very solid step in the right direction for the future of William and Mary," Archibald said.

During times of tremendous challenge and frequent crisis, said law school Dean W. Taylor Reveley, Sullivan worked doggedly to ensure William and Mary had sufficient resources for excellence. Reveley points to the Charter proposal, as well as the two major fund-raising initiatives during Sullivan's time as president, including the current Campaign for William and Mary, an effort to raise \$500 million by the end of 2007.

"Tim Sullivan is firmly ensconced in the pantheon of William and Mary's greatest presidents," said Reveley, adding that Sullivan became a power-

ful force for progress not only on campus but in the larger community through strengthening ties to Colonial Williamsburg, opening an office in Washington, D.C., and giving new emphasis to the College's international aspects. "Tim and Anne Sullivan have made an enormous difference for the better since arriving at the College as freshmen in the early 1960s."

While the words leadership and vision are used most often to describe Sullivan's time as president, another characteristic that distinguished his administration was his genuine concern for the people at William and Mary, according to faculty and staff.

"The thing that set him apart was that no matter what the circumstance was, the most important thing in his mind was the people," said Richard A. Williamson, who has worked with Sullivan as both a faculty member and as the College's Coordinator of Legal Affairs. "He always remembered the human dimension and was always concerned about the effect decisions would have on the people."

Sadler, looking back to the early days in the 1960s—and even through the 1980s—said the College was considered a fine academic institution, but never among the greatest.

Thanks to Sullivan's vision—and leadership—that perception has changed, he said.

"Back when we were students, no one would have thought to compare William and Mary with the best liberal arts colleges in the country," Sadler said. "Now, they do."

by Brian Whitson

Advancements in excellence at W&M

During the 12 years of Timothy J. Sullivan's tenure as president, William and Mary has achieved considerable prestige in national rankings. Following are selected examples.

- Student Achievements**—Since 1992, William and Mary students have been awarded four Rhodes Scholarships, one Marshall Scholarship, five Bienecke Scholarships, four Truman Scholarships and 44 Fulbright Fellowships. Seven have been designated USA Today Academic All-stars.
- Rhodes Scholarships**—With four scholarships having been awarded during the past decade, the College of William and Mary ranks seventh in the nation in terms of Rhodes Scholars per capita in recent years, according to *The Chronicle of Higher Education*.
- Faculty Achievements**—During the 12-year-period, William and Mary faculty instituted a new set of General Education Requirements and a very successful Freshman Seminar program; they have developed 10 new interdisciplinary programs; they have been awarded scores of local, state and national teaching awards; and they have mentored thousands of graduate and undergraduate students who have gone on to impressive careers of their own. They have garnered national and international recognition for their scholarship, including two Guggenheim Fellowships, 12 National Endowment for the Humanities Fellowships, five American Council of Learned Scholars Awards, 20 Fulbright Fellowships and 16 National Science Foundation Career Awards.
- Athletic Achievements**—Since 1992, 36 athletes have been named Academic All-Americans, 61 teams have won conference championships and two individuals have won national championships. William and Mary's graduation rate of 85 percent is second among all Division I-A and I-AA football-playing schools. William and Mary consistently ranks high in the annual NACDA Directors' Cup competition, which recognizes overall competitive excellence in intercollegiate athletic programs.
- National Rankings**—William and Mary ranks high among the national polls: *USNWR*, best small public university; *Fiske Guide*, best buy and five-star ranking for academic quality; *Kiplinger*, fourth among public universities in terms of overall value.

Largest gifts/commitments in College history

Donor	Amount	Year
Anonymous (College Scholars Program)	\$21.0 million	2002
Mr. Roy R. Charles	\$20.8 million	2000
Mr. and Mrs. John P.D. Kauffman	\$20.0 million	1997
Anonymous	\$15.0 million	2003
Mr. T.C. Clarke	\$13.5 million	1997
Mr. Frank Batten, Sr.	\$11.3 million	2003
Mr. Jack Borgenicht	\$11.0 million	1996
Mr. and Mrs. Walter J. Zable	\$10.0 million	2000
Mr. and Mrs. Malvern H. Omohundro	\$8.0 million	1996
Mr. Wade Burger	\$7.0 million	1996

Several gifts of \$5 million each have been made, including one by Mr. and Mrs. Harrison R. Tyler, an anonymous gift for the Lake Matoaka Amphitheatre and a gift to athletics.

New facilities dedicated

Facility	Date
Lettie Pate Whitehead Evans Residences	September 12, 1992
University Center	April 29, 1993
McCormack-Nagelsen Tennis Center	April 3, 1995
McClothlin-Street Hall	October 27, 1995
Fisheries Science Laboratory	June 24, 1996
Chesapeake Bay Hall	April 25, 1997
Plumeri Baseball Park	March 20, 1999
William and Mary Bookstore	April 10, 2001
Keck Environmental Field Laboratory	October 31, 2001
North Wing of Law School	February 9, 2002
Kauffman Aquaculture Center	April 13, 2004
Earl Gregg Swem Library	February 5, 2005

As the result of an overwhelmingly positive vote of Virginia citizens on a bond campaign for higher education in 2002, William and Mary secured more than \$60 million for capital projects. Those currently in planning and/or under construction are: renovation of Andrews Hall; renovation of Small Hall; Marine Research Complex; Law School Library; renovation of Lake Matoaka Amphitheatre; and renovation of Richard Bland College Library.

