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6/16-MK-11427638

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### **ELLIS TAKES A SELFIE**

Jill Ellis '88, head coach of the women's national soccer team and FIFA Women's World Coach of the Year, addressed approximately 10,000 people packed into William & Mary Hall during May's Commencement ceremony. She paused at the beginning of her speech to take a selfie with the students as they chanted, "USA! USA! USA!" Ellis received an honorary degree at the event.





## ALUMNI FOCUS

# Connect. Discover. Celebrate.

**BY MARILYN WARD MIDYETTE '75**

*Executive Director, William & Mary Alumni Association*

**B**y all accounts the inaugural William & Mary Weekend was a tremendous success. I have received enthusiastic feedback from so many about the sense of pride in *alma mater* that radiated through the four days in Washington,

D.C. More than 1,300 alumni, parents and friends were on hand to connect, discover and celebrate as William & Mary's presence in our nation's capital was unmistakable.

Over a year of planning culminated in this first William & Mary Weekend, our newest signature event celebrating the best of *alma mater* — distinguished professors, a vibrant network of alumni and unmistakable spirit of discovery — in cities around the country filled with captivating landmarks and thrilling opportunities. Alumni and friends gathered like never before to connect, discover and celebrate. The Weekend combined all aspects of the Alumni Association's focus on world-class engagement including, signature programs, alumni career services, outreach to students and young alumni, and exceptional alumni communications.

The weekend of intellectual, cultural and professional events opened with the Raft Debate Tournament of Champions, a spin on the ever-popular campus event and ultimate test of wit, wisdom and debating skills of four W&M professors. Highlights of the weekend included FBI Director James Comey Jr. '82, LL.D. '08 interviewed by internationally acclaimed journalist Charlie Rose at the Newseum, the annual Alumni Auction held at the beautiful Fairmont Hotel, a leadership luncheon and panel discus-

sion, and a lovely Sunday brunch and tour at Mount Vernon. For an inspiring view of the weekend, watch the video at [weekend.wm.edu/#wmvideo](http://weekend.wm.edu/#wmvideo). William & Mary Weekend was truly monumental and now serves as a rich blueprint for others to come. We look forward to seeing you next year for our **William & Mary Weekend in New York, May 18-21, 2017**.

Now it's time to look ahead to **Homecoming, Oct. 13-16**. Relive your William & Mary days by connecting with classmates under the big white tent that will be back on the Sunken Garden by popular demand. Watch the Tribe take on the University of Delaware in the newly renovated Zable Stadium. Take part in the Homecoming Parade envisioned on a grander scale with the help of retiring creative director of the iconic Macy's Thanksgiving Day Parade, Bill Schermerhorn '82. And dance the evening away at the Saturday Night Bash featuring the New Royals.

Registration opens in late July, so please check the website for the many exciting events planned ([wmhomecoming.com](http://wmhomecoming.com)). We look forward to you coming home.

# W&M

## SUMMER 2016

VOLUME 81, NUMBER 4

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The William & Mary Alumni Magazine is published by the Alumni Association four times per year. Supporter Subscriptions can be made by check payable to the College of William & Mary and sent to: Advancement Communications, P.O. Box 8795, Williamsburg, VA 23187.

Printed by Lane Press, Burlington, Vt.

Views expressed in the William & Mary Alumni Magazine do not necessarily reflect the opinions of the William & Mary Alumni Association, the College of William & Mary or the editorial staff.





W&M

# 2016

## Homecoming



Photo: Stephen Salpukas

## October 13-16

Registration opens  
in late July at  
[wmhomecoming.com](http://wmhomecoming.com)



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Visit [wmhomecoming.com](http://wmhomecoming.com) for more information.



FROM THE BRAFFERTON

# William & Mary Means Teaching & Research

BY W. TAYLOR REVELEY, III  
*William & Mary President*

People know William & Mary is a splendid place to go to college. But it's surprising how few people know W&M is also a university and has been one since 1779, when our law school was created. Although the University of Pennsylvania lays claim to having been the nation's first university, William & Mary's competing claim — by virtue of establishing the first law school in America — is at least as strong. This creates a semantic paradox: Harvard University as the nation's first college, but the College of William & Mary as the nation's first university. We need to make the College's university status more clear.

It will help to focus more on the reality of the significant research being done at William & Mary. You may have seen the feature article on W&M research in the spring issue of this magazine. In it, Joe McClain, our director of research communications, nicely sketched the breadth and depth of the work our professors and students are doing to expand human knowledge. "William & Mary's research footprint is distinctive, if not huge," Joe concluded. "It is characterized by collaboration, interdisciplinary cooperation and a tendency to spawn projects that involve all levels of the university community and braid research with scholarship. In short, as [Vice Provost for Research Dennis] Manos said, William & Mary-style research is about relevance driven by the beating heart of the liberal arts."

*Relevance driven by the beating heart of the liberal arts.* That last phrase of the last sentence of Joe's 3,000-word essay nails what we mean by research at William & Mary.

The Carnegie Foundation for the Advancement of Teaching (the classification arbiter for research institutions) lists William & Mary as a doctoral-granting research university with "high research activity." This means we are an "R2" institution, and one of six in the state which are either "R2" or "R1," R1 being "highest research activity."

The April 16 edition of *The Economist* has become known on campus as the "Green & Gold Edition," with two features on separate research efforts at W&M. This international magazine included an article about research by AidData, a "think-and-do tank" at William & Mary that brings together professors and students to answer important questions and raise new ones about the distribution of international development aid. *The Economist* used William & Mary's massive database on foreign aid to explore connections between United Nations votes cast by African nations and the aid those nations received from China. In the same issue, the magazine profiled Sonic Nets, the result of a W&M collaboration by professors in applied science and biology that uses speakers broadcasting frequencies of a sort that discourage birds from gathering in spaces where they can become a nuisance or a danger. The article focused on the potential of Sonic Nets to improve safety at airports.

This summer we will open the third phase of William & Mary's Integrated Science Center (ISC 3), a marvelous new 113,000-square-foot building. It reflects a concept — one our university embraced more than a decade ago — that in the sciences it is crucial to break down departmental silos and spur interdisciplinary research. In ISC 3, for example, the first floor will include a neuroscience lab overseen by a psychology professor. Next door, another neuroscience lab will be led by a professor from applied science.

In April, the governor announced that William & Mary's Law School and School of Marine Science (home to the Virginia Institute of Marine Science, or VIMS) will work with Old Dominion University in a new center to study the growing reality of coastal flooding, investigate its social and economic consequences, and think about potential ways of ameliorating them.

A leading undergraduate teaching institution and a serious research university do not have to be mutually exclusive. William & Mary stands among a handful of universities where research and teaching enhance one another at the undergraduate level as well as in graduate and professional schools.

Vice Provost for Research Manos is eloquent on the subject. "My conversation lately," he says, "is about how a research university can retain the beating heart of a liberal arts core. I cannot conceive of a useful research university of the near future that does not have that beating heart, or who does not add it in the next 25 to 30 years."

We're already there. And word is spreading about the serious research that goes on in our university as well as the splendid teaching that goes on in our college.



*Thank you!*

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On April 19, William & Mary made history with the third annual One Tribe One Day. We shattered all previous records with more donors and more money raised on a single day than ever before. With your support, our iconic institution can continue to raise its level of excellence in the classroom, in research labs, on the field and across campus.

*Arts & Sciences, Tribe Athletics and Student Affairs were the final winners of the Gerdelman School & Unit Competition. Many of you helped decide who received that support, and William & Mary thanks you.*





**W&M WEEKEND HOOPLA:** *More than 1,300 alumni, parents, students and friends came out for the inaugural W&M Weekend, held in Washington, D.C., back in June. The signature event was a discussion between FBI Director James Comey Jr. '82, LL.D. '08 and journalist Charlie Rose at the Newseum (above). Other events included a Raft Debate Tournament of Champions, Alumni Association Gala and Auction, leadership discussions and alumni-led tours of iconic Washington, D.C., landmarks (see page 10).*



# BY&LARGE

D.C. COMES ALIVE

## A Stellar Weekend

*W&M Weekend debuts to rave reviews*

BY ASHLEY K. SPEED • PHOTOS BY SKIP ROWLAND '83

**T**HE INAUGURAL WILLIAM & MARY WEEKEND IN Washington, D.C., was filled with intellectual, cultural, professional and social events that drew more than 1,300 attendees. The Weekend offered an opportunity for alumni, students, parents and friends to connect, discover and celebrate like never before.

Events such as the Raft Debate and private tours of the Supreme Court, National Archives, Library of Congress and National Gallery of Art Sculpture Garden were very popular and a big hit among attendees. The Weekend also included an enlightening conversation led by William & Mary Provost Michael Halleran about new initiatives at the university and a leadership luncheon, featuring a panel of distinguished alumni who talked about what it takes to successfully lead in the public and private sectors.

The signature event of the Weekend was the discussion with FBI Director James Comey Jr. '82, LL.D. '08 and internationally acclaimed journalist Charlie Rose at the Newseum. Many people in the audience sat on the edge of their seats as Comey spoke about several current events ranging from the Apple iPhone encryption battle to terrorism and race relations.

The Weekend culminated with the annual Alumni Auction and Gala, and a brunch and tour at Mount Vernon featuring author and veteran *Washington Post* reporter Steve Vogel '82.

At the conclusion of the fun-filled Weekend, guests said they are already excited to attend next year's



William & Mary Weekend in New York City, which will take place on May 18-21.

**COMEY INTERVIEW** Comey discussed the constant tug of war between privacy and security among authorities and civilians. His priority as leader of the nation's top intelligence agency is finding the right balance between the two. It was a tough question borne out of the topic of Apple refusing to grant the FBI access to an iPhone following the 2015 San Bernardino shooting. Comey also discussed race relations between police and the community, saying that both groups need to understand how life is experienced through the eyes of each other before progress can be made.

For Comey, it is important for FBI agents to gain an understanding of the past in hopes of never repeating it. He requires new agents to visit the U.S. Holocaust Memorial Museum and the Dr. Martin Luther King Jr. Memorial to remind them of the dangers of abuse of power.

"It's designed not to tell them what to think, but to make them think, which was one of the things William & Mary did so well for all of us," Comey says.



**SUPREME COURT TOUR** Attendees on the Supreme Court tour were honored with a special hourlong visit from Justice Anthony Kennedy. William & Mary law professor James Y. Stern, who clerked for Kennedy for a year, was the host of the tour. The justice explained how the Court works and the thought process that goes into hearing and deciding cases.

Nancy Gofus '75, chair of the College of William & Mary Foundation board of trustees, spoke about the behind-the-scenes tour. "It was something you couldn't get as an average tourist here in Washington. To have a Supreme Court justice talk to you about the rule of law and to have that William & Mary connection with one of our law professors who was his clerk — it was a really unique William & Mary experience."



**LEADERSHIP LUNCHEON** Preparing students to lead in their personal and professional lives was a topic addressed by a panel of distinguished alumni during the luncheon. The panelists shared personal experiences to inspire and motivate attendees to blaze their own paths.

"William & Mary produces an extraordinary cohort of contemporary leaders," said President Taylor Reveley. "I think we're beginning to think more and more about how to do a better job at preparing students to lead."

The panelists included: Diane Murray '82, principal with Deloitte Consulting LLP; Michael K. Powell '85, D.P.S. '02, president and CEO of the National Cable & Telecommunications Association; Lieutenant General Thomas W. Spoehr '80, director, Office of Business Transformation, U.S. Army; Ellen Stofan '83, D.Sc. '16, chief scientist of NASA; and Todd Stottlemeyer '85, rector of W&M and CEO of the Inova Center for Personalized Health.

To read more about William & Mary Weekend and to view a video featuring the various events, visit The Gale alumni blog at <https://wmalumni.com/get-informed/gale.html>.



# W&M WEEKEND

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# TALLADEGA KNIGHTS

*Jay Busbee '90 covers NASCAR's first family*

BY MEREDITH RANDLE '16

JAY BUSBEE '90 COMES FROM A LONG LINE OF William & Mary alumni. His grandmother attended before him, as did his father and sister. "My father said I could go wherever I wanted, but he would only pay for it if I went to William & Mary," jokes Busbee.

It seems Busbee knows a true family legacy when he sees it. He now discloses a behind-the-scenes look at the Earnhardt family in his latest book, *Earnhardt Nation: The Full-throttle Saga of NASCAR's First Family*.

"It was always a pipe dream to write about sports," says Busbee, an avid athlete and sports fan. "I played football and ran in high school. I also played basketball when I was younger and ran a few marathons."

But the dream was always to write. "It was pretty clear early on that if I was going to stay involved in sports, it was going to be something other than on the field," says Busbee. "I had fun doing it, but I was never any kind of superior athletic talent."

It would seem what Busbee thought he lacked in athletic talent, he made up for with writing capability tenfold. In his time at W&M, Busbee wrote for the *Flat Hat* as a sports editor and acted as the fiction editor for the *William & Mary Review*. Putting his studies in English to good work, he contributed to a few other William & Mary publications, including the *William & Mary Alumni Magazine*. In a favorite W&M article, Busbee debunked a number of myths about the College, about the tunnels underneath Old Campus and other stories. "It's fun to dive into the history of the College because there's so much to work with there," he says.

His love of family, sports, history, and even debunking myths comes together in *Earnhardt Nation*, and it all started with a blog.

"In 2008, I finally got a break and started working for Yahoo's NASCAR blog. It was a time when blogs weren't that big of a deal." For Busbee, getting in on the ground floor was a matter of being in the right place at the right time and using his knowledge of sports in the South to his advantage. "I knew I wanted to be involved with Yahoo, and I knew a bit



PHOTO COURTESY OF JAY BUSBEE '90

**FULL THROTTLE:**  
In his latest book, *Jay Busbee '90 takes a look at three generations of the Earnhardts, a legendary NASCAR family*.



BY & LARGE

about NASCAR. They didn't have anyone who had any experience with NASCAR, so I made the pitch to the editor who was hiring, and he brought me onboard. So far, I've managed to hang on."

In the new environment of blogging and self-publishing, Busbee used his passion for news and information and made it his own.

"I've always been a news and information junkie and enjoy the opportunity to take news as it happens and put my own spin on it," he says. "With print, that wasn't always something I could do."

He enjoys the fast-paced environment and, while he laughs off some of the comments on the blog, he does appreciate that readers can access his work online every single day.

"But the downside of blogs is that you don't have anything tangible to hold in your hands," he says. For Busbee, writing the extensive Earnhardt story was a way to combine his many interests and ultimately publish in print.

"The popularity, the intensity, the drive, that all interested me, and there had never been a book done on all three generations of Earnhardts, so I saw that opportunity there."

A story of sports, family, competition and the will to win, Busbee found personal interests in the Earnhardt legacy.

"[Earnhardt Sr.] was an absolute titan of the sport. Everyone either hated or loved him, but you couldn't deny the guy's talent. His father, Ralph Earnhardt, was equally as impressive. He gambled his entire life and his family's life on his ability to race — and it paid off."

Busbee offers the new book as a perfect introduction to NASCAR and the culture of sports in the South for any reader who enjoys a good story. "Fundamentally, it's a family that represents the classic American dream — making something of yourself and making an empire out of your own will."

WHAT'S IN A (NEW) NAME?

## ON WITH THE SHOW

In April, the Board of Visitors approved changing the name of the Lake Matoaka Amphitheatre to The Martha Wren Briggs Amphitheatre at Lake Matoaka. Martha Wren Briggs '55 has contributed to two university fundraising campaigns, including the *For the Bold* campaign, to help meet the needs and upkeep of the amphitheatre. Her gifts have provided the necessary funds to restore the stage, dressing rooms, sound and lighting systems, seats and entrance area, as well as ensuring the facility is accessible to those with disabilities. The amphitheatre has been a popular venue featuring musical performances, shows, wedding ceremonies and other special events for more than 70 years.

— JENNIFER PAGE WALL

PHOTO COURTESY OF JAY BUSBEE '90

BY &amp; LARGE

# Family Ties

*Parent & Family Council creates new Tribe connections*

BY MARK SIKES

**E**NHANCING THE WILLIAM & MARY STUDENT experience is the Parent & Family Council's (PFC) fundamental goal. Since being established in the mid-1970s as the Parents Association Steering Committee, today's PFC, which now includes 111 families of current undergraduates, has proven to be an integral partner to that end. Members are committed to presenting the university's vision to people inside and outside the William & Mary community, fostering the education and enrichment of

students and families, and supporting the institution with their time and talents, as well as financially. Through their contributions, PFC members make it possible to provide a richer array of programs and services to help students thrive.

