

WILLIAM & MARY

Vol. 58, No. 5 Winter 1991



Reflections in the Magic Mirror
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The Young Writers
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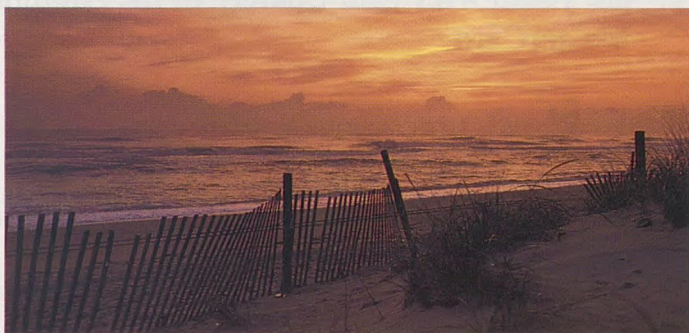
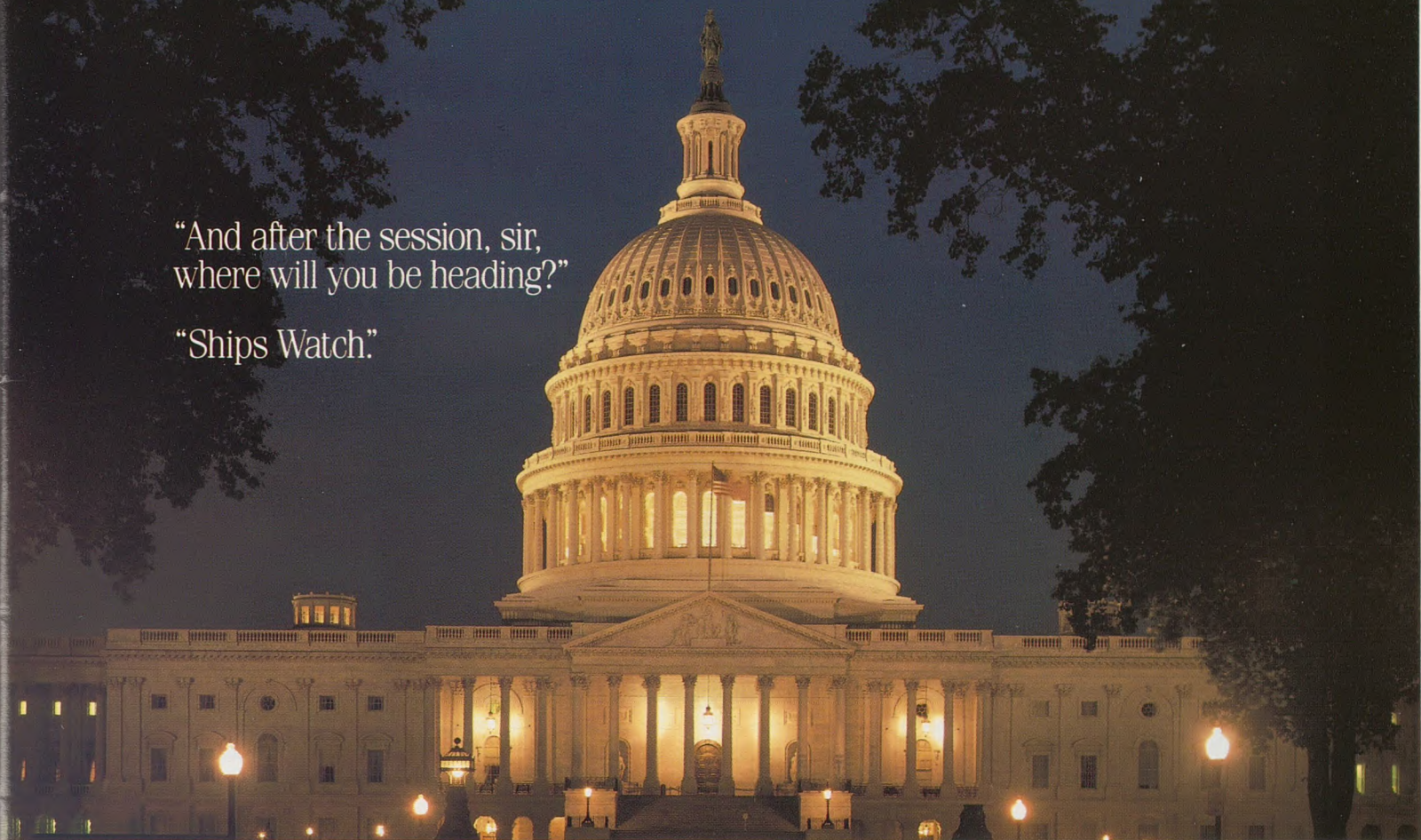
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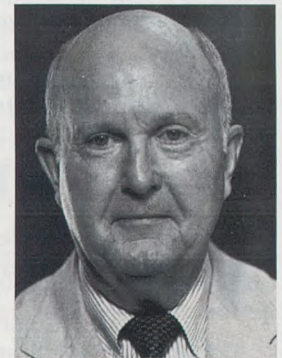
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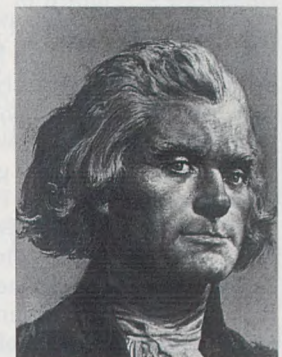
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Chinese Dissident to Speak at 1991 Charter Day

Fang Lizhi, the Chinese astrophysicist who took refuge in the U.S. Embassy in Beijing immediately after the June 1989 crackdown on pro-democracy demonstrations, will speak at Charter Day exercises at William and Mary in February.

Charter Day 1991 commemorates the 298th anniversary of the granting of the royal charter establishing the College. The convocation, which will honor the bicentennial of the U.S. Bill of Rights, will also recognize A. E. Dick Howard, a University of Virginia law professor who specializes in constitutional law.

Fang and his wife gained worldwide attention after they entered the U.S.

Embassy in Beijing on June 5, 1989, the day after troops were sent into Tiananmen Square. After a year of negotiations with the Chinese government, he and his wife, Li Shuxian, who is also a physicist, left for Great Britain.

A former professor at the Beijing Astronomical Observatory of the Chinese Academy of Sciences, Fang has since been a senior visiting fellow at Cambridge University in England. He plans to come to the United States this year to teach and conduct research at Princeton University.

In addition to speaking at the Charter Day ceremony, Fang will receive an honorary doctor of humane letters degree from William and Mary.

Howard, who is White Burkett Miller Professor of Law and Public Affairs at the University of Virginia, will receive an honorary doctor of laws degree.

A native of Richmond, Howard is a graduate of the University of Richmond and received his law degree from the University of Virginia. He was a Rhodes Scholar at Oxford University and a law clerk to Justice Hugo L. Black of the Supreme Court of the United States.

Howard was executive director of the commission that wrote Virginia's new constitution, and he has consulted with those revising the new constitutions in Brazil, Hong Kong, the Philippines, Hungary, Czechoslovakia and Poland.

Alumni Support Public Policy with Several Gifts

The Thomas Jefferson Program in Public Policy has received support from three of the College's alumni.

The program has been notified of a bequest provision of \$500,000 from Elizabeth A. Pollard of Williamsburg and the late Charles P. Pollard '25. When realized, Mr. and Mrs. Pollard's bequest will permanently endow a lecture series in public policy. The lectures will honor Charles Pollard's father, former Virginia governor and educator John Garland Pollard.

W. Gordon Binns Jr. '49 of Bronxville, N.Y., has made a commitment of \$50,000, which will be used to establish a permanent endowment for library acquisitions in the area of public policy.

Binns is vice president and chief investment funds officer of General Motors Corporation. He is a member of the Friends of the Library Board at William and Mary, and is a trustee and chair of the investment committee of the College's Endowment Association.

Michael Tang '76 of Chicago has made a \$64,000 commitment designated for student support. Tang's gift will provide fellowships for four years for two graduate students in public policy.

Tang, who is the chief executive officer of National Material Limited Partnership in Elk Grove Village, Ill., is

also a trustee of the College's Endowment Association.

The Thomas Jefferson Program in Public Policy at William and Mary offers a bachelor's degree, and a master's degree with a specialty in public policy analysis is expected to begin before the end of 1992. The master's program will be unique in Virginia and will join the John F. Kennedy School of Government at Harvard University and the Woodrow Wilson School at Princeton University to become one of a small number of similar programs in the nation.

In addition to graduate and undergraduate study, the Thomas Jefferson Program in Public Policy consists of faculty and student research and a series of on-campus lectures and conferences. The program also is the umbrella agency for the College's Washington Program, which for the past 15 years has given students and faculty an opportunity to look inside the governing processes and to hear from policy makers in the White House and Congress.

College Dedicates Reves Collection

The new Wendy and Emery Reves International Studies Collection, which represents a significant addition to the College's research, teaching and study resources, was dedicated at William and Mary recently.

Funds to support initial purchases for the collection and the construction of a site to house it within Earl Gregg Swem Library have been provided by Mrs. Wendy Reves. Two years ago Mrs. Reves donated a generous endowment to the College to establish the Wendy and Emery Reves Center for International Studies.

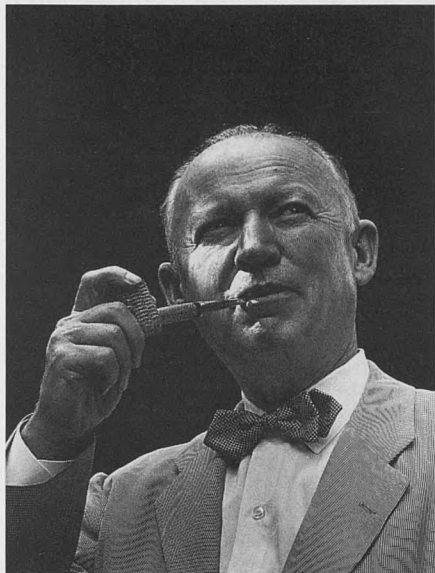


Wendy Reves (right) with Librarian Nancy Marshall and President Verkuil at the dedication of the Reves Collection in Swem Library.

New Book Explores President Paschall's Leadership

A new 224-page illustrated book on 15 years in the professional life of Dr. Davis Y. Paschall '32, 23rd president of William and Mary, has been published by The Dietz Press of Richmond, Va.

Written by W. Wilford Kale '66, chief of the Williamsburg Bureau of the *Richmond Times-Dispatch*, and Harry L. Smith, Paschall's chief public affairs assistant in the Virginia Department



Davis Y. Paschall '32

of Education, the book, titled *Davis Y. Paschall: A Study in Leadership*, covers Paschall's service as state superintendent of public schools from 1957 to 1960 and as president of William and Mary from 1960 to 1971. A personal look at Dr. Paschall is contained in the foreword, which was written by S. Dean Olson, director of publications at the College and former administrative assistant to Paschall.

The authors relied heavily on Paschall's personal records, correspondence and diaries, many of which contained materials never before revealed. In addition, they conducted a number of interviews with the former president, who is now 79 and lives in Williamsburg.

The book looks at Paschall's leadership abilities during two "epochal peri-

ods" in the history of the Commonwealth of Virginia. Part I examines a crisis in public education resulting from the 1954 decision of the Supreme Court of the United States to desegregate the public schools. The book offers a firsthand view of the politics surrounding Virginia's response to the desegregation order and the efforts on the part of many, including Dr. Paschall, to keep the schools open as forces formed to defy the federal order with outright resistance and clever political manipulation.

Part II describes Paschall's years as president of William and Mary, a period during which the College experienced unprecedented growth in programs and facilities. For the first time in print, there is a detailed description of a legislative mandate to combine several area colleges, including William and Mary, into "The Colleges of William and Mary System" and Paschall's behind-the-scenes moves to disestablish the system and return the school to its original name.

The book contains a number of personal anecdotes on Paschall's famed political acumen and personal style. For instance, Part I tells the story of a quiet trip to southside Virginia during the height of the desegregation crisis to meet with NAACP leaders to solicit their help in delaying the enrollment of

black students in white schools for fear of a violent eruption. The black leaders concurred, and the schools were then first integrated in less explosive parts of the state.

Part II relates Paschall's unique style in obtaining funds from state officials. One vignette notes how he repeatedly took legislators into the same old dilapidated building that "shook when the train went by" to convince them of the need for new construction. Although he obtained millions of dollars from the legislators, Paschall never did tear the building down—until a senator told him "this is enough, Pat, you're not going to use this building again to get money out of us."

The book also discusses student activism during the late '60s and early '70s, in the final years of Paschall's presidency, and what is described as his "mistake" in handling the disruptions. There are also chapters on intercollegiate athletics, academic expansion, the master plan and the law school.

The book, which sells for \$19, is available at the College of William and Mary Bookstore or by sending \$19 plus \$3 for postage and handling to the Paschall Book Project, P.O. Box 2769, Williamsburg, VA 23187. Net proceeds will go to the Davis Y. Paschall Scholarship Fund in the law school.

Noted Researcher Joins Faculty

By Barbara Ball

Dr. Lloyd Guth, former professor and chairman of anatomy at the School of Medicine, University of Maryland at Baltimore, is a congenial scientist who elected to leave the pressure of medical school administration to teach undergraduates at William and Mary.

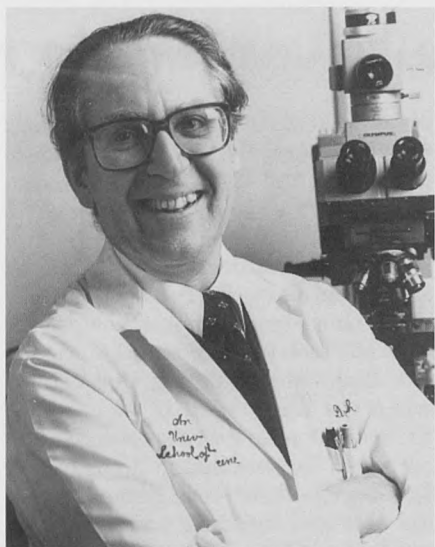
Guth selected the College and Williamsburg as an ideal spot to live and work when he was seeking a change, because, he said, he knew that academic standards were high and the Williamsburg area offered scenic beauty and a variety of cultural events.

He finds undergraduate students

more interested in seeing all aspects of the world around them than are medical students who have a more focused interest in a course of study.

Guth teaches a special seminar course in the biology department in addition to continuing his research on spinal cord injury. Scientists agree that cells in the spinal cord can be regenerated after serious injury, but so far have been unable to get these cells to grow effectively. Guth is looking for keys to creating a nurturing environment for this growth. For paraplegics this would be a modern miracle.

Guth is the recipient of the prestig-



Dr. Guth

ious Javits Neuroscience Investigator Award from the National Institutes of Health for his research on paraplegia. The Javits Award honors the late Senator Jacob Javits of New York, who died of a neurological disease. The recipient is selected from top scientists who receive NIH awards based on past performance and the potential of the research under study.

The Javits Award consists of an extra two years added to the recipient's grant award. In Guth's case, it meant seven years of research support.

Guth has been a researcher since his days in medical school at New York University. He worked summers at the Jackson Laboratory of Genetics at Bar Harbor, Maine, with well-known visiting scientists including Eugene Roberts, a renowned chemist who is now a member of the National Academy of Science.

After medical school, Guth became a researcher at the National Institutes of Health with Dr. William F. Windle, who headed the neuroanatomy laboratory and was a leading figure in the field of spinal cord regeneration. In 1943, Windle had discovered a drug that clearly activated growth in the spinal cord and, as a result, showed that actual nervous regeneration was possible. Windle worked on this for about 15 years but was disappointed that the observed regeneration did not lead to restored function. Consequently from 1958 to 1970 paraplegia research lost its appeal.

In 1970 Guth and Windle and sev-

eral other scientists organized a conference at the insistence of the National Paralysis Foundation. Although they held little hope for the conference, it was an unexpected success and generated enthusiasm for the possibility of obtaining spinal cord regeneration. The problem, scientists came to realize, was not related to the growth capacity of the nerve cell but to the presence of other cells that prevented the expression of this neuronal growth capacity. "It sounds like a small advance but it was a very critical one because the dictum in the scientific community in 1970 had been that the nerve cells can't regenerate," explains Guth.

He is now building on the work of Windle. Guth is focusing his attention on the role of the macrophage cell, whose function was thought to be limited to removing dead and dying tissue, in repairing spinal cord injury. "Now," Guth says, "we know that the macro-

phage and other cells can secrete factors that can cause nerve cells and other cells in the spinal cord to grow or die. Our goal is to regulate or direct the macrophage and other cells to secrete growth factors and prevent them from secreting toxic ones."

He will attempt to regulate macrophage function by using the agents lipopolysaccharides (LPS) to activate the macrophages. Indeed it was a similar lipopolysaccharide that Windle had used to promote regeneration, without realizing that its primary action might be on the macrophage. Guth is grateful for the advances made by Windle which now enable him to take the next step.

"There is an importance to history," Guth says, "that scientists today often forget. We should have more feeling for what preceded us and for how our predecessors grappled with difficult questions as they searched for scientific truth."

Alumna Sees Beauty in the Sand

By Beverly McMillan

When 18th-century poet William Blake wrote so gracefully of seeing a world in a grain of sand, he expressed the core of what Suzette M. Kimball '73 does every day.

Kimball, an erstwhile William and Mary English major who a decade ago became captivated by coastal geology, teaches and conducts research in the Division of Geological Oceanography at the College's Virginia Institute of Marine Science (VIMS). To her trained eye, Virginia's shores present a universe of fascinating science, along with satisfying opportunities for applied research and teaching.

"In coastal environments we're looking at physical systems in which there are constant small and large changes," reflects Kimball in her office at VIMS' Gloucester Point campus on the York River. "The land and water interact in complex ways, and unpredictable events like storms can have tremendous effects. Two important tasks for us here are, first, to try to understand and accurately describe what goes on under different conditions, and then to make that information available to the

people who have the increasingly difficult job of managing our coastal resources."

Kimball heads VIMS' recently established Comprehensive Coastal Inventory Program, which she predicts will be a major step toward accomplishing those goals. "Basically, the inventory is tallying the full range of physical parameters of Virginia's 5,000 miles of tidal shoreline, plus the types of biological interactions that take place there. It's a huge undertaking, but one that we're excited about because it is giving us a comprehensive portrait of the coast, painted, if you will, with highly accurate data."

On the VIMS campus Kimball is known as an enthusiastic teacher whose field trips regularly expose students to the shifting world of sand, waves and surf. "If I'm lecturing about, say, how the surf moves sand around, of course I can write the relevant equations on the chalkboard," she says. "But equations are abstract. If a student has first stood on a beach and *seen* the process in action, back in the classroom those numbers and relationships will have much more meaning."

Kimball's own academic career be-

gan with a William and Mary English degree in 1973, followed by a post-baccalaureate year of geology coursework at the College. She briefly left Virginia to earn an M.S. in geology and geophysics at Ball State University in Indiana, then returned to take her doctorate at the University of Virginia in environmental sciences and coastal processes. In 1986 she re-established her ties with the College, accepting the position of marine scientist at VIMS. The association, she says, has proven personally, intellectually and professionally gratifying.

"Here I've been able to pursue some long-term research interests—in coastal erosion and conservation, basic geological processes, the ways a stretch of shoreline responds to potentially catastrophic events like a major northeaster or a hurricane," says Kimball. "Each involves looking at fundamental scientific questions, but also relates to interesting applied problems."

As a case in point, she describes a project recently completed with the city of Hampton. City officials needed to identify a source of beach-quality sand to replenish slowly-eroding Buckroe Beach, and asked VIMS for help. Kimball's group initially performed a geophysical survey of shoal areas off Buckroe to identify potential sand reserves. Next, they took core samples at selected sites, analyzed the samples to determine the composition of the bottom and sub-bottom, and prepared a contour map of each site along with estimates of the volume of usable sand each held. In addition to examining



Suzette M. Kimball '73

physical characteristics of various sites, the team also factored in possible impacts of large-scale sand removal on the communities of aquatic organisms in each area. Eventually Kimball recommended a sand deposit two miles offshore, from which the city mined 224,000 cubic yards of beach-quality sand this past summer.

Kimball says the project was successful on several scores.

"This is a case where, at the applied end, we were able to help a locality satisfy a need and do it in an environmentally sound way. At the same time, we gathered a large data set which will help us understand the workings of the lower estuary, and the events that have shaped the Chesapeake Bay system for the last 10,000 years."

Information gained from the Hampton project meshes with work Kimball and her co-workers are doing as part of a state-supported effort to plan strategies for coping with the sometimes catastrophic coastal damage caused by storms. In addition to identifying offshore sand and gravel reserves and studying the effects of disruptions on animal and plant life, the team will use a sophisticated video system to assess the impact of storm waves on coastal forms.

"My colleague Scott Hardaway is developing the video system, which we'll then use for a number of projects," explains Kimball. "A computer digitizes the video images, essentially transforming an image into numbers so that we can calculate wave height very precisely. In addition, the video technique also provides an accurate time history of wave action during a storm."

Information thus gained can then be combined with data from beach profiles taken on shore, and with measurements of the speed and direction of wave movement obtained from specialized gauges placed offshore in key locales. The result, Kimball says, is a broad-based view of the forces that impinge on beaches and nearshore bottom forms during storms.

"Studying wave action in such detail might at first seem esoteric," Kimball notes. "Yet as our coastal areas become increasingly populated, it's the kind of information citizens and policymakers must have in order to rationally plan development."

Williamsburg

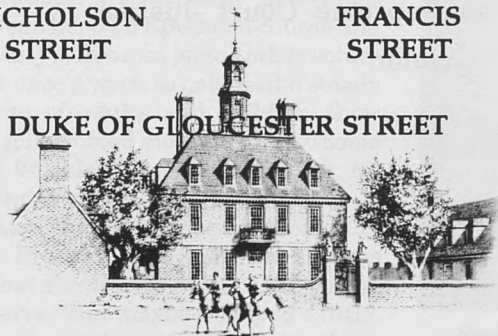
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Reflections in the Magic Mirror



Rebecca Beach Smith



Carol Bagley Amon

By Charles M. Holloway

Over a hundred years ago, the eminent jurist Oliver Wendell Holmes Jr. spoke of the law as “a magic mirror wherein we see reflected not only our lives but the lives of all men that have been.”

Two of the newest and brightest images now reflected in the mirror are those of Rebecca Beach Smith and Carol Bagley Amon, both recently named as U.S. District Court judges. The two William and Mary graduates (Smith in the class of 1971, Marshall-Wythe 1979, and Amon, class of 1968) have distinguished themselves at an early age in a highly competitive and demanding profession. Of 712 active federal judges in the country, only 70 are women — 52 district judges, 16 on appeals courts, and, of course, Supreme Court Justice Sandra Day O'Connor.

REBECCA BEACH SMITH

We've all seen it dozens of times on TV — *Matlock*, *Perry Mason*, *LA Law* — after a tense morning of savage cross-examination, damning testimony, and clever legal counterpoint, a black-robed judge wearily pounds the gavel for a recess until 2 p.m. and unobtrusively leaves the up-roar of the courtroom for the solitude of his or her chambers.

Ah, but then what? The camera tends to follow the prosecution and defense attorneys scurrying around to solidify their cases. Haven't you ever wondered what the judge does in the interim? Weighs evidence, perhaps? Munches a solitary sandwich? Slips out for an aerobics class?

In the case of Rebecca Beach Smith, none of the above. And, in fact, for more than three years during her term as a U.S. magistrate in Norfolk, she regularly devoted the noontime recess to a labor of love — serving food to the urban poor at the soup kitchen of St. Mary's Catholic Church not far from her chambers in the Walter Hoffman courthouse.

Altruism is simply a built-in feature of a remarkable and complex life that has carried her at age 41 to an elevated plateau in the federal judiciary system. On Nov. 3, 1989, she was sworn in as a U.S. district judge for the Eastern District of Virginia — the only woman ever to hold this position in the Commonwealth.

"My mother taught us as we grew up that we should always be prepared to help those less fortunate," Smith says. "We were never poor, but we weren't exactly rich either, and our family values just naturally seemed to include a concept of public service and a concern for others."

Through a cooperative agreement between her own Episcopal church and St. Mary's, Rebecca joined other volunteers once a week to help feed a steady stream of adults and children their only guaranteed meal of the day. Some were homeless, many out of work. All depended on the solid, hot food to hold together the fragile fabric of their daily lives. Probably none knew who she was or what she did. "It wasn't a big thing," she says. "But maybe it helped a little. It was something tangible. . . those meals mean a lot to them."

