

# W&M

ALUMNI MAGAZINE • SPRING 2018

**INTRODUCING  
PRESIDENT-ELECT  
◀ KATHERINE A. ROWE**

G.I. GINNY REFLECTS ON  
FORGOTTEN THEATRE

FROM CHICAGO TO  
THE END OF THE WORLD

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COVER PHOTO: ERIC LUSHER

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PHOTO: STEPHEN ALLEN





### PBK RENOVATION

This summer, the theatre and speech departments will move out of Phi Beta Kappa Memorial Hall in preparation for the building's renovation. The project is part of the Arts Quarter project, which also includes the construction of a new music facility and The Martha Wren Briggs Center for the Visual Arts, as well as the renovation and expansion of Andrews Hall and facilities for art and art history.



## ALUMNI FOCUS

# Honoring Alumni

BY SUE MANIX '79

*President, William & Mary Alumni Association*



One of the great privileges of leading the William & Mary Alumni Association (WMAA) is welcoming our newest alumni over Commencement weekend. In addition to William & Mary's most

recent graduates, we also welcome honorary alumni. We could not be more delighted to be including Taylor and Helen Reveley in these auspicious ranks. With Taylor at the helm, and Helen his partner at every turn, William & Mary has made great progress. On behalf of all alumni, we thank them for their leadership.

During Taylor's tenure he has challenged us to pursue world-class alumni engagement. Our *For the Bold* campaign positions alumni engagement as one of our three audacious goals. We have been encouraged to show our Tribe Pride and share our unique talents with each other and the university. We've made progress on both fronts.

The WMAA has been investing in programming to support what you've told us matters most to you as alumni. One wonderful example is the work Michael Steelman has been doing in career management and professional networking, which is featured in this issue (see page 58). We are also building a robust volunteer portal to better match alumni with opportunities to give back to William & Mary and connect with other members of the Tribe.

This April, we broke ground on the Alumni House expansion, which will offer state-of-the-art space to match

the excellence of our alumni programming. Thanks to the incredible generosity of Hunter J. Smith '51 and many others, this project is underway with completion planned for spring 2020. The Alumni Leadership Fund, through donations from alumni and friends like you, continues to play a critical role in our ability to deliver new and innovative initiatives, and we appreciate your ongoing support and partnership. We look forward to welcoming you to our new home!

We also hope you'll join us for William & Mary Weekend, which will be held in Chicago on June 1-3, 2018. All weekend long, experience the best of Chicago and the best of William & Mary through exclusive behind-the-scenes tours of iconic locations, including the Lyric Opera, Wrigley Field, the Field Museum and so much more. Learn more and register at [weekend.wm.edu](http://weekend.wm.edu).

# W&M

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VOLUME 83, NUMBER 3

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OUR ALUMNI COMMUNITY  
IS GROWING...

## AND SO IS THE ALUMNI HOUSE!

The expanded Alumni House will create a welcoming new entryway to campus that conveys the important role that our more than 100,000 alumni play in the life of the university. The additional 33,000 sq. ft. will bring the Alumni House to nearly 55,000 sq. ft., providing additional space for alumni engagement programs and events.

This beautiful new home for our alumni can accommodate banquet seating for 400 and conference seating for up to 800, making the expanded house a premier venue for weddings, conferences, business meetings and more.

*We are excited to welcome you  
to your new home in spring 2020.*

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FROM THE BRAFFERTON

## Onward!

BY W. TAYLOR REVELEY, III

*William & Mary President*

As the sands of time run on my presidency, we look forward to Katherine Rowe, the first woman to lead us in 325 years. My thoughts turn increasingly to the unbroken line of William & Mary presidents, stretching back to 1693.

Light shines immediately on president No. 1: James Blair (I'm No. 27, Katherine will be No. 28). The Reverend James Blair, an Anglican priest, spent two years in London doggedly chasing a royal charter for a college in Virginia. He finally wrested one from King William III and Queen Mary II. They promptly named the new school for themselves. They also provided in the charter that Blair would be president for life and a member of the Board of Visitors, indeed, its first rector. So at the outset President Blair, already clothed in lifelong tenure, reported to himself. He proceeded to live another 50 years, dying in full presidential harness. Blair was a politician, fundraiser and institution builder of the first water. He was an elemental force, who survived an amazingly long time for a human born in the 17th century. He set a very high bar for future William & Mary presidents, especially when it comes to negotiating the terms and conditions of a presidency.

All but one of our presidents have lived in the President's House, which came on line in 1732. Blair was there for the last 10 years of his presidency and life. The one antebellum president not to move in didn't last long — less than two years.