Other capital projects under way or in the planning stages include: magnet facility at Small Hall; parking deck on Campus Drive; renovation of Recreational Sports Center; new dormitory adjacent to Jamestown Road.

By the numbers: 1992-2004



('92-'93) ('03-'04)

Enrollment

Category	'92-'93	'03-'04
Undergraduate applications	7,222	10,161
Fall headcount	7,766	7,749
Undergraduate	5,456	5,748
Graduate and professional	2,310	2,001

Quality of freshman class

Metric	'92-'93	'03-'04
SAT 25/75	1140/1360	1280/1430
SAT average	1238 ('91)	1343
In top 10% of high school class	73%	85%

Student body

Metric	'92-'93	'03-'04
States represented	50	50
Nations represented	65	50
International students	202	332
W&M study abroad students	107	550
Minority students	1,012	1,151

Faculty

Metric	'92-'93	'03-'04
Salary (percentile rank)	38	23
Number of full-time	566 ('94)	563 ('03)

Private support

Metric	'92-'93	'03-'04
Annual gift support (in millions)	\$14.4	\$43.5 ('03)
Endowment (in millions)	\$142.3	\$401.5
Campaign for W&M (in millions)	\$280	\$280
Research grants (in millions)	\$17	\$48 ('03)

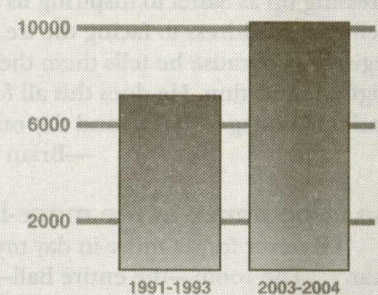
Library

Metric	'92-'93	'03-'04
Volumes in Swem	957,711	1,276,876
Public computers in Swem	13	130

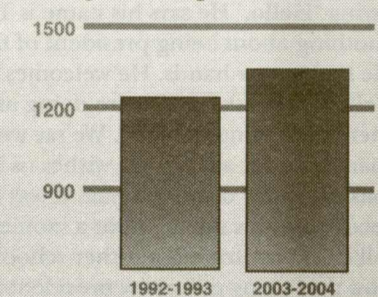
USNWR rankings

Category	'92-'93	'03-'04
Among national universities	41	31
Among public universities	(not polled)	6

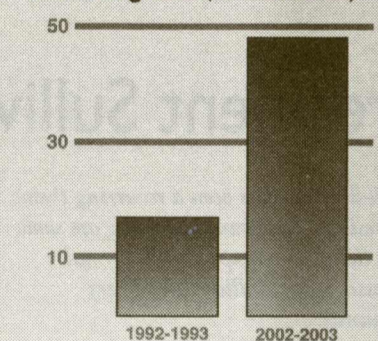
Undergraduate applications



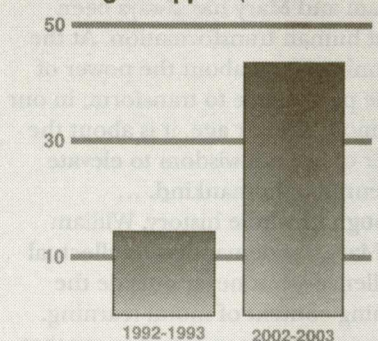
Average entering SAT score



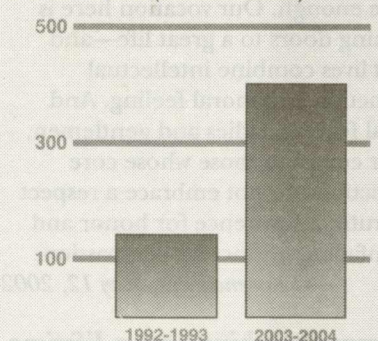
Research grants (millions of dollars)



Annual gift support (millions of dollars)



Endowment (millions of dollars)



Sullivan to students: 'Just tell 'em I love 'em'

When asked what he would say to William and Mary students toward the end of the press conference in which he announced his pending resignation as president, Timothy J. Sullivan responded, "What I am most proud of is our students. Not just their minds but their hearts ... be sure to tell 'em I love 'em."

Indeed, throughout his tenure as president, Sullivan often said he was fighting to ensure that the College remained a place where the minds of students could achieve their potentials. At the same time, however, he continuously sought out the company of students in ways that endeared him to their hearts.

During the coming year, the William & Mary News will be featuring online messages concerning the Sullivan years at the College. Following are samples:

Facing the ire of Richmond

"President Sullivan's biggest accomplishment is giving William and Mary a future worthy of its historic past. We are lucky to have had a president who does so much for students—from dressing up as Santa to inspiring us each time he delivers an address to facing the ire of Richmond legislators because he tells them the truth about higher education. He does this all for students and our College—day in and day out."