During that midday break, Judge Smith would hang her black robe in a closet, slip on a suit jacket and quickly drive a few blocks through downtown Norfolk to where the neatly-kept red brick buildings of the Tidewater Gardens housing project adjoin the gleaming white stone structure of St. Mary's with its tall spire, Gothic arch windows and delicately carved cornices.

Inside, she would don an apron and join the serving line, sometimes missing her own lunch because of time pressures, but always returning to the courthouse before the afternoon session started.

This year, because of the heavy demands of her new duties as district judge, Smith has taken a year's leave from her commitment to the soup kitchen, but she regards it as leave and plans to return.

Meantime, she continues to carry out a range of other voluntary and professional activities that would exhaust most people. High among her priorities is service as a member of the Society of the Alumni's governing board, to which she was elected in 1989. On a brilliant October afternoon she has come to Williamsburg for an important board meeting focusing on revisions in the Society's bylaws.

Somehow, she borrows time from the crowded agenda to visit and reminisce about her childhood summers in rural Dinwiddie County, her schooling, friends and spectacular career in the legal profession.

Rebecca Smith is a tall, statuesque woman, nearly six feet in heels, with dark brown hair worn in a modified page-boy style, swept back at the temples to frame her oval face. She has regular features, brown eyes and even white teeth. Though she has been through a long and exacting morning session, she looks fresh and unruffled in a neatly tailored business suit with tones of heather, blue and tan, parchment-colored blouse, brown foulard scarf, large pearl earrings and a matching 30-inch strand of pearls.

Her handshake is firm and businesslike, but her smile radiates warmth. Her speech is brushed with a gentle mid-Virginia accent that has been modulated in a decade or more of public speaking and polished in hundreds of demanding legal forums. She is cordial yet circumspect, and this seems entirely natural for someone with her depth of learning and sensitivity to judicial responsibility.

As crimson and gold leaves shower down outside, and bright autumn sunlight streams through the venetian blinds to sketch warm gules onto a fringed Oriental rug, Rebecca Smith looks back on the highlights of her life and reflects on the Beach family ethos — the values that have nourished and sustained her.

"My swearing-in last November as a federal district judge was no doubt the biggest red-letter day of my life," Smith recalls. "Certainly it was the most gratifying so far. I remember it was a



Smith was sworn in as a U.S. district judge for the Eastern District of Virginia on Nov. 3, 1989—the only woman ever to hold this position in the Commonwealth.

Photo by Dennis Finley

cool day in Norfolk and the ceremony was at 3 o'clock. Senator Warner was present, along with my family and a good many of my friends. My high school principal came, and several of my teachers, including Miss Sue Birney, who taught me in the 5th grade."

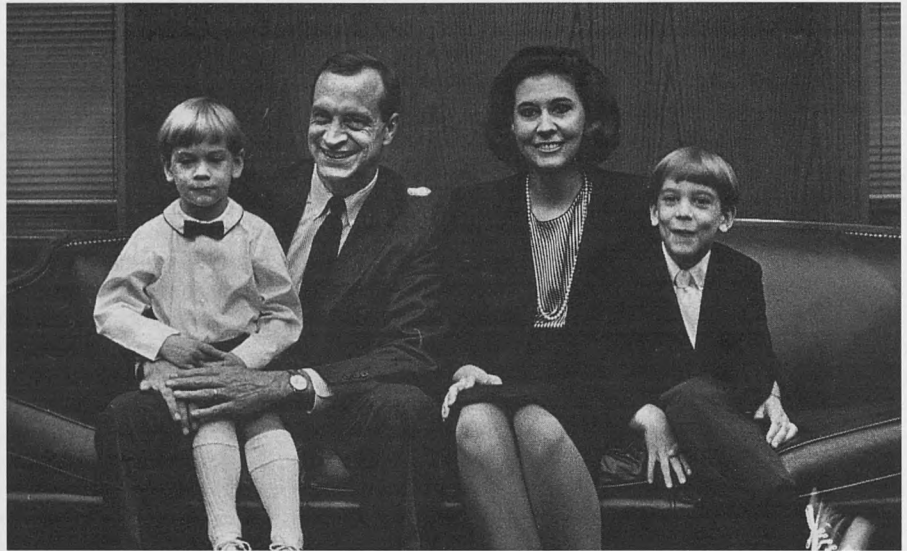
Her appointment by President George Bush came after many weeks of intensive investigation by the Department of Justice, which produced a 40-page biography of her in the process, and after the Senate Judiciary Committee hearing in late September. Both of Virginia's senators attended the hearing in the marmoreal splendor of the Senate Office Building, sitting on either side of her in a show of unusual bipartisan support.

When he first proposed her appointment to the bench, Senator John Warner said, "In the 11 years I've been providing presidents with recommendations for the federal judiciary, I have never experienced a candidate who garnered wider or more genuine endorsement from his or her professional peers." Following a perfunctory hearing that reporters called "more ceremonial than informational," the 14-member committee quickly approved the nomination.

At the swearing-in ceremony Nov. 3, U.S. District Court Judge J. Calvitt Clark Jr., chief judge in Norfolk, administered the oath of office to Smith, who had served during 1979-80 as his law clerk. "You're a U.S. District judge now," he told her. "You're on the payroll."

Being in select company seems to be a way of life with Rebecca Smith. It started early. As a kid she must have eaten the breakfast of champions a lot. She has no second place ribbons or consolation prizes. She was a top student all the way in her high school class of 325, and also found time to be head cheerleader, a member of the yearbook staff, and to participate in Tri-Hi-Y activities. "I tried to be an all-around person," she says. "I made a lot of friends, and three of my close friends from those days are still close to me."

Smith's tradition of leadership was social as well as academic. Tucked away on a shelf in her office storeroom, for example, she keeps two symbols, reminders of previous victories, perhaps to assure humility. One is a trophy that she won as valedictorian of Hopewell High's class of 1967; the other a rhine-



Rebecca and John Smith with their two sons, Clarke, 5, and Luke (John Lucian Smith III), 8.

Photo by Dennis Finley

stone tiara that she wore as class queen.

Where did it all begin? Genetic engineers seeking the secrets of the double helix might do well to get out of the lab and take a drive down Route 5 into the lush rural countryside south of Richmond, cross the James River, seek out a tranquil town called Hopewell, and once there, look carefully into the life and times of young Becky Beach and her sister, Cheryl.

Or better yet, circle around a few miles west and visit the family farm near Ford in Dinwiddie County. Remember those poignant moments in Thornton Wilder's *Our Town* when Emily has a chance to relive her 12th birthday? Given such a choice, Becky Beach Smith might well select one of those long, hot summers she spent at "Oak Forest," where she joined Cheryl and her cousins, uncles and aunts in helping harvest wheat and tobacco. "It was hard work," she recalls, "but we thrived on it — cutting, drying and curing the tobacco — sharing the big dinners. I remember driving a tractor, among other jobs. That's where as children we began to feel the intangible strength of unconditional love and security, and where we learned to take pride in our work and achievements, whatever form they might take."

How do you preserve and protect these values, transmit them to another generation? "I'm not sure I know," Smith says. "Living by example worked for my parents and for us. My mother was deeply involved in all kinds of volunteer work — still is. My father always

encouraged us to work hard and strive to the best of our ability. That's what he did. Certainly, there's a vital role for education in all this, extending and expanding the role of the family.

"My grade school teachers were wonderful," she remembers. "I've mentioned Miss Birney. She stimulated my interest in books of all kinds, though her specialty was the environment, the importance of nature. She was a rock hound, an amateur gemologist and geologist. She took us into the field hunting for specimens. Once I found a special prize, a burnt-orange garnet that I still wear today in a ring.

"Mrs. Maloney taught us world history. She made the people and the events come alive. And, incidentally, I was sent a framed page from her personal Bible for a swearing-in gift."

During her high school years and on into college, Smith studied Latin and read the classics — Virgil, Cicero and Homer. "Latin plays an invaluable role in understanding our language and our culture," she says, and she still regards Latin as a sine qua non in preparing for the legal profession. "Many of the terms and concepts that you regularly encounter in the law derive from Latin."

Smith's years at William and Mary provided her with a widening exposure to the liberal arts. "Studying foreign languages, English, math and physical education gave me an essential base for graduate and legal studies. The liberal arts courses all contribute to shape a composite of the person you will become.

"There's somewhat of a tendency now toward specialization, and I think that's probably too narrowing, too limiting early. There's plenty of time later to specialize."

As the antique grandfather clock nearby gently tolls the hour, Smith recalls, "All of my teachers were excellent, but I particularly remember Margaret Hamilton in government, and Professor Donaldson in English. He was an important early influence on me. He gave me a lot of encouragement and helped develop my writing, along with an appreciation of literature. I remember that we had classes in one of the old lodges near the stadium. I still like to write, and, in fact, usually write out my court orders longhand."

Scott Donaldson, now Cooley Professor of English, quickly remembers Becky Beach. "She was tall, attractive, with an extraordinary amount of presence for a freshman. Presence and confidence. I did teach her English 101, in the fall of 1967, and it was in the Lodges. Lodge No. 8, actually. She started out slowly, but progressed rapidly. She went from weak Cs to strong A's, and when the term was over, she got the only A in a class of 21 students."

During her undergraduate years, Smith continued her outstanding academic performance and was named to Phi Beta Kappa, Alpha Lambda Delta and Kappa Delta scholastic honorary fraternities. She also found time to become an active member of Delta Delta Delta sorority.

She contemplated studying the law after graduation but decided she was not quite ready for a three-year commitment to law school. Instead, she accepted a Ford Foundation scholarship to study public administration and city planning at the University of Virginia and moved to Charlottesville to work on a master's degree. At commencement two years later, she was named outstanding graduate student in urban planning by the faculty of the School of Architecture. She was further honored by induction into the Lynchos Society in recognition of her excellence in scholarship, leadership and contributions to the university.

Also in Charlottesville, she happened to meet a third-year law student named John Lucian Smith, not entirely by chance. "Nancy Deal Chandler (Deal Chandler Brooks, class of 1971) had been my roommate, sorority sister and

friend for years," Rebecca says. "She had been telling me for a long time about her wonderful cousin over at Washington and Lee, but somehow I never met him until I was at the university. John's mother, Louise Outland Smith, went to William and Mary, of course, so there are lots of connections."

"I loved the challenges in law school from the first day," she told an interviewer last year. "For the first time, I felt I had found what I was supposed to do. I still feel that way. I've never looked back."

"Jack and I were married at my family church in Hopewell, Woodlawn Presbyterian, on a hot Aug. 4, 1973 — at four in the afternoon," she continues. "Needless to say that was another of the most memorable and important days in my life."

During the next three years they lived on Capitol Hill in Washington, D.C., while John completed a tour of duty with the Navy's Judge Advocate

General Corps, and Rebecca joined the staff of the National Academy of Sciences. In that period, she began to think about law school again. In the fall of 1976, she entered Marshall-Wythe and began blazing another trail of superior skill and achievement.

"I loved the challenges in law school from the first day," she told an interviewer last year. "For the first time, I felt I had found what I was supposed to do. I still feel that way. I've never looked back."

Naturally, she ranked first in her class and also served as executive editor of the Law Review. At commencement, she was presented with the top faculty award (the Weber Diploma) as the graduate with the greatest professional promise. She has not disappointed anyone.

From law school, she moved directly into the prestigious position of law clerk to Judge Calvitt Clarke during 1979-80. She went on to spend five formative years with the Norfolk firm of Willcox and Savage, where she concentrated on civil cases (medical malpractice and product liability.)

Her husband, John Lucian Smith, also continued to move ahead with his own professional career as an attorney with Outland, Gray, O'Keefe and Hubbard in Chesapeake, where he specializes in business law. He comes from an old, distinguished Virginia family. His father was a Marine fighter pilot during World War II, winning the Congressional Medal of Honor and appearing



A member of the Board of Directors of the Society of the Alumni, Smith also devotes considerable time to Marshall-Wythe School of Law activities.

Photo by Dennis Finley

on the cover of *Life* magazine in 1942.

Rebecca's appointment in 1985 as a federal magistrate in Norfolk was another significant step up the judicial ladder and perhaps a harbinger of things to come. "I've always been goal-oriented," she once said. "I try to do my best at anything I do." This determination has not gone unnoticed by her colleagues along the way. During her swearing-in last year, Robert S. Cohen, president of the Norfolk and Portsmouth Bar Association, quipped that her service with Judge Clarke was perhaps the first manifestation of "the Rebecca Smith 10-year plan," which ultimately took her to her own personal altiplano as a U.S. district judge.

The genetic auguries for the Smiths' two sons, Clarke, 5, and Luke (John Lucian Smith III), 8, could not be much more auspicious. Both are now in school, Luke at the Norfolk Academy, where Rebecca serves as a member of the Board of Trustees.

Given these two accelerating careers, how then to correlate and balance the demands of the workplace with those of home and family?

"That hasn't been a problem," Rebecca says firmly. "Our family takes precedence. The children serve as a catalyst for us. Their own needs and interests generate our family unity. While I concentrate fully on my work at the court, once I get home, that's another and separate world."

The seven-minute drive from downtown to the Smith home provides a valuable period of transition and decompression and allows Rebecca to adapt from judge to mother with the same grace and ease that has characterized her life. "Jack and I never talk law at home, not since the boys arrived. We used to, but now we're too busy with all the other things that occupy us.

"I may take on too many outside things," she notes. "But so far it all seems to work out." Aside from her regular involvement in the Society of the Alumni, Smith also devotes considerable time to Marshall-Wythe activities and is a Virginia charter member of the American Inns of Court, of which she is currently president. She also serves on the Advisory Board of the Chrysler Museum and on the Professionalism Committee of the Virginia State Bar Association. Not to mention the Junior League, the Supreme Court Historical Society and the National

Association of Women Judges.

Judge Smith reflects with pride and satisfaction on her achievements thus far. She has no anxieties or preconceptions about what may lie ahead, but in light of her singular drive and success, it is hard to imagine that she doesn't have a few more goals in mind — a second 10-year plan perhaps? Although district court appointments are a lifetime job, the appellate courts would be one logical step ahead, and, of course, the Supreme Court. Other national positions are not unthinkable.

"But I love my work right now," she concludes. "I've reached a most important goal and it is gratifying to have done this at a relatively young age. What's next? I really haven't given it that much thought."

CAROL BAGLEY AMON

Saturday, Nov. 3, is not an official working day at the big, starkly modern, granite federal courthouse facing Cadman Plaza in downtown Brooklyn. It's an abnormally warm day, near 80, and the heat does not augur well for next day's New York Marathon which will pass by not far from the expansive public square.

In the oasis of greenery, youngsters shoot baskets, skateboarders cruise down the sidewalk margins, and mothers push strollers along tree-shaded walks. From vendors' carts, powerful aromas of spicy falafel, hot dogs and sauerkraut drift through the air. A

passing car radio blares Sinatra, singing about New York and proclaiming "If you can make it there, you can make it anywhere." How true, how true.

Inside the nearly-deserted courthouse, where a couple of uniformed security men guard the entry, Carol Bagley Amon is busy proving Frank's point. Her heels echo in the eerily quiet, scrupulously clean marble corridors as she walks to her third floor office to spend part of the morning preparing for next week's docket of the U.S. Eastern District Court where she will preside as judge.

Carol Amon has been on the job just about three months, having been sworn in as a U.S. district judge Aug. 10, 1990, marking the culmination of a steadily accelerating legal career in the toughest of venues, a course that has taken her from graduation at University of Virginia law school in 1971 to 12 years in the U.S. Attorney's office in Brooklyn and then four years as a U.S. Magistrate.

She has reserved some time Saturday morning (as she often does) to review important materials related to pending cases and to catch up generally. She has also graciously agreed to an interview even though this day marks the 17th anniversary of her wedding to Thomas Amon, and she has a full afternoon, dinner and the theatre ahead. This crowded "day off" reflects a demanding but fulfilling lifestyle that somehow blends home, family and career into a harmonious whole.

Carol Amon is nearly six feet tall,



Judge Amon receives applause from her colleagues after being sworn in as a federal judge last August in Brooklyn.

slender, and carefully enough groomed to have just stepped from the women's fashion pages of the *Times*, in her broad-shouldered tan and black checked jacket, plain white silk blouse, black skirt and gray shoes with lizard-skin tips. She wears her thick dark hair cut short and neatly curled and has a ready, dazzling smile. As she sits in her comfortable leather chair facing the plaza, she talks about earlier days in Richmond, Williamsburg and Charlottesville, often gesturing with long, expressive hands.

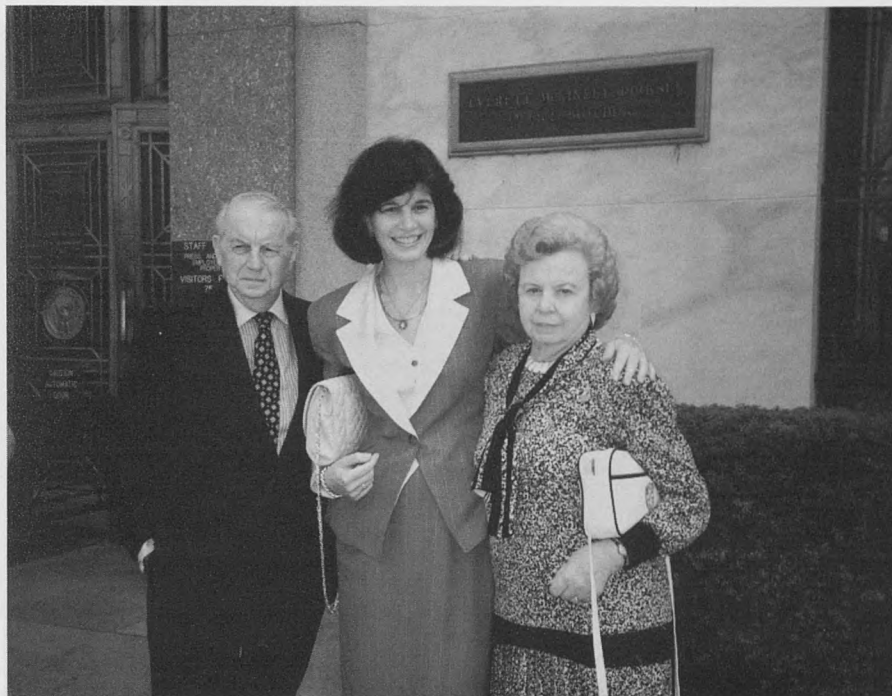
"What makes a good attorney or judge?" she wonders aloud in response to a question. "A combination of things, I guess. In my own case, hard work. Intensive hard work. I always tried to do my best in school, in law school.

"Personality counts, too. You have to be able to work under pressure, to perform in public, in court, before an audience. Maybe there's a sense of theatre involved, too, especially in trial work. I don't think an introvert, someone oriented toward research, would do well in the courtroom arena."

"I had one small part in William and Mary theatre — a walk-on. I was a 'sign girl' in *Gypsy*, and three of my sorority sisters and I were in *A Funny Thing Happened on the Way to the Forum*, a Williamsburg Players production. I had one line, which the director cut. So much for my career in the theatre. But the experience was fun. I enjoyed performing. Television and videotape are very useful to law students coming along now. I've used video in my teaching at Benjamin Cardozo Law School here in Brooklyn."

Carol Ann Bagley grew up on the north side of Richmond with two brothers and a sister. Her parents, John and Adele, still live in their same house. "I went to St. Paul's grade school and then on to St. Gertrude's high school. I returned there just a couple of years ago to give the graduation speech — it was a lot of fun seeing the nuns again and meeting some of my old teachers. I had a solid, classical education there, four years of Latin, world literature and a good foundation in math, too.

"Somehow I decided to be a biology major in college. I thought for a while that I might go into pharmacy, but in a year or two I realized I was more suited for other things. I liked literature and history, and about my senior year a cousin encouraged me to think about



Judge Amon with her parents, John and Adele, who live in Richmond, Va.

law school and apply to Virginia.

"My teachers at William and Mary were excellent throughout. I especially remember Dr. Guy in chemistry and Gustav Hall in biology — he taught vascular plants and ecological relationships. And, of course, Dr. (Lud) Johnson in history. I still remember his characterizations of Lincoln. My favorite professor, however, was a brilliant, young, enthusiastic English teacher — John Cacciapaglia — who was only at the college for a short time. His course was 'inspirational.'

"I took out a student loan to help pay my way through law school, and I also worked summers before and during law school. I taught chemistry one summer at Thomas Jefferson High School, and after my first year at Charlottesville I had two jobs at once. Mornings, I taught in a federally sponsored program for welfare mothers, and from 4 to 9 p.m. I worked in the Sears, Roebuck catalog store.

"I enjoyed my time at the College, social and academic. I think I mentioned that out of our 17 sorority sisters in Kappa Kappa Gamma, three went to law school, which was a little unusual in those days. But in my law class of 200, we only had 20 women. Still, that was a lot better than the preceding class, which only had two."

Like some other self-assured, eminently successful people, Amon never

consciously emulated anyone in particular as she grew up. "I don't think I had any personal role models. I tended to set my own goals."

While in Charlottesville, she met her husband, Thomas Amon, a 1969 graduate of Harvard, from Reading, Mass., who was two years behind her in law school. In 1973, they were married with all the family present in Richmond.

After receiving her J.D. degree in 1971, Amon decided to shed "those little town blues" (Charlottesville, Williamsburg?) and move on north to Washington and, ultimately, New York.

For two years she worked as a staff attorney for COMSAT (Communications Satellite Corporation) and then moved to be a staff attorney on the Department of Justice's Narcotics Task Force, which was involved then in establishing the Drug Enforcement Administration.

In 1974, she and her husband moved to New York, where he entered private practice in Manhattan and she joined the office of the U.S. Attorney for the Eastern District of New York. For a dozen years she was plunged into the complex, challenging, fascinating (and conceivably dangerous) position of prosecuting major cases involving espionage, international terrorism, narcotics and money laundering.

Carol glances around her modern, spacious office suite and points to a 2 x

4-foot framed water color that leans against one of her book-lined walls. "That's an artist's rendering of one of my court cases involving two Libyans charged with weapons smuggling." The painting shows the Libyans in the foreground, looking glum and menacing, with Carol, as the prosecutor, standing before the judge.

"Moving up here, to Brooklyn Heights, has been a great experience," she says. "We live on a pretty quiet, well-maintained street, gentrified perhaps, but lively, reminiscent of an older era in New York. Our house is a 17 1/2-foot-wide, four-story brownstone that was built about a hundred years ago. "It's comfortable for us. A little narrow sometimes. But comfortable."

Her neighborhood has frequently been used as a backdrop for movies because it reflects a part of New York that has, in a sense, vanished. It's like a flashback to a Doctorow novel.

"Remember the movie *Moonstruck*?" Carol asks. "That's our street, exactly, where the grandfather walked the dogs. Our church, the Church of the Assumption, is down at one end, where our sons are altar boys. I read there as a lector. Our house actually appears in one shot." At block's end, an esplanade opens onto the East River and a vista of lower Manhattan.

"But best of all, it's only a five-minute walk to work for me, and the boys can walk to their school. Only Tom suffers any — he has to commute into Manhattan, where he now has his own firm, Amon and Sabatini, specializing in corporate securities.

"Did I mention that one of our neighbors, Wade Harrison, was a biology major with me at William and Mary? Small world. He has his own business now, but it's always fascinating to have such encounters. We have another alumnus in the U.S. Attorney's office, by the way. Her name now is Mary Jo White, and she's chief assistant to the U.S. attorney. As I recall, she played tennis at the College and knew Millie West well. Her maiden name was Mary Jo Monk."

How do the Amons successfully juggle their legal and personal lives? "We're both involved in activities outside the office," Carol says. "And we have a lot of professional commitments." She is a member of the Bar Association of the City of New York, the American

Bar Association, and both the Virginia and District of Columbia bars. She has also done part-time teaching at Car-doza law school.

"I do a lot of late-night reading," Carol continues. "Opinions, briefs, journals. Earlier, I'm busy helping on sixth grade homework. We share all the regular family things with the boys



Carol with her husband, Thomas Amon, a 1969 graduate of Harvard, and their children Graham, 11, Christopher, 9, and Clayton, 5.

(Graham, 11, Christopher, 9, and Clayton, 5). And we have great support from a full-time housekeeper we've had for some time.

"I guess my years as an assistant U.S. attorney were particularly valuable and formative because the challenges in that time were so diverse. We prosecuted espionage, narcotics, money laundering and bank fraud cases. I had to brief and argue, including major cases in the Court of Appeals. One related to the constitutionality of the Foreign Intelligence Surveillance Act.

