

did have to a certain extent. Now that's

beginning to change, I think, but it's been an uphill battle.

I've been running through the presidents; let me ask you
 Williams: Then what did you see as Dr. Paschall's ^{source of} strength as president
 of William and Mary?

Willet: Well, I think Dr. Paschall was interested in continuing
 the expansion of William and Mary. I think he very much
 wanted to be president of William and Mary. I think he had
 a strong commitment to the university, as far as that's con-
 cerned. I really I knew "Pat" in some ways because
 we were ⁱⁿ careers ^{at the same} in time and so forth.

I was never quite sure just what the goals were for William
 and Mary, I guess in part because I ^{had} some feelings about
 what William and Mary ought to be and ought not to be. And
 I don't know to what extent this was a period when

the goals were not clear in Dr. Paschall's mind or whether
 or not he hit there at a period in which, you know, it was
 difficult to be able maybe to identify and to promote spe-
 cific goals. This I guess in part could relate to a
 number of ^{the presidents} leaderships. I felt that William and Mary ought
 not to try to be all things to all people, that it ought
 to build on the great tradition that it had.

There could
 have been a much closer relationship between William and Mary
 and the Colonial Williamsburg development that we didn't
 capitalize on. I think if

I would be critical of Admiral Chandler's theories, I think he had some opportunities there; ^{I think that lessened.} You see, the whole idea of that development ^{began with} ~~was between~~ Dr. Goodwin, ~~and~~ There was a wonderful opportunity without William and Mary losing its identity, it seemed to me, to be able to get ~~to~~ the kind of financial backing to build ~~on~~ ^{its} history. I would like to have seen William and Mary become one of the outstanding institutions, not a big institution, but building on this tradition in the field of history and political science. And it seems to me if we had gotten into ^{that} a field of concentration ~~but~~ while that was going on we seemed to be trying to get ^{into} ~~over~~ the field of physics, for example. So it seemed to me that we were not building ^{on} ~~to the extent of~~ our strengths; we didn't have the background to move on to science ^{in strength}. Science was a popular thing for that ^{time,} ~~sort of thing.~~ but then we couldn't be all things to all people.

there was an opportunity for us to build on our traditions;

^{I think} we could have gotten financial backing to have just had outstanding people. ⁱⁿ terms of recruitment if we had concentrated on those fields and had ^{more} clearly mapped out the destiny of the university, building on those strengths, not trying to be maybe quite as broad... ~~I didn't see science~~ -- I mean a good science program, yes. - I'm not opposed to that. ^[we should] But I mean ^{to} pick a few areas in which we really could be

outstanding and which I think would have had the appeal ~~to~~
of foundations and so forth to really build up great
strengths there. On the ~~other~~ ^{out} side, I haven't seen that
develop. I don't know quite who to blame, if it is a
blame. That's just one person's thought of what it ought
to be, and maybe that wasn't it at all. ~~Maybe the Board of
Visitors or whoever was there --~~

I mean I don't know all the internal factors and so forth
as to why that was or was not done, but it seemed to me we
had the opportunity there in ~~the~~ the whole field
of humanities really, ~~but~~ ^{with} emphasis in history, political
science, philosophy. I think we could have ~~gone~~ ^{done} pretty
well into economics at that time, and I think we made a
start. (My younger son got interested in economics there,
and we had some outstanding people, ~~but the person who moved~~
him left -- I don't know why -- maybe ^[go to] _{greener}
pastures.) But I think we could have concentrated in the
humanities and built ~~on~~ on our history background, and so
~~forth~~. William and Mary would have remained ^[small] -- I
had no desire to see William and Mary become a great
university in that sense. But ~~if~~ ^{if} I would
have liked to see elements of greatness in the traditions.
History was not my field, but I have a feeling that history
has been one of the most neglected subjects in the way it's
taught. The influence that it would have on the destiny
of our country. Arnold Toynbee in his history of mankind takes

some twenty-two civilizations, and all but two of them fell, not from outside forces, but because they lost that will to be free internally. We still spend millions and millions of dollars in this country on fortune telling and ~~so forth~~ trying to look into the future without recognizing the only way we can look at the future is ^{a study of} through the past. Now we can't be as precise as we can in the field of mathematics. But we keep repeating the same errors in terms of the development of civilizations ^{and} of society. I would like to ^{have} see William and Mary become really a ~~beacon~~ light in terms of this total area of the utilization of history and the past and ^{have} the chance to build its research ~~and so forth~~ on this ~~approach~~.