Through its work with the Office of Parent & Family Programs and Parent and Family Giving, the PFC ensures family members feel

connected to their student's educational experience, and members actively encourage William & Mary families to engage with the university, both on- and off-campus. PFC events during Orientation and Family Weekend, for example, help connect families to each other, establishing an important network that increases the strength and visibility of the W&M community across the globe.

In addition to connecting William & Mary families with one another, the PFC also works closely with the Cohen Career Center staff to expand career development opportunities for students. These opportunities include hosting students as interns during summer and semester breaks, funding trips that highlight various employment industries, and providing on-campus programming that help students become more career-ready. Members of the PFC have even spent time on campus conducting mock interviews with students, giving them a chance

to practice a critical skill in a low-risk setting and to receive helpful feedback from a member of the W&M parent community.

PFC families make an indelible mark on the student experience, and the Parents Fund, which was developed and is guided by the PFC, bolsters programming and services offered throughout the Division of Student Affairs. Parents Fund dollars support a wide range of activities each year, including cultural programming and major speakers, leadership development programs, wellness initiatives, tutoring scholarships for students who might not otherwise be able to afford a quality tutor, symposia showcasing undergraduate research, and service learning experiences, whether on global service trips or through local community engagement.

The PFC has also provided critical funding for one of the Counseling Center's newest and most effective resources, ProtoCall. A new on-call service, ProtoCall connects students to licensed counselors at times when the center is closed overnight and on weekends. In its first year at William & Mary, this new service allowed nearly 500 callers to speak directly with mental health professionals after hours, giving students access to support whenever they might need it.

When the university announced its *For the Bold* campaign, the PFC saw an opportunity to expand its impact on the student experience, establishing an ambitious goal of \$20 million by 2020. For 2016, the PFC raised well over \$1 million for William & Mary, successfully reaching that goal and remaining on track to achieve the campaign goal as well.

William & Mary offers one of the best undergraduate educations of any university in the country. Providing students with an ever more exceptional experience remains the PFC's driving vision, just as it has been since its inception nearly 40 years ago. Through the enhanced programs and services made possible by the dedicated members of the Council and by each and every family that supports the Parents Fund each year, William & Mary is even better able to be a university where students — and their families — flourish.

*With additional reporting by Vayda Parrish '16*



## QUOTABLE

**PARENTS:** *"We see no better investment for our children than William & Mary. We want to do our part in making the student experience at the College even better."*

*-Julie Dobson '78 and Chet Thaker P '17, P '19*

PHOTO: ALEXANDRA SALESS PHOTOGRAPHY

# "ALL THE MEMORIES WERE HAPPY"

*President Emeritus Thomas A. Graves HON '02, L.H.D. '15 passes at 91*

BY & LARGE

BY UNIVERSITY COMMUNICATIONS



**T**HOMAS A. GRAVES JR., WHO SERVED AS WILLIAM & Mary's 23rd president from 1971 to 1985, died in Williamsburg on June 17. He was 91.

"President Graves came to the Alma Mater of the Nation after a distinguished career at Harvard and Stanford," said President Taylor Reveley. "William & Mary grew in every significant dimension under his leadership. In many ways, he charted the course and built the community that defines us today. William & Mary has lost one of its great leaders and steadfast friends. He will be deeply missed."

During his presidency, William & Mary launched its largest fundraising campaign to that date, raising more than \$20 million in private gifts; W&M's Virginia Institute of Marine Science was fully integrated into the university; the first language house on campus was established; the President's House underwent a major renovation; the Muscarelle Museum of Art opened; and construction of a new William & Mary Law School building was completed.

He regularly attended fraternity parties and made the President's House a popular spot for meetings and social events. During his tenure, he welcomed such celebrities to campus as Presidents Gerald Ford and Jimmy Carter, entertainment legend Pearl Bailey and Prince Charles, among others.

Graves attended Yale University as an undergraduate, interrupting his studies after freshman year to serve with the U.S. Navy in World War II. After earning his bachelor's degree in 1947, he went on to receive

a master's and doctorate from Harvard University.

Graves served on the faculty of Harvard's business school, as director of the IMEDE Management Development Institute, as associate dean of Stanford's Graduate School of Business and as associate dean of Harvard's Graduate School of Business Administration.

After William & Mary, Graves worked with the Winterthur Museum and Garden in Wilmington, Del., and became the director of Wilmington's Grand Opera House and a member of the MBNA America Bank Educational Board.

The Thomas Ashley Graves, Jr. Award for Sustained Excellence in Teaching, presented every year at Commencement to a William & Mary faculty member, was named in his honor.

After retiring in 2004, he and his beloved wife, Zoë, moved back to Williamsburg. Graves received an honorary degree at the 2015 Charter Day ceremony.

At age 90, he fondly remembered his time at William & Mary. "All the memories were happy. The best, of course, was walking across the campus. Seeing the buildings. Seeing the faculty. Seeing the students. Most important of all, I had a wonderful wife and a good time."

Anyone wishing to make a donation in honor of President Graves can support the Thomas Ashley Graves, Jr. Award for Sustained Excellence in Teaching endowment. Please call Donor Relations at 757.221.1001 for more information.

**PRESIDENTIAL MEMORIES:** *Thomas Graves oversaw tremendous change at William & Mary during his 14-year tenure in the Brafferton.*



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LONG PAST TIME

## HONORING THE MEMORY

In April the William & Mary Board of Visitors unanimously approved a resolution renaming two prominent residence halls in memory of two key African-American figures in the university's history. The Board's action renames the two Jamestown Residences, which border Jamestown Road, Hardy Hall and Lemon Hall. Jamestown North will become Hardy Hall and is named in recognition of the late Carroll Hardy HON '12, a long-time and beloved administrator in student affairs who made an indelible impact on diversity at the university. Jamestown South will become Lemon Hall and is named in memory of an enslaved man owned by William & Mary in the late 18th century and for whom the university's Lemon Project is



named. President Taylor Reveley announced the proposed renaming of the residence halls in a campus-wide message that outlined immediate actions and next steps related to a recent report by the university's Task Force on Race and Race Relations. "Building names have meaning. It was long past time for African-Americans to be among those whose names grace major buildings on our campus," Reveley said in his message. "It will be quite wonderful to have Lemon Hall and Hardy Hall in our midst."

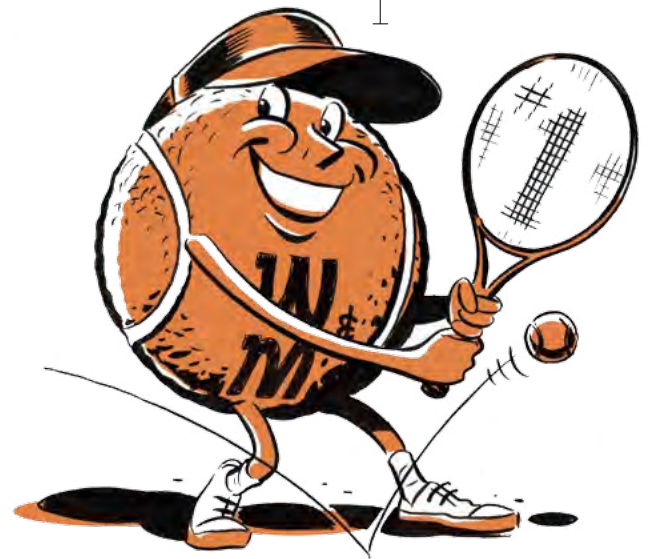
—BRIAN WHITSON

IT'S A MAJOR AWARD

## MAKING A RACQUET

The United States Tennis Association, along with the National Intramural-Recreational Sports Association, World Team Tennis and the International Tennis Association, officially designated William & Mary the 2016 national club of the year. More than 600 other schools were eligible to apply for the designation. Besides performance, what the team does to enhance life on campus plays a major role. The team instituted thrice-weekly group dinners, competed together on intramural teams, and hosted a barbecue for past and present players. For the past several years, the club tennis team has also volunteered at the Williamsburg Patriot Triathlon, which benefits the Special Operations Warrior Foundation and the environment-focused Chesapeake Bay Foundation.

—JIM DUCIBELLA



BY&LARGE

**THE BIG GUN:** *A state runner-up in the shot put in high school, Brian Waterfield '15, M.Acc. '16 first picked up the hammer throw his freshman year of college. He now owns 13 of the top 14 marks in William & Mary history.*



# Pulling His Weight

*Brian Waterfield '15, M.Acc. '16 perfects Tribe throws*

BY KELLEY FREUND

**A**T AN INDOOR TRACK AND FIELD MEET AT VIRGINIA TECH back in February, Brian Waterfield '15, M.Acc. '16 hit a huge throw in the weight — the All-American's first over 71 feet. That throw was a breakthrough. Literally. The 35-pound tungsten weight took one bounce, broke through a door at the indoor facility and went rolling down an outside sidewalk. While Waterfield and assistant track and field coach Alex Heacock '09 celebrated, head coach Stephen Walsh went chasing after one of the team's most expensive pieces of equipment along the concrete path.

But it was a breakthrough in other ways. The school-record throw qualified Waterfield for the NCAA Indoor Championships, where he finished 11th. He is the first thrower ever from William & Mary to qualify for the indoor championship meet. In the hammer, which he competes in during the outdoor season, Waterfield owns 13 of the top 14 all-time marks (including the top seven throws) and is a two-time CAA champion. Both of his gold-medal throws — one in 2013, the other in 2016 — earned him conference records.

With accolades like these, it would seem Waterfield has been a thrower for most of his life. But that's not the case — he only had three competitive seasons of track and field before coming to William & Mary. Up until his junior year of high school, the Chesapeake, Va., native only played football. Waterfield was lifting one day when a coach came in the weight room and asked if anyone wanted to take a crack at the shot put. Waterfield gave it a try and went on to compete in the state meet his junior outdoor track season. He placed second in the state the following year.

But when the time came to pick a college, athletics weren't the first thing on Waterfield's mind. "I knew coming out of high school that I wanted to go somewhere with a strong academic program because the chances of doing anything professional in track and field are very, very slim," he says. "At the end of the day, I knew I wanted something I could do the rest of my life."

He also knew he wanted to stay close to home. Waterfield narrowed his choices down to the University of Virginia and William & Mary.

Ultimately, Coach Dan Stimson played a major role in Waterfield's decision to compete for the Tribe. "He made me feel so comfortable," Waterfield says. "He made my parents feel like I was getting a new adoptive grandfather. He really looked out for me."

Stimson also found Waterfield his signature event. The coach was convinced his athlete would make a great hammer thrower. It would be a new event for Waterfield, who only competed in the shot and disc during high school. Waterfield claims he picked up the hammer decently at best his freshman year, throwing just behind 155 feet, not at all competitive. But he was hooked.

"I fell in love with the hammer pretty much immediately," says Waterfield. "It's so technical and complex. There are so many components that can go wrong. But when it all comes together, it just feels amazing."

"Brian is a very unique athlete in that he is very quick to learn new skills and nuances to his throwing technique," Heacock says. "Usually with one simple verbal directive, he is able to turn a technical concept into a precise movement, and that is a very special quality. Additionally, he's an incredibly motivated and hardworking student-athlete, which makes him very easy to work with."

Back in June at the NCAA Eastern Preliminaries, Waterfield took 14th in the hammer, just two spots shy of advancing to the NCAA finals. With six throws of 212 feet or better this past spring alone, he also added the IC4A title earlier in the season with a school-record throw of 221 feet, 67 feet better than his first throws as a freshman.

Indoors, Waterfield earned second-team All-American honors in the weight throw. He threw 13 of the top-16 marks in school history in the weight, including each of the top eight. He is the first non-javelin thrower for W&M to ever earn All-American status.

"I always wanted to be an All-American," Waterfield says. "I didn't think it was possible. I probably doubted myself more than I believed in myself. Not the most positive mindset for an athlete, but that probably motivated me at the same time."

The records, the medals, the titles, they all come down to one fact: Waterfield is addicted to reach-

## BY&LARGE

ing the next level. Known as the guy on the team who always puts in the work — almost an excessive amount — Waterfield is a ruthless pursuer of perfection, pushing himself beyond what most people would be willing to put themselves through and often throwing until he can't throw anymore.

"I just always wanted to be good," he says. "I've never really been satisfied with anything because I know that there's always a way to get better. It was part of the decision to do track and field in college. I wasn't great at it coming out of high school, so there was that potential to learn and grow as an athlete. That process is what got me to stick with this."

"I don't think I've ever coached someone who has wanted to be good as much as Brian," Heacock says. "Even as success has come his way — and lots of it

Waterfield was named Most Outstanding Performer, the first Tribe athlete to win athlete of the meet honors twice (he was previously honored in 2013).

"Brian is an outstanding leader and sets a great example for his teammates and fellow student-athletes," says Heacock. "Nobody in the athletic department that has known Brian has been surprised by his success. His desire and work ethic have been evident to everyone for the past five years."

It hasn't always been easy for Waterfield, though. Especially his semester last fall, being in W&M's master of accounting program. Almost all of his classes were held during practice times. But he worked with his coaches around his class schedule. Waterfield would lift in the morning, meet Heacock at 10 a.m. for practice, shower, eat and go to class from 12 until five. "I'm not going to lie. It really wasn't fun," Waterfield says. "It was probably one of the most challenging semesters of my entire college career. I was exhausted. But you've got to put in that work. I probably made the most improvements during that time because I was so focused."

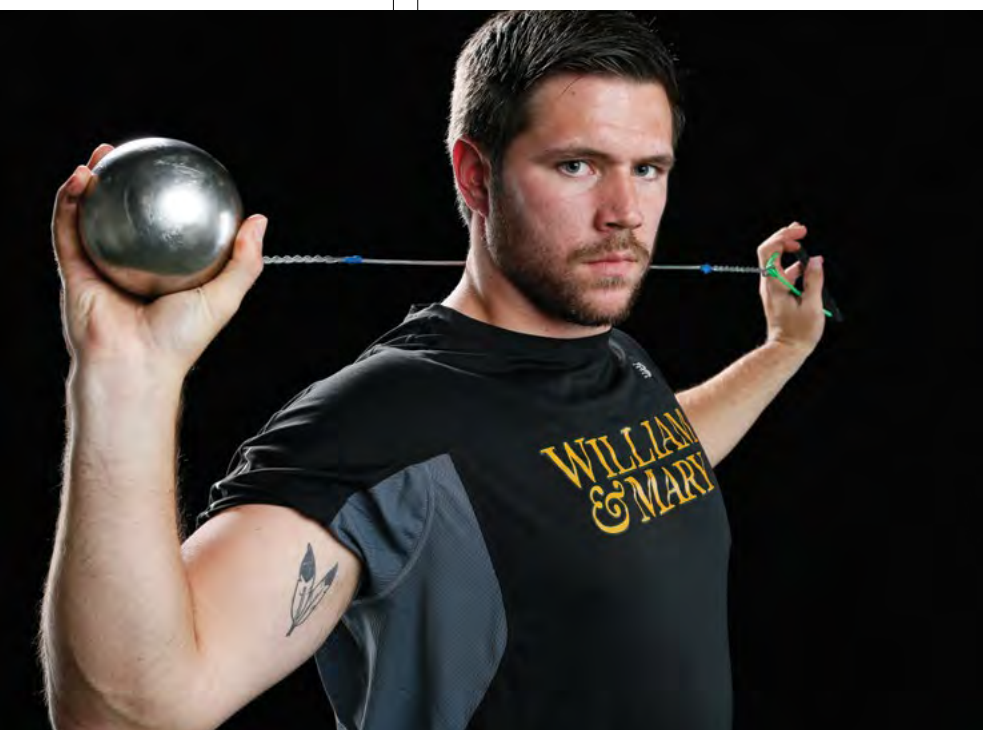
Back in June, Waterfield was named to the CoSIDA Track and Field/Cross Country Academic All-District team as one of the top-10 student-athletes in the Virginia, North Carolina and Tennessee regions. He was the only graduate student on the 10-member team for District III; the other nine were all seniors.

After earning an undergraduate degree in finance last year, Waterfield completed his coursework in W&M's graduate accounting program. In October, he'll marry former William & Mary javelin thrower Kayla Trantham '14. All of his groomsmen are Tribe throwers.

Waterfield will start as an audit associate for McPhillips, Roberts & Deans, a CPA firm in Norfolk, Va., in September. "I have no idea what led me to be an accountant, but I've always been good at math," he says. "I knew I needed to do something math-related. I walk in and people are like, 'Wow, you're the biggest accountant we've ever seen.'" The firm has recruited him for their slow-pitch softball team, so he'll still be an athlete.

As an intern at the firm last year, Waterfield woke up every day excited to go to work and was usually the first person in the office. It's that pursuit of perfection, the drive to learn and the ambition to become better that made him the athlete he is, and it's what will continue to help him succeed in the next chapter of his life.