"I took on supervisory positions as Chief of General Crimes (in 1981-82) and Chief of Frauds before that (1978-80)." She was the first woman to hold a supervisory job in the office.

"Four years ago I was appointed U.S. Magistrate for the Eastern District of New York, which meant presiding over trials in both civil and criminal cases, holding hearings, conducting arraignments in felony cases and supervising all civil pretrial discovery and conduct settlement conferences." Obviously, her exceptional performance in this new arena helped set the stage for her consideration as district judge.

"Senator Alphonse D'Amato recommended me for the position earlier this year, and the Senate committee hearings were held in the summer. My whole family came to Washington to sit in — my brother, Terry, who is a lawyer in Richmond, and John, who is a doctor, and my sister Gayle, along with my parents. Things went quickly and well, with only a few questions raised by the committee — Senators DeConcini and Thurmond were both present. My official appointment came from President Bush, of course, and we had the swearing-in on Sept. 24, right here in the courthouse. Judge John R. Bartels spoke. My parents gave me a new black robe for the occasion, and Judge Bartels gave me this wonderful present," she says, displaying a small and exquisite Waterford crystal replica of a judge's gavel. "Judge Bartels, by the way, is our senior judge and still active at 92."

She walks over to a bookshelf and removes a burnished wood and brass plaque. "Did I show you this?" She holds up the plaque that she won in 1983. "This may be my most coveted prize. It's the John Marshall Award, given for outstanding legal achievement by the Attorney General of the United States. This came after our successful prosecution of a multi-defendant weapons trafficking case (*U.S. v. Megahey*)."

How has the role of women in her profession changed in the past dozen years or so? "I would say the main thing about women in the law today is that seeing them in every capacity as lawyers and judges is not all that unusual. They are busy everywhere and doing very well. In my first years, it was probably an advantage being a woman. There weren't as many of us then. We stood out. Our successes were noted. And if we had failures, they were egregious, too."

What lies ahead for Judge Amon? How does she assess her achievements thus far?

"I'm most gratified to be here. Being a U.S. district judge is plenty of reward in and of itself. At this point in my career, I need to concentrate all my energies on doing this job well."

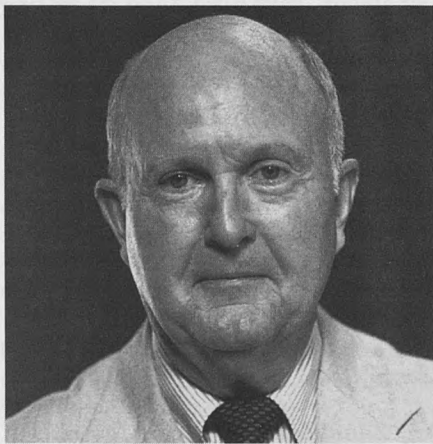
And, as the song says, Carol Bagley Amon has, "in the city that never sleeps," clearly made it to the top of the heap. She's undisputed queen of the hill right now.



Saving the peregrine falcon, like this one soaring above Hawksbill Mountain in Shenandoah National Park, is one of Mitchell Byrd's missions. The species has been reintroduced in Virginia.

A RARE BYRD

By Mike D'Orso '75



Mitchell Byrd (above) and a close-up of the peregrine falcon (below).



Photos by Robbie Ray

Up on Hawksbill Mountain, the breezes blow from below. Gentle currents of air slide up oak-blanketed ridges from the valley floor, gusting, gathering and finally finding open sky here among these cliffs, at the highest point in Shenandoah National Park.

On this midsummer afternoon, puffs of cumulus clouds tumble past at eye level. A ledge of jagged granite is outlined against the brilliant blue sky. Perched on that peak is a curious collection of people.

Four of them are peering through binoculars at a pair of wooden boxes mounted on a ledge to the south. Three of them stare through spotting scopes. One sits by himself, sighting with nothing but his naked eyes.

There are birds in those boxes, peregrine falcons to be precise. Several are out there among the clouds, dancing and diving in the wind. But the birds in the boxes have yet to make their first flight. They are the ones the knot of people are here to watch.

Three of them are park rangers. Three are college students. One is a peregrine expert from Idaho. And the

solitary figure roosting on a rock of his own, his nose hooked like a hawk's, his eyes bright as a falcon's, his head bald as an eagle's...

That's Mitchell Byrd.

The Byrd Man

Usher of ospreys, guardian of eagles, defender of raptors of all shapes and species. For fully half a century this professorial paladin has spent his days on the wing, stalking, studying and saving the animals that inhabit the air. To most of the students he has taught these past 34 years at the College of William and Mary, Mitchell Byrd is more than a mere professor. Many have made him their model, moving on to their own heady perches in the field of ornithology.

"I know I wouldn't be where I am today without him," says Dr. Robert Kennedy, deputy director for collections and research at the Cincinnati Museum of Natural History and the world's leading authority on the Philippine eagle. It was his undergraduate and graduate biology studies under Byrd's wing at William and Mary in the late 1960s and early '70s that launched Kennedy toward his career.

"He's Dr. Bird in Virginia," says Kennedy. "There's no doubt about that."

"He's an institution," says Dana Bradshaw, wildlife biologist with the Virginia Department of Game and Inland Fisheries' non-game and endangered species program. "There's no natural resource or conservation-oriented person in this state who's better known than Mitchell Byrd. Personally, I owe my entire career to him."

Bradshaw, too, is a former Byrd student. Now, in a sense, he's his teacher's boss, overseeing a variety of field work Byrd conducts through grants provided by the state. From a dollars-and-cents stance, says Bradshaw, there's no better buy than Byrd, who has totaled more than \$1 million in research grants during his 34 years in the bird business.

"The guy is essentially non-stop. There's no such thing as a weekend off with him. It's day to day, dawn to dusk. Whether it's climbing a channel marker to band an osprey, or hiking the highest mountain in the state to set up a peregrine hack site, or walking barrier island beaches to count piping plovers, he's out there doing it all, doing it all the time. You definitely get your money's worth with Mitchell Byrd."

The object of this praise is not a towering figure, but he is a tenacious one. At 61, he scales mountain trails like a gazelle. When he recently led a Richmond television news crew to a remote falcon roost, the reporter walking with him was unable to keep pace with a tripod in hand.

"Damned if I didn't have to carry that thing up there myself," says Byrd, clucking his tongue. "They were just plain pooped."

It's not easy keeping pace with the Byrd Man. And he has little patience with stragglers. He doesn't log 5,000 miles of road time a month — along with the distance he covers on foot, in boats and, yes, through the air — by moving in any gear but high. Those who choose to tag along are soon swept up in his vortex.

"When we're evaluating students looking for work here," says Bradshaw, "the first question we ask is whether this is one of Mitchell Byrd's students. Because we know if they've worked with Byrd, they've gotten the sort of training and experience they'll never get anywhere else."

Stall speed

On this day the Byrd Man has risen at dawn, stopped by his campus office to pick up some equipment and hit the interstate headed west long before his Williamsburg neighbors are sitting down to breakfast. Pausing to point out the various hawks, vultures and crows

***It's not easy keeping
pace with the Byrd Man.***

***And he has little pa-
tience with stragglers.***

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***boats and, yes, through
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any gear but high.

circling above his state sedan as he speeds toward the mountains, Byrd talks about some of the creatures he has spent the past 40 years trying to protect.

Like the osprey. In the early 1970s, when the ravages of DDT and other pesticides had reduced the fish-eating birds of prey to a mere 500 pairs in Virginia, Byrd became a member of the North American Osprey Committee, appointed by the federal government to recover the species. Today there are 1,800 osprey pairs nesting in Virginia, many on some of the 75 platforms Byrd himself has built over the years. Now he's monitoring 450 area osprey nests not for the effects of DDT but for signs of simple starvation.

"There just aren't enough fish in the Bay anymore to feed them adequately," he says, noting that the osprey's current crisis is the same one facing the watermen who ply the troubled waters of the Chesapeake.

The bald eagles face a different

threat. When Byrd began working with them in 1977, there were a mere 32 breeding pairs in the state, down from 800 in the early part of this century. Thanks to the work of the five-state Chesapeake Bay bald eagle recovery team — headed, naturally, by Byrd — at least 102 eagle nests have been counted in Virginia. Byrd did that counting, mostly by air, mostly at near-treetop level, mostly with his pilot dropping the flaps to slow the plane to a near drop-dead speed of 70 m.p.h.

"The stall horn goes off on us a lot," says Byrd, with just a hint of a smile.

The smile vanishes when he is asked about the U.S. Fish and Wildlife Service's proposal earlier this year to reclassify the bald eagle's status from endangered to merely "threatened." The downlisting, he says, will only encourage landowners around the Chesapeake Bay basin to develop property as a projected 2.5 million people move into that area over the next 30 years. That, says Byrd, will put a squeeze on the eagles living there.

"Every year about 10 percent of the eagle nests in this state are impacted by land use change — housing, logging, whatever," says Byrd. "And it's getting worse. The problem I see is not tomorrow or next week — it's down the road."

Which is why Byrd will begin yet another project for Bradshaw's department next year, when he takes a sabbatical from William and Mary to develop a statewide eagle habitat management plan.

But on this particular July morning, as he steers his sedan up Skyline Drive, Byrd's eyes are scanning the sky not for eagles or ospreys. He's looking for falcons.

Zoom lens

There is no more perfectly designed bird than the peregrine. Its chest is broad as a body builder's, its wings sleek as a stealth bomber's, its eyesight eight times as keen as a human's. It routinely flies at 80 miles an hour, and can dive at 200, its wings hugged tight to its body in a steep stoop, its eyes shifting focus like a zoom lens as it closes in on its prey.

It is the royalty of its species, the classic bird perched on the wrists of pre-Christian Asians and medieval European kings. Its hunting prowess has made it the pride of falconers for ages. Only the farmer, watching his

helpless hens pierced by the talons of a renegade, is cold to the peregrine's beauty.

Until 40 years ago, these birds were plentiful in the United States, nesting on high cliffs from the Hudson Palisades to the Sierra Nevada, even roosting on city skyscrapers, where pigeons provided plentiful meals. But DDT and other pesticides began cutting their numbers after World War II. The last naturally nesting peregrines in Virginia were seen in 1953. By the end of the 1960s the birds had all but disappeared in the West and were extinct east of the Rockies.

Now a group called the Peregrine Fund is fighting to bring them back. Created at Cornell University in the early 1970s and moved to Boise, Idaho, in the early '80s, the fund breeds peregrines in captivity then transfers the fledglings to their natural habitats across the country. Since setting its first falcons free in 1975, the group has released 3,000 captive-bred peregrines, including 172 in Virginia, where Mitchell Byrd directs the state's peregrine reintroduction program.

The first of Virginia's transplanted peregrines were set free from sites on the Eastern Shore in the late '70s and from downtown Norfolk's Royster Building in the early '80s. In 1985, Byrd and the two-person teams of students he hires to monitor each release site made their move to the mountains, establishing "hack" sites in several national forests and parks.

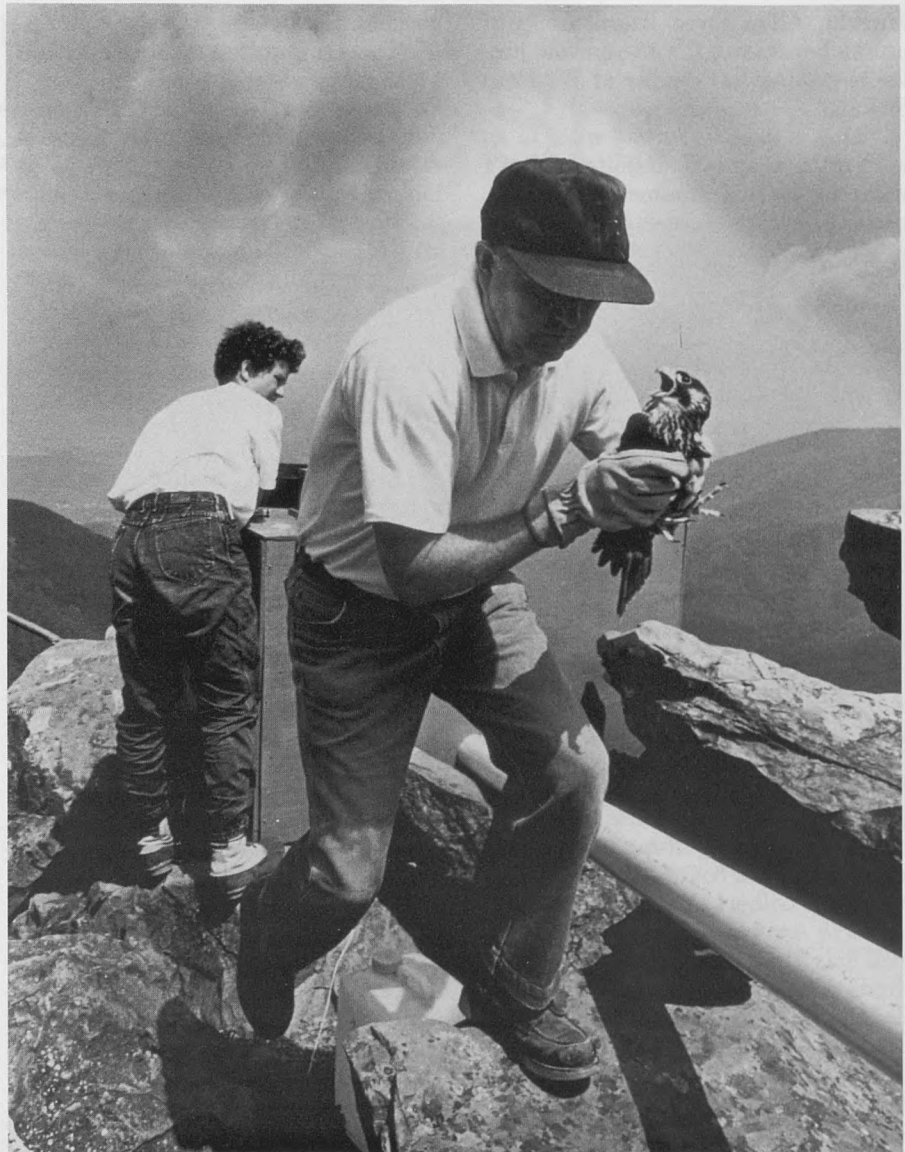
The peak of Hawksbill Mountain is one of those sites.

"What we're seeing here," says Byrd, climbing from his car and beginning the mile-long hike to the summit, "is where peregrines ought to be."

Dead quail

Mandy Marvin, Amanda Allen and Dan Langdon wait at the top. They have been here for three weeks, eating rice and beans, sleeping in two tents and rising at 5:30 each morning to begin another 16-hour day of babysitting the birds.

They are college students—Marvin and Allen at William and Mary and Langdon at the University of Tennessee. They are each paid a hack attendant's fee of \$1,500 to spend six or seven weeks in the wild, soaked by thunderstorms, harassed by bears and hounded by hikers. They could find



Dr. Byrd prepares to release a young falcon that has become acclimated since being transported from Idaho. Behind him is Amanda Allen, a junior at William and Mary.

more lucrative summer jobs, but they are, of course, not in this for the money.

"It's hard to describe how good this feels," says Marvin, who graduated last spring with a degree in English only because "my brain works in English, it doesn't work in science." She's trying to "sneak up" on biology here, spending this summer watching wild chicks grow into young falcons.

"It's so amazing," she says, "to see them arrive as little white fluff balls and in no time they're shooting through the air like missiles."

The birds are four or five weeks old when they are shipped from Idaho. During their first week at a site, they are fed dead Japanese quail (also shipped from Idaho) through tubes by

the attendants, who carefully keep out of sight lest the baby birds "imprint" them.

"We want them to be wild birds, afraid of humans," says Byrd. "And they have every reason to be."

Once the bars of their boxes are removed, the birds leave on short flights, testing their wings then returning. As they learn to hunt their own food, they return less frequently, until, by the sixth or seventh week, they fly off for good, presumably to live and breed somewhere in the wild.

The students' job is to watch the banded birds, documenting their progress and warding off the horned owls and red-tailed hawks who would love to make a meal of a young falcon. Like

Marvin, Allen loves literature. But unlike her friend, the 19-year-old junior is getting her degree at W&M in biology.

"This is exactly what I want to do with my life, and it's definitely what I want to do this summer," she says, peering through a telescope at the eight young peregrines in and around the hack boxes.

"I can read my Shakespeare anytime."

Biological warfare

Byrd sits by, watching the birds cavort in the clouds. They caw with glee as they swoop down on unsuspecting turkey vultures in the sky below. Byrd smiles as if watching his own offspring.

He and his wife Lois have no children. Nor do they keep pets. A pheasant once lived with them for five years, but that was by necessity. "He accidentally imprinted on Lois," explains Byrd.

To hear him tell it, Byrd's love of birds came, well, naturally. He was born and raised in Franklin, spent his childhood "beating around the Blackwater River in a boat," and was given a copy of T. Gilbert Pearson's *The Birds of North America* when he was 12. He still has that book, along with hundreds of other ornithological treatises he has collected over the past half century.

He went to Virginia Tech, earning his undergraduate and graduate degrees in biology. One week after he finished his doctorate in 1954, he was drafted into the Army. "They didn't know what to do with me," he says of the decision to send him to a biological warfare center in Frederick, Md.

"It was hardly like being in the Army," he says, describing the two years he spent doing library research and working on lethal biological weaponry.

"It wasn't a pleasant thing," he admits of his deadly work. "But I didn't ask to be there."

He was there two years before he left the Army in 1956 and joined the faculty at William and Mary. The Army years remain something of an oddity in his life. He smiles as he describes a military film made at the center during his two-year stint. Because he was a mere two-year draftee, he did not have the security clearance needed to view the top secret film — even though he

was one of its stars.

"I was in it quite a lot," he says, "but I was never allowed to see it."

He agrees it is ironic that a man trained to use biology to kill humans would wind up spending his life using biology to protect wildlife.

He agrees it is ironic that the very building which once housed a lethal warfare center is now a cancer research facility.

"There are," he says, "a lot of ironic things that happen in this world."

Free fall

It's ironic that Mitchell Byrd, of all people, must pay his way into Shenandoah National Park, just like any tourist. When he turns 62 next month, he'll qualify for the Park Service's Golden Age pass.

"Then I'll get in for free," he says, a wisp of a smile crossing his lips.

He could retire soon, but the idea is something he can't imagine: "I don't know what I'd do with an extra 14 hours a day, seven days a week."

There are so many things yet to do, both for work and for pleasure, which are hard for Byrd to separate. Sometimes he seems to want to take flight himself. He dreamed of hot-air ballooning for years and finally got to go not long ago. He has yet to parachute out of a plane, but he says that time will come.

"I want to feel what it's like to free fall," he says.

Meanwhile he sits in a place like this, watching yet another generation of students catch the fever, watching yet another group of yet another species of threatened bird make its tenuous way into the fragile wilderness.

Dark clouds have moved down the valley from the north. The mountain is wreathed in rain. Byrd eyes one of the young falcons as the bird swoops out of the fog toward its hack box.

"Damn!" Byrd hisses as the falcon overshoots its mark, streaking past the box and into the forest behind.

A half hour later the bird has not returned. It may have hit a tree, in which case the students will hunt it down, hope it is still alive and return it to its box. It may have swooped through the trees and is even now making its way around the mountain and back to the cliff.

Or it may be gone forever, disoriented, vulnerable, too young to fend for itself, likely doomed to die.

In any case there is no more to be done today. It's getting dark and there is still the hike down the mountain. The students will stay, watching the falcons through the drizzle.

And the Byrd Man, he'll be back tomorrow.

Mike D'Orso is a feature writer for the Norfolk Virginian-Pilot where this article originally appeared.



William and Mary students Mandy Marvin, Amanda Allen and Don Langdon "baby-sit" falcons.

Admiral Chandler at the Helm:

Running a Tight Ship

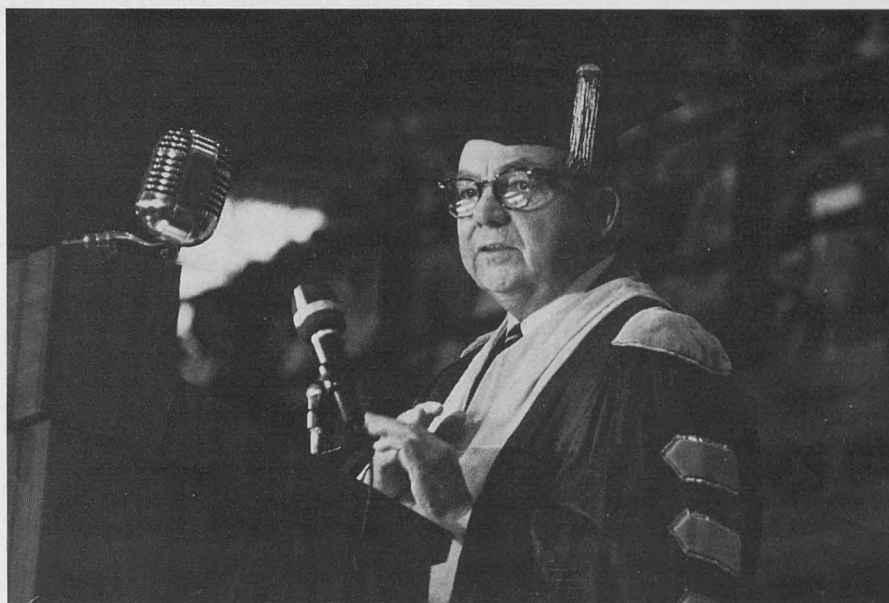
By Susan H. Godson '53

Alvin Duke Chandler, 22nd president of the College of William and Mary, has evoked heated controversy for 40 years. Many people disliked the man; some admired him; all had strong opinions about the naval officer who became president on Oct. 11, 1951.

Born in Richmond on Aug. 18, 1902, Chandler was the son of Julian A. C. Chandler, president of William and Mary from 1919 to 1934. The senior Chandler had directed a vast expansion of the campus and of the student body and had earned the reputation of a hard-driving, autocratic, single-minded administrator. His son shared these characteristics.

After attending William and Mary in 1918, the younger Chandler graduated from the U.S. Naval Academy in 1923. He had a routine naval career until World War II when he commanded a destroyer division in the North African invasion, then commanded another destroyer division and two destroyer squadrons in the Pacific. In 1948 the highly decorated Chandler assumed command of the U.S.S. *Des Moines*, the Navy's newest heavy cruiser. He studied at the Imperial Defense College in London, then became director of the logistic plans division in the Office of the Chief of Naval Operations and rose to the rank of rear admiral. He became a vice admiral when he officially retired on Nov. 1, 1951. After his long military career, command of men and ships came naturally to Chandler.

His predecessor, President John E. Pomfret, had resigned in September 1951 in the wake of a disastrous football scandal that had been a result of the Board of Visitors' demands for winning teams. The board quickly named Chancellor Professor James W. Miller as acting president and led the faculty to believe that it would take no action on a permanent president until the following spring. But, meeting on Oct. 6, the board secretly chose Chandler. When the outraged College com-



A man of strong opinions and an autocratic manner, Admiral Chandler took command of William and Mary in 1951 after a long military career with grim determination to "run a tight ship."

munity heard the news on the radio three days later, faculty and student leaders rose in protest. The faculty passed a resolution citing violations of standard academic procedures and William and Mary traditions, and Dean of the College Nelson Marshall resigned in disgust just minutes before Chandler took office on the 11th.

After this inauspicious beginning, the new president tackled his two assignments from the Board of Visitors: to clean up intercollegiate athletics and to subdue a faculty perceived as out of control. He intended, he announced with grim determination, to "run a tight ship."

Sidestepping the athletic committee of the faculty, Chandler convinced the Board of Visitors that the president should direct the College's intercollegiate athletics. Athletes, decreed Chandler, would be held to the same entrance and academic standards as all other students. There would be no spring practices or bowl games, no more contests with powerhouse teams such as Michigan State and Oklahoma. He effectively controlled all recruiting,

scheduling and finances of the College's Athletic Association, and the board meekly reversed its own demands for successful teams. Although Chandler was heavy-handed in redirecting the College's athletic policies and practices, there was no hint of athletic corruption during his administration.

Simultaneously, Chandler turned his attention to reining in the faculty. Angered by the athletic scandal, the faculty had issued in September 1951 its resounding and widely publicized "Williamsburg Manifesto," which had described the terrible results of William and Mary's commercialization of intercollegiate athletics and promised an honest program under faculty control. The faculty also commended former President Pomfret's administration of the College and discussed petitioning the governor to replace the entire board. News of this possible censure leaked to the press and heightened the board's animosity and determination to restrain the faculty.