For a very long time, William & Mary was a church school, Anglican before the American Revolution and Episcopal after. Our first nine presidents were, in fact, either Anglican or Episcopal priests or bishops. The Right Reverend James Madison (cousin of U.S. President James Madison)

was simultaneously president of William & Mary and the Episcopal Bishop of Virginia. He lived in the President's House for 36 years and, after Blair, served the longest as William & Mary's leader.

In 1779, with Thomas Jefferson sitting on the Board of Visitors and urging President Madison on, he made important academic advances at William & Mary. The fine arts and the law of nature and nations were added to the curriculum, and new professorships were established in anatomy and medicine, modern languages, and law and police (thus creating the first law school in America). An elective system of studies was also introduced, leading the way on this score in the United States. For a number of years, this satisfied Jefferson, our august but difficult alumnus, but his passion for secular higher education, disassociated from the church, ultimately led him to defect, head west and create from whole cloth the University of Virginia, a public school from its birth. This new institution took a severe toll on William & Mary's capacity to recruit students and philanthropic gifts throughout the 19th century.

Much more could be said with profit and delight about other William & Mary presidents, but I face a draconian word limit. The Alumni Magazine takes no prisoners when it comes to column length.

So let me simply say as I have said before, each William & Mary president stands on the shoulders of those who came before. I have been keenly aware of the debt I owe my presidential predecessors, particularly those who shaped William & Mary's early success, those who steadfastly enabled the College to defy death during the anguished decades following the Civil War, and those in more recent times who began the restoration of the university's preeminence.


Presidents always depend enormously on the work of colleagues to help push William & Mary forward. A successful institution of higher education is always under construction, with its continued progress dependent on the work of many. To an extraordinary degree, my own presidency has been blessed by colleagues of great ability and commitment. Their good counsel, warm friendship and herculean efforts have been vital.

All of us — chancellors, rectors and board members; the campus community in all its profusion of students, faculty, administrators and staff; as well as alumni, parents and friends around the world — have come together to make enormous progress during the decade just past.

On June 30, at 12 a.m., I will leave iconic William & Mary with robust confidence in its future. Our 28th president will lead the Alma Mater of the Nation to ever greater heights.



**You can determine  
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future by making an  
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**“My connection to William & Mary is best expressed through my participation with young alumni, my local chapter and by donating to the departments and organizations at W&M that helped shape the person I am today. What is most important is to find the right way to give back for you — your own personal brand of Tribe Pride.”**

**— Ashley Poling '09**

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**Join the growing number of alumni in the annual tradition of giving. Show your Tribe Pride and help us achieve 40 percent alumni participation.**







NUMBER 28: Katherine A. Rowe will begin her presidency on July 1, 2018.

# BY&LARGE

LEADING LADY

## W&M's 28th President

*Liberal arts innovator to lead*

*Alma Mater of the Nation*

BY UNIVERSITY COMMUNICATIONS

**W**ILLIAM & MARY'S BOARD OF VISITORS ON Feb. 20 unanimously elected Katherine A. Rowe, currently provost of Smith College and a leader in digital innovation of the liberal arts, as the 28th president of the university. She will begin on July 1.

Rowe will succeed W. Taylor Reveley, III, who is retiring June 30 after two decades with William & Mary, including 10 years as president. Rowe will be the first woman in William & Mary's 325-year history to hold the presidency.

"The board is thrilled to make this announcement and welcome Katherine Rowe to the William & Mary family," said Rector Todd A. Stottlemeyer '85, P '16, P '21. "Katherine is a widely respected and recognized leader, teacher, researcher, scholar, innovator and entrepreneur, and she is a passionate and articulate advocate for the importance of the liberal arts and their critical intersections with technology and research."

Since 2014, Rowe has served as provost and dean of the faculty at Smith College in Massachusetts. Her areas of research and scholarship include Shakespeare, Milton, Spenser, Medieval and Renaissance drama and media history. She is deeply interested in design thinking, entrepreneurship and the digital humanities.

"It is an honor to be called to serve as the 28th president at William & Mary," Rowe said. "Under President

Taylor Reveley's outstanding leadership over the past decade, William & Mary has become a model of intentional, mission-driven innovation in higher education. The vision of William & Mary conveyed to me over the past months, by everyone I met in this community, is so compelling: a deep appreciation of history and tradition; a commitment to fostering inclusive communities of teaching, learning and research; and an understanding of the value of change and innovation to advance a liberal arts mission. These commitments are essential to a university's continued excellence in the 21st century. I am resolved to further that vision as we work together in the coming months and years."