—Brian Cannon ('04)

An appearance at the move-in zoo

"I'll never forget move-in day my freshman year. ... The room—the entire hall—was a zoo! All of a sudden, there's this kind-looking man with white hair standing in the doorway, and he's saying 'Hello.' He says his name is Tim Sullivan (nothing about being president of the College). He shakes our hands. He welcomes us to the College. He asks us if we're doing all right—if there's anything we need. We say we're fine and thank him for asking. He wishes us luck and makes his way down the hall. It was then that I recognized his name. What a moment. From talking to my friends at other schools, I know now that many university presidents don't do this



Tim Jones

The president finds himself arm-in-arm with students during a campus ice-cream social.

sort of thing—they don't care so much, and they aren't willing to get their hands dirty by meeting students even under much calmer circumstances."

—Chris Renjilian ('05)

Missing the Grinch

"President Sullivan's leadership truly inspires. The dedication and passion with which he has approached the College's financial difficulties say it all—by doggedly searching for and amazingly finding funds to raise salaries and increase student financial aid, he has proven the impossible to be possible, thereby inspiring confidence in our College and its future. We are not just

keeping our heads above water, we are maintaining and continuously strengthening our world-class status. It is a shame that he is leaving. I will miss the Einstein-look-alike's rendition of *How the Grinch Stole Christmas*, but I will miss his passion for the College the most."

—Mark Day ('07)

A stand-out bowling night

"I was sorry to hear that President Sullivan is leaving William and Mary. I enjoyed the time I spent with him as a president's aide. In particular, I will never forget bowling night."

—Christopher Kulp (Ph.D. '04)

President Sullivan articulates the meaningful life

A well-lived life has been a recurring theme for President Sullivan. Following are some of his thoughts as expressed in formal addresses to the William and Mary community.

Great brains are not enough

William and Mary has always been about human transformation. At the beginning it was about the power of divine providence to transform; in our own more secular age, it is about the power of human wisdom to elevate and ennoble humankind. ... Through its whole history, William and Mary has demanded intellectual excellence—but never outside the defining context of moral learning. We have never been afraid to say that great brains are wonderful but not alone enough. Our vocation here is opening doors to a great life—and great lives combine intellectual distinction and moral feeling. And moral feeling, ladies and gentlemen, never comes to those whose core convictions do not embrace a respect for truth, a reverence for honor and an unflinching instinct for compassion.

—Commencement, May 12, 2002

Dreams stretching over a lifetime

What does define a great life? Certainly not the habitually goofy dreams

of youth or the often stunningly superficial ambitions born in our early years of work. What makes for greatness is the sustained ability to dream stretching over a lifetime, a resilient capacity chastened by hard experience and tempered by painful disappointments that begins finally to throw up dreams that can confirm destiny and inspire achievement at the most profound level.

—Commencement, May 14, 2000

The simple secret of quality

The secret of William and Mary's quality, the keys that will unlock answers to questions about its resiliency and its greatness, are really quite simple. Here we define excellence in terms absolute not relative, we respect the indispensable power of tradition and of memory, we believe that women and men have hearts as well as minds and that both require assiduous cultivation, and we know that intimate and sustained personal relationships are indispensable to both great teaching and to profound learning.

—Charter Day, Feb. 5, 2000

In the Commagerian sense

The late Henry Steele Commager spoke wisely of the right purpose for a place like this. "What every college

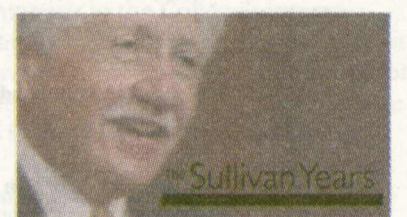
must do," he said, "is to hold up before the young the spectacle of greatness in history, in literature, in life." I admire those words and for two reasons. First, Commager tells us it is for greatness that we were made; second, he defines greatness broadly and properly in terms that embrace history, that embrace literature, that embrace life. Are we great in the Commagerian sense? I believe so.

—Convocation, Aug. 28, 1998

W&M's enduring work

William and Mary is poised to offer leadership in the task of sustaining American greatness. We occupy this enviable position because we have not forgotten our defining purpose. We are a community of scholar-teachers and of young men and women who come here to learn. We are not, and we never will be, primarily the center of a social movement or the leader of a political cause. We believe in the transforming power of knowledge; we revere the life of the mind. ... Who among those assembled here this morning will ever forget the sense of confidence, indeed mastery, that is born in the struggle to command great ideas? This is William and Mary's enduring work.

—Inauguration, Oct. 16, 1992



is a special edition of

NEWS

The next issue of the *William & Mary News* will be published on Thursday, July 15. The deadline for submission of items is 5 p.m. on Thursday, July 8, although submissions before the deadline are encouraged. Call 221-2639 with any questions or concerns. For information 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. Expanded content also is available online (see www.wm.edu/news/frontpage/).

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