Chandler did what came naturally to an admiral: he started issuing orders to the faculty, but this tactic failed

to win the hearts of scholars accustomed to discussion and deliberation. He tried, unsuccessfully, to have all standing faculty committees appointed,



Alvin Duke's father, Julian A. C. Chandler, president of William and Mary from 1919 to 1934, directed a vast expansion of the campus and of the student body.

and thus controlled, by the president. To strip the faculty of its legitimate powers, he routinely by-passed it by making major educational decisions during the summers when many were on vacation. He tried to stifle dissidence and criticism and to turn members of the faculty against each other. Accusing those who disagreed with him of disloyalty, Chandler presided over faculty meetings which often turned into stormy confrontations. At least 87 of the faculty resigned; the rest clung to the hope that a better day would surely come.

As the president carried out the board's directives, he also began charting a new course for William and Mary. Although Chandler had no experience in educational administration, he soon realized that a self-evaluation study of the College's objectives and resources was a necessary first step. Conducted in 1952-1953, years before such studies were made mandatory by accrediting agencies, the self-study was the first in the College's history. It showed a clear goal for the College: to provide higher education for all of eastern Virginia. Its recommendations gave Chandler the guidelines he needed.

First, a strong teaching staff was essential. Although there was no love lost between the faculty and the president, Chandler worked energetically for higher faculty salaries. Pay for a full professor, for example, rose from an average of \$5,700 in 1951 to \$8,800 in 1960. Retirement benefits improved, and faculty and staff could obtain 20-year, four percent loans for housing. There continued to be only a limited amount of money for faculty research, so the College remained primarily a teaching institution.

Many faculty left William and Mary during the Chandler era, but many more came. Increasing from 132 to 159, the faculty also became better qualified, with Ph.D.s or the equivalent rising from 48 to 57 percent. As another morale booster, Chandler named A. Pelzer Wagener, G. Glenwood Clark and Richard L. Morton to the prestigious rank of chancellor professor.

Similarly, the size and caliber of the student body soared. As the quest for a college education grew in the nation and the state, William and Mary's enrollment swelled from 1,664 in 1951 to 2,410 just nine years later. Chandler stressed selectivity, and by the decade's end only one in eight applicants was actually enrolled. The College, said Dean of Admissions H. Westcott Cunningham '43, was becoming a "top-flight academic power." To help pay the costs of their education, students could take part in the expanded work-study program. More scholarship funds became available, and the National Defense Education Act of 1958 provided loans for college students.

As part of Chandler's plan to provide educational services throughout Tidewater Virginia, the extension program, begun in 1919 by Julian Chandler, increased five-fold to more than 1,600 students. Centers scattered from Petersburg to Norfolk offered courses for teachers and principals.

Another means of meeting adult educational needs was the Evening College, established in 1952. In an era before adult education became widespread, Chandler actively responded to requests from nearby military installations by encouraging the on-campus program and its classes at night and on Saturdays. Beginning with 152 mostly military students, the Evening College was immediately popular and by 1960 it enrolled nearly 400 predomi-

nantly civilian students.

Familiar with a larger world than Williamsburg, Chandler looked abroad to widen William and Mary's educational horizons. The annual Exeter College Exchange of a William and Mary student and a British student had begun in the 1940s, and Chandler was instrumental in establishing the Drapers' Company Exchange by which a William and Mary graduate could take two years of advanced work in England while a British student took two undergraduate years at William and Mary. Two Fulbright scholars also studied in Europe.

The launching of the Soviet earth satellite Sputnik in 1957 caused most colleges to emphasize natural sciences, especially physics. William and Mary was no exception, and it acquired more up-to-date equipment, added sophisticated courses in nuclear and atomic physics, and soon offered a master's degree in physics.

In other curricular changes to meet the demands of a more diversified student body, distribution requirements became more flexible. At the same time the College began departmental honors programs to attract and reward superior students. With Chandler's approval, the College expanded more and more into graduate work and by 1960 gave master's degrees in history, English, psychology, education, taxation, math, marine science and the teaching of science for high school teachers. More than 80 students enrolled in these graduate studies.

Another upward step was transforming the department of jurisprudence into the Marshall-Wythe School of Law in 1953, with Dudley W. Woodbridge as dean. Its master of law and taxation degree was the first of its kind in the country.

With the rapidly expanding student body, the campus became overcrowded, and Chandler initiated the first building program since 1935. A power plant, Bryan Hall (with two wings), Landrum Hall and the Campus Center were built. Phi Beta Kappa Memorial Hall, completed in 1957, was the first building on the new campus to the southwest of the existing buildings.

Under Chandler, the College's cooperative programs in marine science and early American history, begun during earlier administrations, gained in stature. The Virginia Fisheries Laboratory

(now VIMS), run by the College and the Virginia Commission of Fisheries, was located at Gloucester Point. It conducted extensive marine research and reached many Virginians through its effective public relations and educational endeavors.

Similarly, the Institute of Early American History and Culture, sponsored by William and Mary and Colonial Williamsburg, stepped up its research and publishing programs. It edited the scholarly *William and Mary Quarterly* whose national reputation for excellence grew.

More students, programs and buildings required more administrators, and Chandler's real talent, he believed, lay in administration. He would "run a tight ship" by using the "management engineering approach" which had worked so well in industry. He was the first president to use such business management techniques in operating the College. He was a busy, hands-on executive who knew exactly what he wanted. By moving quickly and decisively, he often antagonized administrators as he had the faculty, and at least 24 resigned. Chandler "created as many problems as he solved," recalled one dean.

Chandler had many ideas about providing educational facilities for all of eastern Virginia, but before he could implement any real expansion, a large-scale student rebellion nearly brought down his presidency.

Alcoholic abuses and rowdiness had long plagued the fraternity lodge area, and the administration had tried in vain to curtail the disturbances. Finally, on Jan. 5, 1955, the administration decreed that no student under 21 could drink beer in the lodges.

Two mass meetings of students protested the new rules and revealed pervasive dissatisfaction with the general repressiveness and arbitrariness of the administration. Letters to newspapers decried Chandler's turning the College into the U.S.S. *William and Mary*, and placards around the campus proclaimed that the ship needed a new captain. When Chandler saw one poster admonishing students to "shape up or ship out," he commented to a companion, "Now they're getting the idea!"

After student leaders presented a 35-page list of grievances to the Board of Visitors, that governing body announced new regulations, effective in

September. No alcohol of any kind would be allowed on campus. In a reversion to Victorian times, the board also decreed that chaperones must be present during social hours at the fraternity lodges and men's dormitories.

Once again, the students rose up in protest. The student body president released a letter to the public charging Chandler with bad faith, and a poll revealed that only 18 percent of the students had any confidence in the administration's ability to run the College. Later, student government leaders sent a scathing report to Gov. Thomas B. Stanley and to the General Assembly, describing the feeling of fear on campus, detailing Chandler's "broken promises [and] violated agreements," and calling for a legislative investigation.

The Board of Visitors, however, firmly defended Chandler's actions as president. It also suggested that those faculty members who could not give allegiance to the president or support the board's policies might be happier elsewhere.

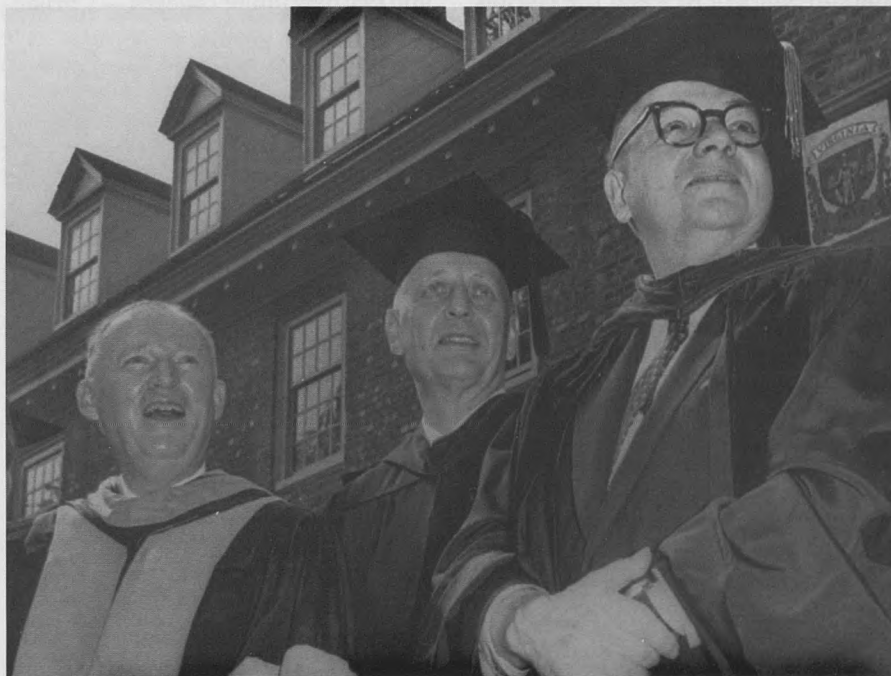
This was too much for many of the faculty. Highly respected professors Richard L. Morton, Jess H. Jackson and William G. Guy wrote to Chandler that the board's statement denied "freedom of thought which is ... an

inalienable right of every person." Prof. W. Warner Moss declared to the press that Chandler had forfeited allegiance and trust. The most publicized condemnation was former acting president and Chancellor Professor James W. Miller's resignation in August 1955 because of the "rapid deterioration" of the College, which resembled "occupied territory."

Chandler's ship was listing badly, but the admiral weathered the storm. The next academic session brought an uneasy calm to the campus, and no investigation developed. New leaders helped students adjust to the alcohol and chaperonage regulations, and undergraduates resumed more traditional ways of releasing youthful energy: panty raids, water riots, food fights and heckling tourists at College Corner.

With the return of relative peace, Chandler moved ahead with his plans for creating educational facilities for eastern Virginia. Aware of the population explosion in Tidewater, he wrote, "It is essential that we take the leadership in higher education in the Hampton Roads area." Virginians must prepare for educating the postwar generation, he said, or stop having babies.

Central to Chandler's plans were the College's two branches. The Nor-



When William and Mary was wrapped into a system of several schools called "The Colleges of William and Mary," Chandler was elevated to chancellor and was succeeded as president by Davis Y. Paschall '32 (left).

Photos courtesy of College of William and Mary Archives

folk Division, a part of William and Mary since 1930, was a junior college which also offered vocational and technical courses. By the mid-1950s, it expanded into several four-year programs and began granting bachelor's degrees. The Richmond Professional Institute (RPI), a division of the College since 1925, concentrated on professional studies such as art, business administration, occupational therapy and nursing, and graduate studies in clinical and applied psychology and social work. Like the parent college, the two branches responded to the pressing demands for higher education with rapid growth. Norfolk's enrollment rose from 2,899 in 1951 to 6,437 in 1960, while RPI's increased from 2,569 to 5,026.

Chandler eagerly embraced the branches as parts of the William and Mary System, a term he used regularly. By 1955 he referred to the "Greater College of William and Mary" and issued news bulletins to all connected with the three schools. At his urging the Board of Visitors created the position of coordinator of branch activities and director of extension, and named veteran administrator George J. Oliver to the post.

Provosts Henry H. Hibbs Jr., and Lewis W. Webb — their titles upgraded from directors of RPI and the Norfolk

Division respectively—began attending board meetings for the first time, and soon the board met on their campuses once a year. Even the governor and his budget committee visited the branches, and in 1958 the General Assembly recognized RPI and the Norfolk Division as integral parts of William and Mary. Long accustomed to being considered educational stepchildren, the provosts happily accepted the growing respectability of their schools.

But the citizens of Norfolk had other ideas. For years many had advocated an independent four-year college that would be responsive to the needs of that locality. In 1959 the Junior Chamber of Commerce financed a study by the federal Office of Education, and its report, *Higher Education in the Tidewater Area of Virginia*, recommended a system of associated colleges, each with its own name, purpose, administration and faculty. The State Council of Higher Education endorsed the suggestions, and the drumbeat of public opinion quickened. Newspapers, civic groups, private citizens, educators and petitions to the General Assembly reflected widespread grassroots support. In 1960 the legislature established the Colleges of William and Mary.

This new creation, made up of William and Mary, Norfolk College, RPI and two new junior colleges — Christo-

pher Newport in Newport News and Richard Bland in Petersburg — would be controlled by an enlarged Board of Visitors. The board named Chandler as chancellor or chief administrative officer of the Colleges.

Chandler's five-campus empire with 16,445 full- and part-time students sprawled from Petersburg to Norfolk and was by far the largest system in the state. His cherished vision of a unified educational system serving all of Tidewater Virginia had become a reality and heralded the era of the national proliferation of multicampus systems. Through an ironic twist of fate, the people of Norfolk rather than Chandler were actually responsible for the momentous change.

The Colleges of William and Mary was only a transitory entity. In 1962 the General Assembly broke up the system because it thought the three major colleges should be free to develop their own identities and programs. William and Mary and RPI retained their names, and Norfolk College became Old Dominion College. The college in Williamsburg continued to supervise Christopher Newport and Richard Bland.

With the dissolution of the Colleges, Chandler was out of a job. In 1962 the Board of Visitors named him honorary chancellor, a post he held until 1974. Although controversy had engulfed his years at William and Mary, innovative accomplishments in higher education brought him recognition. The University of Pennsylvania and Brandeis University granted him LL.D.s while he was president. The Society of the Alumni awarded him the Alumni Medallion in 1957, and the College gave him an LL.D. six years later.

Chandler and his wife Louise spent their retirement years at Virginia Beach. No doubt the admiral enjoyed swapping stories about running tight ships with members of the large naval community in that area. He died there on May 26, 1987, at the age of 84, and was buried in Hollywood Cemetery in Richmond.

Dr. Godson is one of the five historians writing a history of William and Mary as part of the tercentenary celebration in 1993. A more detailed description of the Chandler presidency will appear in the book.



Although his administration was wracked by controversy, Admiral Chandler, shown here with his wife Louise, built an enviable record of accomplishment during his decade at William and Mary.

John Weaver '32 Humor, Grace— And A New Life

By Hilary Holladay '87 M.A.

The '80s were not happy years for John Weaver '32. After four decades of success as a free-lance writer in California and a marriage so good he wrote a book about it, his wife Harriett was slowly dying of cancer. Weaver gave up virtually all of his other activities to care for her.

One day in 1982, the TV screen flickering in Harriett's hospital room caught his eye: John Cheever, one of America's premier fiction writers and among Weaver's closest friends, was dead. He stared at Cheever's dates: 1912-1982. They'd been born the same year, met in the Army, and stayed in touch ever since. Cheever's cause of death: cancer.

"The last eight years were simply a nightmare," Weaver says now, sitting on the sun-dappled deck of his new home in Durham, N.C. "But you play the cards you're dealt. My father said, 'When you're in a difficult situation, when you've got to do something, if you do it with good humor and good grace, it'll be a lot easier on everyone else.'"

Humor and grace are hallmarks of Weaver's personality. A compact man with eyes that look blue or green, depending on the light, he does not dwell on the unhappy aspects of the past. At 78, he has dozens of books and hundreds of stories and articles to his credit, including a biography of Chief Justice Earl Warren. *The Brownsville Raid*, his most celebrated work, led to the exoneration of 167 black soldiers discharged without honor in 1906. He is now planning to publish a book of his correspondence with Cheever.

Weaver has begun a new life in the East, 3,000 miles away from his beloved Los Angeles, the city he lived in and wrote about for 50 years. Though



Writer John Weaver '32 recently moved with his new wife Chica to Durham, N.C., where he is editing a collection of letters from his friend, the late fiction writer John Cheever.

he speaks fondly of Harriett who died in 1988 and bubbles over with reminiscences about his early days as a struggling writer, he is clearly committed to living in the present. He smiles happily just saying the name of his new wife, Chica, and confesses that the humor they share "probably wouldn't be funny to anyone else." They moved to North Carolina to be near Weaver's relatives in the Durham area and, perhaps just as important, to find their own special niche together.

Born in Front Royal, Va., reared there and in Washington, D.C., Weaver graduated from Randolph-Macon Academy and headed to Williamsburg. Like many William and Mary alumni of his era, he has admiring memories of English professors Melville Jones and Glenwood Clarke. Professor Clarke's creative writing class proved especially

influential, since Weaver would soon go on to a career as a professional writer. The son of an official reporter for *The Congressional Record*, Weaver had journalism in his blood. So it was natural that he would pursue that path after earning an M.A. in English from George Washington University.

But it was a stroke of luck that got him a newspaper job. He had gone to Kansas City, Mo., to work for a cousin who ran a door- and window-making company. The cousin fortuitously lived across the street from the editor of the *Kansas City Star*, and it was just a matter of time before Weaver managed to get his foot out of the door-making business and into the *Star*'s newsroom. In 1936 he was hired at \$15 a week to work on the financial desk.

Shortly thereafter, he met Harriett Sherwood, a Phi Beta Kappa graduate of the University of Kansas and former beauty queen. "It was love at first sight," Weaver declares. "I took one look at her and thought, 'How am I ever going to live without that dame!'" He didn't have to. They married in May 1937 and began a partnership that enabled both of them to pursue their dreams. With \$500 Harriett had carefully saved, Weaver took a six-month leave of absence from the *Star*. They moved to Los Angeles, two high-spirited pioneers in search of adventure. "After a month, we knew we'd never go back," Weaver says. It would be half a century before he would return to live permanently in the East.

With Harriett working in an advertising agency, Weaver could afford to pursue a free-lance career. There were "some lean, lean years," he recalls, which they passed in a \$46-a-month furnished apartment in Los Angeles. It wasn't until late 1948 that the couple began to feel financially secure.

"That year my total income for the first six months was \$9 from the Danish rights to a short story [I'd published]. Then I sold a Christmas story—a novelette—to *McCall's* for \$3,500. That was a fortune."

The real jackpot was yet to come. Weaver's agent called to say she was negotiating the film rights to the story and expected an offer of \$45,000 from RKO Pictures. After convincing his wife that he had not misquoted the potential windfall, the two sat down to await confirmation of the deal. "Harriett knitted and I read *The Naked and the Dead* as if it were a short story." When

the word finally came, it was good news. His story, "The Man Who Played Santa Claus," was to become *Holiday Affair*, starring Robert Mitchum and Janet Leigh, a movie still shown on TV during the Christmas season. Weaver's career was officially launched. He became a frequent contributor to magazines such as *Collier's* and the *Saturday Evening Post*, and saw another of his stories transformed into *Dream Boat*, starring Ginger Rogers and Clifton Webb.

After that first big sale to RKO, the Weavers bought their first house—with cash. "There's something about having a house for a free-lance writer that has a wonderful, calming effect on you because you're out of the rain," Weaver says. Harriett, however, never quite allowed herself to forget that rain. After depositing his \$45,000 check from RKO, Weaver went to the grocery store and bought a package of frozen French fries for 28 cents. When he got home, his wife objected to his extravagant purchase. "She wanted me to take them back, but we compromised. We'd eat those, but not buy them again. Harriett treated that check as though that were the last check we were ever going to get."

Across the country, John Cheever was also experiencing success. Though they lived far apart, the two writers never lost contact after their two years of working on Army training films together. Weaver saved the letters he and the 1978 Pulitzer Prize winner exchanged between 1945 and 1982. He recently finished a draft of an annotated collection of the correspondence.

Weaver has only kind words for his old friend, whom he calls "one of the most enchanting human beings to be with that I've ever known." While Cheever in his later years suffered from alcoholism and did not maintain a stable home life, he remained a cheerful correspondent, and Weaver remembers him also as "a great conversationalist who could amuse the hell out of anyone he was with."

Weaver's book will join other works paying biographical tribute to Cheever: among them, daughter Susan Cheever's memoir, *Home Before Dark*, son Benjamin Cheever's collection of letters, and *John Cheever: A Biography* published in 1988 by William and Mary Professor Scott Donaldson. Weaver believes that his collection of letters

will further reveal the warmth of Cheever's personality. In an article that Weaver published after Cheever's novel, *Falconer*, appeared, he quotes from one of Cheever's early letters:

"It says here in the *Los Angeles Times* that Jupiter rules evening sky, Venus has morning," he wrote on June 10, 1945, "and an old lady on the bus yesterday told me that she was a very warlike person only that she had been born in the female form for the last seven reincarnations. I think continually of your affection for this place and sometimes I think you're right, but not often."

After moving to a rented cottage in Scarborough, N.Y., in 1951, Cheever wrote to his friend, "The house is named Beechtwig (the big house is Beechwood), and it is behind the manorial garages and right beside the manorial garbage pail, but from the front door we have a nice view of one of the manorial lawns and the manorial swimming pool. This swimming pool is so big that it has a groundswell and makes waves in a northeast wind."

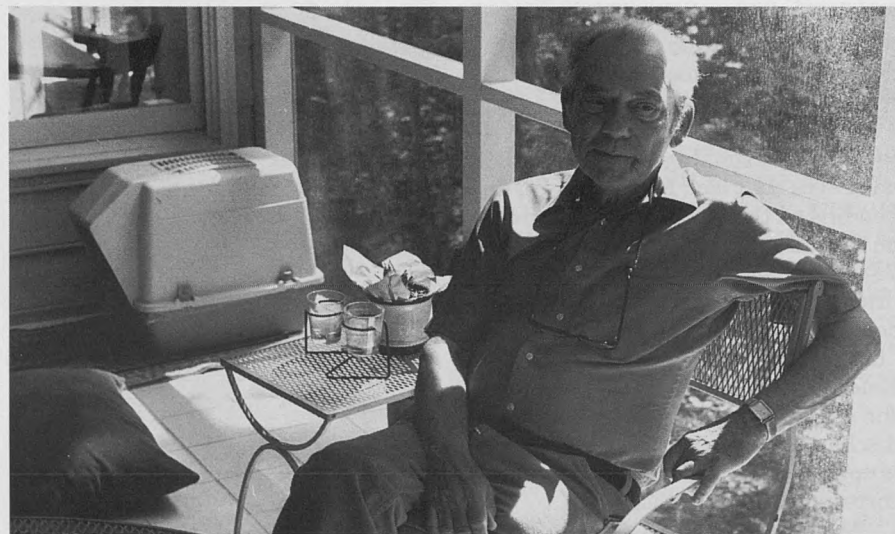
At the age of 50, Cheever declared in a letter, "We are all well except that I get a lot of letters from ladies telling me not to be so *sad* and *bitter*. If they only knew, as you and Harriett do, what a sunny person I am."

All was not sweetness and light in Cheever's world, however, as Weaver realized over the years. He was well aware of Cheever's drinking, health and financial problems. And one day

when Cheever, who was intoxicated, brought out his journal and gave it to the Weavers to read, Harriett opened the book to a rumination on Cheever's late-life bisexuality. She never mentioned it to her husband until after Cheever's death, when that part of their friend's life was made public. Weaver had not known about it, but Cheever's insistence that the Weavers read the journal suggests that he wanted them to know.

Weaver has stayed in touch with Cheever's family. Most recently, he visited Mary Cheever, the writer's widow, in New York, and he is acknowledged warmly in Benjamin Cheever's collection of letters: "John Weaver has come to seem almost a member of the family. He has been in on the project from the beginning. His vast, secret store of letters has been a joy, and his support has been unstinting. To me his entire personal and professional life seems to have been a brilliant demonstration of loyalty and charity."

That "secret store of letters" will in time be available to the public. For now, while Weaver goes over each letter with the care that he takes with all of his projects, he is enjoying his new wife and his new surroundings. Like his old friend Cheever, he is sustained by an inner sunniness. Leaning back on his deck, he smiles and motions toward the backyard, "What could be better than today, to be sitting out in a forest in North Carolina on a beautiful day?"



At 78, Cheever has dozens of books and hundreds of stories and articles to his credit, including a biography of Chief Justice Earl Warren. The Brownsville Raid, his most celebrated work, led to the exoneration of 167 black soldiers discharged without honor in 1906.

Et Tu, Thomas?

A New Perspective on Jefferson

By Ludwell H. Johnson III

In his biography of Thomas Jefferson, Dumas Malone observed that the remarkable distinction of William and Mary's alumni was "chiefly owing to the fact that its students were by birth and station the potential leaders of the Colony, and their college days were spent at the center of provincial life. The most important fact about the College was . . . that it was located in Williamsburg."

This certainly held true for Jefferson. For him, William and Mary meant not a college, but one man, William Small, professor of natural philosophy and mathematics, from whom he absorbed the ideas and attitudes of the Enlightenment. Jefferson came to believe that Small's presence at the College "probably fixed the destinies of my life." Small introduced him to George Wythe, whose friendship and tutelage made an immense impression, and to the social circle of Governor Fauquier. To these associations, he said, he "owed much instruction."