"I've been perfecting track and field every day for the last five years, and I've gotten really good at it," says Waterfield. "But I'm jumping into something where I'm going to have to learn a lot, and I'm not going to be the best or anywhere close to it. Having to learn something and try to master a new topic, that's going to be a challenge, but it's exciting to me. I think that's how I've thrived my entire life."



**ACCOUNTING ATHLETE:** A graduate of W&M's master of accounting program, Waterfield will join CPA firm McPhillips, Roberts & Deans in Norfolk, Va., in September.

has — he has constantly pressed forward to make himself a better thrower and a stronger athlete, and has achieved greater things as a result."

At this year's CAA Championships, Waterfield won the hammer throw with a conference record and placed fourth in the discus. But perhaps his boldest performance came in the shot put. Due to an injury sustained last spring (the handle on his hammer broke, and he shattered all the cartilage in his wrist), he hadn't trained or competed in the event all year. He finished second.

"Brian picked up the shot put in practice a total of two times during the week prior to the meet, and ended up putting forth a great, gutsy performance that gave our team a big lift," says Heacock. "The performance spoke volumes about him as a teammate and competitor."

PHOTO: JIM AGNEW

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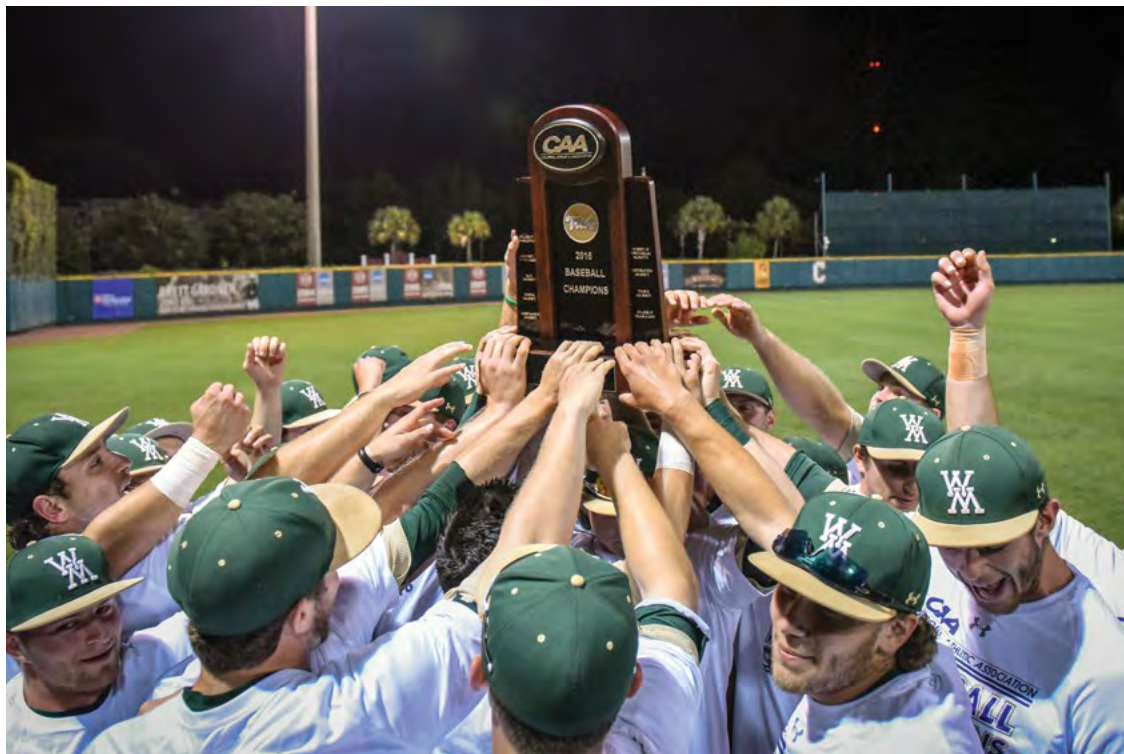
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**NEVER SAY DIE:**  
*The Tribe faced elimination in seven consecutive games, winning six during their ride through the CAA Championship and NCAA Tournament.*



SWING FOR THE FENCES

## BASEBALL'S BIG DANCE

*Tribe sluggers compete in NCAA Tournament*

BY TRIBE ATHLETICS

**T**HE WILLIAM & MARY BASEBALL TEAM'S MAGICAL two-week ride to the Colonial Athletic Association Championship and through the Charlottesville Regional came to an end with an 8-4 defeat to East Carolina in the Regional Final back in June. With the loss, the Tribe concluded the season 31-31.

The Tribe faced elimination in seven consecutive games, winning six. William & Mary defeated Northeastern, College of Charleston and UNCW on its way to its second-ever CAA Championship. W&M then beat Bryant and the University of Virginia in the Charlottesville Regional.

William & Mary advanced to the regional championship game with a win over top-seeded Virginia, to whom they lost by 13 runs in the opening contest of regional play. In the bottom of the seventh, Charles Ameer '17 launched the second pitch of the inning deep over the right field wall. His eighth homer of the season lifted W&M to a 5-4 advantage,

the eventual final score.

This was the Tribe's second NCAA Regional in the last four seasons and the fourth in program history. In 2013, W&M advanced to the Raleigh Regional final, before bowing out to host N.C. State.

W&M had three players honored on the Charlottesville Regional Team following the tournament. Ryan Hall '18, Ryder Miconi '17 and Nick Brown '17 all received the honor.

Tribe players were also represented on the All-CAA Tournament team, with senior Josh Smith earning Most Outstanding Player. Smith launched a two-out grand slam in the bottom of the eighth inning in the championship game against UNCW. With the 14-9 win over the regular-season champions, the Tribe earned the program's first CAA Tournament title since 2001. Smith was joined on the all-tournament team by Ameer, Daniel Powers '17 and Hunter Smith '19.

PHOTO: MICHAEL WISER



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WILLIAM & MARY  
ALUMNI ASSOCIATION

**TOP DOGS:** *The Class of 1966 now holds the record for the largest 50th Reunion gift ever given at William & Mary. They raised \$27.8 million, reaching 48 percent participation in the process.*



PAYING IT FORWARD

## BLAZING THE TRAIL WITH THE CLASS OF '66

*50th Reunion gift breaks previous record*

BY ASHLEY K. SPEED

**G**IVING BACK TO WILLIAM & MARY IS A BIG deal for the Class of 1966. The class set a new record by raising \$27.8 million — the largest 50th Reunion gift ever given at William & Mary.

The \$27.8 million encompasses gifts that were given to numerous areas of the university, including \$1.7 million for the 1693 Scholarship Endowment and \$642,019 for the expansion of William & Mary's Alumni House.

The record-breaking total was announced during a luncheon in April at the Sadler Center. The class not only set a new giving record, they also boosted alumni participation numbers among their classmates.

"The *For the Bold* campaign is aimed at reaching 40 percent alumni participation," says William & Mary President Emeritus Timothy Sullivan '66, a reunion committee co-chair. "Well, the Class of 1966 has blazed the trail by reaching 48 percent alumni participation."

The class exceeded their commemorative gift goal of \$27 million. The Class of 1965, which raised \$20.6 million for their 50th Reunion gift, held the previous record.

Throughout the luncheon, classmates exchanged memories about their individual journeys as students at the university. They spent the time catching up with old friends and meeting new classmates they never crossed paths with while on campus.

PHOTO: SKIP ROWLAND '83

They talked about favorite professors and both small and big moments that had shaped their W&M experience.

"Fiftieth reunions are joyous occasions," William & Mary President Taylor Reveley says. "They are proof that the College lives and breathes across the decades. Reunions remind us that people are at the heart of the College."

During the luncheon, attendees watched a slideshow of about 100 photos of life on campus during the 1960s. One photo showed a room packed with W&M students huddled around a TV inside the Campus Center watching news coverage of President John F. Kennedy's 1963 assassination. Other photos were of happier times: a Homecoming parade, football games, pep rallies, Commencement and couples dancing in the Sunken Garden.

Dr. Robert Gatten Jr. '66, M.A. '68 took the slideshow photos when he was an undergraduate student. Gatten, an emeritus professor of biology at the University of North Carolina at Greensboro, taught undergraduate and graduate courses in animal physiology from 1978 to 2005. Gatten, also a reunion committee member, said he was grateful to be a part of the effort to move William & Mary forward financially.

"This effort has shown me how many people from our class are deeply engaged," Gatten says. "This relationship building is going to have an impact as our class moves into the Olde Guard. We raised more than \$27 million. That's an incredible record showcasing alumni engagement, and I think we can all be proud of that."

Dr. Virginia Rose Cherry '66, a reunion committee member, says that her William & Mary education has served as the foundation for her success. Cherry worked as an academic librarian for 43 years in Florida, Georgia, Ohio and Virginia. Nineteen years of her career were spent as director at William & Mary's Richard Bland College Library in Petersburg, Va. Cherry was also the first librarian of the Chesterfield County Public Law Library.

"With state funding going lower, we need the support of everyone," Cherry says. "It doesn't have to be a great deal of money. It's just about giving consistently."

Reunion committee co-chair Peter Nance '66 says it was important that one of the gifts go toward scholarships to impact future scholars.

"I am constantly reminded when I come to campus and interact with the students what a fabulous institution this is, and how it's evolved to become a better institution for young women and men to contribute to the world," Nance says. "I give to help affect that and to help perpetuate that."

Nance retired from General Reinsurance Corporation as a senior vice president after more than 36 years working in various positions at the company.

"I think as an alum when you give, whether it's one dollar or a million, there is an opportunity to really impact the lives of young men and women," Nance says. "During a time when state support is reduced, when you give to the school it really is impactful across the board."

BY & LARGE



HISTORY REWRITTEN

## MONROE'S DIGS

Recent excavations at Highland — the historic Charlottesville, Va., home of the nation's fifth president and W&M alumnus James Monroe — are upending history. The archaeology combined with tree-ring dating shows that a newly discovered foundation, not the modest home still standing on the property, was Monroe's house in 1779. This new foundation shows a free-standing and sizable house, and includes part of the base of a large chimney preserved below the floor level, several sections of stone wall foundations, segments of thicker walls belonging to a stone cellar, and charred planks likely pointing to the destruction of the building by fire. The Highland property is part of William & Mary and is the only U.S. president's home currently owned by a university. Over his lifetime, Monroe contributed a 50-year career in public service, serving both Virginia and the nation in a variety of positions including his two-term presidency from 1817 to 1825.

—SUZANNE SEURATTAN

# WHEN DARK MOMENTS STRIKE **BRIGHT** MINDS

**A**cross the country, demand for university mental health services is at an all-time high. Students everywhere are feeling anxious about the demands of an increasingly competitive, global economy. The suicide rate nationally is increasing again. Publicly, collegiate Millennials are disparaged for seeming coddled, superficial and entitled; privately, they're grappling with a lifetime of pressure without the vocabulary or agency to handle it. William & Mary is a prestigious place with a tremendous history of achievement, but its students aren't immune to these modern obstacles.



STORY BY **BEN KENNEDY '05**

ILLUSTRATIONS BY **STEPHANIE DALTON COWAN**

Statistics can't tell the whole story, but they're a starting point. College students in the United States are struggling more than ever, but for this community, William & Mary has a plan. And it's a lot more than just a stiff upper lip.

## // GLORIFYING STRESS

There's no denying that William & Mary students are impressive: every year, numbers sprout up about their sparkling median SAT score and high class rankings. If they're bound for any upper-tier American university, the life of a modern 18-year-old is often a mix of impressive achievements and the inevitable stressors that comes along with them.

"With regard to this particular generation, they had to push so hard to get here that often by the time they arrive at college, there are already some signs of stress showing in their physical being, but their emotional health as well," says Warrenetta Mann, director of W&M's Counseling Center.

"William & Mary students are extremely motivated, type-A students who have spent their entire lives preparing for bright futures," says one recent graduate. "The fear that getting help might somehow deter that bright future — either by delaying graduation or somehow 'staining' their image of perfection with a stigma — far outweighs the desire to get help."

The Counseling Center's staff members are equipped to handle a wide variety of issues common to college students: relationship and family challenges, academic and personal stress, identity development and personal growth. But Mann says that many of the concerns students bring to her stem from a change in the wider culture.

"Some of the things like unstructured time and imaginative play activities that we had generations ago aren't as much a part of our children's lives anymore," says Mann. "Things are much more structured. They rely as children much more on the adults around them to tell them 'here's how you should be spending your time,' and then when they get to college, we kind of pull that all away again."

When these students finally arrive on campus at age 17 or 18, the degree of new choices can be overwhelming. Students use the term "FOMO," or "Fear of Missing Out," to describe the mad impulse, for example, to sign up for as many of W&M's 400-plus student organizations as they can during orientation.

"There's a lot of overcommitment from the fear of missing out, so people are vulnerable to saying yes to anything that would be an opportunity that would touch their values," says Kelly Crace.

"They do it in an unbridled way, of just saying yes to everything that would connect for them."

Crace is associate vice president for health and wellness, and has been a psychologist for 25 years. In that time, he's learned that fear-based decision-making is the root of many students'

stresses. It's part of a theory that explains why a lot of high achievers always overcommit, procrastinate and worry.

"We are a community of very caring people," adds Crace. "Anytime you care, you open the portal to fear because everything we care about has some uncertainty."

Caring about a person or a thing, he says, opens us up to vulnerability. For many people, this leads to fear of losing the thing we care about. To cope, we turn to control (like perfectionism) or avoidance (like procrastination).

"Through perfectionism and procrastination, our talented students that come here have attained excellence with that model," Crace says. "They have been able to control a lot. They have been able to step away and then step in at the last minute and pull it off. They have excelled at that."

Crace pauses. "It's also what keeps us stuck at good — it's a plateau effect." Eventually, he says, students hit the ceiling. They just can't pull another all-nighter. They swear off procrastination forever... until the next paper is due. Students say that they mostly turn to each other for help and advice — it's what they're used to — but many of them wind up on Mann's doorstep at the Counseling Center.

"Our students' sense of responsibility and obligation and achievement often doesn't allow them to pull back very quickly," she says. "If a student gets in over their head, they're going to try to meet that obligation by pushing themselves harder and harder."

The term on-campus for the social currency of stress has become "bragplaining": a way to compete with other students for the least amount of sleep or the highest number of obligations. Keeping up with the Joneses (or Blairs, or Millingtons) can take a severe toll. And competition doesn't stop at graduation: over half of Millennials say that interest in their work is "extremely important," according to a recent Gallup poll. And an influential company like Google only hires .02 percent of applicants on average; many non-profits get hundreds of applications per opening. Losing a step in college might feel like losing out on some imagined future.

"They're trying to maximize their life instead of trying to optimize it," says Eric Garrison M.A.Ed. '94, an assistant director of health promotion at W&M. "I had a student a couple of weeks ago who was sent to me wanting to know what the minimum number of sleep hours he could get and what's the maximum number of 5-Hour Energy Drinks that he can drink. I thought, 'we need to flip that conversation.'"

None of these concerns are unique to William & Mary; another prestigious school calls it the "duck syndrome," paddling furiously underwater while seeming effortless on the surface. The 2014 National Survey of College Counseling Centers (NSCCC) stated that nearly every center director reported a continued increase in the number of psychologically challenged students. When everything becomes too much, some young people turn to alcohol, drugs,

***"If a student gets in over their head, they're going to try to meet that obligation by pushing themselves harder and harder."***

eating disorders, self-mutilation or worse to release some of the pressure. William & Mary is no worse off than many other peer institutions, but the problems are still serious and in need of attention.

### **// LIGHT IN DARKNESS**

For a student on the autism spectrum or with a mental illness diagnosis, the challenges of being a competitive, successful and healthy college student can be significantly magnified. At William & Mary and other universities, the undergraduate years can be when the first signs of more serious conditions emerge.

"It's important to recognize there's a difference between the normal emotional range that is the disruptive part of early adolescence and emerging adulthood, and what we're talking about: when something moves into a clinical range," says Crace. "We have to pay attention to it, we have to be serious about it, we have to help a person be ready and engage in developing their readiness for treatment."

One of the strengths of a small and tight-knit place like William & Mary's is the ability — and responsibility — of every member to take part. That means fellow students, faculty, staff and administrators all have a role to play.

"I do a little section on it in class and then I'd say, 'if you know someone you're concerned about, just see me after class or come by and I'll try to help them get some help,'" says Tracy Cross, Jody and Layton Smith Professor of Psychology and Gifted Education. "Every time I did that lecture, five or six of the kids would come and see me and they would start telling me about their friend, and then they'd immediately in most cases talk about themselves."