There are things that are frightening, if you go back to history and look at it and the parallels between what's happening to us and what happened to other civilizations. And whether we are on the plateau on which we are going to begin our slow or rapid descent down or whether this will be a launching pad ^{where} ~~which~~ we can rise above some of the clouds of doubt and frustration ~~at this~~ is presenting ~~itself~~ to society and the world at the present time. I saw the opportunity for William and Mary really to have been the focal point ~~for~~ the world, not just here in this general area.

Williams: Do you think the state would have supported it or would it

have taken a great deal of private money?

Willet: It would have taken a lot of private money to have done what I'm talking about, yes. But I think it could have been done. I think it was a natural ^{field} ~~area~~ for William and Mary to go ^{into.} And I don't mean this as critical of anyone [#] leadership role because I don't know the factors. Maybe some tried to do it, explored it and didn't; I don't know. Maybe ^{feeling} that strongly ~~maybe~~ I'm as much to blame as someone else that I didn't speak out more strongly as an alumnus for what I felt William and Mary ought to be. Maybe I'm as guilty as anybody.

Williams: I know that at least through this ^[project] I've heard a good bit of complaining, you know, that William and Mary has never gotten the support out of the state that it should have, so that was why I asked do you think the state could have or would have helped out in that role?

Willet: ~~no. qud~~ ^{of AVMRI} You know, looking from where we stand here, William and Mary fared much better than we did this year for example, in support. They have a great number. ^{of AVMRI} You see, we don't have the alumni to provide the support that William and Mary has. ^{going} back to Admiral Chandler -- the lack of supporting staff he had during his administration was almost appalling, for example -- not even having an administrative assistant ~~handy~~ that he could give some leg work ~~to do~~ ^{which} -- what he, himself, had

to do. So you see, you're fighting maybe to survive.

there have been ups and downs in the question of William

and Mary. But I think William and Mary with this

background of history

*could have moved forward in this
and so forth -- area*

not to compete with the University of Virginia. I think if

^{had} it clearly spelled out what it wanted to do and not go[#] in

too many directions that it would have gotten enormous support

from the state. Now I don't think, as I said earlier, it could

have fulfilled the dream that I would have for it without

strong private support, but I think it could come nearer

getting that private support than almost any state institution

that I know. ^{haven't}

We talked about some

of these things back when I was president of the alumni

society. I also know that in an administrative job you

dream, but your dreams can dissipate under the pressures of

crisis and other things that happen. ^{as} So I say I'm not trying

to be critical. This is just one dream ^{of} one alumnus

for what I think William and Mary could have been and could

be. I don't think that dream --

Williams: Has to be shelved necessarily, no.

Willet: No, no. That's what we're

trying to do down here is to find out what is our mission?

^{are the kinds of} What ^{are} things -- we to be? -- We

don't want to be another University of Virginia. That's a

role for them to play. And we're having difficulty in con-

vincing the General Assembly that we ^{at VCU} ~~here~~ are a comprehensive university, with a very different role ~~and mission~~ from William and Mary. I see it very differently. I don't see this institution doing ^{the} things -- we don't have the background, the traditions and so forth, ^{of William and Mary.} I hope we have a good history department, yes. I think we need to do much more in economics than we are doing, for example, at the present time. But each institution has to clearly map out what it wants to do, and what it wants to do has to be in relationship to other things. You see, I think this would not have been in real competition, ^{with any school} ~~it would have been~~ over the state. I would have seen William and Mary playing a very different role that wouldn't have upset V.P. I. -- I can't see V.P.I. playing that role. In a sense the University of Virginia might come closer than any other institution other than William and Mary. But there again, you see, William and Mary has a uniqueness; it could be international. It was started on an international basis, you see. The rest of it was built on Jefferson, who was national internal. William and Mary's beginning goes back to the international spirit, and it was woven out of a different fabric from any other institution in the state in its ties with England, for example. The period from which it came I think gave it assets no other institution in this country has, not even Harvard.