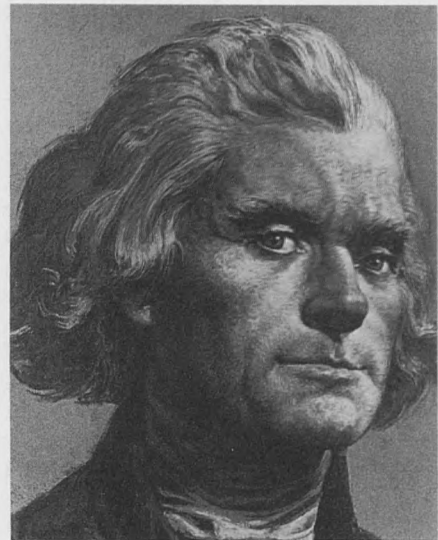
As for the College, Jefferson could not have thought much of it as an educational institution. It suffered from acrimonious quarrels, internal and external, with drunken clergymen-professors who led the students in town-and-gown affrays and a president who drowned himself in the bottle not long after Jefferson arrived. William Small must have seemed not so much a part of a college as someone who had walked into the midst of an unseemly brawl. Even under the best of circumstances, Jefferson would scarcely have approved of a place where there were only two secular college-level professorships, the other four being devoted to training priests, grammar school boys and Indian youths.

The mature Jefferson did, in fact, give clear expression to his opinion of the College some years later. In the late '70s as a member of the House of Delegates' committee to revise Virginia's

laws, he drew up a comprehensive plan of public education. One of his bills proposed to reorganize William and Mary. After a lengthy historical introduction in which he pointed to the land grants and revenues that had been lavished upon the College, he concluded with devastating candor that "the experience of near an hundred years hath proved, that the said College, thus amply endowed by the public, hath not answered their expectations." He wished to change it from a quasi-religious seminary with strong church ties into a public, secular university at the apex of a statewide edifice.

The legislature never passed the bill, but in 1779 Jefferson, now governor and a member of the Board of Visitors, worked with President James Madison (not to be confused with his more famous cousin) to carry out an internal reform. The divinity chairs and the grammar school were abolished and professorships of law, medicine and modern languages established in their place. The first two went to his friends George Wythe and James McClurg, the third to his protege Carlo Bellini. On paper this looked promising, but the College could do nothing to replace the tax revenues that Jefferson's bill would have given it. The customs duties it had received during the Colonial years had been wiped out by the war, and for more than a century poverty would cripple it and even threaten its existence. Nor could reform compensate for the removal of Virginia's capital from Williamsburg to Richmond, leaving the former political and social center of the state to subside into rustic obscurity, with only the memories of great men and events to distinguish it from other such communities. Malone's "most important fact" about the College, that it was located in Williamsburg, was now important only in the negative sense of its being in an out-of-the-way, rather unhealthy country town.

Despite these considerations, and despite the damage the College sus-



Thomas Jefferson

If Jefferson had his way, the state's university would not be William and Mary, but an entirely new institution. And Jefferson would have his way. It is hardly possible to overstate the effect on the College's future of the loss of Jefferson's good opinion.

tained toward the end of the Revolution, Jefferson remained optimistic as he left for France in the mid-'80s. Although the removal of the capital, he told a friend, had left Williamsburg "a mere academical village, disfigured by the burning of the president's house" and other structures, the new modelled College had nevertheless proved "very successful." In answer to an inquiry as to educational opportunities in Europe, he replied that there was no need to send an American youth abroad when, with the exception of medical training and fluency in speaking modern languages, he could just as well acquire

everything he needed at William and Mary. The College was "the best place to go," he told John Wayles Eppes, for law, mathematics and natural philosophy in all its branches. When Ralph Izard decided to send his son there, Jefferson heartily approved. "I know of no place in the world, while the present professors remain, where I would so soon place a son. He went on to praise Madison and Bellini, but especially George Wythe, "the pride of the Institution" and "one of the greatest men of the age." He even advised John Adams to send his son John Quincy to William and Mary. The mind reels.

Wythe's name was conspicuous in these letters, and Jefferson's good opinion of the College stemmed largely from his presence on the faculty. Soon after his return from France in the fall of 1789, he heard that Wythe had "abandoned the college of William and Mary, disgusted with some of the conduct of the professors, & particularly of the ex-

professor Bracken." If Wythe could not be persuaded to change his mind, said Jefferson, it was "over with the college." Wythe did not return, and there is no evidence that Jefferson ever departed from his opinion that "it was over with the college." He must have learned about the same time, if he did not already know, that Dr. McClurg had left without ever having given lectures on medicine or anything else. The medical chair, such an important element in the 1779 reform, ceased to exist for all practical purposes.

In point of fact, the reorganization of the College had always had its enemies, and a conservative reaction was in progress even before Jefferson departed for France. Ultimately the Board of Visitors restored the grammar school, for a time with two professors, left vacant the medical chair, which some Visitors wished to abolish outright, created the degree of doctor of divinity, and decreed compulsory attendance at

prayers. Actions such as this led Jefferson to refer to the "demolition" and "ruin" of the 1779 reforms, while his collaborator, President Madison, complained to him that it was "easier to move mountains than to eradicate old Prejudices. They seem, like the stone of Sisyphus, to be eternally tumbling back upon us." These laments were made in 1800, after the Visitors convened for the first time in several years and did nothing of consequence.

Jefferson had reached a similar conclusion. As he told Joseph Priestley: "We have . . . a College (William and Mary) just well enough endowed to draw out the miserable existence to which a miserable constitution has doomed it. It is moreover eccentric in its position, exposed to all bilious diseases as all the lower country is, and therefore abandoned by the public care . . . We wish to establish in the upper country, and more centrally for the State, an University on a plan so broad

Jefferson's Debt: The Loan That Changed History

Jefferson's influence on the fate of the College did not end with the failure of the move to Richmond. The year before Jefferson swung into action, he had borrowed from William and Mary about 20 percent of its active endowment to save himself from a financial catastrophe. The College's loan did save him, and although he died deeply in debt, his last years were far more agreeable than they would have been otherwise. At his death the debt fell to his grandson and co-signer, Thomas Jefferson Randolph. Although partly paid off in the late 1820s, the residue remained on the bursar's books for many years. By the 1860s interest had fallen into arrears, and by 1876 the debt amounted to more than \$17,000, a sum about equal to the total indebtedness of the College, which was struggling to cope with the damages of war and the loss of much of its endowment.

By this time the debt was secured by a deed of trust on Shadwell, the tract of land in Albemarle County where Jefferson had been born. Finally, the College, unable to collect, sold Shadwell in 1879. The sale was a failure. The net proceeds came to about \$11,000, a loss of almost \$7,000; even worse, payment was largely in personal bonds, not cash,

and it was some years before they were redeemed. By then the College had been forced by its shrinking resources to close its doors.

The six or seven year hibernation of the 1880s cost the College a \$400,000 bequest from a Northern benefactor, who gave his money instead to the University. When the College reopened in 1888, it was because of a \$10,000 annual state subsidy given in exchange

for its becoming a normal school for the training of male teachers. Had it been able to collect the full amount of the Jefferson-Randolph debt, let alone the \$400,000, its subsequent history would have been very different.—L.H.J.

A detailed account of the nature and consequences of Jefferson's involvement in the College's finances will appear in the April 1991 issue of the Virginia Magazine of History and Biography.



A \$400,000 bequest earmarked for William and Mary went to the University of Virginia instead after the College had to close because of shrinking resources, due in part to Jefferson's failure to pay back a College loan of \$17,000.

University of Virginia photo.

and liberal and *modern*, as to be worth patronizing with the public support. . . .”

A cloud no bigger than a man's hand now hovered on the College's horizon. If Jefferson had his way, the state's university would not be William and Mary, but an entirely new institution. And Jefferson *would* have his way. It is hardly possible to overstate the effect on the College's future of the loss of Jefferson's good opinion.

Until the 1820s, references to the College in Jefferson's correspondence are few and far between, but there is no reason to think he ever changed his mind about William and Mary. For example, during Jefferson's second term as president, Isaac Coles, his private secretary, gave some advice to his friend Joseph C. Cabell that doubtless reflected his chief's views. Cabell had married into a prominent Williamsburg family and had become deeply involved in efforts to rehabilitate his old school. He had written Coles to see if Jefferson might be willing to lend his prestige to the enterprise. Coles responded by telling him, in effect, not to stick with a sinking ship. The College, he said, "is declining, and perhaps the sooner it falls the better. . . . Instead of wasting your time in attempting to patch up a decaying institution, . . . [let us] found a new one which shall be worthy of the first State in the Union."

Cabell did finally give up, after pushing against that Sisyphian stone, the Board of Visitors, and went on to become the principal champion of the University of Virginia in the General Assembly. As for the College, it continued what Jefferson called "its long and lingering decline." The decline accelerated when Madison died in 1812 and was succeeded by the Reverend John Bracken, "the simpleton Bracken," as Jefferson called him. His estimation of the College continued to sink. The men who controlled it, he said, had destroyed "its character of primacy by indulging motives of favoritism and nepotism, and by conferring appointments as if the professorships were entrusted to them as provisions for their friends."

Bracken lasted only two years. After his resignation in 1814 the College briefly showed signs of reviving. Then the depression following the Panic of 1819 and the arbitrary and dictatorial behavior of President John Augustine Smith, Bracken's successor, caused a resumption of the decline. With the

University of Virginia soon to open its doors and become a competitor for the College's already dwindling number of students, a majority of the faculty and Visitors decided that the College's only chance to survive and even to flourish lay in moving it to Richmond. There it would surely receive at least municipal patronage, draw upon an enlarged reservoir of potential students, shed Williamsburg's reputation for unhealthiness, and open a medical school. Many influential Richmonders supported the project.

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Jefferson realized that a William and Mary in Richmond would confront his university with serious competition for enrollments, faculty, and perhaps legislative patronage. But when Cabell first informed him of the plan, and before the Visitors had actually voted on the matter, Jefferson was not very worried. A petition to the legislature to move would be an admission of what he had always argued for, that the College was in fact a public institution, with its resources at the disposal of the General Assembly. Once "the old institution is loosened from its foundation and fairly placed on its wheels," he told Cabell, a variety of political pressures would prevent its being settled in Richmond. At that strategic moment, the University would claim "its derelict capital," which would be enough to add two professorships, with money left over for annual purchases of books for the University library.

Jefferson, however, did not believe it would come to that; the Visitors would never agree to move from Williamsburg. It was all a bluff by the William and Mary faculty, who feared their jobs

were in jeopardy. They were merely holding up "this raw-head and bloody-bones *in terrorem* to us, to force us to receive them into our institution. Men who have degraded and foundered the vessel whose helm was entrusted to them, want now to force their incompetence on us." He would be glad to have their endowment, but not if he also had to take "the incubus of their faculty."

The Board of Visitors surprised Jefferson. Thanks to new members elected for the purpose, in the fall of 1824 it voted to approve the relocation of the College. After the legislature convened, sentiment in Richmond and elsewhere in favor of the move showed unexpected strength. Jefferson and Cabell began to take the matter with the utmost seriousness. What ensued is too complicated to enter into here, but the upshot was a proposal concocted by Jefferson whereby William and Mary's endowment would be taken to found 10 intermediate colleges whose better graduates would then go on to the University. The scheme was calculated to generate maximum political support from the areas of the state that would like to have such a college. At Cabell's urging, Jefferson himself drew up a bill to be introduced into the House of Delegates as a substitute for any measure moving William and Mary to Richmond. It contained this pregnant phrase: "Be it therefore enacted by the General Assembly, that the said College of Wm & Mary . . . shall be discontinued and dissolved."

The College thus faced a choice between risking virtual extinction and staying where it was. Its friends in the House of Delegates could not fail to get the message. In February 1825, the relocation of the College was deferred by a comfortable margin; a few weeks later Mr. Jefferson's university began its career, untroubled by a renaissance rival in Richmond. Perhaps the College party would have lost anyway; no one can tell for sure. But the Sage of Monticello was taking no chances. Advancing years, declining health and multiplying personal difficulties had not dimmed his political acumen. With ruthless efficiency, he had kept the College in its place.

Dr. Johnson, who is a professor of history at William and Mary, is one of five authors of a forthcoming history of the College.

THE YOUNG WRITERS

Three Alumni Make Their Marks on the Literary World

By Barbara Ball

Before Mike D'Orso '75 began getting national awards for newspaper and magazine articles, he was a public relations writer for the College. It was evident early on that the confines of a structured job would not hold him long. He was filled with exuberance about his work. He hated to see it edited or tailored to fit a PR slot. It was obvious he was not fitted for a Brooks Brothers suit.

But along with the fire and spirit there was an openness and charm about Mike. The department secretary offered to stay late and came early to retype his master's thesis on Jack Kerouac when he discovered at the 11th hour that it had been formatted

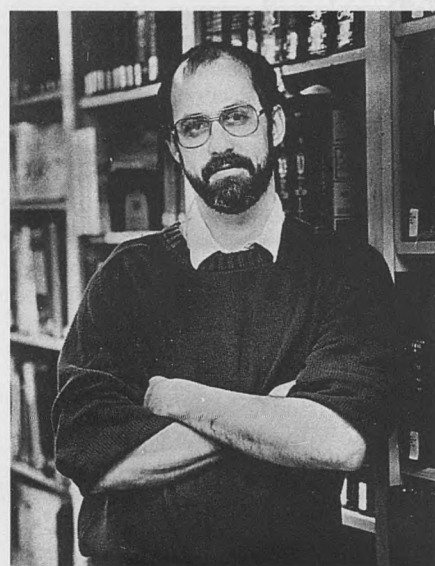
incorrectly and would not be accepted by the English department. When he brought in his wedding pictures, no one let on that the brown brogues with scuffed toes were no match for the classy white suit he was wearing.

D'Orso's national and regional awards for writing show the range of his work from sports to medicine to minority affairs. He was selected as 1987 Writer of the Year by the Virginia Press Association and received a 1988 National Headliner Award for feature writing.

His first book, *Somerset Homecoming*, which he wrote with a black woman who was seeking her family's roots, developed out of one of his newspaper stories. It was published by Doubleday in 1988 and nominated for a Pulitzer Prize in history. His latest book is *Fast Takes: Slices of Life Though a*

Journalist's Eye, a collection of his feature stories published in the Norfolk *Virginian Pilot* newspaper.

D'Orso has been given a four-month leave from the newspaper to write his third book, a biography of former Alabama Congressman Carl Elliott. D'Orso's editor for the book will be former First Lady Jacqueline Onassis who was an editor on his first book and



Mike D'Orso '75

D'Orso has been given a four-month leave from the newspaper to write his third book, a biography of former Alabama Congressman Carl Elliott. D'Orso's editor for the book will be former First Lady Jacqueline Onassis who was an editor on his first book and whom he characterizes as a hardworking businesswoman.

whom he characterizes as a hardworking businesswoman. D'Orso wrote for the *Flat Hat* as an undergraduate. As a teacher at Kempsville High School after graduation, he wrote for the *Virginia Beach Sun* as a change of pace from the classroom. He took his clips, gained a position in the public relations office at the College and wrote a sports column for the *Virginia Gazette* when he came back to campus to get his master's degree. Later he worked for *Commonwealth* magazine in Norfolk.

His present job is a dream come true, he says, an opportunity to write about a variety of topics, many he himself suggests, with an editor who gives him space to showcase his work in a magazine style. He is also a frequent contributor to *Sports Illustrated*, having written 10 stories in the past year.

D'Orso recently received a special recognition which he treasures greatly—a congratulatory column by the dean of Virginia columnists, Guy Friddell of the *Virginian Pilot*.

On the publication of *Fast Takes*, Friddell wrote: "He doesn't skim; he dives deep, submerges himself in the subject. There is nothing fast or slapdash about D'Orso's labor of love ..." Veteran editor Ron Speer at the *Virginian Pilot*, who has coached many beginning writers, has said that he doesn't hire talent but "energy." D'Orso tells this story as an affirmation of his own philosophy of life and work.

D'Orso says that growing up he had no leanings toward any particular career path. The eldest son in a service family with four children, he remembers the family moved every few years. His brother was his best friend. He recalls the many times he went down to make friends at the playground. He was the new kid on the block so often. Because he was transient for many years, D'Orso treasures a place where he can belong and he feels he has found it in the Tidewater area. "I love Virginia. I had no roots growing up." His roots now include a daughter, Jamie, 5.

Asked to choose a major early in college, D'Orso picked geology. Then came the trays and trays of minerals to be identified. D'Orso wasn't good at that. "I couldn't tell those things apart," he admits.

Casting around for a change of direction, D'Orso thought at one time of taking off from school, but he enrolled

in an introduction to philosophy course. He still gets an adrenalin surge talking about it. "I loved it, it was fun, invigorating. It hit me where I was living. We took up big questions about life, serious questions about God, what are we here for? I was fascinated for the next two years."

The fascination of philosophy for D'Orso was largely the discipline it gave him to think through things carefully and not be hurried into anything but the precise word, approach or emphasis to his writing.

D'Orso admits he pushes people to get a story. "The interview is a delicate dance. You open yourself up, there is trust and sharing and you have a responsibility for the material. You have to believe in your own vision, trust yourself."

D'Orso takes this approach and makes it work. Looking for a different approach to a story about the anniversary of the assassination of President John F. Kennedy he sought out people with personal reasons to remember that day, including a mother whose son had died on Nov. 22, 1963. His first assignment at the *Virginian Pilot* was a story about three successful athletes from Tidewater. D'Orso didn't write about their triumphs, but how their new lifestyles had affected their families.

"Every story is an adventure. I've always been fascinated by people," says D'Orso. But he adds modestly, "I'm so far away from the constellation of people who are really talented, at best I'm a craftsman. He admires the work of writers like John McPhee and Tracy Kidder and sums up his goal in writing with the title of a book, *The Literary Journalist*. "That says it all right there," says D'Orso.

When most of her teen peers were turned on to TV just for fun, Lisa Seidman '82 M.A. was watching with the intensity of a researcher, carefully dissecting the elements of every program, the script, storyline and the dialogues. She knew at an early age that she wanted to write for TV and it wasn't just a passing fancy; Lisa took dead aim at her goal and considers herself among the enviable group of satisfied people who have a job they love and never tire of.

Lisa is currently executive story consultant for the TV series *Dallas*.

She is also among the elite 25 percent of women writing for TV; 75 percent are men.

Her writing credits also include *Hill Street Blues*, *Scarecrow and Mrs. King*, *The Whiz Kids*, *Cagney and Lacey* and *Falcon Crest*, for which she was also story editor.

"I've always loved TV," says Lisa. "I've always watched it. It is great entertainment for me. I've never been a TV snob. I can't tell you how many people come up to me and say 'Oh, I never watch TV,' and yet these people never seem to be the type you'd place staying home listening to classical music either. So my new thing is to say 'And what do you do?' Then what you find out is that they are watching TV."

Lisa came to William and Mary in 1980 for graduate work in English. After she had completed course work for a master's degree, she decided she wanted to stay an extra year and develop playwriting skills with Louis E. Catron, professor of theatre and speech. Catron, who has mentored several writers including the highly successful Karen Hall '78, wasn't too enthusiastic. He reasoned that a year was a healthy chunk of time to devote to something that you weren't sure would work out. Also he was still smarting from his first encounter with Lisa.

Catron often leaves his keys in his office door; he knows where they are



Lisa Seidman with actor David Selby on the set of Falcon Crest.

and locking up is easy. Lisa, passing an empty office, surmised someone had carelessly left the keys behind. She locked the office and put the keys in the box office at Phi Beta Kappa Memorial Hall, which she also locked. When he returned Catron found he could not get in his office, drive his car or get in his house. "She locked me out of my whole world!" he said.

Trying to strengthen her case for a year of playwriting, Lisa told Catron that his success mentoring TV writer Karen Hall indicated to her that he respected the talents of women. That didn't work well either. He bellowed back in objection. "Give me a break!"

It wasn't a good beginning but things got better. Lisa wrote a spec script for a popular series, *WKRP in Cincinnati*. It was performed in the Studio Theatre and was at several junctures, Catron says, funnier than the material that was airing on national TV. Lisa also wrote a script for *Barney Miller* while on campus.

Although neither script was aired, the material showed talent and got her her first agent. He called to tell her to come to California immediately; the producers of the series *Nine to Five* were interested in hiring her. Lisa moved to Los Angeles and waited for the phone to ring. No one called. When she did get in touch with the agent she learned that the people who liked her



Seidman credits Professor Lou Catron with giving her the incentive to succeed in Hollywood.

script had been fired and their replacements were not interested in hiring her. A summer had slipped away. September rent was due and Lisa didn't have the money to pay it.

She wrote about her problems to Catron who told her to stop feeling sorry for herself and get writing again. "He told me that if I didn't send him a completed script for *Cagney and Lacey* within seven days he would write all my friends and tell them not to write to me; I believed him." That script didn't get aired, but it was good enough to get her a job with the company. In fact, that

script also got Lisa an assignment with *Scarecrow and Mrs. King* and entry into several several pitch meetings for other shows. "I've done very well with a script I wrote in only seven days."

"Dr. Catron was absolutely correct. You have to keep writing and I wasn't doing that. I was in culture shock. I never felt homesick, but I was just scared. I didn't have any friends in L.A. and I was afraid to leave my apartment in case the phone rang. The best thing happened when I did start writing that

Trying to strengthen her case for a year of playwriting, Lisa told Catron that his success mentoring TV writer Karen Hall indicated to her that he respected the talents of women. That didn't work well either. He bellowed back in objection. "Give me a break!"

script for Dr. Catron. I was clacking away on my typewriter and I heard people pass by my window. I heard a woman say to her companion 'Is that a writer who lives in that apartment because when we left the person was typing and when we came back she was typing.' I wanted to lean out the window and say 'Yes, Yes.'"

Lisa gives Catron a great deal of credit for her success. "He was the first person who said I could do it and he was going to help me do it. That had never happened to me before. He has worked so hard for me. When I wrote the *WKRP* script, I had just started taking his playwriting course. He gave me back 13 pages of typed comments. I think he thought I would be overwhelmed by that. He was impressed that I took his comments and immediately rewrote the script. No one had ever taken that kind of time with me before, so I was just

thrilled when someone did

"I'll never forget when I turned in a *Barney Miller* rewrite and he called me up on Sunday morning and said 'there is no doubt in my mind that you can make it.' I don't think I would have gone out to California if there hadn't been a Dr. Catron."

Lisa will teach next semester at her undergraduate alma mater, Franklin and Marshall in Pennsylvania, and she plans to borrow from Catron's teaching style. She says she also plans to emphasize, perhaps stronger than Catron does, that a lot of what students learn in a playwriting course can be applied to real life

Why did she choose to write for TV and not some other medium? "I never wanted to write for the stage. I love the theatre and go at every opportunity. I enjoy writing for characters I know and am familiar with. It is hard for me to create new characters. It is easier for me if the characters are already there. I like to write for shows that are already up. But I would like to write screenplays and direct them and produce my own show; but I just felt to get started, to move up the ladder, it would be easier to start with shows already on the air.

"I came to Los Angeles to write comedy because the two scripts that I had written for *WKRP* and *Barney Miller* were both comedies. People in positions to hire me feel my strengths lie in drama with comedy sprinkled in."

Much of Lisa's energy to keep writing comes from her determination to stick with a 40-year career plan she developed while a student here. So far she is keeping up with her expectations. She sold a script within a year of coming to California. She was on staff at a show by 30 and has a few years before she needs to meet the deadline of a check for a screenplay by age 40. Lisa would also like to be a producer by 40 and be able to say she created a show that is on TV.

"There's a terrible problem with age in Hollywood. Old is 40 in Hollywood. I have known people who have just gone into their 40s and started lying about their age. I know one man who for the longest time said he was 37, but on the other hand my boss is 64."

Lisa writes easily. "All I have to do when I am writing for *Dallas* is to think how I want to start the scene and as soon as I have that, the scene pretty

much writes itself. I am a very fast writer, not the type that sweats over every word I write."

Lisa says she plans to come back to Williamsburg some day after Los Angeles and write novels. "So many places change," she explains, "but Williamsburg remains the way I remember it. Part of it all is going to see Dr. Catron in his office where it all started. Just sitting in his office—it's as if I never left."

In a way part of Lisa hasn't. She is still the energetic, inquiring writer who talked her way into playwriting class. Walking around campus in casual clothes, Lisa is easily mistaken for a student. When she was last on campus *A Funny Thing Happened on the Way to the Forum* was in rehearsal. She attended every rehearsal, and on opening night she treated the cast to a pizza party.