Cross is also executive director of William & Mary's Center for Gifted Education and director of the new Institute for Research on Suicide Among Gifted Students. Like many faculty, Cross is part of the community response to emerging mental health concerns. Every entering student completes a mental health assessment, and residence hall staff is trained to recognize warning signs from the very beginning. Health Outreach Peer Educators (HOPE) are trained extensively to provide the community with education and help with pre-

vention. Once the College becomes aware of a student's mental illness symptoms, the Care Support group in the Dean of Students Office contacts the student and connects them with available resources and support. A care team is also established to develop a wellness plan and track a student's treatment and progress with his or her mental health care providers. Free rides are available to off-campus sites when the right treatment is not available nearby. Students who are concerned about one of their peers can submit their concerns anonymously online. Walk-in clinical intake at the Counseling Center today has no waitlist. A 24-hour hotline is available for counseling when W&M's center is closed, and coordination is ongoing with local law enforcement and crisis treatment centers when concerns arise.

"There are people who are able to be healthy and thrive here on campus that would not have been able to 10 or 15 years ago, because of treatment options, because of our understanding, because of early diagnosis," says Crace. "We're getting more and more students coming into school saying 'I have this diagnosis' because they got it assessed earlier."

Usually, the plan means working with campus resources, including the Counseling Center. Ninety-five percent of students who have used the counseling center say they would recommend it to their friends. But sometimes students are referred to local professionals around Williamsburg. Ongoing correspondence between the student, his or her care team and any other professionals can help bridge the gaps between care in the student's hometown, during their time in Williamsburg and eventually beyond.

William & Mary's first full-time psychiatrist, Patricia Roy, was hired in February, and has been seeing the student population with fresh eyes almost all year.

"I think there's a very good awareness and openness to mental health services with the students I've encountered," she says. "But a lot of students are struggling with depression, anxiety and mood disorders, which is, I think, reflective of the broader population."

The 2014 NSCCC survey reported that 52 percent of people who seek college counseling center service have severe psychological problems, and a steadily increasing number of them arrive on campus on psychiatric medication. One of the major risk factors associated with mental illness is a lack of compliance with that medication.

"Individuals who commit to [treatment] can live healthy lives with a mental health condition," says Crace. "The challenge is, at times the mental health condition impairs their ability to actually be compliant with treatment."

A history of mental illness, studies show, is one of the strongest predictors of suicide among college students. For a school that mourned the loss of several students to suicide during the 2014-15 academic year, the topic draws out unimaginable pain and mourning.

“Each individual student is chosen to be here for a reason,” says Vice President for Student Affairs Ginger Ambler ’88, Ph.D. ’06. “Every student matters, and the loss of one student is a piercing wound to our community.”

It’s clear from talking to Ambler and anyone who touches student health that, when a student takes his or her own life, the pain is deeply personal, and the causes are not often known and rarely publicized. Every case is treated individually, and information is released with the consent of the student’s family.

The Centers for Disease Control reported an average of 11 suicides among every 100,000 15-24 year-olds nationally in 2013. On a 13-year timescale to account for the population size, William & Mary is reflective of that average, in spite of the persistent notion that the College is a “suicide school.” But after a devastating year like 2014-15, statistics are no comfort and can unintentionally trivialize immense personal grief.

“It’s emotionally battering — it’s excruciating — to deal with one loss,” says Ambler. “If you have more than one loss in a period of time affecting the same campus community, there’s a magnitude of emotion there that has to be tended to. It requires a lot of care and attention from faculty and from staff, and it requires a lot of individual students to support one another.”

Any single student death, Ambler says, creates a ripple effect throughout the community and is a reminder of how closely linked the different parts of campus are. That same community, sensitive as it is, can provide strength and comfort in the aftermath of crisis.

For students with mental illness at William & Mary, there is always hope: alongside improved treatments and wider service offerings, part of the reason for the national increase in college students seeking mental health care is access. Even as recently as a decade ago, many students wouldn’t consider a primarily residential campus like William & Mary’s; it’s too far away from the care and support networks they had already developed. Now, campus counseling services are more robust and treatment is more adaptable. More kinds of students can call the College home.

## // BOUNCING BACK

“Students know they’re stuck — they just want to learn how to get unstuck,” says Kelly Crace. “They know their resilience is somewhat compromised, and they want to learn about how to benefit from that.” Since Crace has introduced resilience-based training programs at William & Mary based on his own research, over 3,000 people on campus have voluntarily participated.

That degree of self-awareness is common among high-achieving college students everywhere. Crace and Tracy Cross have served on a number of committees on student health over the years, representing an important collaboration between College staff and its faculty.

“It’s been among conversations between student-affairs people at other universities outside of William & Mary for almost two decades now,” says Cross. “My friends in that part of the world were becoming con-

cerned that the students coming through — while more advanced in some ways academically and intellectually — weren’t as resilient as people. They were being knocked down more easily.”

This, Cross says, relates both to the overwhelmed-ness of a major life transition like college as well as to the shock some students feel at entering a community of their peers for the first time. The opportunities — FOMO, again — for friendship, dating, belonging and achievement are mind-boggling. But even though the stress can be significant for a wide variety of students, not everyone is affected the same way.

“There are a lot of very well students here who are being very intentional in their wellness,” says Crace. “They’re thriving and they’re very quiet about it, because they will tell me they feel marginalized. That if they tell their friends, ‘no, I didn’t stay up all night; no, I went and exercised; no, I had a good meal,’ they feel judged.”

In a fear-based state of “having to” do things, some students don’t like the reminder that stress coping mechanisms can sometimes be a choice.

“Clearly people don’t leave their struggles as individual people at the door when they come to William & Mary, so they bring them in,” adds Cross. “And there are a good many that are natural, to the extent that they’re accustomed to certain kinds of rigor, they’re going to make certain transitions more easily.”

Cross, like Crace, is pleased to see some of the messages about resilience come from students themselves. When upperclassmen recently met with incoming freshmen at the School of Education, Cross saw the older students dissuading the newcomers from taking on too much, too fast.

“In the seven years I’ve been here, this is the first time that the recent graduates are saying, ‘don’t overwhelm yourself by pursuing things just within your grasp,’” says Cross. “For some of them, that’s what they’ve done. That’s one of the adjustments that some of them make.”

Resilience is at the center of the College’s efforts to transform campus culture away from stress and “brag-plaining” toward a more complete picture of student wellness. It won’t change overnight, but many students are optimistic.

“Throughout my time at William & Mary,” says Kelly Gorman ’16, “it was invigorating to see new conversations begin and take the campus by storm, and the collaborative, caring and productive responses by students, faculty, staff and administration that ensued to relentlessly improve our community’s wellness.”

Anna Wong ’17, for her part, co-presented at an event called “Re-envisioning the TWAMP” — an acronym for “Typical William And Mary Person.”

“We don’t have to be known for being stressed,” she says. “We can be known for being resilient; it’s like a paradigm shift. Stress is natural; that shows that we care. But how can we show that we’re strong in the face of it?”

Focusing on improving student resilience has obvious benefits for the daily lives of young people who will be better equipped to handle smaller crises, but it will also



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make counselors on campus more available for the bigger problems. Stress is unavoidable, but there are many ways to reduce its impact.

"One thing I have learned: what's most important is that each person find what works for them," says Gorman. "I have seen peers who go to the gym when they are really stressed or upset, others who get coffee with friends, write jokes and do stand-up comedy, and also pour themselves into advocacy work to help others."

William & Mary does offer a wide variety of wellness options. As director of campus recreation, Linda Knight manages an array of sports and fitness initiatives, but also extols the benefits of the great outdoors matter-of-factly: if you take a walk in the woods once in a while, it clears your head and resets your perspective. It can do wonders for students who may feel depressed or occasionally outmatched by the demands of a William & Mary education.

"There are a lot of studies about it," she says. "When you're out in nature, your whole wellbeing feels better. Birds chirping, the sunrise, a nice breeze — there's a lot to that."

Knight also points out that Campus Rec sends trained professionals from the counseling center on hikes. At the end of a long day, having good listeners join you around the campfire can make all the difference in the world.

## // MULTIDIMENSIONAL WELLNESS

At a living, breathing university like William & Mary, it can be challenging to promote healthy mental habits and resilience, especially when different aspects of care are housed in distant corners of campus. The McLeod Tyler Wellness Center aims to fix that. Thanks in part to a generous \$1.5 million gift from Bee McLeod '83, M.B.A. '91 and Goody Tyler HON '11, the center will rise in the space left behind by the Lodges (see page 44) and become a central part of the student experience at William & Mary. The McLeod Tyler Center will combine the student health center, counseling center, the office of health promotion, recreational and wellness programs and a new Center for Mindfulness and Authentic Excellence under one roof.

Authentic excellence combines the most important messages that William & Mary is trying to send to students: that they can develop skills that make them more resilient, more true to their own values and healthier across the board.

"That's a values-based approach to understanding self and we want to provide opportunities to students to really reflect on what matters most to them," says Ginger Ambler. "What are the values that are guiding their behavior? That's part of that self-awareness, but that also plays into helping students make critical decisions. If they have too many activities on their plate and have to let something go, how do they decide what they're going to stay committed to and what they're going to stop doing? Hopefully they'll make those decisions not based on fear, but based on what matters to them."

A student entering the building for a counseling appointment might come across previously unconsidered yoga classes, acupuncture or mindfulness seminars. Each is a component of building a sense that total wellness is a lifestyle and a habit. If we only focus on students in the moments they are most at-risk, says Crace, we miss the chance to reduce that risk before it even happens.

"If people walk by that building and see it as a clinic — that is, a place to go to only when something is wrong with me — then we have failed in that message," says Crace. "If it's a message that is an opportunity for students to learn more about wellness, about excellence, about flourishing and figuring out what that looks like for them, then that's what we hope for. No matter what reason they might go into the building, be it curiosity or getting an allergy shot, I want them to leave feeling like something big is going on here."

What's outlined here isn't comprehensive, but it's progress. A different set of challenges for the modern student requires a new approach — the solutions of yesterday don't apply. And for a generation that needs more help than ever, innovation, treatment and insight can improve wellness and save lives. ☺

*The 24-hour National Suicide Prevention Lifeline (NSPL) 1-800-273-TALK (273-8255), connects the caller to a certified nearby U.S. crisis center. Text 741741 to text anonymously with a crisis counselor. To support wellness initiatives at William & Mary, contact Gerald Bullock at [igbull@wm.edu](mailto:igbull@wm.edu) or 757.221.1023.*



*Story by* **DANIEL LONG**

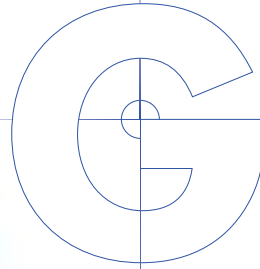
*Illustration by* **BRUCE MORSER**



**GIANTS OF NEW YORK:** *W&M is making an impact on the City That Never Sleeps, thanks in part to these six leaders. From left: Todd Boehly '96, Yancey Strickler '00, Laura Balcer '87, Ken Himmel '68, Beth Comstock '82 and William Ivey Long '69, L.H.D. '04.*

# BRIGHT LIGHTS, BIG APPLE

*Inspiring Leadership, From the Crim Dell to the Brooklyn Bridge and Beyond*



## RAND CENTRAL TERMINAL, NEW YORK CITY.

Over 750,000 people filter into Grand Central every day, scattering up stairwells and through corridors like a harmony of well-dressed, itinerant bees. The population of Manhattan doubles to twice its size on a typical workday as people shuffle in from Paris and Dubai, Shanghai and Moscow. They shuffle in from Chicago and Oklahoma and the Pacific Northwest, Connecticut and the Adirondacks and the elbows of Long Island, serenaded by the piper call of hip-hop monarchs who insist that if you can make it here, you can make it anywhere. And they shuffle in from the relative hamlet of Williamsburg, Virginia, where George Washington learned the craft of land surveying and where Thomas Jefferson was schooled on what constitutes a finely wrought sentence.

To walk the streets of modern New York City is to know something about Athens or Rome, Constantinople in their gilded heydays. If you look hard, you can find the remnants: a domed ceiling replete with stars and a statue of the wing-helmeted Mercury holding sentinel — the god of commerce and transportation, the art of the swindle and the art of letters. Like the fleet-footed marble god, the city that never sleeps is a cultural Rorschach, heralded by many and reviled by some. Home to Broadway and Wall Street, boardrooms and street food, NYC prides itself on being a beacon to the free world and a hub for many of its brightest leaders. Flocks of tour guides with photos of skyscrapers obstruct the view, promising to take you to the top.

But you wave them off. You know where you're going.



From Grand Central, it's a short hike up the blocks to Rockefeller Center, home to Radio City Music Hall and its high-kicking Rockettes. It's where tourists go to explore storied television studios and where young children and old lovers go to skate slick orbits in winter beneath a statue of Prometheus and a Norway spruce shooting up a hundred feet into the air. And it is where Beth Comstock '82, vice chair of General Electric, came to hone the craft of marketing after stints with CBS and Turner Broadcasting, ascending quickly to the role of president of integrated media at NBC Universal before GE sold off its majority share to Comcast (or "Kabletown," if "30 Rock"'s Liz Lemon is to be believed). Perennially ranked as one of the top 50 "Most Powerful Women in the World" by *Forbes*, Comstock is the first woman to serve as vice chair in General Electric's 124-year history. When you achieve a first within a company that started with Edison's light bulb, suffice it to say, you've done something.

Comstock oversees GE Business Innovations and sums up the far-reaching company best. "We're sort of at the intersection of industrial and digital and where the world's going there," she says. "We're about infrastructure, advanced technology. My company's about making healthcare more accessible, it's about new forms of energy, it's about taking people to places safely, and it's about being an engine of progress for the world. Most of the people who work at GE are very mission-based.

They want to be part of saving lives and improving health care. They love the quest of flight in the aviation business, and they're passionate about energy and getting access to energy in parts of the world where they don't have electricity. Those kinds of things that, I think, keep people excited."

In a recent showcase of advanced engineering, GE innovators traveled to an old foundry to submerge a snowball into 2,000-degree molten metal, challenging the old idiom about having a "snowball's chance in hell." With the help of a GE-designed case, the snowball survived, ascending from the metal ice-cold. But of course GE's innovations have real-world applications that go well beyond tongue-in-cheek tinkering.

"I think this idea of what it means to be a digital industrial company is very exciting," Comstock says. "In bringing the Internet to industry, we have the ability to connect every piece of machinery — a jet engine, a wind turbine. But why would you want to do that? Because over time you can start to predict when things are going to happen and make companies more efficient. Machines aren't going to have to stop for maintenance before they're ready. Planes will keep flying when they don't need to be serviced. And on the other side, if something's going to go wrong, you're going to be able to predict it before it happens."

Comstock's position in business is a tall order for anyone, much less a self-described "small-town Virginia girl" who came to William & Mary as a biology major — a field far removed from international commerce. "I never expected biology to play out in my marketing and business career," she says, "but biology's taught me a lot about ecosystems and the way the world collaborates. For any system to work well, each thing has to have its role, and one depends on the other. It's good to be reminded of that in business. As I go forward, I find the classes I had in anthropology to be incredibly relevant in business. I wish I'd had more philosophy as we're living in a society filled with new data challenges and unintended consequences of new data. I'm finding those historical and philosophical insights would probably give you a framework at least to think about how similar issues were handled in the past." In truth, Comstock is the sort of person you can imagine deciphering Plato while taking a power walk through Central Park. She is the epitome of smart leadership, a quality that seems to evolve like any other body in motion.