Williams: You were speaking of your work on your current job. From what you have observed, do you see that Dr. Graves has been

handicapped by being a Harvard man, an out-of-state person?
Is this important now?

Willetts: Well, I think that we are much more cosmopolitan than we used to be in Virginia. The advantages that a Virginian would have had -- I think it's much more important to get the right individual with the right abilities than it was where he came from. I suppose -- I wouldn't consider Harvard a disadvantage. There are certain links between Harvard and William and Mary. The argument still goes on in some ways as to which is the older. So I wouldn't see that as being a handicap. Again, I think the question would be (and of course, I don't know what the Board of Visitors said to him) ^{and what they} the mission ~~we~~ want ~~you~~ to do in this institution. ~~and~~ I really have not had as much contact. I've been so involved with this institution that I haven't had the contact with Dr. Graves. I've represented the president here several times with the president's group. I think he's ~~very~~ well accepted in that group. He made a very nice presentation. I think ~~his~~ acceptance among the other presidents seems to be good. And I think William and Mary relatively fared quite well in the General Assembly this time. I think they're probably going to get that law school, ~~and~~ In strict competition with other places in the state, so they've got another building; they just finished a new science building down there, for example. I went to it the other day just to compare it with what was there when I was ^{a student} there. So I would think that William and

Mary is moving forward.

Williams: Let me ask you about one more person whom I'm sure you would have known in his role at William and Mary. What did you see as the role that Carter Lowance could play while he was at William and Mary?

Willett: Well, I have a very high regard for Carter Lowance. I think he played a very important role, and I think it was most fortunate to have Dr. Graves ^{him there when} first came in. I guess there are few people in the state who have more respect than he does from the legislature, from the people in state government. He has been a great influence in the management role of several governors.

He's a very modest, unassuming person, with a great deal of ability, but he does it in this quiet manner.

His leadership role is very different from some others. Some people get their leadership role from being very aggressive and dynamic, ~~and so forth~~. He gets his, I think, in having

built over a period of years a great deal of respect and credibility, and his judgment ^{has} usually been right. Of course,

he had had some ^{experience} background: he had been vice-president of what was M.C.V. at that time, he'd been close to it.

I would think Dr. Graves would have been very, very much

handicapped in not having somebody like ^{him}. I think Carter

Lowance deserves a great deal of credit for what's happened at William and Mary during that period of time, and I think Tom Graves would be the first one to say that.

Williams: You mentioned that you had been active ^[in] and president of the Richmond alumni and also the society of the alumni.

Willet: Well, now I haven't been president of the Richmond alumni.

Williams: Oh, I'm sorry.

Willet: --but president of the alumni.

Williams: Oh, Society of the Alumni. It strikes me that the Richmond alumni, not only are they a large group -- fairly large as far as numbers of alumni in a single city--but they must be a fairly influential group. Is that a correct impression?

Willet: I'm not certain how much influence they exert as a group. I really have not been very active in the Richmond group. (I guess the last meeting I went to was back two or three years; I've been so immersed in the activities ^{of the university} here.) Also the last one I went to, you know, I had ^{not} been there enough; I had sort of lost out, and naturally a new group has come in. There are some very influential members of the alumni society; I have not ^{had the feeling} that the Richmond group as a group was ^[influential] necessarily, although there has been more interest recently in helping support the private giving and annual giving and that sort of thing. There has been more activity in the Richmond area ~~on that~~ than there used to be. But there are very influential members in the Richmond area. I have a feeling the ^{alumni influence} force of ~~that~~ has been exercised more by individuals than it has as a collective effort of those in the Richmond area. ~~And maybe that~~ leadership has ^{meant} ~~been more to the society being this close to~~

~~Richmond.~~ And Mostly what we've done here in Richmond is
of a social nature -- just having a meeting to get together
or ^{to hear} if the president ^{if he} comes up to speak, and so forth.

Probably there has been a stronger loyalty (I guess I'm
speaking more ~~to myself~~) to the society, being this close
to Williamsburg ^{to} than the organization in Richmond -- and
that may be unfair because I have not been closely identified.