She added, "I am so excited to lead an institution that has — in addition to a premier academic program for undergraduates — distinguished graduate and professionals schools, championship athletic teams and a strong alumni culture of engagement and philanthropy. As someone who has spent 20 years at institutions with a deep commitment to educational access for students from all incomes and backgrounds, I am particularly drawn to William & Mary's abiding commitment to serving the public interest. I look forward to working with — and learning from — the dedicated faculty and staff, talented students and William & Mary's passionate alumni, parents and friends."

#### A PROVEN LEADER

At Smith College, Rowe leads academic strategy and planning, including overseeing all academic operations. She leads a nine-person senior team administering more than 600 faculty members and staff in almost 200 units. Rowe works closely with the president, cabinet and trustees on a wide array of strategic priorities. During her tenure, Smith transformed its liberal arts curriculum, greatly increased diversity in faculty hiring, launched one of the first statistical and data sciences majors at a liberal arts college and broke national fundraising records for women's colleges. She has also served as Smith's interim vice president for inclusion, diversity and equity.

"I look forward to Katherine Rowe's presidency with great enthusiasm and confidence," said President Reveley. "A proven leader, Dr. Rowe understands American higher education and appreciates the vital role played by historic universities rooted in the liberal arts. She knows as well that we must be intensely entrepreneurial these days, open to new possibilities and willing to change. She has a keen appreciation for the part that alumni, in league with the campus community, play in William & Mary's progress."

Rowe is co-founder and CEO of Luminary Digital Media, which produces apps that enhance student engagement and learning of classic Shakespearean texts. She was also guest-editor for what is believed to be the first issue of a major humanities journal

to experiment with open peer review when the Shakespeare Quarterly crowd-sourced its reviews in 2010.

This work has led to national recognition for Smith College and Rowe, who has been featured by the New York Times as well as the Atlantic's special project, "Startup Nation: Ideas and Entrepreneurs on the Leading Edge." She also represented liberal arts opportunities in teaching and learning data science at "Crunching the Numbers: An Atlantic Forum on Data Analytics and Tomorrow's Workforce" in 2017.

"Dr. Rowe is a wonderful choice to lead William & Mary," said Chancellor Robert Gates '65, L.H.D. '98, former U.S. Defense Secretary. "Taylor leaves a strong foundation upon which to build, and I look forward to supporting and working with Katherine as she moves the university forward."

#### THE PROCESS AND THE MATCH

After Reveley announced his retirement plans, Stottlemeyer appointed a 19-person committee to lead the national search for a successor. The committee, chaired by Vice Rector H. Thomas Watkins III '74, P '05, P '11, included board members, faculty and staff members, a recent graduate and a current student leader.

Committee members hosted more than 150 listening sessions involving nearly 1,600 people. Hundreds of emails and submissions were also received via the presidential search website. All of that feedback, Watkins said, was critical in helping the committee to narrow the candidates down to finalists to recommend to the board.

"At every turn, the committee found that Katherine's experience and expertise complemented William & Mary's strengths and the direction we heard from the community that the university needs to head in the future," Watkins said. "We truly believe she will be a transformational leader for this university."

In a short period, he added, Rowe has made an indelible impact as provost of Smith. During her time at the college, Smith revitalized its curriculum which, like William & Mary's COLL Curriculum, emphasizes interdisciplinary teaching and learning, real-world problems and positioning students for futures characterized by rapid technological, social and cultural change.

"Katherine recognizes what William & Mary's COLL Curriculum affirms: that the liberal arts with its key questions, critical thinking and ability to communicate across disciplines puts students at an advantage, whatever fields they enter after graduation," said Suzanne Raitt, chair of the English department and faculty representative on the Presidential Search Committee.

Rowe was also the academic lead at Smith College for the \$100 million signature capital project redesigning the main library. She successfully partnered with outside organizations and philanthropic donors



to fund initiatives in statistical and data sciences and design thinking.

“When you think ‘data science,’ you probably don’t think ‘Shakespearean scholar,’” said Sue Hanna Gerdelman ’76, P ’07, secretary of the Board of Visitors and chair of the *For the Bold* fundraising campaign. “But that’s what is so exciting about Dr. Rowe and developments in the digital humanities, which is already a point of pride at William & Mary. Katherine is comfortable in a world of possibilities, where barriers between science and the humanities have fallen away.”