Although she has a house in Sherman Oaks and doesn't have to check every price tag when she shops, Lisa relishes her successes and retains the spirited perseverance and frugality that got her there. She drives the producers on *Dallas* bananas, she says, because she still brings her lunch to work.

Chris Bram '74 of Virginia Beach, now a resident of New York City, modestly describes himself as an up and coming writer rather than one who has "arrived." There is plenty of evidence, however, to contradict his reticence.

A new anthology of the best new gay fiction, latest in the *Men on Men III* by New American Library, includes Bram's "Meeting Imelda Marcos," a sketch from his fourth novel due for publication in 1991. In *Memory of Angel Clare* was nominated for the Lambda Book Award, and for the American Library Association prize for the best gay fiction of 1989.

Publishers Weekly said of this book: "... Henry James would have been delighted by the situation presented here ... Bram's characters are candidly and truthfully observed; their alternative lifestyles clearly portrayed ... James would have admired the wit and the sustained tone of this new comedy of manners, a very 'New York' novel in sensibility and subject."

Time Out, the London weekly, reported that Bram is "regarded as the writer at the forefront of modern gay

writing in the U.S.A." ("This was news to me," says Bram.)

Bram is currently writing his fourth novel, *Almost History*. After publishing three novels in three years, *Surprising Myself* (1987), *Hold Tight* (1988) and *In Memory of Angel Clare* (1989), Bram decided he could afford to take his time on this one. Paperback rights for all



Chris Bram '74

"Similar moral preoccupations seem to play through my books, but what they all seem to be about is people learning to live with their craziness."

three of his novels have been sold, as have British rights. German rights have been sold to *Hold Tight*, whose edition is in its third printing.

Bram was also commissioned to write a screenplay based on David Leavitt's novel, *The Lost Language of Cranes*. "It was an interesting experience, the money was nice, but I don't think I'll be going Hollywood anytime soon. I enjoy too much the freedom and control one gets with the printed page," he says.

Bram has also written book reviews for *Newsday*, the *New York Times* Book Review and *Christopher Street*. He's reviewed movies for *Premiere* maga-

zine and the *New York Native*.

An early short story, "Aphrodisiac," whose publication, he recalls, "sustained me in my pigheaded pursuit of being a novelist," was used as the title story in the anthology, *Aphrodisiac: Fiction from Christopher Street*, published in 1979. Bram recalls he got rejection slips from at least 20 publishers on his first novel ... "a normal person would have gotten the the hint that he was not a writer."

His successes have given Bram enough money to live on, but not to live in a penthouse or buy a manse in the country. For the past 11 years he has lived in a Greenwich Village fifth floor walk-up with Draper Shreeve, an accomplished designer.

Is there a unifying theme in his work? Bram explains: "Families seem to play an important role in my books, for good or ill, in both conventional and unconventional forms. In *Angel Clare*, it's a family of friends.

"For all its disadvantages, living in bundles of people makes life more interesting. Similar moral preoccupations seem to play through my books, but what they all seem to be about is people learning to live with their craziness—which is how someone once defined growing up. 'Craziness' would include guilt, impossibly high moral standards, self-hatred, sexuality, laziness and pride. I try to write prose that gets across what I want to say but doesn't get in the way."

Bram admires the work of Allan Gurganus and Anne Tyler, Jane Smiley, Stephen McCauley and Wallace Stegner. "I can't say I'm influenced by them, but I think we're all after similar game: an evocation of life as it's lived, 'the half-rightness, half-wrongness of things' Tyler called it in *Dinner at the Homesick Restaurant*. One day I'd love to write something as good as that or *The Age of Grief* by Jane Smiley or *Crossing to Safety* by Wallace Stegner, but I'm still a ways off from that.

Bram is probably best remembered on campus as editor of the *William and Mary Review* and director of the Festival Film Society. "I published many stories in the *Review*—too many some people felt—and wrote a short novel for my honors in English. Nevertheless, I didn't publish my first novel, *Surprising Myself*, until 1987. In between, I wrote the obligatory unpublished novel."

"Many schools have athletes who are students.

William and Mary has good students who are

athletes." Stewart Gamage '72, former William and Mary tennis player

Smart Jocks!

By Connie Warren DeSaulniers '75

Valedictorian, Phi Beta Kappa, cornerback weighing nearly 200 pounds, Academic All-American.

Nearly 1400 on her SATs, 3.87 grade point average, All-East in indoor track and cross country, one of the top female runners in the country.

Top one percent in his high school graduating class, 3.8 grade point average, first team All-American in soccer and sixth all-time scorer at William and Mary.

Are these anomalies, or simply superhumans from Krypton?

Actually, they are typical William and Mary student athletes. Good athletes, too — the kind that helped William and Mary become nationally ranked in six NCAA Division I sports as of fall 1990. Hard-working and intelligent athletes, too — the kind that go on to become chief executive officers, cardiac surgeons, real estate magnates, nationally honored financial planners, lawmakers, educators.

Tribe athletes destroy all illusions of "typical" jocks who are all brawn and no brains. William and Mary's student athletes consistently graduate at a rate of 87 percent, compared to the national average at state institutions of less than 50 percent. In 1990, 27 percent of William and Mary's athletes graduated with a cumulative 3.0 average or better. Of 123 recruited 1990/91 freshmen, four were high school valedictorians, three were salutatorians and 40 percent were in the top 10 percent of their high school graduating classes.

"William and Mary has established its own model for intercollegiate athletics," says John Randolph '64, former

track star, W&M track coach from 1967 to 1976, and now the College's athletic director. "It allows for excellence in athletics without compromising academic quality."

Randolph says that there are no side doors into William and Mary. And because student athletes must meet strict academic criteria to gain admission, the graduation rate is among the top three percent in the United States.

Let's face it, William and Mary has smart jocks. They often combine what they learned in the classroom with the techniques that made them good athletes, creating a force that catapults them to the top of their careers.

Each year, William and Mary graduates athletes who will become tomorrow's corporate, political and community leaders. Here are just a few.

Joe Montgomery is bullish on William and Mary. In 1973, the day he co-captained the Tribe football team to its first victory on Virginia Tech's home field in 21 years, Montgomery had no idea he would someday become one of the top-honored stockbrokers in the nation. Instead he was basking in the glory of beating the school he would have attended — if W&M Coach Lou Holtz hadn't convinced him to join the Tribe.

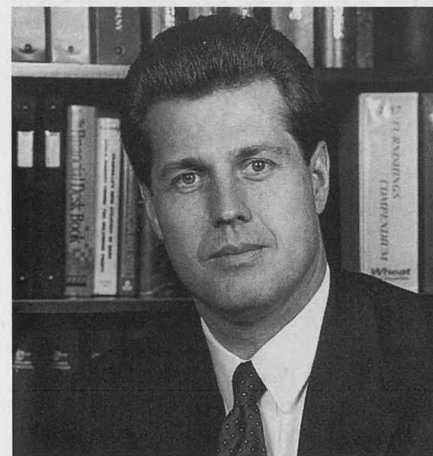
While training during summer breaks as much as 40 hours a week, Montgomery didn't envision that his discipline would one day help place him in *Who's Who in the World*, much less four other *Who's Who* publications. At the time, he had his sights set on going pro.

"Joe always set an example for the

rest of the team," says Tommy Smith '76. Smith, who was a sophomore on the football team when Montgomery was a senior, is now vice president of marketing for Virginia Insurance Reciprocal. "He was a leader who had a calming influence on everyone else," Smith adds, "and he was especially nice to us guys coming up behind him."

By the time Montgomery graduated in 1974, he had been named All Southern Conference, one of the Outstanding College Athletes of America, and had played in the North-South All Star Game. He was drafted by the World Football League, but signed with the Philadelphia Eagles.

However, after going shoulder-to-shoulder with the nation's best, Montgomery found himself face-to-face with reality. He was cut by the Eagles during the last round. He then played for the Charlotte Hornets of the World



Joe Montgomery '74, an all-American football center at William and Mary, is now a successful stockbroker for Wheat First Securities.

Football League, and was cut just before the team folded.

Montgomery admits that these were humbling times. He returned to his hometown of Lynchburg and forced

himself to apply the most important lesson he had learned as an athlete: when you get knocked down, get back up again.

"Sports teaches you to compete," Montgomery says. "And if you don't compete, you don't know the difference between winning and losing. And if you don't participate, you never win."

In spite of his setbacks, Montgomery knows about winning. After he returned home in 1975 from his stint with the Charlotte Hornets, he accompanied a friend to an interview at Wheat First Securities, just to offer moral support. While there, he struck up a conversation with office manager and fellow W&M grad, Larry Phillips. Montgomery walked away with the job and hasn't looked back at football since.

Now he's managing director for the Williamsburg office, and one of the brokerage's top producers. In 1985 he was named one of the top 20 brokers in the country by Registered Representative — an honor a broker can have only once.

"Luck," he says modestly, "had a great deal to do with my success." Others know his success has to do with the 60-hour work weeks and his continuous search for knowledge in his industry.

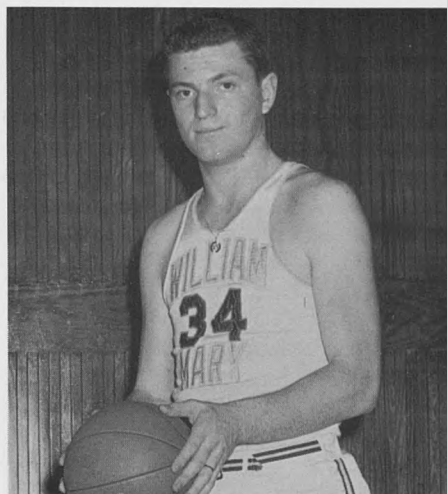
Montgomery has stayed active at the College and in the Williamsburg community. He serves on the board of the Alumni Society, is past president of the Athletic Educational Foundation, and is on the board of the Williamsburg Community Hospital.

Says Montgomery, "In sports and in life, losing isn't the worst thing. Not participating is the worst thing."

Meet Alan Miller. Tall. Handsome. Rich. Nice guy.

"Nice guy?" Miller reacts, incredulously. "I am sometimes surprised that the image I project isn't how I imagine myself," he explains.

Miller, who graduated in 1958, was one of the Tribe's basketball stars. Today he is chairman and chief executive officer of Universal Health Services, the second largest hospital management company in the nation. When Miller founded UHS at the age of 40, he had already pioneered in two dynamic careers. By his accounts, he is aggressive, competitive and outspoken. Ask anyone else, and you'll hear about his other side.



Now CEO of Universal Health Services, Alan Miller '58 has founded two major corporations since playing basketball at the College.

"While his reputation in business may be as a tough guy," says President Paul Verkuil, "Alan is a warm person who remembers where he came from." President Verkuil '61 was in Pi Lambda Phi fraternity with Miller and has stayed in touch with him over the years.

"He's a loyal and supportive friend, a person of character, a good guy," adds Verkuil.

An active William and Mary alumnus, Miller served as a member of the Pre-Campaign Steering Committee for the Campaign for the Fourth Century and is currently a trustee of the Endowment Association and a member of the Executive and Development Committee. The gymnasium at the new Student Recreation Center is named after him in recognition for his contributions to the Campaign for the Fourth Century.

In February of 1955, Miller transferred as a freshman to William and Mary from the University of Utah, where he had been top freshman scorer. He was eligible to play for the Tribe his sophomore year, and planned

"Athletics teaches you how to take adversity," Miller says today. "And there is a parallel to business. It's a question of being dogged and not being discouraged."

to go to Marshall-Wythe School of Law so he could also play his fourth year of eligibility while attending law school.

But his plans were altered by an accident that nearly killed him. In 1957, during his senior year, the basketball team was en route in two station wagons to play University of Pennsylvania. The car in which Miller rode was in an accident that fractured his skull, destroyed his nose and knocked out four teeth.

Although the tragedy ended Miller's basketball career, it did not stop the determination that helped him become a great athlete in the first place. "Athletics teaches you how to take adversity," Miller says today. "And there is a parallel to business. It's a question of being dogged and not being discouraged. Play hard, and then get up and do it again."

And Miller did. He endured a series of reconstructive operations which, in a way, serve as a metaphor for the restructuring his future plans would take.

He decided to forego law school at William and Mary, and earned his M.B.A. at Wharton School of Business. He worked for eight years at the advertising giant, Young and Rubicam, where he was the youngest vice president. There, he sharpened his skills as a risk taker and entrepreneur. He developed the first syndicated television program, "Cooking

with Graham Kerr" — a step that changed television programming forever.

In 1969, Miller joined a fellow Wharton graduate in a company that was financing schools and hospitals. In 1973 at the age of 35, he moved to Philadelphia and became president of American Medicorp. That company then had serious financial and organizational problems, but over the next five years Miller built it to one of the most profitable in the industry. By 1978, revenues were more than \$550 million with a net income of \$26 million. Miller, who had by then taken over American Medicorp, was riding high.

Once again, adversity set in. This time it was in the form of a hostile takeover by industry giant Humana Inc. After a bitter struggle in courts, Humana won.

But again, Miller did not give up. Before the year ended, he founded Universal Health Services Inc. with \$3.2 million provided by venture capitalists and another \$750,000 put in by himself and other former Medicorp employees.

Today UHS has 37 acute care and psychiatric hospitals domestically and three overseas, with gross revenues of around \$1 billion. Based in King of Prussia, Pa., it is the third largest public company in the industry.

"Business is like a sports team. You've got to work together and recognize other talents," says Miller. "I guess I would have made a good coach."

When Lynn Norenberg says "Jump!", they say "How high?" That's because she's assistant executive director of USA Basketball, in charge of women's programs. Anytime an American women's team plays in the U.S. and abroad, Norenberg heads the delegation. Naturally, she's traveled all over the world, including Korea, where she led the gold-medal-winning U.S. women's basketball team in the 1988 Summer Olympics.

Norenberg knows basketball. As a 1981 graduate, she started all four years on the William and Mary women's team, was the Tribe's all-time leading scorer, and left her name on 15 school records.

She also knows her stuff — she earned academic All America honors twice, graduated with a 3.97 average, was listed in *Who's Who Among College*

Students, and was elected to Phi Beta Kappa.

Take a deep breath. She was also a recipient her senior year of the James Fredrick Carr Memorial Cup (for character, scholarship and leadership), a



A star basketball player and student leader at William and Mary, Lynn Norenberg '81 travels worldwide as assistant executive director of USA Basketball.

President's Aide for two years, student liaison to the Board of Visitors, the 1977-78 state champion discus thrower, plus William and Mary's 1980 homecoming queen.

"Participating in sports at William and Mary helped me learn time management," says Norenberg. "There were only so many hours in a day, and I had to learn how to take advantage of every minute. I used to write math formulas on my wristband so I could study them during basketball practice."

Her former coach, Barbara Wetters, says "Lynn was one of those rare people who could organize her life to make time for everything. She was committed to athletics, academics and the college community."

In Norenberg's current job at USA Basketball, she also juggles many dif-

ferent balls. From her home base in Colorado Springs, Norenberg coordinates the U.S. Olympic Festival, training camps and trials, basketball tournaments and clinics in the U.S., as well as tournaments abroad. A majority of her time is spent traveling with the team, however, to places like Malaysia, Hawaii, Europe, Cuba and the Soviet Union.

"I love traveling. Everywhere we go we have instant credibility because the U.S. has the best team in the world," says Norenberg. "But no matter where I go, I am so thankful to live in the United States."

So what does Norenberg do in her time off? She plays golf, tennis, goes mountain biking — anything that has to do with sports.

"I'm lucky to be doing something I love," she adds. "Going to work is fun. It's like a paid vacation."

Gary Byrd is giving them his best shot. It was 1975 and the Tribe basketball team was playing Wake Forest, a nationally ranked team. After a 10-year losing streak, William and Mary was having its first winning season. And Byrdman, as he was called by friends and fans, was one of the co-captains leading the Indians to their best season in 25 years.

The ball was in the Tribe's court, and the Byrdman defense blocked the path of a charging opponent as his teammate ran with the ball through the gauntlet. Suddenly Byrdman is free and clear, and his teammate passes him the ball. He makes the shot and it's IN! Byrd — 6'6", cool as a cucumber, soft-spoken — reacts in his trademark fashion. His bent arms flap and his long legs hammer the court and he performs his famous "Byrdman shuffle." The audience roars.

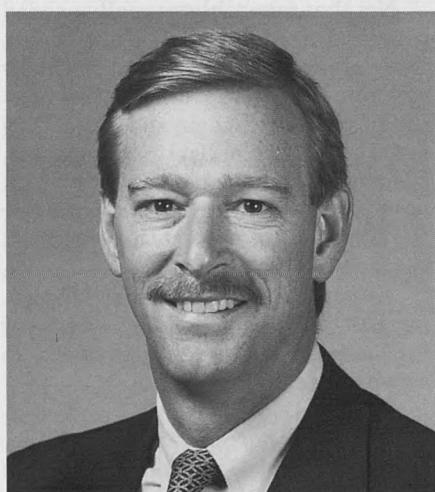
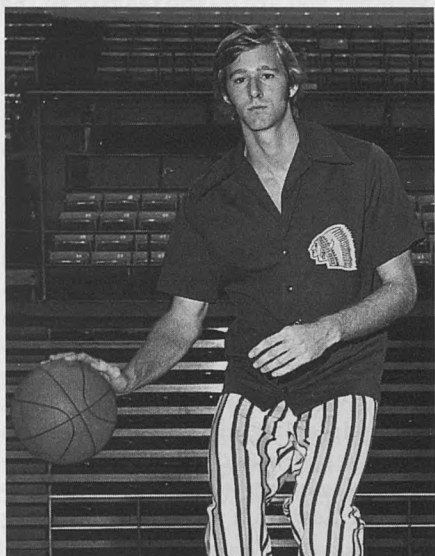
Byrd is doing a lot of shuffling lately. He is director of acquisitions for the Pratt Group, an Australian conglomerate with U.S. headquarters in Atlanta whose core operation is paper manufacturing. The Pratt Group specializes in identifying and buying promising companies, then enhancing their profitability by working with existing management. In the two years since Byrd joined Pratt, he has negotiated the acquisition and divestiture of approximately \$100 million in business.

Byrd's negotiating skills were shaped on the basketball court. "If you

listen to people's needs, you can get people to respect you and be part of the bigger goal," says Byrd of his sports experience. "In my opinion, success in sports does not require an autocratic management style. This philosophy also carries over into the business world."

Byrd's comparison of sports to business echoes the feelings of the others. "As an athlete, there are many emotional highs and lows, so you must learn to rebound from failures," says Byrd. "Everyone has setbacks professionally, but as in sports, you can also recover."

Byrd also helped his friends and teammates bounce back, according to Rod Musselman, who started as a freshman player when Byrd was a sopho-



Now director of acquisitions for the Pratt Group, Gary Byrd '75 was co-captain of one of the best Tribe basketball teams in 25 years.

more. "Whatever he committed himself to, whether it was his friends, basketball, or his degree in business, he would focus on that goal until it was accomplished," says Musselman, now director of catering for the Fort Magruder Inn and Conference Center in Williamsburg.

Before joining Pratt, Byrd was managing director of the Mergers and Acquisitions Advisory Group of California-based Security Pacific National Bank. He started at Security Pacific as a management trainee in 1975, the year he graduated from William and Mary. He worked his way through the ranks, and by 1986 he was the youngest senior vice president in the history of Security Pacific. That same year, Byrd was listed in a *Business Week* cover story as a "fast-track kid," one of 50 managers under the age of 36 who were rapidly ascending the corporate ladder.

George Balanis says he knew Byrd would be a success. Balanis was the Tribe's assistant basketball coach, and became head coach when Byrd was a senior that first winning season in 1974. "Gary offered unbelievable leadership," says Balanis. "We had lots of good, new freshman players that year, and Gary took them under his wing. He had the ability to communicate with these kids as well as the coaches, and would help settle problems along the way."

Adds Balanis, who now heads the Team Sales and Promotions Division of Nike Shoes, "Gary was the key person to make the turnaround for us that year. His leadership ability is obviously paying off for him in the business world."

Stewart Gamage strengthens her swing in Congress. And as floor assistant to House Majority Leader Richard Gephardt, she's had to do a lot of swinging lately. She made time to do this interview as she volleyed between congressional negotiations on the \$500 billion budget reduction and the arrival of other key bills in Congress.

Perhaps she honed her volleying skills as a varsity tennis player at William and Mary, where she graduated in 1972. Today, Gamage says, "I'm like an air traffic controller. I get legislative priorities from committees and orchestrate their arrival pattern on the House floor. We did 44 bills last night."

Modesty prevails, as is the Gamage

style. "It's not a glamorous job," she adds. "It does not take an enormous amount of intellectual stamina — it's more physical."

Millie West, William and Mary's assistant athletic director and director of women's programs, was Gamage's tennis coach in school. "Stewart never did anything halfway," West says. "She also never flaunted her ability, even when something meant a lot to her."

"She was competitive and very focused. In tennis, she liked the team concept and was interested in putting together the best team that could win," her former coach adds. "She's been that way since."

Ask Gamage about the most valuable lesson she learned from sports, and she replies, "Get a good coach."

Gamage's distinguished career in public service began after graduating from William and Mary, with her first job as a Commonwealth of Virginia intern. She earned her master's degree in public administration from University of Southern California, and then held a variety of positions in state government and on Capitol Hill.

She served Virginia governors Charles Robb and Gerald Baliles as director of the Virginia Liaison Office in Washington from 1982 to 1989.

Timothy Sullivan '66, dean of the Marshall-Wythe School of Law, worked with Gamage when he served as chief policy adviser to Governor Robb. Says Sullivan, "Stewart's judgment about people and issues is unparalleled. Plus she has an incredible appetite for work and a great sensitivity for people."

This appetite also shows up in her continuous support of William and Mary. She currently serves on the College's Tercentenary Commission. From 1985 until 1990 she was a member of the Board of Visitors. Before that, she served on the Board of Directors for the Society of the Alumni from 1980 to 1985.

In August 1989, when Gamage went to work for Rep. Gephardt, she told him she did not want to work on the floor. "And that's exactly what I do," Gamage says. "Fortunately, sports helped me deal with unexpected consequences."

According to Gamage, sports also helped prepare her in other ways, such as: Respect your opposition. Be patient. Don't go for the easy shot. Don't take it too seriously. Learn how to lose. Those are important lessons for someone who

deals with maneuvering as many as 100 bills a day through a Congress comprised of 435 members — each with different ideas and goals.

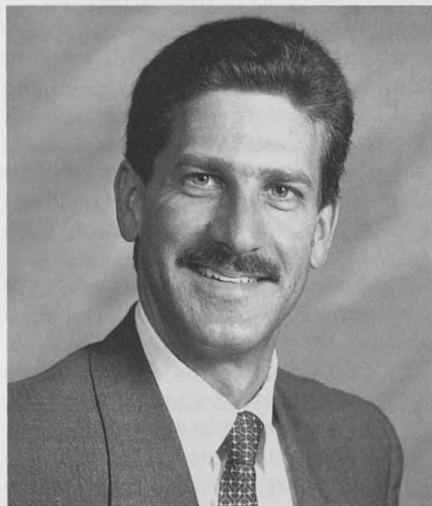
Says Gamage, "In tennis, we had a referee. In government, the voters become the referees."

For Don Fergusson big business is a balancing act. When Fergusson '75 was a senior and co-captain of the William and Mary gymnastics team, he set a school record for the high bar, which he held for 14 years. Today he's president and chief operating officer of Rust-Oleum Corp., a leading manufacturer and marketer of protective coatings based in Vernon Hills, Ill.

"Gymnastics taught me a number of things that served me well in my career," says Fergusson. "I learned mental and physical discipline, and how to rebound from defeat. If it hurt, I'd just do it again."

Is this beginning to sound familiar?

Like gymnastics, Fergusson believes that success in business comes in small increments over time. It is important,



A record-setting gymnastics star at William and Mary, Don Fergusson '75 now heads the Rust-Oleum Corp.

therefore, to keep your mind focused on your goals.

"In the long run," adds Fergusson, "victory goes not to those who are knocked down the least, but to those who don't quit."

Rust-Oleum is a privately held corporation founded in 1921 by Fergusson's grandfather, a sea captain who discovered how to incorporate rust-preventive properties of fish oil into a protective coating. The young Fergusson worked for the company during summer vacations, but didn't initially intend to follow his grandfather's and his father's steps to become the third generation of Fergussons to run the company. He was an outdoorsman and set his sights on marketing sporting goods.

After graduating from William and Mary with a degree in business, Fergusson earned his M.B.A. at Northwestern University. During the summer after his first year of M.B.A. school, his father died of a heart attack. Fergusson was the only family member left to run the company, so he followed tradition and went to work for Rust-Oleum.