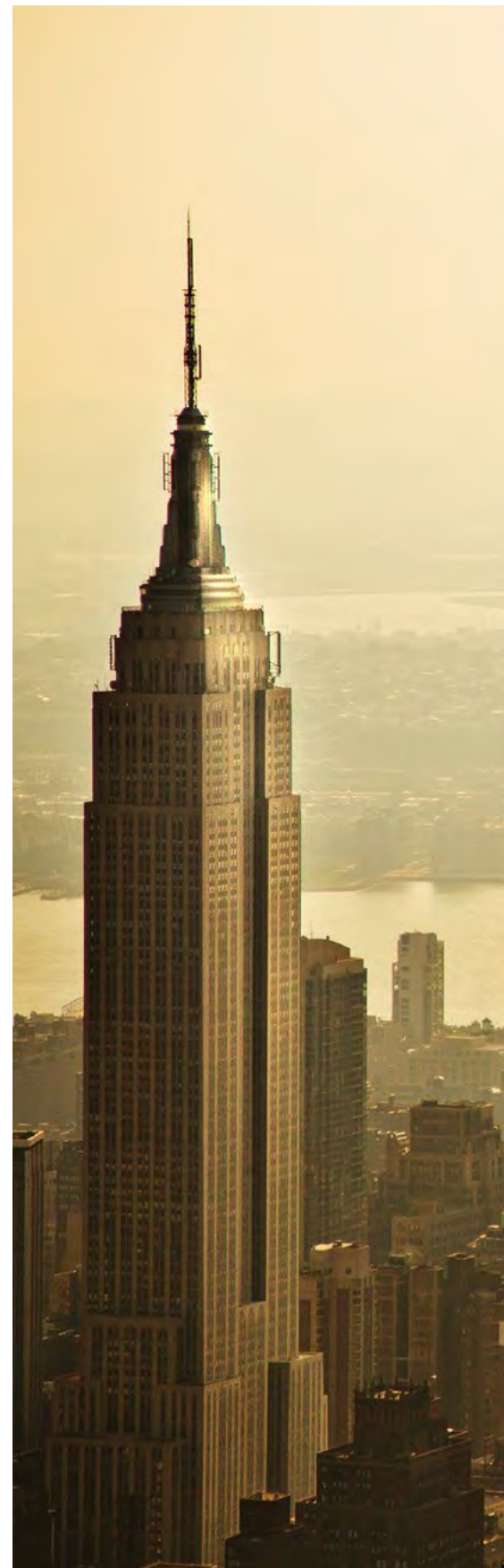


PHOTO COURTESY OF RELATED

**A VIEW FROM THE TOP:** *The Manhattan skyline, looking west, past the Empire State Building, across Midtown. This photo illustration shows how the Hudson Yards project may finally look, when construction is complete.*





**THE POWER OF WIND:** GE now offers a full range of wind turbines for a variety of uses as part of the company's renewable energy initiatives.

"Often we forget that leadership is about people," Comstock says. "The idea of managing people? That notion's going away. It's about people coming together, collaborating with a shared sense of purpose, treating people how you would like to be treated, understanding that there has to be a compass to the work that you're doing." Altruism, of course, perplexed Darwin. It would take years for scientists to correlate "survival of the fittest" with evolutionary advantage, the benefits of a collaborative unselfishness as seen within a group. Altruistic leadership seems to come to Comstock naturally.

"I love trying to crack the riddle of what's potentially a disruptor, or a new force that we can use to make how we work better. There's always a new model to understanding what's next. That's what's kept me going forward in this area. I love the discovery of it. Sometimes I secretly wish I'd have been an anthropologist," she says. "And maybe in some ways I've gotten to do that through marketing, which is really about the study of behavior."

After a short hike back, we take the 7 Train from the subterranean belly of Grand Central, beneath the swell and chop of the East River into greater Queens, dropping down by way of the G into the Brooklyn community of Greenpoint. Once home to a shipyard and a decaying assemblage of factories, Greenpoint now pulses with the renewed beat of youth. It is where musicians practice their ballads and where coffeehouse poets tremble before

microphones. Even the graffiti artists hold a learned pedigree, as evidenced by the occasional Banksy. Greenpoint is also the home of Kickstarter, perhaps the world's most recognizable online crowdfunding platform. Housed in the former shell of a pencil factory, Kickstarter is a favorite among creative types, with backers supporting over 100,000 projects since the company's inception.

Of all the CEOs of well-known American companies, Kickstarter's Yancey Strickler '00 is in many ways the most unlikely. A self-described "reluctant business person," Strickler was raised on a farm in Appalachian Virginia,

the son of a traveling waterbed salesman who aspired to make it as a country music artist. This love for harmonies rubbed off on the junior Strickler, who began to carve out a life as a journalist and music critic during his time at William & Mary. Not that college life always suited him. "When people are doing one thing, I want to do the opposite," Strickler laughs. "I think college was hard for me for that reason."

But as liberal arts colleges owe a great debt to the thought of the Greeks, one instantly recognizes in Strickler the wisdom of the old maxim carved into the Temple at Delphi: Know thyself. While many of his classmates immersed themselves into the more social aspects of campus life, Strickler worked as music director for WCWM, the student-run radio station. He traded music with English professor and former Spiral Jetty frontman Adam Potkay and credits author and *Vanity Fair* contributor Sam Kashner for helping him make the move to New York City. And while Strickler embarked on a blossoming career as a journalist and editor — writing for noted periodicals such as *The Village Voice*, *New York* magazine, and *Pitchfork* — it was a chance meeting with cofounder Perry Chen that would eventually thrust Strickler into the world of crowdfunding.

Chen was an artist, Strickler was a writer, and third cofounder Charles Adler was a designer. Looking around the New York art scene, it was easy to find a flaw in the system's design. "In a more traditional model," Strickler explains, "the only ideas that get through are those that have the potential to be profitable to someone else. On Kickstarter, we very consciously wanted to create a world in which ideas

IMAGE COURTESY OF GENERAL ELECTRIC

are supported because someone decided they were cool and worth doing.” To date, some of those ideas have been very “cool.” Backers have supported an Oscar-winning film, 11 Oscar-nominated pictures, and 15 Grammy-nominated projects among Kickstarter’s other accolades.

In an age in which hip young founders of promising startups are known to sell big — and quickly — the veritable starving artists did a very curious thing: the trio decided to make Kickstarter a public benefit corporation, which legally bound them to “do good” and to perform a public service. As Strickler puts it, “Business and commerce can be more balanced and bound to what society needs rather than just the maximization of money. In one of his last essays, Adam Smith, the father of the free market, argued that altruism — and not self-interest — is the primary motivator of humanity. The current economic model is lucrative for some but completely destructive to others. I’m interested in a more diverse set of systems. Kickstarter’s system wouldn’t work for Goldman Sachs, but there are other models beyond just maximizing returns — and a lot of those models have the potential to be healthier.”

Like Comstock, Strickler seems to have gained something by way of his unlikely route. “There are some ways in which I see being a writer and being an entrepreneur as being quite similar,” he says. “You’re basically trying to shape a world in both cases. In the world of writing, you’re shaping and measuring a world through verbs and syntax and storytelling, while in the other you’re shaping through people and systems and another kind of storytelling.”

⊕

We leave Greenpoint the way we came, eventually hopping back off the 7 and cutting a sharp left out the Grand Central doors, taking a leisurely stroll across the avenues past the Chrysler Building, resplendent as any art deco megalith. We bebop past news stands blaring about the economy and healthcare and global warming while a fire truck with sidewise ladders screams angrily down the streets. We cut south after a spell to arrive at NYU Langone Medical Center’s Concussion Center, home to some of the world’s brightest physicians. The list includes the Department of Neurology’s Vice Chair, Dr. Laura Balcer ’87. As a neuro-ophthalmologist, Balcer has a job that most of us cannot spell, much less immediately understand.

“A neuro-ophthalmologist is either a neurologist or ophthalmologist who specializes in how the eyes and the brain connect,” Balcer explains. “And really the eyes are a part of the brain, so we look at the effects of concussions or conditions such as multiple sclerosis (MS), both of which affect the eyes and the brain and can give you double vision, trouble seeing, or trouble with the eyes working as a team.”

Balcer, a Gamma Phi Beta sister, fondly recalls studying jellyfish at William & Mary under the tutelage of Dr. Robert Black, who stressed that while there was “certainly a need for academic productivity,” a scientist’s work “should be balanced with the need to have something that you know is accurate, that you believe in, and that you love to work on.”

Dr. Balcer found that love and productivity as a resident at the University of Pennsylvania, shortly after being

graduated from Johns Hopkins Medical School. Her residency paired her with Dr. Steven Galetta, a mentor and now longtime friend who serves as her department’s chairperson. “The thing that really attracted me to neuro-ophthalmology was how much fun the mentors seemed to be having,” Balcer recalls. “One of the great surprises in my career is how early you become a mentor. It’s humbling that the younger students are looking to you — students, trainees, junior assistant professors. There are aspects in how you are taught that stick with you and teach you that it’s not just about the tangible products. It’s about how to navigate, how to think about science and medicine and academics. It’s about the social aspects of medicine, how to treat your patients and colleagues.”

A dedicated cook in her off-hours who loves to dabble with spices and measuring spoons to perfect her recipes, Balcer divides her work time between her practice, her teaching and, of course, her research. Her vast studies on eye structures and the use of optical coherence tomography to observe disease mechanisms earned Balcer — along with colleagues Peter Calabresi and Elliot Frohman — the distinguished Barancik Prize for Innovation in MS Research in 2015. Balcer credits the team approach. “Seeing outside of one point of view, seeing the bigger global picture is a great challenge no matter what field you’re in,” she says. “At NYU Langone, our promotions committee has worked hard to reward people for collaborative work because no one can do as much as a great team.” And if that sounds too wide-eyed, the proof is in the pudding. Balcer and her colleagues have extended their research to study concussions, an emerging hot topic among sports fans who are just getting keyed in to the long-term debilitating effects of concussions and other traumatic brain injuries. Headlines are increasingly peppered with stories of oft-concussed athletes engaging in everything from errant behavior to suicide, and the Center for Disease Control estimates that over 5.3 million Americans are living with the effects of traumatic brain injury-related disabilities on a daily basis — many stemming from their sports days in high school. Balcer and her colleagues have been working with the Pelham Youth Hockey Association to study and develop sideline tests that can better utilize the field of vision to diagnose concussions with greater accuracy.

“Just like MS needed a visual measure in its field, so did concussions,” she explains. “Vision is a huge part of concussions. We feel as if we’ve had a role in introducing vision to the concussion world, which really does our hearts good

“If we could repair the spinal cord in MS and the brain in concussions, our team would be really proud to contribute to that breakthrough and the possibilities it offers.”

— Laura Balcer ’87

because it's a big part of the brain. It's greater than 50 percent of the brain's pathways." Just as altruism stumped Darwin, he was also confounded by the mystery and complexity of the human eye, listing it in *On The Origins of Species* under the subheading "Organs of Extreme Perfection and Complication." That same complexity gives Balcer reasons to be hopeful as the unique properties of the eye offer insights on the body's greater neural workings. "In neurology," she explains, "we would like to work toward using vision treatments that repair the nervous system. If we could repair the spinal cord in MS and the brain in concussions, our team would be really proud to contribute to that breakthrough and the possibilities it offers."



We make the hike back to the 7 to check out the new subway stop that has been built for Hudson Yards on the Far West Side. Billed as "the largest private real estate development in the history of the United States," Hudson Yards is the site of a 17-million-square-foot mixed-use development with a one-million-square-foot retail center that is headed by Ken Himmel '68, CEO of Related Urban. Himmel is no stranger to large-scale projects within the city. The Time Warner Center, which kisses the hem of Central Park at Columbus Circle, is another one of his team's better-known developments, along with marquee national locales such as CityPlace in West Palm Beach, Water Tower Place in Chicago, and Pacific Place in Seattle. His broad real estate empire stretches into Abu Dhabi, and his many restaurants include Grill 23 & Bar, one of Boston's most highly regarded eateries.

Himmel began his love affair with the hospitality industry while working for the Salem Country Club as

a sophomore in high school. By the time he arrived at William & Mary, the New England native had shifted his focus to premed studies. "I discovered that my personality didn't lend itself very well to spending all day in a laboratory," Himmel laughs. "I think my wife would say that my bedside manner wasn't up to the task." Despite Himmel's objections, the chief executive and hospitality guru comes off as chiefly hospitable, proud of his broad liberal arts education. "The diversity of the program was phenomenal," he says. "It provided the sort of broad education that unfortunately a lot of kids don't get today. In Williamsburg, you really do hunker down and study."

Himmel, who eventually got his degree in psychology before going to Cornell for hospitality, got his big break when he was named the managing director of development of the Ritz-Carlton Hotel at Water Tower Place in Chicago. "I made sure I was given an opportunity to work on that project," he says, "which was sort of the pacesetter of my career because it was mixed-use, contained vertical retail and was well-located on Michigan Avenue. This was 1975, before anyone knew what 'mixed use' meant. I was just 29 years old, but no one was afraid to give young people enormous amounts of authority and responsibility then. There was certainly a lesson to be learned and it has guided our culture at Related and how we grow young talent."

It is said that the devil is in the details, but one wonders if Ken Himmel arrived there first. A prime example: One of his employees flies from San Diego to Fresno every Sunday to handpick the cattle that will be served at Grill 23 & Bar. "The ability to lead and drive a business comes from the respect of the people below you and your knowledge of the business you're driving, and that really comes from digging into the granular details," Himmel says. "If I showed you the Hudson Yards retail plans, there are literally a thousand pages that represent that project today. I didn't draw every one of those pages, but I can tell you I have focused on every detail in those drawings."

A lot of that attention to detail goes into training and building the right team. "One of the things to recognize here is the teamwork and the collaborative effort that is required on both the technical and creative sides of the business," he says. "The greatest challenge we have in the digital age is how to create destinations and experiences that will draw you out of your home. Fewer and fewer people are making the decision to leave their homes and go to a physical shopping destination. And that's why when we put these projects together in these incredible locations in our great cities, we spend so much time on programming and merchandising and finding unique venues and platforms that draw you into the project. I could make this sort of overarching

**DESIGN COMES TO LIFE:** During the 12-day NYCxDesign event in May, Kickstarter displayed a number of its products together in physical space, thanks to a partnership with the MoMA Design Store.



PHOTO COURTESY OF KICKSTARTER

statement about projects, both here and around the world, but it starts with the right people. The results are extraordinary if you get the right team.”



From Hudson Yards we make the walk to the I Train, speeding beneath the Garment District to pop out about a block from the Ambassador Theatre, home to “Chicago.” The musical is one of many that have been blessed by the hands of costume designer William Ivey Long ’69, L.H.D. ’04, winner of six Tony Awards for his craft. Designer to over 60 Broadway shows, including hit productions such as “The Producers,” “Chicago,” “Hairspray,” “Nine,” “Cabaret,” and “Cinderella” — and many more television, film, and off-Broadway performances — Long is a staple in an industry that does over \$13 billion annually in NYC alone. For the past four years, Long has also served as the chairman of the American Theatre Wing, the almost century-old service organization “dedicated to supporting excellence and education in theatre.” The group also sponsors the Tony Awards, something Long knows intimately, having been nominated for 15.

“I grew up in an academic theatric household,” Long explains. “My parents taught theater for Winthrop University in South Carolina, among other places. It really was the family business, though I didn’t expect to go into it. I studied history at William & Mary and art history at Chapel Hill. It was only at my third college, Yale, where I went to drama school, where I actually focused on design — and it was scenic design. The costume design only came into focus once I came to New York.” A tireless learner, Long was the quintessential Renaissance man while an undergraduate, studying painting and European history, while his thesis was on Proust. Long values his wide-ranging education. “My math classes were important,” he says. “It was important that I dissected a fetal pig. The more you know about the world, the more you know about everything — and the more you know about people.”

Despite his broad knowledge of cuts and fabrics, psychology is clearly an under-acknowledged aspect of his craft. “The business of costume design, I often say, is helping people become somebody else. Is the story supposed to be a discovery for the audience in terms of who this character is? Is the audience supposed to know all along and then be surprised — or think they know all along? In other words, is it a hidden character trait that you want to support, or is it just face value in sort of a flat way? It’s usually not that, by the way. The clothing is about getting into the brain of who this character is, but it’s also about getting inside the brain of the actor who is becoming this character and what they need psychologically.”

While casual outsiders tend to romanticize costume designers, imagining frazzled Mad Hatters with tape measures in tow, the business side is vital to Long’s work. Up by 5 a.m. to make sketches and answer emails, Long has mastered balancing the creative side



of his job with the organizational skills and business savvy required of any high-level manager. “You don’t just design something,” Long laughs. “In fact, it’s almost a misnomer. It looks very glamorous on TV. Throwing chiffon in the air is one of the images that people have. I technically use pen and ink and watercolor and brush and oil — I use art supplies in the making of our work — but that is a miniscule part of making art. The rest is about organizing, managing, keeping the overview front-and-center at all times. We work on at least a dozen shows at one time, in various stages of comple-

**FROM FAIRY TALE TO REALITY:** William Ivey Long’s ’69, L.H.D. ’04 expert costume designs (bottom) take true shape on stage in a production of “Cinderella.”

tion. At the end of the day, I'm a contractor. It's just like building a house. I draw the plans and then find the people to execute them. And then I have to watch them and check to ensure we're on time and on budget." But just because his work is over-romanticized, that's not to say that Long doesn't believe in the romance behind what he does and the people he works with. "We, maybe as much as anyone, understand wild swings of good and evil, tragedy and celebration," he says. "We explore and celebrate the human condition in all of its various forms. History is still my relaxation. The more you study the creative works of people through the ages, the more you learn that people are all the same — and somehow surprisingly different."