He started as a management trainee. Then after graduating from Northwestern, he held a variety of positions throughout the company, including manager of corporate planning, vice president of 4-Wheels Supply (a consumer products distribution subsidiary) and senior vice president of marketing and sales. He became president and chief operating officer in 1985.

"It was inspirational watching Don succeed as an athlete and a good student," says Joe Steele '74, Fergusson's fraternity brother in Sigma Chi and now the owner of Carolina Furniture in Williamsburg. "He approached gymnastics with the same confidence, determination and drive that, I'm sure, has made him a successful businessman," says Steele.

"One of the most important things gymnastics develops is self-confidence," says Fergusson. "Gymnastics focuses on the individual, so there's no hiding behind the team. But it also teaches that no one individual can carry a team to success," he adds.

Another valuable lesson Fergusson learned as an athlete is that winning isn't everything. "Involvement in the sport built character traits and friendships that survived long after the scores are recorded and forgotten," Fergusson says.

"It's not always the destination that's important — it's the journey. That's a valuable lesson to carry for business and for life."

But most of us are armchair athletes. Some of us non-athletes may be feeling a little deficient at the moment. What do collegiate sports do for those William and Mary students who, although they excel in school, don't make the grade on the playing field?

Alan Miller feels that the important thing is to participate in something. "Do anything that teaches you to get up after failure, to set goals, to develop teamwork and to have fun."

Says Don Fergusson, "You miss the point of an undergraduate experience if you stay buried in a book. Sports — whether you are on the team or in the stands — gets people involved."

"Sports is a conduit that brings people together," says Byrd. "It gives people the opportunity to share in school spirit, in addition to bringing home a diploma. Most important, William and Mary does not compromise the academic environment to bring in blue-chip players. That should make us all proud."

Joe Montgomery agrees. "Both students and alums rally around athletics. It's a common denominator," he says. "We're particularly fortunate that the college has always been able to combine sports and academics successfully. Never compromise academics — that in itself is a goal worth fighting for."

Not that non-athletes really needed to be reminded, but each of our "smart jocks" agreed that the William and Mary educational experience was the driving force behind their success. They feel that what pulls it all together, however, is involvement — whether it is sports or fraternities, sororities or the debate team, or just cheering from the sidelines.

As Joe Montgomery said, "Throwing the touchdown pass may be hard for some of us. Getting involved is something everyone can do."

When she's not cheering on the Tribe, Connie Warren Desaulniers '75, runs her own marketing and sales promotion company in Williamsburg, called By Design. She is also on the board of the Athletic Educational Foundation.

The Most Powerful Man In Sports

By E. M. Swift
with special reporting
By John Steinbreder

(Editor's Note: The following has been excerpted with permission of Sports Illustrated from an article on Mark H. McCormack '51 that appeared in the May 21, 1990, issue of the magazine.)

It is, quite simply, the most powerful, farsighted, far-reaching (some would say grabby) corporation in the world of sport: International Management Group, the company that people love to hate.

Not its clients, of course, who would never refer to IMG with any four letters other than R-I-C-H. Not the Chris Everts and Greg Normans and John Maddens, whom IMG has helped make as wealthy as sheiks by arranging their commercial endorsements and managing their finances. Not the Wimbledons and U.S. Golf Associations and Albertville Olympic Committees, whose coffers are overflowing thanks in large measure to IMG's handling of their licensing, merchandising and television contracts. Not even the Hertzes, Rolaxes and Nestles, corporations that fork out small fortunes to sponsor IMG-run events, rent IMG tents and have outings with with IMG clients. Nope, all those folks will turn blue in the face telling you how honest, innovative and dependable IMG — specifically, Mark Hume McCormack, its founder and chief executive officer — is to deal with.



Mark H. McCormack '51

Everyone else in the sports world, though, has it in for IMG. "We're IBM, the 1927 Yankees, whatever," says Hughes Norton, 42, the head of IMG's golf division. "Everybody hates us."

Is it professional jealousy, as IMG proponents maintain? Or is there something insidious about this multinational, Cleveland-headquartered conglomerate, which is one of the great business success stories of the past 30 years?

Competitors, in wooing potential clients, bad-mouth IMG as being too big and impersonal, while inwardly chafing at IMG's swashbuckling corporate arrogance. "They're heavy-handed people," says one ex-IMG executive. "They push for the maximum. I think IMG has often been successful in spite of itself."

Many members of the business community who have never made a deal with McCormack are wary of his reputation as a shrewd negotiator, and vaguely mistrust the personal style and motives of the man who six years ago wrote the best-selling business advice book *What They Don't Teach You at Harvard Business School*. "My stomach tells me that McCormack is the ultimate hustler, that he will use you to the nth degree," says the head of one Fortune 500 company, whose misgivings about McCormack have kept him from taking the IMG plunge. "There's something shady and unattractive about him — he doesn't give much eye contact. I wish I could be more specific. It's just a feeling I have."

Many in the media are similarly antagonistic toward IMG. The company's agents, like all sports agents, vigilantly shield their biggest clients from all but a handful of interviews. What sets many IMG agents apart is the supercilious manner in which they often deal with the press and public relations people, expending an absolute minimum of courtesy. "The worst thing about being represented by IMG is always having to defend it," says one former client, Greg Lewis, a sportscaster for NBC. "It's like having a tattoo."

And just about everyone vilifies IMG for being, well, too all-encompassing and powerful, with tentacles that reach into the backwaters where sport and the dollar meet.

Whose idea do you suppose it was to spread the Olympic Games, Summer and Winter, over three weekends instead of two, as was first done at Calgary in 1988? Who invented the corporate tent for major sports events, those portable entertainment centers just off the 10th tee or just beyond center court, which have been sprouting like mushrooms after a rain ever since the '74 Wimbledon championships? Who made commonplace the practice of paying golfers appearance fees — sums that are often greater than the first-place money at the tournament in which the golfer is to play — to lure American stars to the European, Japanese and Australian tours? The answer to all these questions is IMG.

How all-encompassing has the world's largest sports (and then some) management company become? IMG promoted Pope John Paul II's 1982 tour of the British Isles. It represents the Nobel Foundation, the Mayo Clinic, Ringling Brothers and violinist Itzhak Perlman. IMG contacts more than 1,200 companies a year in North America, tempting them with marketing ideas and concepts. Want to sponsor a golf tournament in Spain? A tennis tournament in Hong Kong? How about an opera tour of England, Japan and Australia? A super-series of ski races, with Phil and Steve Mahre taking on the world? The America's Cup? Stars on Ice? Or is the world gymnastics championships more your style?

IMG employs more than 1,000 people in 43 offices in 20 countries. Its revenues have increased from \$25 million in 1975 to a projected \$707 million in '90. IMG revenues grew 430 percent

during the '80s, and while IMG officials expect, even want, that expansion to slow — they only recently lifted a six-month hiring freeze — their company is so well positioned internationally that a significant cooling-off period is not in the forecast. "The company is growing in immense leaps, almost too fast," says McCormack, 59 and still very much the man at the helm, although he has passed much of the day-to-day operating decisions to his top level of managers. "But it's hard to stop it, because if there's an opportunity and you don't fill it, someone else will, and you're creating unnecessary competition."...

...[The sports market] is huge, and it is growing every year. Predicts McCormack: "In the 1990s, Southeast Asia is going to be the growth area for all sports. South America, the decade after that. And Africa, the decade after that." If you were competing against IMG, you would do well to heed McCormack's words. Because wherever McCormack has decided to steer IMG, the sports world — and the big money that accompanies it — has followed.

It all started with golf. The son of a farm journal publisher, McCormack grew up in Chicago, where he began playing golf as therapy after suffering a skull fracture in an auto accident. He won the Chicago Prep title and went on to play number one at William and Mary. It was there, during a match with Wake Forest, that McCormack first met Arnold Palmer, the ace of the Demon Deacons team. After graduating from Yale Law School and serving a hitch with the Army in Augusta (where he snuck in a few rounds at Augusta National), McCormack joined the Cleveland firm of Arter & Hadden. He met his [former] wife, Nancy, on a blind golf date (their three children, Breck, 32, Todd, 29, and Leslie, 24, are all employed by IMG), and in addition to his work for the firm, McCormack began booking exhibitions for pro golfers. Before long, players were asking McCormack to review their endorsement contracts. One of those who turned to McCormack was Palmer. In 1960 McCormack hung out his own shingle, with one client, Palmer, a Calvinistic work ethic and a gut feeling that corporations — not just in the U.S. but all over the world — would pay a lot of money to have their names associated with famous athletes.

In short order McCormack snared unprecedentedly lucrative exhibitions and endorsements for Palmer. After word got out about Palmer's good fortune, McCormack signed two more golf clients, Gary Player and Jack Nicklaus. Suddenly, the Big Three were winning every tournament in sight, and the sports management business has never been the same.

"There are three reasons for IMG's success," says Dustin Murdock, a for-

IMG promoted Pope John Paul II's 1982 tour of the British Isles. It represents the Nobel Foundation, the Mayo Clinic, Ringling Brothers and violinist Itzhak Perlman. IMG contacts more than 1,200 companies a year in North America, tempting them with marketing ideas and concepts.

mer vice president of IMG's golf division, who left in 1985 after nearly six years and is now a partner in the Van Cleef Companies, a real estate and investment firm. "First, there is a lack of competent competition. In client representation, there are a lot of mom-and-pop operations, which is fine because one or two guys can manage a stable of athletes. But when it comes to owning events, administering events, financing cable deals, you need to be more than just a small company. Second, Mark McCormack. He is the best in the business, the most imaginative man I have ever seen. And third, the sports business attracts quality people. Everybody wants to be in sports, and McCormack demands that his people be aggressive, smart and imaginative. He treats his people well. He pays them.

He will accept ideas readily, and if you do well, he will leave you alone."...

...McCormack keeps a hellish personal schedule, rising at 4:30 a.m. each weekday, dictating letters and making overseas phone calls from 5:00 to 7:00 and then proceeding through the day in half-hour increments according to a regimen that is as unwavering as the path of the earth around the sun.

"We're so different, we shouldn't be married," says [his wife Betsy] Nagelsen, 33, who first met McCormack when she was an 18-year-old client back in 1974. "I hate schedules. And I don't like having scheduled meetings with Mark. He says, 'We've got to talk tomorrow at 10,' and I automatically say, 'I'm busy at 10.' Mark's whole life is geared around accomplishing something. Even if he's sleeping, he's accomplishing rest. If he has to cancel a tennis game because of weather or an injury, it kills him. It's a wasted day, because he didn't do everything on his schedule. His favorite thing in the world is to cross things off that list."

McCormack's obsessive attention to detail is one of the trademarks of his company — one of many ways in which IMG has been molded in the founder's image. And though this may be the era of a "kinder, gentler McCormack," as one of his top executives, Alastair Johnston, maintains, McCormack still occasionally upbraids, even humiliates, underlings in front of their peers for mistakes that most CEOs would consider trifling. "I don't know why, in his position, he still has to be like that," says one IMG vice president. "He can be ruthless internally."

Yet, when it suits his purpose, he can be forgiving, loyal, fair, disarmingly sentimental, and generous. Nearly all of his top officers have a story about how McCormack was at his best when they were not at theirs...

...As for the charges that he can be ruthless with his underlings, McCormack says, "If I feel it would help someone to confront him in front of his peers, then I would do it. It's never done without calculation. If I thought a private meeting would do the job better, then I would do that." As for being cutthroat in his business dealings, McCormack tends to think of those charges as pats on, rather than knives in, the back. "If you took 100 of those stories about our being ruthless or sharklike, 90 of them would center on

attitudes we have taken on behalf of our clients," he says. "I think being ruthless, in the context in which it is applied to me, is really sort of a compliment."

Let's face it, you don't build a \$700 million business from scratch by being Mr. Nice Guy. "A lot of people accuse Mark of driving too hard a bargain," says Frank Olson, CEO of the Hertz Corporation and a longtime business associate of McCormack's. "I think the problem may be that Mark gets himself positioned with leverage, and if he has leverage, like any good businessman, he will use that. And a lot of people resent it."

IMG clients are, unquestionably, the beneficiaries of this leverage. Take Palmer, whose career earnings on the PGA Tour are less than \$3 million. IMG's business acumen and Palmer's popularity have combined to create a financial empire for Palmer worth hundreds of millions of dollars. Among Palmer's holdings: two aviation agencies; the Arnold Palmer Golf Management Company, which employs 300 people and operates 15 resorts and golf clubs around the world; the Palmer Course Design Company, which has some 40 golf courses under construction; and six automobile dealerships that rang up some \$900 million in sales last year. And how does the IMG leverage work to Palmer's benefit? Well, in 1988, Hertz, in addition to paying Palmer \$400,000 for being a company spokesman, also bought more than 60,000 cars from Palmer's dealerships, "at competitive prices," says Olson. "It's not a contractual arrangement. We'd just rather do business with friends than strangers."

Palmer's name is the most widely licensed in Japan — bigger than Ralph Lauren's or Calvin Klein's. It graces things ranging from tearooms to car deodorizers. In 1989, at age 60, and 16 years removed from his last victory on the PGA Tour, Palmer earned \$12.5 million in endorsements and appearance fees, more than any other athlete in the world...

...IMG's three backbone divisions are golf, tennis and television. "Nobody is competitive with IMG in golf," says one former IMGer. "Nobody can provide the income for its clients in that sport as IMG can, and making money for clients is the answer at the end of the day."...

...Greg Norman of Australia, who made some \$10 million in endorsement and appearance money last year, is an IMG client. So are Curtis Strange (\$4 million) and Nancy Lopez (\$1.8 million) of the U.S., Bernhard Langer (\$3 million) of West Germany, Nick Faldo (\$3 million) of England, Sandy Lyle (\$2.5 million) of Scotland, Ayako Okamoto (\$2.5 million) and Isao Aoki (\$2 million) of Japan, and Ian Woosnam (\$2 million) of Wales. In an era in which Americans no longer dominate golf, IMG already has a formidable multinational lineup...

...Special events are the direction in which golf is heading, much to the chagrin of traditionalists. Last year, for instance, IMG — which created (with producer Don Ohlmeyer) the monumentally successful Skins Game — introduced the Australian Skins Game, the Seniors Skins Game and the RMCC Invitational, hosted by Norman. All are big-name, made-for-television events of which IMG owns all or part. It so happens that Norman's tournament was scheduled opposite the World Cup, a 35-year-old team event that, like IMG's five-year-old Dunhill Cup, is similar to the Davis Cup in tennis...

...In Europe, it has been estimated that the number of recreational golfers will double in the next four years. Through one of its subsidiaries, IMG is developing golf and leisure resorts in France, Ireland, West Germany and Belgium and has ones in Hungary and Turkey on the drawing board. McCormack is also working in partnership

with Langer Buckley, a golf course design and construction firm based in Germany and Switzerland...

...IMG's tentacles are even more embracing in tennis, where, according to Norton, "there is more chaos, which gives us more freedom." In addition to representing 10 of the top 30 men, including Ivan Lendl, Mats Wilander and Andre Agassi, IMG has four of the top 10 women, including Martina Navratilova and Arantxa Sanchez Vicario. Fourteen-year-old star Jennifer Capriati, who had \$5 million in endorsement agreements before playing her first pro tournament, is a recent addition to the IMG fold and Chris Evert, who retired last year, earns millions in endorsements via IMG.

The company has television and promotional contracts with three of the four Grand Slam tournaments and has virtually bought the newly formed ATP Tour. In March 1989, for a minimum guarantee of a whopping \$56 million over the next three years, IMG became the exclusive agent for the ATP's sponsorship rights and domestic and international television sales, and the promoter of the tour's singles finals, which will be called the ATP World Championships...

...Throughout most of its existence, IMG placed little emphasis on team sports. That is changing. "We've been representing football and basketball players for 20 years, but we've never put a lot behind it until recently," says Peter Johnson, head of IMG's team sports division.



McCormack, who serves as chairman of the Campaign for the Fourth Century, with Fran Verkuil '66 and Walt '37 and Betty '40 Zable at Homecoming last fall.

Photo by James Gleason

Lower commissions is the main reason for this neglect. An agent for a football or baseball player — and there are hundreds of these agents — generally gets a 3-5 percent cut of the client's contract, as opposed to the 25 percent or so that IMG charges its golfers and tennis players. Because of the regional nature of fans' allegiances, team sport athletes are not as broadly marketable as those involved in individual sports, unless they are superstars like Joe Montana or Michael Jordan. Recently, however, the dollar values of the team contracts have grown so huge — anyone from an infielder who hits .250 to an untried football draft choice may qualify for a multimillion-dollar contract — “that the lower percentage we get is still worthwhile,” says McCormack.

How, then, to break into the market? Johnson's idea was, if you can't beat them, buy them. IMG approached a number of the larger baseball agents about acquiring their businesses and in July 1987 bought the firm of Reich, Landman and Berry. IMG's baseball stable had only 10 clients then. Today, with Tom Reich as division president, it has 75, including Jack Clark, Tim Lincecum, Ruben Sierra, Julio Franco and Steve Sax. “Why get in with IMG?” asks Reich. “What we are seeing in the 1980s is only a precursor of what's to come, a sky's-the-limit type poker game [as baseball and other team sports become increasingly international]. IMG gave me a chance to expand my horizons.” Since October [1989], IMG's baseball clients have signed contracts worth more than \$50 million.

To beef up its basketball and football divisions, in 1988 IMG took on two more sports agents, Larry Fleisher (the former head of the NBA Players Association, who died suddenly of a heart attack in May 1989; his sons, Eric and Marc, have taken over for him) and Ralph Cindrich, plus their clientele. Today, IMG represents 25 NBA players, including A.C. Green and Mike Gminski, and 40 NFLers, most notably Herschel Walker, Al Toon and John Offerdahl. IMG has only three hockey clients, but they're beauts: Mario Lemieux, Luc Robitaille and Paul Coffey, all of whom Reich signed after joining IMG. In sheer numbers, IMG now handles more team sport athletes than anyone else in the business, and it

expects to acquire even more agents and their big-name client lists. Says McCormack, “Basketball has the biggest export potential of the American team sports. Internationally, fans still need more education in football and baseball.”

And you can bet that IMG will be part of that educational process, particularly in Great Britain. In March, a

McCormack has no plans to hand over the IMG reins anytime soon. “Most people retire to do something they've always wanted to do,” he says. “I'm already doing it.”

newly formed satellite station called the BSB Sports Channel, the ESPN of England, began broadcasting. The company that landed the \$250 million, five-year contract to provide some 5,000 hours of sports programming a year to BSB is Trans World International (TWI), the television and film branch of IMG.

TWI purports to be the world's largest independent source of televised sports, producing more than 100 sports shows annually, including the World Professional Figure Skating Championships, the Skins Game, the Seniors Skins Game, several American and European PGA events and some events that are colorfully referred to as trashsports. *The Superstars* — which has been running for 18 years — *Survival of the Fittest*, *American Gladiators* and the *World's Strongest Man* fall into that category.

One of TWI's most successful ventures is a program called Trans World Sports, a weekly, hourlong show that summarizes the week's sporting events on five continents — from major league baseball to Australian rules football to

the Mount Cameroon footrace to badminton in China. The program is put together in London on a scant weekly budget of \$75,000, exclusive of salaries. It is translated into 15 languages and distributed to 61 countries, including the U.S., where it is carried by SportsChannel. TWI officials brag that Trans World Sports is the most widely viewed program in the world. “It's the show of the week in Zimbabwe,” says Stewart Binns, the program's executive producer. “We've made some big friends covering events in Africa.”...

...McCormack closely guards IMG's profit figures, but in terms of revenues, TWI contributes 28 percent of the company's revenue. And the feeling within IMG is, you ain't seen nothin' yet. “Television is a mature business in the United States, but it's exploding in Europe,” says Peter Smith, a senior vice-president of TWI. “And with so many non-Americans winning major sporting events, the climate is like it was during the sports television boom in the U.S. in the 1960s.”...

...McCormack has no plans to hand over the IMG reins anytime soon. “Most people retire to do something they've always wanted to do,” he says. “I'm already doing it. But I have a lot of intricate plans about what happens to the company when I die. I think I've got a plan that would keep the key people in place after I'm gone, but no one will know what that plan is until something does happen.”

McCormack's considerable ego would not allow his successor to be anything less than a heavyweight. Ideally, he, or she — Nagelsen has indicated that she would like to take an active role in the business — would be someone with an international reputation, managerial skills and vision. Oh yes, definitely vision. Because, make no mistake, IMG did not get to be in the position it is in today by exploiting its conflicts of interest, terrorizing the competition and shoving trashsports down the throats of an unwilling public. McCormack foresaw the future and, in the best traditions of American industrialists, prepared to meet it. McCormack not only built a company, he built an entire industry. And in that sense, Mark Hume McCormack and the four-letter word he created — IMG — will go on living for a long, long time.

Rare Book Added to Swem Special Collections

By Melissa Gill '82

After being gone for 178 years, and after traveling halfway around the world, a medical textbook looted from a Virginia plantation by British soldiers in the War of 1812 has been returned to its native state.

The rare, 189-year-old volume recently was donated to the Earl Gregg Swem Library by Alan Hayton, a retired doctor living in New Zealand.

The book's history was researched by Spotswood Hunnicut Jones, who also played an instrumental role in seeing the book returned to Virginia.

According to Jones, the book originally belonged to the Young family at Denbigh Plantation in what is now Newport News. During the War of 1812, the crew of the British sloop Moselle was sent up the James River and, while searching for provisions, landed at Denbigh Plantation.

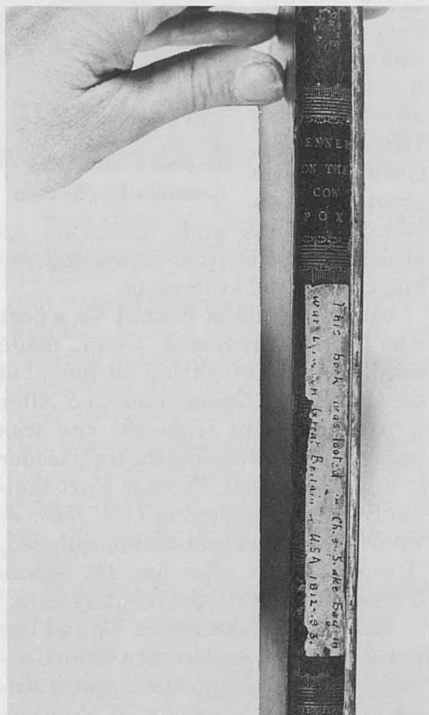
As recorded by Dr. Peter Wilson, a British officer aboard the ship, the crew members fended off an attack by Young's slaves, and then were allowed to "amuse themselves by ransacking the well-furnished establishment, which as may be supposed, was availed of with willing and mischievously dispersed alacrity."

The men made off with the estate's valuables, including "a goodly quantum of prime old peach brandy," according to Wilson. Books from the plantation library also were looted. Among the cache was a medical text written by Edward Jenner, the first person to successfully experiment with a vaccination for small pox. This book, *An Enquiry into the cause of the Variolae Vaccinae—The Cow Pox*, went back to Britain with Wilson.

Wilson went on to serve as physician to the family of the Sultan of Morocco and later to the Spanish royal family. In 1841, he emigrated to New Zealand. After being handed down to Wilson's great-granddaughter, the book was given to Alan Hayton, a retired physician in New Plymouth. Curious about its origin, he began in 1970 to seek out its provenance.

Jones, who received a master's degree in history from William and Mary, eventually learned of the book and spent

two decades pulling together its history. When she heard that Nancy Marshall was going to New Zealand, Jones suggested that Hayton donate the book to the College. Marshall and Hayton met in October, when he handed over the volume.



This rare, 189-year-old book has been donated to the Earl Gregg Swem Library by Alan Hayton, a retired doctor living in New Zealand.

Photo by Karen McCluney

The Jenner book has joined the approximately 30,000 rare books and one million manuscripts in the Special Collections of Swem Library. The collection's greatest strengths are in early Virginia history, Virginiana, the history of the College, travel accounts, and the arts of book production and publication.

The rare book and manuscript collections have been built through gifts and purchases. The earliest supporter of the College's library was Francis Nicholson, one of Virginia's royal governors. In 1698, he gave approximately 158 books to the fledgling college. Unfortunately, these books were destroyed in the Wren Building fire of 1705. The list of titles in the Nicholson gift survived, however, and the library

is attempting to replicate the collection by acquiring the same titles in the same editions. With funding provided by the National Society Colonial Daughters of the Seventeenth Century, 51 of the books are once again in the College's collection. These works include the first edition of John Locke's *Some Thoughts on Education* (1693), Sir Thomas More's *Utopia* (1684) and a first edition of John Evelyn's *Sylva* (1664).

The oldest extant gift to the library is Paolo Sarpi's *History of the Council of Trent* (1676), donated and inscribed to the College by a sea captain in 1704. It is the only volume known to have survived the fire of 1704. It was lost to the College until the Second World War, when it showed up in a paper drive in Bristol, England. The volume was safely returned to William and Mary in 1944.

The most recent additions to the rare book collection include a King William fete book, Govert Bidloo's *Komste van Zyne Majesteit Willem III* (1691), which celebrates the triumphal welcome the Dutch gave King William in the Hague. The volume was purchased with endowment funds provided by Thomas G. Pullen '17 and David S. Prosser Sr.

Books considered for inclusion in the rare books collection are those printed in America before 1830, books printed in England or on the continent before 1775, Virginiana before 1876, seminal works, certain illustrated books, limited editions, private press books, miniature books and books with fore edge paintings.

Although steps are taken to protect the collection through rules concerning usage and temperature and humidity control, conservation and preservation of the rare books is an ongoing need. Mrs. Arthur H. Vollertsen of Williamsburg has generously provided funds for the restoration of bindings, but many other needs exist. Because state support for the library is decreasing, private funds have become increasingly important. Through the Campaign for the Fourth Century, the College is seeking to raise a total of \$12.5 million in endowment funds to support conservation and preservation as well as library acquisitions.

Award Honors Alumnus for Volunteerism

By Virginia Collins '77

Ronald D. Willard '61 was named the recipient of one of the White House's "Points of Light" awards given by President Bush to encourage volunteerism and recognize individuals, non-profit groups and companies that are "making a difference in their communities." Willard was recognized for his extensive volunteer activities, which include coaching Special Olympics ice skaters, working at a shelter for women and serving as a regular blood donor. By honoring one individual or organization each day, up to 1,000 "Points of Light" will be named by Inauguration Day 1993.

Catherine Sentman '79 of Washington, D. C., sang the role of the Queen of the Night in Mozart's *Die Zauberflote* last summer in Rome. She finished her D. M. A. at the Peabody Conservatory of Music in May 1990 and is now teaching privately and serving as the associate editor of *The Music Lover's Guide*, to be published by John Wiley and Sons in 1992.



Catherine Sentman

A speech by **George W. Duke '76**, vice president of Alex. Brown Realty Advisors Inc. in Baltimore, was published in the Sept. 1, 1990, edition of *Vital Speeches of the Day*. Duke delivered the speech, "Accountability: What the Private Sector Expects," to the Maryland Association of Higher Education's Spring Conference. Included in the same issue were speeches by President George Bush and King Fahd of Saudi Arabia.

For the second consecutive year, **Camilla M. Buchanan '66**, an obstetrician-gynecologist in Williamsburg, has won the World Veteran's Cup in

competitive cycling for women aged 44-50. Although a successful athlete for most of her life, it was only seven years ago that Dr. Buchanan began competitive bicycle racing. In the past four years, she has received 11 national titles from the United States Cycling Federation and won five other national awards. During 1985 and 1986, she was the age group winner in two out of three state triathlons, an athletic test of fortitude combining racing, cycling and swimming.



Camilla Buchanan

Mary Thedieck Ewald '42, a poet who lives in Greenwich, Conn., made headlines this fall during the height of the Middle East hostage situation. After writing Saddam Hussein, she was successful in convincing the Iraqi leader to release her son, Thomas Hart Benton Ewald. As quoted in *U.S. News & World Report*, her grateful son quipped, "I thought that after age 10, letters from your mother didn't help anymore."

Harriette Fishburne '87 and her son, **Cary '90**, are sharing a unique experience: both are medical school students at the University of Virginia, Harriette in her fourth year and Cary in his first year. The Fishburnes also attended William and Mary for their undergraduate degrees during overlapping periods, and shared two classes. The mother of three children, Mrs. Fishburne delayed her academic goals and desire to become a pediatrician in order to raise her family. Her husband is an assistant professor of internal medicine at U.Va.



Harriette and Cary Fishburne

James Gulling '90 is teaching at the Ronald Edmonds Learning Center, a junior high school in Brooklyn, after

participating in Teach for America, an eight-week training program that prepares young college graduates for working in areas where there are shortages of teachers. Now entering its second year, the program was founded by a 23-year-old Princeton graduate as a result of research for her senior thesis.

Teammates of **Mark Kelso '85**, free safety for the Buffalo Bills, have nominated him for the second consecutive year for the NFL Man of the Year Award given by The Travelers Companies Foundation. The \$1,000 award goes to each nominee's favorite charity, which for Kelso is Roswell Park Cancer Institute. The award honors players who demonstrate outstanding balance between civic and professional activities.

After 57 years, **Lillian Carmine Sterling '34** has received a pin of membership for the Spanish honorary to which she was named in 1933. Unable to afford the \$2 for a society pin when she was a student during the Depression, Mrs. Sterling left William and Mary to begin a career in teaching, but continued to regret the lack of a pin with the passing of the years. She made inquiries at the College but found that the organization had ceased to exist. It



Lillian Sterling and Professor Lavin

was replaced at William and Mary in 1952 by a chapter of Sigma Delta Pi, the national Spanish honor society. Last year Mrs. Sterling made a final attempt to secure a pin. She contacted Professor James Lavin of the department of modern languages and faculty adviser to Sigma Delta Pi. On Nov. 28, 1990, in a candlelight ceremony in the Wren Chapel, Mrs. Sterling became a member of Gamma Pi chapter of Sigma Delta Pi and was awarded her long-awaited pin of membership.

Martha Walton High '62, chairman of the board of Walton Lumber Co., has been elected to a one-year term as rector of the Board of Visitors of Longwood College in Farmville, Va.

FOCUS ON ALUMNI

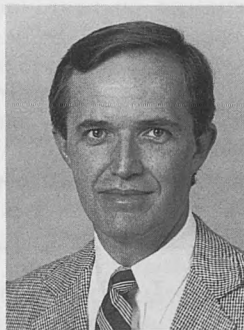
She was first appointed to the board in 1985 and is now serving her second four-year term.

Deborah Pryor '77 received a Governor's Screenwriting Competition Award at this year's Virginia Festival of American Film in Charlottesville for her 1987 play, *Briar Patch*. Also a graduate of the University of Iowa with a master's degree in fine arts, Pryor has written a total of eight plays, including *Briar Patch*, which has been performed at theaters in New York and Washington, D. C.

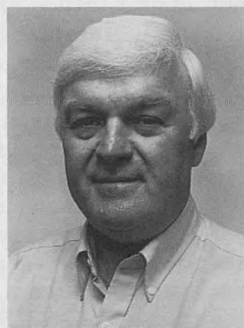
Paul G. Lankford '69, chairman of the English department at Green Run High School in Virginia Beach, has been named Outstanding Citizen of Hampton Roads by Cox Cable Hampton Roads Inc.

A tribute to Lankford aired on the local cable channel and featured Virginia House of Delegates member Glenn B. McClanan, who nominated Lankford for the honor. Lankford also has been named Virginia Beach and Hampton Roads Teacher of the Year for 1991. The co-author of a textbook on world literature and a teacher's guide on the short story, Lankford just completed a three-year term as chairman of the Committee on Comparative and World Literature for the National Council of Teachers of English. He is a charter fellow of the Hampton Roads Institute for the Advanced Study of Teaching and is active in several civic organizations.

Lance Trusty '56 received the 1990 Distinguished Service Award from the Purdue Alumni Association-Calumet in recognition of his service, professional achievement and loyalty to Purdue



Paul Lankford



Lance Trusty

Calumet. A member of the faculty for 26 years, Trusty's teaching and research specialties include antebellum United States, black history, Colonial America and Calumet regional history.

Hugh H. Taylor '63, professor of art at Washington and Jefferson College in Washington, Pa., has been honored as the 1990 recipient of the institution's Distinguished Professor Award, given annually in recognition of continuing achievement and excellence. One of the students who nominated Taylor for the award noted, "In a very real way he has taken myself and others on an unforgettable tour of the world, which continues to have lasting impact."

Amy Taylor Hill '80 has been awarded a Research and Projects Project RENEW Grant for \$4,300 by the American Association of University Women. Project RENEW grants are awarded annually to women pursuing coursework that prepares them for careers in non-traditional fields. Ms. Hill, who lives in Gulfport, Miss., with her husband and son, expects to complete a degree in civil engineering at the University of New Orleans this spring.

Mary Raines '73 has been promoted to corporate secretary of Delta Air Lines in Atlanta. Ms. Raines, who joined Delta in 1980 as an attorney, will be responsible for corporate secretarial duties as well as personnel-related legal matters. In addition to other organizations, she has served for several years as a member of the editorial board of the *Atlanta Lawyer*.



Mary Raines

Joseph Plumeri '66 of Scotch Plains, N. J., has been promoted to president of the Private Client Group for individual-investor businesses for Shearson Lehman Brothers Inc., the second largest brokerage firm in the United States. A member of Shearson's senior management staff for several years, Plumeri continues to head the firm's 450-branch U. S. brokerage net-

work, but has taken on added responsibilities for national sales and will form a new unit to improve client relations.

James W. Theobald '74 has been named a shareholder in the Richmond law firm of Hirschler, Fleischer, Weinberg, Cox and Allen. In addition, he has been elected secretary and treasurer of the firm's board of directors and has been named a member of the Richmond Real Estate Group.

Cynthia G. Smith '85 has been named an associate at Petree Stockton & Robinson, a 115-lawyer firm in North Carolina. Ms. Smith, who received her law degree from the University of North Carolina at Chapel Hill where she was elected to the Order of the Coif, practices in the firm's Raleigh office. She also is a Certified Public Accountant.



Cynthia Smith

Chiles T. A. Larson '53, formerly deputy director of the Securities and Exchange Commission's Office of Public Affairs, has formed a public relations consulting firm, Chiles T. A. Larson & Associates, with offices in Charlottesville, Va., and Washington, D. C. A veteran of the Korean War, Larson's career has included several public relations and advertising positions in both the public and private sector.

Frederick Seward '65 has been elected treasurer of the Virginia Association of Community Services Boards, serving with chair **Harriet Storm '64**. The association seeks to advocate for mental health needs and substance abuse services in Virginia. Seward, who represents Orange County on the Rappahannock-Rapidan Community Services Board, teaches government in the Culpeper County public school system.

David J. Hancock '80 has been appointed assistant professor of Colonial American History at Harvard University. He received a Ph.D. in history from Harvard and is currently working on a social history of 18th-century London merchants who traded with the American colonies.

Society Announces '91 Programs

While Homecoming is William and Mary's most prominent alumni event, the Society of the Alumni sponsors a variety of other programs throughout the year for the benefit of alumni. The following are major programs planned for 1991:

JANUARY 26

Career Exploration Day

Students will have the opportunity to hear from alumni who work in a broad range of occupations. Alumni are also welcome to attend. Sponsored jointly by the Society of the Alumni and the Office of Career Services. Morton Hall, 11 a.m.-2:30 p.m. Call the Office of Career Services, 804/221-3240.

MARCH 13, 20, 27

Life After D.O.G. Street

This annual program offers William and Mary seniors the opportunity to hear from alumni about practical issues they will face after graduation. For the first time this year, the session on March 27 will be devoted to women's issues. Alumni House, 7-8 p.m. Call the Society's Office of Reunions and Campus Activities at 804/221-1174.

MARCH 21-22

Student Host Program

The Student Alumni Liaison Council will sponsor the third annual Student Host Program for high school juniors and seniors who have alumni ties and are interested in learning more about William and Mary. Over a 24-hour period spent side by side with

Council members, participants will have the unique opportunity to experience student life at the College. Participants will be selected on a first-come, first-served basis. Call 804/221-1174.

APRIL 10

Olde Guard Day

Members of the Olde Guard will be special guests of the College for a reception and luncheon. The classes of 1931 and 1936 will celebrate their 60th and 55th reunions. William and Mary Hall, 10:30 a.m.

MAY 17-19

50th Reunion—Class of 1941

The Class of 1941 will celebrate its golden anniversary with a full week-end of events. Class members will receive invitations with further details.

JUNE 27-30

Alumni College 1991

"New Horizons in Technology: Remedy or Malady?"

Alumni, family members and friends are invited to explore the rewards and perils of the technological age with eminently qualified members of William and Mary's faculty. Call 804/221-1174.

OCTOBER 17-20

Homecoming

Turn back the clock and celebrate "Solid Gold Memories" with alumni and friends. The Tribe will play the Citadel, and the classes of 1946, 1951, 1956, 1961, 1966, 1971, 1976, 1981 and 1986 will celebrate five-year milestone reunions. Call 804/221-1174.

Nominations Invited for Alumni Board

All alumni are encouraged to submit names in consideration for next year's election for the Board of Directors of the Society of the Alumni. Information and supporting materials regarding each nominee should be submitted on a nomination form, available by writing Alumni Board of Directors, P. O. Box 2100, Williamsburg, VA 23187-2100, or by calling 804/221-1165. Nominations must be received by April 1.

Suggested nominees will be reviewed by the Nominating Committee, being chaired by board member Rebecca Beach Smith '71, '79 J. D. of Norfolk. Other members are Randolph A. Beales '82 of McLean, Va., Douglas Myers '78 of Williamsburg, Elizabeth W. Paschall '64 of Richmond and Virginia Forwood Wetter '40 of Havre de Grace, Md.

Hark Upon the Gale Is Now Back in Print

If you've ever wondered what a duc cap is, wanted to learn more about the dedication of William and Mary President Benjamin Stoddert Ewell, or simply been intrigued by old photographs of familiar College spots, then *Hark Upon the Gale* offers a fascinating insight into these topics and more. The 228-page book is an illustrated history of William and Mary from its founding in 1693 up through the present administration of President Paul R. Verkuil. More than 350 photos, maps and illustrations accompany the concise, readable text.

First published in 1985, the book was temporarily out of print but is now back in full supply. Cost is \$30 and includes shipping (Virginia residents, add \$1.35 for sales tax). To order, send check or money order payable to the Society of the Alumni, P. O. Box 2100, Williamsburg, VA 23187-2100. For more information about the book or to charge it to your VISA or Master Card, call the Office of Society Services at 804/221-1170.

Society Receives Award for Communications

The Society of the Alumni has received an award of merit in the Best in Virginia competition sponsored by the International Association of Business Communicators, Richmond Chapter. The award was given for the Society's communication plan and supporting materials developed for the New York Auction Weekend held last March. A total of 187 entries were submitted to IABC by organizations in both the public and private sector throughout the state.

The competition included 19 categories. The Society's award, given for Total Communication Programs, marked the second year in a row that the Society received an award in this

category. Barry Adams, executive vice president, and Virginia Carter Collins '77, director of alumni communications, were among the honorees attending the awards dinner Dec. 6 in Richmond.

The New York Auction Weekend brought together the largest gathering of alumni ever assembled outside Virginia. More than 450 alumni and friends filled Christie's auction house on Friday evening for the opening event, and nearly \$42,000 was raised for a gift that the New York Alumni Chapter will present William and Mary in 1993. Plans are already under way for the next New York Auction Weekend to be held in 1992.

Michael Clemons Emerges as a CFL Superstar

By Bob Jeffrey '74

In Toronto they call him "Pinball." At William and Mary we remember him as Michael Clemons '89. Now we can all just call him superstar.

Clemons, who wowed Tribe gridiron fans from 1983-86, was recently named the Canadian Football League's Most Outstanding Player. A second year runningback for the Toronto Argonauts, Clemons amassed an incredible 3,300 combined yards (519 yards rushing, 905 receiving, 1,045 on punt returns, and 831 on kickoffs) over the course of the 1990 season.

With an appeal that belies his diminutive stature, Clemons, at 5'5," 160 pounds, has developed into one of the biggest crowd favorites in the CFL.

"The fans love him here," said Mike McCarthy, vice president and general manager of the Argos. "They call him the pinball because he bounces off people, keeps spinning and turning and keeping his feet, like one of those balls in a pinball machine."

Despite missing some time due to minor injuries, Clemons enjoyed a dream season, and helped his team reach the semifinals of the CFL playoffs.

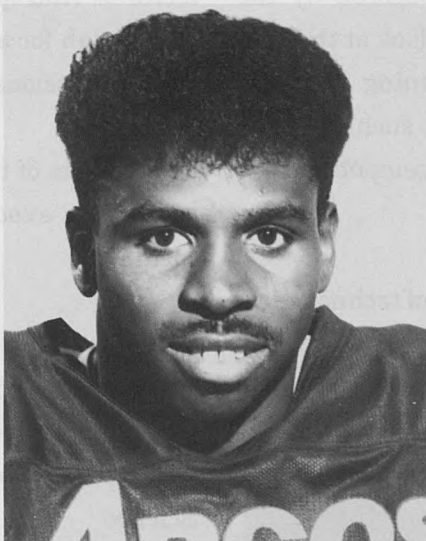
With the Argos needing a win in their last regular season game, Clemons took matters into his own hands with two minutes remaining. "Our quarterback hit Mike with a little swing pass, and he made several defenders miss and turned it into a 55-yard touchdown that secured the victory and a playoff spot," McCarthy said.

He led the Argos to a first round win against Ottawa with 141 yards rushing and 364 yards total offense. Toronto's quest to reach the Grey Cup, the CFL's Super Bowl, was denied when Winnipeg's Trevor Kennard kicked a field goal with no time remaining to nip the Argos, 20-17.

For his efforts, Clemons first received the Eastern Division's Most Outstanding Player award. Ten days later, the league followed suite. Clemons became only the third Argo in 68 years to receive the award, which carried a \$5,000 bonus.

Clemons's 3,300 yards in total offense marked the first time in CFL history a player had compiled more than 3,000 in a season, and was almost 700 yards more than his nearest competitor.

Success in pro football came just as Clemons was preparing to leave the game behind. After a superb senior season at W&M, the Kansas City Chiefs drafted Clemons in the seventh round. He lasted one season, playing mostly as a kick returner, before being released. Picked up briefly by the Tampa Bay Buccaneers, Clemons was let go again.



Michael Clemons '89

He returned to the College, finished his economics degree in 1989, and was about to embark on a job with Honeywell Corporation in his native Florida when destiny called, in the person of Ralph Sazio '47.

Sazio, a standout lineman during the Carl Voyles-Rube McCray era, was then the president of the Argos. Sazio, whose brother Jerry '54 scouts the American football scene from his home in Virginia Beach, had kept his eye on Clemons.

Sazio reached Clemons at home and asked him if he wanted to give football north of the border a try. As Clemons remembered, it was about noon when Sazio called. He wanted Clemons on the 3 p.m. flight to Toronto. After a

deep breath, Clemons said yes and made the flight.

Sazio, who compares Clemons to the Detroit Lions running back Barry Sanders, said, "I thought he was ideal for the CFL. We use a wider field, and the defensive lineman have to stay a yard back from the line." The Argos offense, a modified run-and-shoot, creates lots of opportunities for the elusive Clemons.

McCarthy concurred. "Our type of game assists the natural abilities that Mike has. He has great balance and an uncanny ability to change direction. He also has great hands and catches passes and kicks equally well," said McCarthy.

While Canadians are learning to love Clemons' gyrations on the field, W&M fans retain fond memories of the magic Michael worked for the Tribe during the mid-'80s. In 1986, he was named to the Kodak All-America team, rushing for 1,118 yards, catching a team record 73 passes, and returning punts and kicks. The '86 team went 9-3 and beat the University of Virginia, 41-37.

McCarthy has one of his own. "Mike caught a short pass near the sideline, surrounded by defenders. He looked like he was going out of bounds, but then he juke'd and came back inside, leaving two guys standing still. He proceeded to go 60 yards down the field, and at least nine guys tried and failed to bring him down," said McCarthy.

A play like that brings the fans to their feet, and keeps them coming out to the stadium. McCarthy feels secure from envious teams in the CFL and NFL in knowing that he has Clemons under contract through the 1992 season.

Best of all, Clemons has remained unspoiled by success. "He's a superb individual, a real class guy," said McCarthy. "He always compliments his teammates and the coaching staff."

With that sort of attitude, and his own unique brand of excitement, Michael Clemons, a.k.a. "The Pinball," is sure to keep bouncing around at the top of the pro football world for some time to come.

NEW HORIZONS IN TECHNOLOGY:
**REMEDY OR
MALADY?**
ALUMNI COLLEGE 1991 • JUNE 27-30

This year's Alumni College sponsored by the Society of the Alumni will take a close look at the dual nature of modern technology, examining both the rewards and perils it has created in such areas as business, genetics, information management and the environment.

Ethical questions raised as a result of technological advances will provide an underlying theme for faculty



lectures. And special activities, including a trip to the biology lab for an exercise in gene reproduction, will take discussions an exciting step further.

Members of the faculty, well-known on campus for both their expertise and enthusiasm for teaching, include:

Hector H. Guerrero, Associate Professor of Business Administration

Gerald H. Johnson, Professor of Geology

Keith Miller, Assistant Professor of Computer Science

Lawrence L. Wiseman, Professor of Biology

Alumni College offers a unique learning experience, but it's also fun! For four days, from June 27-30, you will be able to meet fellow alumni and friends, retrace familiar steps on campus and join in a variety of events that stimulate the mind and put you in touch with William and Mary. Social activities will offer a relaxing balance to classroom sessions.

Lectures will take place on campus, and housing will be available in an air-conditioned dormitory.

For more information, write Alumni College 1991, Society of the Alumni, P. O. Box 2100, Williamsburg, VA 23187-2100, or call 804/221-1174.



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Family. Friends. College. These are the things that endure and become more precious with each passing day. Many of the commemorative rooms, gardens, and endowments at William and Mary are enduring testimony to these and other cherished relationships nurtured over a lifetime.

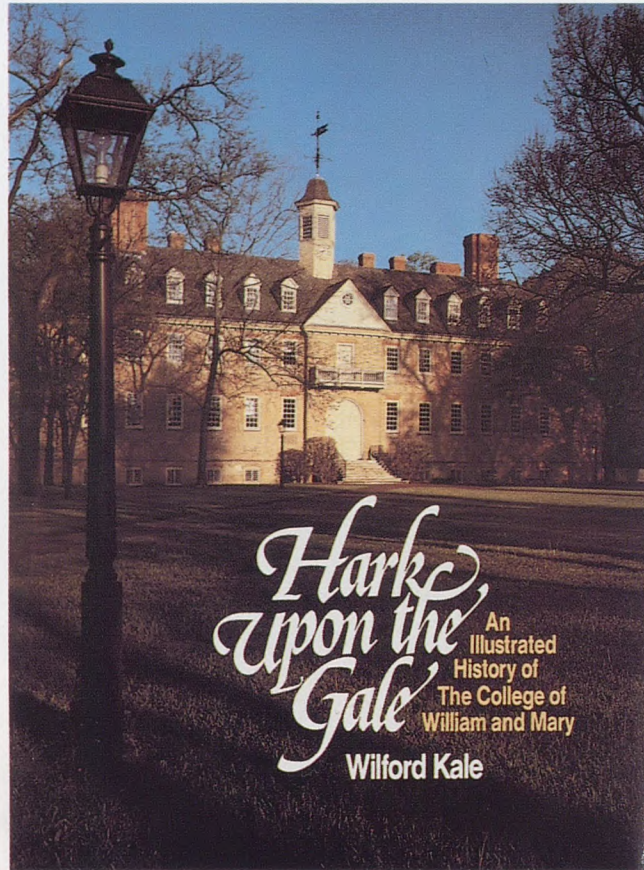
Commemorative giving is an appropriate and meaningful way to honor a friend or loved one, express thanks for a scholarship received, or pay tribute to a favorite professor. Some choose to remember their parents who encouraged and supported their education. Still others are inspired by the opportunity to perpetuate their family name at one of the oldest and most distinguished colleges in America.

These inspirations are captured for all time in the inscriptions and resolutions which are carefully prepared for each commemorative gift. A permanent plaque or endowment bears the name of the donor or honoree in perpetuity.

There are a variety of commemorative rooms, gardens, and endowments available to appropriately recognize gifts from \$25,000. With sufficient knowledge of your needs and inspirations, the College can help you select an appropriate commemorative plan which will best accomplish your charitable and financial objectives.

If you would like more information about commemorative gift opportunities, please return the attached card or write to the Office of Development, The College of William and Mary, P.O. Box 1693, Williamsburg, VA 23187. There is no obligation.

Commemorate your special ties to William and Mary



Hark Upon the Gale, the illustrated history of the College by Wilford Kale '66, is now available after temporarily being out of print. For details on how to order, see page 42.

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