**A**fter leaving the Theater District, we immediately find ourselves walking south into the heart of Times Square, lit up in LEDs and neon. Visited by over 50 million tourists per year, Times Square is rich in costumed Elmos and naked cowboys, wide-eyed guests snapping pictures while solicitors shout something about comedy shows. A fair passel of the world popu-

lation watches the ball drop on New Years' Eve every year, many of them having grown up watching Dick Clark count down from 10 with his smooth voice and earmuffs. Todd Boehly '96 could tell you something about the logistics. After 15 years with Guggenheim Partners — a world leader in financial services with over \$240 billion in assets under management — Boehly stepped down as president in January to focus his energies into his other holdings, including prime media assets such as Dick Clark Productions, Billboard, and Hollywood Reporter. In addition to being one of the five primary partners of the Los Angeles Dodgers and co-owner of the real estate company Cain Hoy, Boehly is also chairman and CEO of Eldridge Industries, "a holding company that owns, acquires, and operates a variety of private businesses" while making use of Boehly's

vast investment knowledge. While that partial résumé sounds high-minded in the extreme, I can tell you that a writer can interview a hundred people over the course of countless hours without being asked about his day. Todd Boehly is the sort of person who will ask you about your day while listening thoughtfully to the answers. Boehly

remembers his own start in New York, looking up at his six-story walkup. "Wow, look at this place," I thought. I used to wonder, 'How does the sewer system work given all these people?' and 'How does the plumbing actually work?' It's an amazing, energetic place."

While finance is clearly Boehly's passion, his attention to people sets him apart. "One of the things I believe in very much is making sure that people get recognition and find rewards beyond just the financial," he says. "A lot of leadership positions are rewarded chiefly by financials. Richard Branson said it very well: 'Train people well enough so they can leave, treat them well enough so they don't want to.' Between a combination of education and recognition — if you're arming people with those two things — then you are going to be extremely competitive as a leader because both of those things are under-represented in most of the environments out there."

Boehly credits William & Mary for being his first exposure to leadership and finance. He arrived at the College with an eye toward being a doctor or a philosopher, but he was instantly taken by the modeling exercises and different studies on businesses he was asked to do in his finance class. "My professors put me in a position to enjoy school because it wasn't all hypothetical and could be applied in the real world," he says. "It was a big moment for me. It helped me engage and enjoy academics more than I had at any other point." Boehly joined Lambda Chi Alpha and met his wife, Katie '95. The couple would later give back to the university by funding the creation of the Boehly Center for Excellence in Finance.

"One of the things I'm focused on with the finance center is figuring out how to take real-world problems and apply them to an academic environment to try to develop solutions," he explains. "Some of the biggest issues are the conversations that aren't being had. If you look at where debt balances are in the U.S., you have to wonder if the country is in the position to withstand massive interest rate rises. Trying to figure out how to brainstorm and solve the biggest problems in the world with William & Mary's support is a win-win because you have college students who are extremely well-placed to study these real-world examples. The professionals have chores every day and can't divert time to these sorts of things, as much as they'd love to. Setting them up in William & Mary's environment is ideal because they have the chance to think and work on these problems while gaining some necessary expertise since problem-solving is the biggest skill out there." For his part, Boehly is happy to provide an ear. "The value in any conversation is really all in the listening. I spend a lot of time listening."



**N**ew York City, 2016. A city of over eight million people swelling by the hour, moving and evolving at thought's speed in the manner of well-dressed, itinerant bees. They move anonymously with their fears and hopes, racked by political concerns and financial

"Trying to figure out how to brainstorm and solve the biggest problems in the world with William & Mary's support is a win-win because you have college students who are extremely well-placed to study these real-world examples."

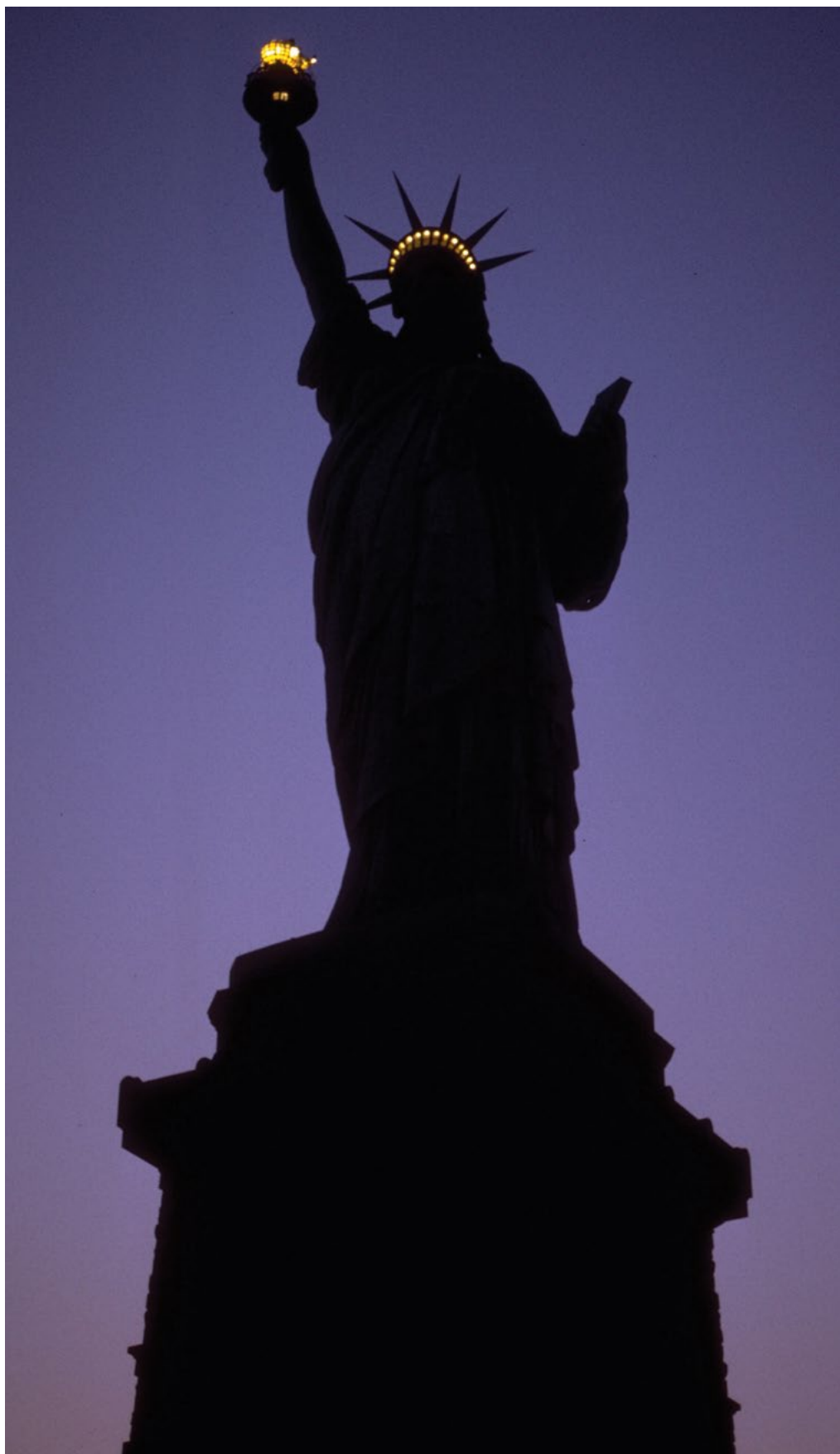
— Todd Boehly '96

burdens and rising sea tides that threaten to capsize Manhattan into the Atlantic, not unlike an isle of myth. Sometimes we question the value of a liberal arts education. Sometimes we look at crumbling political systems and ecosystems and faulty systems of human thought and wonder if there is anyone who can light the way. But there is a reason that grand statue in the harbor, that one calling out to the tired and the poor and the huddled masses, carries her tablet and lifts aloft a 225-ton torch. That light from the sympathizing French represents an inheritance being passed from the disparate systems of enlightened Europe and Africa and greater Asia, a harmony passed from parent to child and teacher to student, embodied in the works of the grand luminaries who came before.

The Greek mathematician Pythagoras began by teaching his students the concept of the monad, a unit of one that contained within it the many. And from there he taught the dyad, two points indivisible by merit of a common thread — the way a tragic hero's strength may hint at a fatal flaw or the way two diametrically charged particles can strike a spark to light a bulb. And from there he conceived of a harmony in which musical scales mirrored not only planets but vowels and the greater chain of evolving bodies. And this measured harmony has something to do with why Plato tells us that the final thing we learn to intellectualize is goodness.

So as Yancey Strickler retires from his day to watch basketball with his wife and young son, there is hope that his Kickstarter will add beauty to this world through a book or a song, a theatrical production all in lights. And as Beth Comstock moves anonymously across Central Park, there is hope her understanding of forms will manifest in energy connections and healthcare solutions, a better way to light a bulb. And as Laura Balcer takes that bulb to shine a pen light into the eye of a weary patient, there is reason to believe that light will shine beyond that treatment to guide her students and colleagues as they follow in her careful steps. And while Ken Himmel double-checks the schematics on the lighting for Hudson Yards, his attention to detail is being eyed by a new generation that benefits from his years of hospitable experience. Todd Boehly may cheer loudly as an electric ball drops or as a Dodger batter sends a home run into the lights, but he will also listen quietly and attentively as the Boehly Center educates the sort of young minds that will better illuminate the globe. And William Ivey Long, of course, will continue to create costumes that glint of history and of story, because sometimes the people need to dance. Sometimes in New York, as we stare up at our six-story walkup, the lesson seems to be that victory is in the dog-eat-dog flight to the top of the ladder. But the lesson — if these leaders are any proof — is that the measured guide we trust most for any steep ascent is almost always the one who will reach down a hand and take us with them. ☺

PHOTO COURTESY OF THE NATIONAL PARKS SERVICE





**A CABIN IN THE WOODS:** *The Lodges were built in the late 1940s to house W&M's fraternities. Since then, they have also served as faculty offices and classrooms, and a favorite on-campus living spot for students.*



# HOME SWEET LODGE

{ BY KELLEY FREUND }

**FOR OVER 60 YEARS, THE LODGES HAVE  
STOOD AT THE HEART OF WILLIAM & MARY.**

A short walk from nearly everything on campus, they have been coveted as the ideal living arrangement — little cabins to serve as homes for bonds forged during time at the College. As the buildings are torn down this summer to make way for an integrative wellness center, we remember life in the loveable Lodges. From talks on the porch to dance parties to frowned-upon rooftop sitting, the Lodges have given us friendships and memories that will last long after they're gone.

## THE BEGINNING

Since this is the beginning, let us state this: There are rules. At an institution where young people are away from home for the first time, there must be guidelines established. For example: don't sit on the roof of campus buildings. But this is college. College kids like to have fun, and what's more fun than sitting on a roof when you're not supposed to? The stories included in this feature might make the Office of Residence Life cringe. But we figured since the Lodges are about to be demolished, so is the statute of limitations.

On to the fraternities. In the early 1940s, then-governor of Virginia, Colgate Darden LL.D. '46, asked the General Assembly to abolish fraternity houses at state-supported institutions of higher learning as living places for students as a guard against "social exclusiveness and snobbery." So the William &

*"We were then carried out of the Lodge and unceremoniously tossed into Crim Dell to be cleaned off."*

Mary Board of Visitors created the Lodge plan, similar to those in operation at Davidson, Sewanee and Swarthmore. This plan was adopted in the belief that such a system would eliminate competitive fraternity housing and would prevent the development of social exclusiveness on campus. The plan would allow fraternities to reduce dues and excessive initiation fees, and therefore make membership fall within reach of every student who desired it.

According to the October 1948 issue of the *Alumni Gazette*, the fraternities, newly reorganized after the war, fought this decision hard. But as the Lodges began to take shape, there was a change in attitude towards the plan. "The mutterings of discontentment became mute and here and there could be heard voices of appreciation and pleasure," it says in the *Gazette*. "The bitter pill became a bonbon. Not only are the Lodges things of beauty and utility, but, in a valiant effort to 'play ball' with the boys, the administration has drawn extremely liberal social and financial regulations to govern the use of the Lodges."

For Ron Stewart '70, his first visit to a lodge was in the spring of 1966 when he visited William & Mary on a wrestling recruiting trip. After watching the spring football game, his escort took him and his date to the Sigma Nu Lodge to attend their party, which Stewart remembers as a wild affair as the end of spring football signaled a need for the Sigma Nu players to blow off some steam.

Stewart says his time spent in the Lodges were some of the most memorable of his college career. He remembers being initiated into Theta Delta Chi

in 1966 and sitting in front of the fireplace in Lodge 2 with his fellow pledges as various liquids were hurled in their direction. "We were then carried out of the lodge and unceremoniously tossed into Crim Dell to be cleaned off," says Stewart.

As a part-time job, Stewart worked for Jimmy Seu and Ed O'Connell, who owned the Colonial Restaurant (until recently the Green Leaf Cafe). Every Sunday morning, Stewart would borrow O'Connell's old station wagon and drive through the Lodges collecting the empty beer kegs to return them to the Colonial. "Ed paid me \$1 for each empty keg returned so on a good Sunday morning I could earn a quick 10 bucks — which went a long way in 1968."

Over the next two years, Stewart remembers many weekend parties where the room was so crowded it was impossible to dance. "Everyone was crowded into a relatively small place, jostling each other as music blared, and after building up a good sweat you could step out on the back porch, only steps away, to cool off," says Stewart. "All that was lost when we moved into the brand new fraternity complex where we partied in the vast expanse of what felt like the open basement of a dormitory — which is what it was. The intimacy was gone. We did continue to use the cleansing powers of Crim Dell, however."

For Stewart, his favorite memories from life in the Lodges were trips down to the Crim Dell to throw someone in the water. "Since it was done to us as pledges, we felt we had to keep that tradition alive," says Stewart. "Any infraction — real or imagined — was reason enough for three or four brothers to administer the punishment. There probably isn't a Theta Delt of my generation that escaped at least one dunking."

## THE FACULTY YEARS

John Conlee has had some great offices in his nearly 50 years at William & Mary — he claims his current one, the South Outhouse, is without equal, but he loved his years in Lodge 10, where the large bedroom served as his office. It had a private bathroom, including a shower, and Conlee would often play tennis at 7 a.m. on the old Adair courts, then shower in his office and be ready to teach by 9:30. The living room of the lodge was his classroom, just 10 steps away. In the summer, Conlee would sometimes take a break from writing and sit out on the deck and read novels.

After fraternities moved out of the Lodges and into new housing in the late 1960s, the buildings served as classrooms and faculty offices, and many professors like Conlee worked and taught in the spaces. To the many staff that remained in normal academic buildings, it seemed like banishment to the edge of campus. But the ones fated to work in the Lodges saw it differently.

"Most of the English Department offices at that time were on the third floor of the Wren Building, and those of us relegated to the Lodges were considered by

**LIFE IN THE LODGES:**  
(clockwise from top) A Lodge photo from the 1962 Colonial Echo; A gathering of the Sig Phi Epsilon fraternity and Tri Delta sorority outside the Sig Phi Epsilon house in 1962; Some illegal rooftop sitting; Lodges 1, 3 and 5 are demolished in 1994 to make way for the new University Center, later renamed the Sadler Center.



PHOTOS COURTESY OF SWEM ARCHIVES



**LODGE LAYOUT:** *With three bedrooms, a front and back porch, kitchen and common area, the Lodges gave residents plenty of living space.*

many of our colleagues to be somewhere in the outer orbits,” says Conlee. “But we loved it and considered ourselves extremely fortunate. I feel quite nostalgic about Lodge 10 and rue its impending demise.”

When Bob Scholnick began his time at William & Mary in 1967, he was in one of those offices on the third floor of the Wren. He could look out and see the Capitol from one window and then go to another window and look across the Sunken Garden. He felt he had arrived someplace special.

But sharing the office with two colleagues made it difficult to concentrate on his own scholarship, class preparation or meeting with students. “After a

few years when I was assigned to a former fraternity lodge, I had mixed feelings,” Scholnick says. “Was I being exiled to the remote reaches of the campus? Or was this a place that would enable me to work productively?”

Bob Fehrenbach, Bob Maccubbin and Bob Scholnick were all assigned offices in one of the Lodges. Each had a private office and shared a telephone. That made for some confusion, especially when the phone rang and someone asked to speak with Bob.

But Scholnick found the Lodge worked well as a classroom. “That very off-beat quality could stimulate creative approaches to learning,” he says. “After a while, I came to view my exile from the Wren Building as a special opportunity to write and research, to teach, and to meet with students,” Scholnick continues. “I realize how fortunate I was early in my career to share the building with two Bobs and some extraordinary students. I did some of my best teaching of American literature in a former fraternity lodge. I’m almost tempted to say that I’ll drink to that — but not with students and certainly not in an academic building.”

## THE SHENANIGANS

“It seems to be the trend when you put seven 22-year-olds under one roof for a year, foolish and dangerous games tend to be invented,” says Adam Gismondi ’05. “We fit within that lineage.”

Gismondi lived in Lodge 8 during his senior year at William & Mary. Gismondi and his roommates dubbed Lodge 8 “The Ocho,” a reference to the movie “Dodgeball” and in recognition of the fact that they had an unofficial eighth resident that would use their lodge as a break room between classes.

One of Gismondi’s roommates was into rock climbing, and shortly after they moved in, this particular roommate hung rock climbing practice grips from the wooden beams that stretched above the central room. “Over the months, this feature of the Lodge led to many of us using the grips out of habit, and it eventually led to a most vicious game that can only be compared to American Gladiators matches of the late 1980s,” says Gismondi. “It involved each participant hanging from an individual grip and trying to kick down their opponent; matches routinely lasted less than 10 seconds.”

By October, the group turned the Lodge into a Haunted House for charity. “In doing so, we violated countless rules and drove our RA to usher in a new era in which his sole request was knowing when to avoid the Lodge,” says Gismondi.

They also had a drummer in the Lodge with a penchant for unannounced band practices on weekend mornings. According to Gismondi, “From a distance, the situation was funny and enjoyable (you could hear the band from the Sunken Garden), but up close, once you heard the amps plug in, all you felt was anguish.”

PHOTOS: SKIP ROWLAND '83

Other Lodges throughout the years were not immune to the same type of shenanigans that went down in the Ocho.

“I’d be remiss if I didn’t mention our Lodge’s greatest contribution to society,” says one anonymous Lodge resident. “The game of Fruit Cutter. The game of Fruit Cutter was determined by the state of fruit inside the Lodge. As it rotted, games drew closer. The game was simple. Players would take the spoiled fruit to the front of the Lodge (for public viewing) and stand on opposite sides of the front lawn. Players would also have large knives, and when it was your turn to have fruit thrown in your direction, your objective was to slice it mid-air. We believe a game developer watched one of our rounds and created the international smartphone app phenomenon ‘Fruit Ninja,’ but we have no proof. Sometimes, speculation is enough.”

Sometimes just getting placed into a lodge requires some shenanigans. Ron Stewart’s daughter, Megan Stewart Bowder ’98, had the opportunity to live in a lodge when one of her friends was selected to be an RA in Lodge 12. Since no one else among her group had a great housing lottery number, they actually “campaigned” to get placed in the same lodge, mailing fliers to rising seniors that said, “Just say no to Lodge 12.”

## THE FUTURE

Marjorie Lee ’98 topped off an amazing time at W&M by living in Lodge 4 her senior year. She recently ran a half marathon that took her right past it in the homestretch into Zable Stadium.

“I was sad to hear they’re being knocked down but I know things can’t stay the same forever. I’m impressed when I go back to campus and see the improvements since the ’90s. I trust that the William & Mary community continues to make the right decisions to continue to move the school into the future.”

This summer, the Lodges will be demolished to make way for an integrative wellness center. (The Daily Grind will remain.) The McLeod Tyler Wellness Center will house the four departments that make up the thematic area of health and wellness in student affairs: the Student Health Center, the Counseling Center, Health Promotion and the wellness components of Campus Recreation. The new wellness center will play a key role in helping students maintain healthy minds and lifestyles (see page 26).

The university is moving forward. But even after they’re gone, the Lodges will continue to conjure up memories in alumni from all eras as they recall the friendships established inside Lodge walls.

“On a campus full of quirks (architecturally and socially), the Lodges were yet another beloved oddity,” says Gismondi. “A series of mini-cabins that served as one-year homes for the friendships you had formed over your years. They allowed you

*“... In doing so, we violated countless rules and drove our RA to usher in a new era in which his sole request was knowing when to avoid the Lodge.”*

to live with a group of friends before scattering around the country.”

“Some of my closest friends today are guys I met at the Lodge, partied with at the Lodge, went to or participated in their weddings and got to meet their children later in life,” says Stewart. “I developed a bond with those guys stronger than with anyone who I ever lived next door to in a dorm or with whom I went to class.” ☺

*As the Lodges are torn down to make way for the new McLeod Tyler Wellness Center, the university has set aside some memorable keepsakes for purchase so you can always remember your home away from home. Please contact Yvonne Phelps-Bey at [ysphelpsbe@wm.edu](mailto:ysphelpsbe@wm.edu) for more information. All proceeds from the sales will benefit the Residence Life Fund.*

**IDEAL SPOT:** (top) The Lodges have been a coveted on-campus housing pick in part to their central location on campus and their picturesque setting in the woods. (bottom) An aerial view of the Lodges.







# TRIBE

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## GREENHOUSE EFFECT

*Built in 1969, the Biology Department's greenhouse on the roof of Millington Hall encompassed 4,000 square feet and represented a range of plant families, as well as student and faculty research projects. The third phase of the Integrated Science Center building project will see a new greenhouse atop ISC 2.*

PHOTO: STEPHEN ALLEN



# Life on the Front Lines

PIONEERING ONCOLOGIST DR. VINCENT DeVITA LOOKS BACK ON 50 YEARS —  
AND LOOKS AHEAD TO VICTORY IN THE WAR ON CANCER.

**ALUMNI PROFILE** In 2009, Dr. Vincent DeVita Jr. '57, D.Sc. '82, an internationally renowned oncologist, was diagnosed with advanced prostate cancer. His prognosis looked grim.

DeVita spent the first week in a daze. "I was viewing the information from the eyes of a doctor who's seen patients die of this disease, and imagining the worst," DeVita says. "So I got a colleague to help me. He took my case, blinded my name, and presented it to all the leading neurologic surgeons.

"Most of them, including the most famous one in this country, said they would not operate on me."

As DeVita recounts in his new book, *The Death of Cancer* — co-written with his daughter, Elizabeth DeVita-Raeburn '88 — he eventually found a surgeon willing to operate. He remains cancer-free today.

DeVita's experience reinforces the primary message of his book: we are winning the war on cancer. "We can now successfully treat 68 percent of all people with cancer," he says. "When I started out, it was 38 percent."

But, he argues, we could and should be doing even better. "Too often, lives are tragically ended not by cancer but by bureaucracy, by review boards, by the FDA, and by doctors who won't stand by their patients or who are afraid to take a chance."

"There's information in the book that I think people with cancer, or family members with cancer, need to know about the way that oncology is practiced in this country that is not talked about by the establishment," Elizabeth adds.

DeVita is uniquely qualified to tell the inside story about the war on cancer. As a young doctor at the National Cancer Institute (NCI) in the 1960s, he helped to pioneer the use of combination chemotherapy and developed the first successful treatment for Hodgkin's lymphoma. He went on to play a pivotal role in the passage of the National Cancer Act of 1971.

In 1980, President Carter appointed DeVita director of the NCI and the National Cancer Program, a position he held until 1988. DeVita subsequently served as physician-in-chief at Memorial Sloan Kettering Cancer Center and director of the Yale

Cancer Center. DeVita is also co-editor of the leading textbook on cancer, now in its 10th edition.

"For the past half-century, he has been at the forefront of the fight against one of the world's most feared diseases," writes *New Yorker* reviewer Malcolm Gladwell. "And in *The Death of Cancer* he has written an extraordinary chronicle."

## PIONEERS AND HEROES

DeVita began his career intending to become a cardiologist, not an oncologist. If not for an encounter with William & Mary chemistry professor Alfred Armstrong, however, he might not have become a doctor at all.

"I was walking on campus and he was walking ahead of me," DeVita recalls. "I was trying to make sure I didn't walk fast enough to catch him." DeVita, a chemistry major, had recently joined a fraternity and knew his grades were slipping.

"I can take you almost to the brick where he stopped. He turned around and talked to me for five to 10 minutes about what was happening with my grades and why. I didn't realize somebody was watching out for me. I just pulled up my socks and wound up doing very well.

"When I was given an honorary degree at William & Mary, he came to the podium and he had a copy of one of my tests. He'd saved a pipette that I'd made — it was very touching."

"That interaction — that's part of the strength of the school," says Mary Kay Bush DeVita '57, who met her husband while they were undergraduates at the College.

After graduating from medical school with honors from George Washington University thanks to his rigorous undergraduate training, and completing his advanced training, DeVita sought a position at the National Heart Institute to fulfill his public service obligation during the Vietnam War. By his own admission he "blew the interview" and fate landed him at the NCI as a clinical associate in the fall of 1963.

At that time, few scientists were focused on finding new treatments for cancer. "As a newcomer to the field back in those days, the thought that you

PHOTO: DON HAMERMAN

**FAMILY AFFAIR:** *Onocologist Vince DeVita Jr. '57, D.Sc. '82 (left) with wife Mary Kay Bush DeVita '57 (right) and their daughter, Elizabeth DeVita Raeburn '88.*





“I THOUGHT I HAD A LOT OF EMPATHY WITH PATIENTS AND THEIR FAMILIES, THAT I UNDERSTOOD WHAT THEY WERE GOING THROUGH, BUT I HAD TO EXPERIENCE IT MYSELF TO REALLY UNDERSTAND.”

could actually cure cancer with drugs was considered a higher form of insanity,” DeVita says. “Everyone knew you couldn’t cure cancer. And if you couldn’t cure it, you didn’t treat it. And if you didn’t treat it, it was indeed incurable.”



**ON THE JOB:** *DeVita discusses lab results with a researcher at Yale Cancer Center where he served as director from 1993-2004. He is now the Amy and Joseph Perella Professor of Medicine at Yale.*

DeVita found himself working with a group of maverick doctors led by Tom Frei and Emil Freireich, who were developing a protocol using combination chemotherapy to treat childhood leukemia. “I wasn’t sure if these scientists were maniacs or geniuses,” he recalls in the book. (He recounts a raucous party he and Mary Kay attended early on, where the 6-foot, 4-inch Freireich ended up passed out in the bathtub.)

Inspired by Frei and Freireich’s results, DeVita and colleague Jack Moxley set out to develop a drug protocol for Hodgkin’s lymphoma, which at that

time was nearly always fatal. They came up with a combination of four drugs called by the acronym MOMP. The results of the first trial were remarkable — 12 of the 14 patients went into remission — but the medical establishment remained unmoved.

DeVita and Moxley then refined the combination, creating MOPP, which had a four-year remission rate of 80 percent. Many skeptical doctors were finally ready to acknowledge the efficacy of combination chemotherapy. In 1972, DeVita shared the prestigious Lasker Award with Frei, Freireich and other NCI pioneers. Chemotherapy, later termed medical oncology, became an official subspecialty of medicine in 1974.

For DeVita, the real heroes of the story are not the doctors, but the patients. Without the drugs available today to alleviate the side effects of chemotherapy, patients receiving the MOPP regimen suffered constant bouts of vomiting, mouth sores, and more.

“The people who had the guts were the patients who put their lives in our hands. They were told they were going to die and thought they had little to lose — but still, we were young, in our early 30s. Medically, it was courageous. That’s why we dedicated the book to them.”

#### A PRIVATE BATTLE

Promoted to director of the cancer division and then chief of medicine at the NCI, DeVita became a public face in the war on cancer throughout the 1970s — meeting with Congressmen and government officials, testifying on Capitol Hill, and fighting interagency battles. At the same time, DeVita and his family were fighting a very private battle of their own.

In 1972, Vincent and Mary Kay learned that their 9-year-old son, Ted, had developed an extremely rare condition called aplastic anemia. His bone marrow was no longer producing blood cells and platelets, making him defenseless against infection. Elizabeth was only 5 years old at the time.

Ted spent the next eight and a half years in a specially designed laminar airflow room at the NCI, originally designed for leukemia patients, just one floor above the wards where his father treated cancer patients. The only human touch he experienced was through plastic gloves. DeVita explored every possible avenue to find a treatment. “We tried to do with my son what I’ve done with other patients, but we just didn’t succeed,” he says.

“I thought I had a lot of empathy with patients and their families, that I understood what they were going through, but I had to experience it myself to really understand.”

PHOTO COURTESY OF FARRAR, STRAUS AND GIRONX

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**DIRECTOR DEVITA:**  
(Above) DeVita stands for his official portrait after being appointed director of the National Cancer Institute by President Jimmy Carter in 1980. (Right) DeVita was reappointed director by President Ronald Regan in 1981.

From their vantage point on the front lines in the cancer battle, the DeVitas have seen numerous families shatter from the impact of coping with a deadly disease. Vince DeVita credits his wife for holding their own family together. “Mary Kay was the strongest person I’ve ever seen during this,” he says. “I could hide in my job and have my mind directed away from it; Mary Kay and Elizabeth couldn’t.”

In 2004, Elizabeth published *The Empty Room: Understanding Sibling Loss*, a recollection of her life with Ted and a deep exploration of the impact of losing a sibling. “Elizabeth bore a burden that we didn’t appreciate until she wrote the book. We tried to protect her from information,” DeVita says. “All it was doing was making her more frightened.”

“Everything about me is related to that experience,” Elizabeth says. “In terms of the work that I do, it’s very informed by it. I can see the full spectrum when I’m writing about science, what it means for the patient. The projects that I pick are about making things better for someone, because otherwise it’s not worth my life’s energy.”

“It certainly defined us as who we are today,” Mary Kay says. “It brought out the best in all of us, including our son.”

“He was a little boy when he went into that room and he became the most amazing young man. He conquered the room.”

On May 27, 1980, Ted finally succumbed to his disease. Two months later, DeVita was sworn in as director of the NCI. In his official portrait, the NCI’s clinical center appears in the background, with the window of Ted’s 13th floor room clearly visible.

#### **FATHER-AND-DAUGHTER CO-AUTHORS**

During DeVita’s tenure as NCI director, Swem Library contacted him with a request for his papers. By this time, he’d saved files and files of irreplaceable documents that others wanted to toss. Swem agreed to take it all.

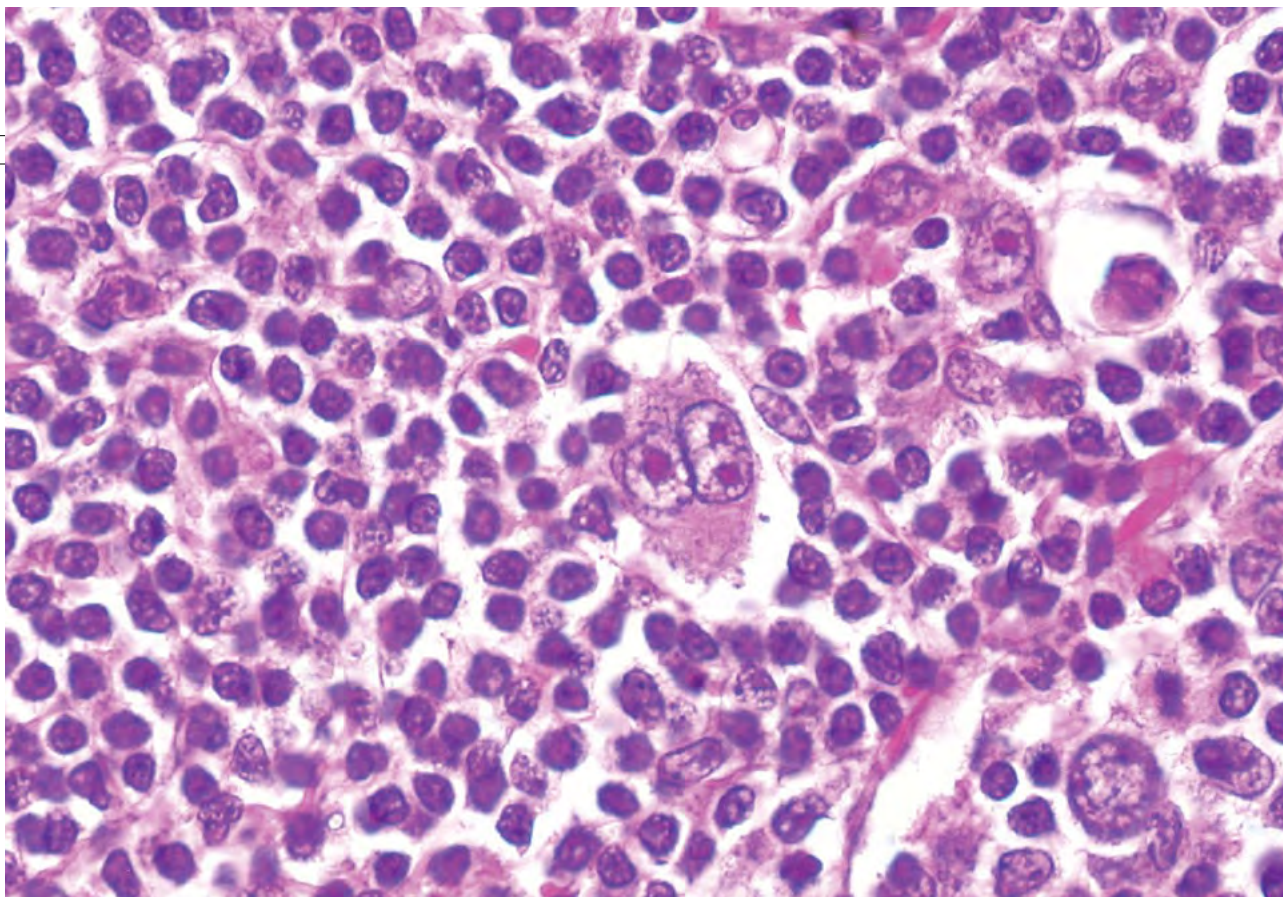
In an NIH oral history recorded in 1997, DeVita told the interviewer, “I received a letter from William & Mary a year ago that they had now catalogued everything. All I have to do is find the time to write a book on the war on cancer.”

It would take almost two decades, but DeVita eventually did find the time to begin work on *The Death of Cancer*. In the intervening years, he lobbied relentlessly for advances in the lab to be quickly translated into patient treatment.

His initial experience “in the real world of cancer care” as physician-in-chief at Memorial Sloan Kettering Cancer Center — considered the premier cancer institution in the country — was disheartening, and he spent five years butting heads with physicians and administrators. (When he resigned



PHOTOS COURTESY OF FARRAR, STRAUS AND GIROUX



in 1993, his boss reportedly told the department chairs, “The problem with Vince is that he wants to cure cancer.”)

DeVita has seen continued improvements since that time at his own institution, Yale Cancer Center, and throughout the country. He contends in *The Death of Cancer*, however, that we could be curing an additional 100,000 patients a year.

In setting out to write his book, DeVita knew that he’d need a co-author. “People told me it’s always a mistake to work with your family,” he says. “But I realized that Elizabeth had a lot more information since she was with us for the whole process. So she took over.”

DeVita handed his daughter a manuscript of 320,000 words. He got back 110,000 words. “I almost had a heart attack,” he says. “But then I read it and said, ‘This is good.’ She recognized the good stories. She also brought a lot of warmth. Many times Elizabeth and Mary Kay would be sitting there talking with me, and Elizabeth would ask, ‘Well, where were you, what was happening at the office, what does the office look like, what color are the walls?’ — things that I would never, as a medical person, bring into a story. I knew she was good; I just didn’t realize how good she was.”

For Elizabeth, the collaboration gave her an opportunity rarely available to children to view the full scope of a parent’s life. “I was there for it, but my perspective was that of a child. Working on

the book, I got to understand my father’s life in a much more in-depth, rich way than I would have otherwise.”

“It turned out to be an absolutely fabulous experience,” DeVita says. “Writing the book with Elizabeth was one of the greatest experiences of my career.”

#### ‘THE BEST IS YET TO COME’

Now the Amy and Joseph Perella Professor of Medicine at Yale, DeVita has no plans for retirement. He is consulting with Congress on the new National Cancer Moonshot Initiative, headed up by Vice President Joe Biden, and working on the 11th edition of *Cancer: Principles and Practice of Oncology*.

DeVita will be on sabbatical this fall, and the family will come home to William & Mary. He and Elizabeth plan to review his papers in the Swem archives with the intention of writing a second book.

Under the tutelage of Frei and Freireich, DeVita learned never to give up hope. “To dedicate yourself to helping people survive, especially to survive this disease, you had to be an eternal optimist,” he writes.

He remains optimistic. “If a doctor tells you, ‘There’s nothing I can do for you,’ find another doctor. There’s something we can do for virtually anyone with cancer. And the best is yet to come.”

— SARA PICCINI

**INNOVATOR:** *A microscopic view of Hodgkin’s lymphoma. As a young doctor at the National Cancer Institute in the 1960s, DeVita helped to pioneer the use of combination chemotherapy and developed the first successful treatment for the disease.*



# Part of the Tribe

SIX FRIENDS JOIN THE RANKS OF WILLIAM & MARY HONORARY ALUMNI

**HONORARY ALUMNI** Each year, the William & Mary Alumni Association recognizes a select few friends who have demonstrated a lasting commitment to and genuine affinity for the university, even though they are not graduates. On Friday, May 13, 2016, during a ceremony at the Alumni House, six dedicated individuals were welcomed into the Alumni Association as honorary alumni.

**JOHN DALY** has served as the head coach of the women's soccer team for the last 30 years. He has guided William & Mary to an NCAA-record 35 consecutive winning seasons, including 10 CAA titles and 21 NCAA Tournament appearances. He has won five CAA Coach of the Year Awards and seven Regional Coach of the Year Awards.

**MICHAEL FOX** has been an important part of William & Mary, aiding three presidents as chief of staff and serving as secretary to the Board of Visitors. Before that, Fox was head of government relations, where he built strong relationships with key leaders in Richmond, Va. He has worked behind the scenes on nearly every project of significance that the university has undertaken, including the university's signature events of Opening Convocation, Charter Day and Commencement.

**ROBERT GLACEL** has served William & Mary by arranging for W&M students to intern every year at the U.S. Mission to NATO in Brussels, Belgium. The U.S. Mission to NATO usually hires graduate students from across the country. William & Mary is unique in that not only did the school have annual reserved placements for its students thanks to Glacel, but it was able to consistently send undergraduates to gain these same experiences.

**JOE & SHARON MUSCARELLE** have been involved with the Muscarelle Museum in many capacities, from taking active roles on the board to making a commitment of \$2.5 million to expand the museum. Because of their support, the museum has increased attendance, quadrupled membership and increased revenue.

**DEBORAH SPIRN** assists at many 12th Man Club half-time receptions for Tribe soccer. In 2004, Spirn planned a surprise retirement party for men's soccer coach Al Albert '69, M.Ed. '71, which brought nearly 300 former and current players and their families to Williamsburg. She has also served on the Lord Botetourt Auction Committee and helps support the Law School and the Muscarelle Museum.

—KELLEY FREUND

**NEW COHORTS:** *The 2016 honorary alumni recipients are welcomed into the Tribe family by William & Mary President Taylor Reveley (far left) and Chancellor Robert M. Gates '65, L.H.D. '98 (far right).*



PHOTO: SKIP ROWLAND '83

# WILLIAM & MARY ALUMNI HOUSE



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## *A Woman's Perspective*

INAUGURAL SUMMIT INSPIRES NEXT GENERATION OF FEMALE LEADERS

**ALUMNAE INITIATIVES** Excited chatter and spirited conversations filled the air at the Raymond A. Mason School of Business last March when more than 200 women came together as part of the inaugural William & Mary Women's Leadership Summit and Stock Pitch Competition (WLS).

The daylong summit included William & Mary's first-ever women's stock pitch competition and a series of panel discussions and speakers designed to offer a uniquely female perspective on building a successful career. More than 140 undergraduates met peers from 13 universities and spoke about personal goals with 60 professional women from across the nation.

"It was a great opportunity for like-minded women to come together and set a strong foundation to start their careers. It is inspiring to see so much potential

in this next generation of female leaders," says Rhian Horgan '99, a 17-year veteran of the financial services industry who served on the summit's advisory board.

"Many of the professional attendees were alumni who graciously came back to help enhance the William & Mary education," says Julie Agnew '91, WLS co-founder, associate professor of finance and economics and director of the Boehly Center for Excellence in Finance. "To have all these amazing women in the same room on the same day was truly incredible. Best of all, the participants walked away with real skills to use in their future careers."

Katherine Guthrie, WLS co-founder and advisor for William & Mary's Women in Business Club and Smart Woman Securities, agrees. "The summit reflected the aims of William & Mary's Women in Business Club, to promote confidence, exploration and drive in all

PHOTO: EMMA WEST

“IT WAS A GREAT OPPORTUNITY FOR LIKE-MINDED WOMEN TO COME TOGETHER AND SET A STRONG FOUNDATION TO START THEIR CAREERS.”

women at the College. We continue to spearhead events that enable women to engage with dedicated professionals in order to gain a broader understanding of their interests and the business world.”

Alice Davison, a vice president at Capital Group, member of the WLS advisory board and William & Mary parent, was also instrumental in making the summit possible. “Judging by the incredible turnout, there is clearly an unmet need,” says Davison. “It is amazing to see so many women willing to put themselves out there.”

WLS participant Christina Danberg ’18 found the most influential aspect to be the caliber of women who attended. “I was so impressed by all the women I met and so grateful for the opportunity to make connections I would not otherwise have possibly ever made.”

Two keynote speakers shared their personal advice about being a woman in business. During lunch, Janice Min, co-president and chief creative officer of The Hollywood Reporter-Billboard Media Group, highlighted 10 tips she has learned in her career, including the importance of knowing what you don’t know.

“Secure people share power — insecure people hoard it,” says Min. “Remember who you are. It will give you the confidence few others have.”

Karen Griffith Gryga ’87, managing partner and chief investment officer for DreamIt, offered a sec-

ond keynote address during dinner. Gryga encouraged attendees to always be asking “What’s next?” and to be willing to take a chance.

“Women are not always good at telling their own stories,” says Gryga. “Don’t be afraid to self-advocate and always be sure to have fun and be passionate about whatever you do.”

Another William & Mary alumna, Laura Keehner Rigas ’01, led a panel focused on communicating your personal brand through managing your online presence and developing an elevator pitch.

“This summit offers incredible exposure and empowerment to these young women,” says Rigas. “I wish I had this opportunity as an undergrad. I feel honored and excited to be here learning from each other.”

For Valerie Cushman, William & Mary’s director of alumnae initiatives, WLS was a step toward creating a campus-wide event that will engage alumnae and students across many disciplines and all William & Mary schools.

“We hope to bring together alumnae and women faculty and students in a signature event to celebrate 100 years of co-education in 2018-19,” says Cushman. “It’s a great way for alumnae to engage with William & Mary, each other and with current students.”

—KRISTYN ALLRED



**EMPOWERMENT:**  
(previous page) The William & Mary Women’s Leadership Summit provided an opportunity for alumnae and students to discuss the female perspective on building a successful career. (left) New York University took home the first-place prize in the Stock Pitch Competition.

PHOTO: WILFRED BLOOD





**Renee Davis '94**  
*Managing  
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## 8. BOSTON

The chapter partnered with Michael Steelman, the director of alumni career management and professional networks, to plan a Breakfast & Business Cards networking event in June, the first of many alumni networking opportunities coming to Boston.

## 9. NEW YORK

In May, the NYC alumni

chapter enjoyed Tribe Thursday with a joint happy hour and trivia night at the aviation themed bar Flight 151. The chapter switched gears in June and brought picnic blankets to Central Park for a classical evening at the Philharmonic Concert.

## 10. PITTSBURGH

In April, the chapter joined together for a day of service as they participated in Clean-Up Pittsburgh, an organization whose mission is to improve the environment through litter and

illegal dumping prevention, clean-up and enforcement. In May, Pittsburgh area alumni gathered and added a twist to Tribe Thursday by hosting a scenic lakeside happy hour at the OTB at the North Park Boathouse. The chapter rooted for the home team in June and held a tailgate for the Pittsburgh Pirates baseball game along with members of the Ivy Plus Society.

## SOUTHEAST

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**Gerald Bullock**  
**M.Ed. '97**

*Senior Director,  
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## 11. ATLANTA

Atlanta-area alumni continue to host regular Tribe Thursday happy hours to allow fellow alumni to gather and

socialize. In May, Tribe Thursday was held at Murphy's Restaurant, where Ryan Woolfolk '12 is the wine manager.

## 12. CHARLESTON

W&M Charleston-area alumni of all ages joined together in May to tailgate and watch Tribe baseball take on the College of Charleston at Patriots Point Baseball Field. Later in May, the chapter's regularly held Alumni Golf Day allowed Tribe faithful to gather at the Patriots Point Golf Links for a day on the course. In June, Charleston-area alumni attended a free tasting at High Wire Distillery before heading over to Barsa Lounge & Bar for their annual business meeting.

### 13. CHARLOTTE

In April, Charlotte-area alumni gathered at Old Mecklenburg Brewery for a spring-time happy hour.

## 14. TRIANGLE

In May, alumni gathered at West End Billiards for Bar Games & Bites and to discuss future upcoming chapter events! Alumni in the Triangle, N.C., area came together in June for a potluck picnic and some early summer fun at Fred G. Bond Metro Park.

## 15. SOUTHWEST FLORIDA

In April, Sarasota-area alumni attended

dinner and a performance by the Sarasota Orchestra at the Van Wezel Performing Arts Center. Playing in the orchestra was Flavia Zappa Medlin M.Ed. '90. Alumni in the Naples area kicked off a new monthly happy hour on the third Tuesday of every month at Paradise Wine.

## CENTRAL

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**Robert Waggoner**

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## 16. CHICAGO

In April, Chicago alumni welcomed a contingent of professors, graduate students, and undergraduates to Elephant and Castle Restaurant downtown for a reception celebrating the group's participation in the Midwest Political Science Association conference. Before presenting their research to academics from around the country, the faculty and students gave alumni in attendance a firsthand look at their work from the past year. Alumni also participated in a spring service event at Augustus Tolton



Catholic Academy, painting, landscaping, and helping to beautify the campus for the school's students.

#### 17. HOUSTON

Alumni in the Houston area received the special privilege of VIP entry into the WorldFest Houston International Film Festival in April, courtesy of Hunter Todd '61, the festival's chairman and founding director. Todd's generosity gave

alumni access to all film premieres and master classes, as well as entry to the Opening Night Gala and closing festivities. In May, the chapter welcomed alumni and their families to their annual chapter barbecue at Ashfield Gardens Clubhouse.

#### WEST

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##### **Kathleen Daugherty**

*Senior Director, Regional & International Advancement*  
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#### 18. SAN FRANCISCO

San Francisco alumni enjoyed a family friendly three-mile hike through Picchetti Ranch Preserve, ending with a wine tasting at Picchetti Winery, one of the oldest wineries in California. Later in May, alumni came

together for professional networking at the Energy Solarium at NEMA for a Breakfast & Business Cards event courtesy of Michael Steelman, director of alumni career management and professional networks.

## ONE TRIBE ONE DAY

### GIVING BACK

One Tribe One Day 2016 was a tremendous success. Through a combined effort between the Office of Regional Alumni Engagement and Regional & International Advancement, 37 celebrations were held in cities across the world. We'd like to thank our chapters, hosts and sponsors for their continued support and dedication to William & Mary and for helping to make One Tribe One Day one for the record books!

## UPCOMING EVENTS

### SCHOOL OF EDUCATION

**September 15** – Hauben Distinguished Lecture by Pedro Noguera, a Distinguished Professor of Education in the Graduate School of Education and Information Sciences at UCLA. His research focuses on the ways in which schools are influenced by social and economic conditions, as well as by demographic trends in local, regional and global contexts. The lecture will take place at the School of Education.

## PROFESSIONAL NETWORKS

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#### Questions?

Email Michael Steelman, William & Mary's director of alumni career management and professional networks, at [masteelman@wm.edu](mailto:masteelman@wm.edu).

**UPDATE YOUR INFORMATION** To ensure that you stay up to date with the latest W&M news and events, please be sure to update your information by using this link: <http://a.wmalumni.com/updateyourinformation>.

“Though both of us  
attended other colleges,  
we are delighted to  
be a part of the  
William & Mary  
family.” — *Jim and Judith Bowers*



**J**im and Judith Bowers have always shared a passion for learning. Since retiring to Williamsburg many years ago, they have enjoyed the variety of courses offered through William & Mary's Christopher Wren Association for Lifelong Learning.

“The College adds so much to the quality of life we enjoy in Williamsburg,” says Jim. “I guess you could say we’ve ‘adopted’ William & Mary like so many do when they move here,” Judith adds.

Their passion for learning and their appreciation for William & Mary inspired the Bowers to include the College in their estate plans. With assistance from the Gift Planning Office, the couple revised their revocable trust to include bequests establishing a professorship in the Arts and Sciences and an endowment for Swem Library.

Jim and Judith say their greatest hope is that their bequest will help ensure that for future generations, William & Mary remains an important starting point on the road of lifelong learning.

*For assistance with your  
charitable plans, please contact:*

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