Rowe has also been responsible for navigating a period of rapid faculty hiring at Smith College, crafting a guiding strategic plan. The result was almost 30 academic new hires at Smith, roughly 45 percent of them scholars of color, representing the largest cohort of under-represented faculty hired in the college’s history. She has also been recognized for her commitment to under-represented students.

#### INNOVATIVE TEACHER AND SCHOLAR

Rowe earned a bachelor’s degree in English and American literature from Carleton College and a master’s and a Ph.D. in English and American literature from Harvard. She has also completed graduate work in Cinema and Media Studies at New York University’s Tisch School of the Arts.

Rowe spent 16 years at Bryn Mawr College as an English professor, department chair and director of the Katharine Houghton Hepburn Center for leadership and public engagement. There she was awarded the Rosalyn R. Schwartz Teaching Prize for Excellence and Innovation. Rowe also directed Tri-Co

Digital Humanities and the Mellon Tri-College Faculty Forum. Before that, she was assistant professor of English at Yale.

Rowe has published “New Wave Shakespeare on Screen” with Thomas Cartelli, “Reading the Early Modern Passions: Essays in the Cultural History of Emotion” as co-editor and “Dead Hands: Fictions of Agency, Renaissance to Modern.” She also has editing credits in the “Cambridge Guide to the Worlds of Shakespeare” and introduced G.B. Evans’ “The Tragedy of Macbeth.”

The “Cambridge Guide to the Worlds of Shakespeare,” with more than 350 scholarly contributors from five continents, was honored in 2016 by the American Association of Publishers with two PROSE awards, considered the most prestigious in the publishing industry.

Rowe serves on Harvard’s Board of Overseers’ Visiting Committee of the Library and the Executive Committee of the American Council of Learned Societies. She has served as a trustee for the Shakespeare Association of America and has held other service positions in the Modern Language Association, International Shakespeare Association and Society for Cinema and Media Studies.

Rowe has coached Ultimate Frisbee for more than a decade, leading teams to state championships in Pennsylvania. She was a World Ultimate Club Finalist and a Women’s Nationals Finalist. She also co-founded the nonprofit Boston Ultimate Disc Alliance and the Carleton College women’s Ultimate team.

Rowe shares her love of Ultimate with her spouse, Bruce Jacobson. They have two adult children, Daniel and Beah.

BY & LARGE

#### LEARNING FROM THE PAST

## SHAPING THE FUTURE

Dr. James Patton, the first African-American professor at the School of Education, opened the March 15 “Learning from the Past to Shape the Future” discussion with a word and a gift. The word was *Sankofa*, from the Twi language in Ghana, meaning “Go back and fetch it,” that is, remember the past in order to go forward. His gift symbolized the word: a wooden statue of a bird, moving forward while looking back. The discussion was part of a panel of esteemed alumni and former faculty, and was held in conjunction with the 50th anniversary of African-Americans in residence. The program focused on the personal and academic experiences of the panelists in the larger context of equity and inclusion at William & Mary and in higher education as a whole.

— NOAH PETERSEN ’20





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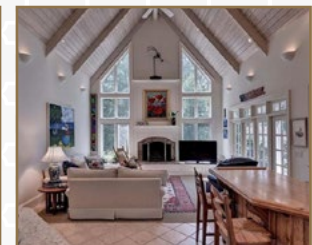
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BY&LARGE

# In Honor of 1918

*A society by W&M women, for W&M women*

BY CLAIRE DE LISLE



**FIRST LADIES:**  
*Martha Barkdale 1921,  
M.A. 1929 (center) was  
among the first 24 women  
to be admitted to William  
& Mary in 1918.*

**W**ILLIAM & MARY WAS THE FIRST PUBLIC university in Virginia to admit women. In 1918, the first women students walked through the doors of the Wren Building and made history.

Since 1918, women unmistakably have become vital to the mission, success and survival of the university and its future.

The university's newest giving society, the Society of 1918, was named in honor of the women who made history that year. It aims to grow women's engagement, leadership and philanthropy and celebrate and honor William & Mary women.

"William & Mary's wonderful, talented women are underutilized," says Fran Engoron '70, chair of the Society of 1918. "Our challenge is to find ways to meaningfully engage alumnae — increase engagement and philanthropy for women through empowering and renewing experiences."

The society supports the Alumnae Initiatives Endowment, which will enrich programming and enhance opportunities for women across the W&M community.

Today there are more than 225 charter members. The society plans to continue growing the endowment after meeting the \$1.918 million goal.

"There's been such an energy and enthusiasm around the Society of 1918, and it's encouraging that so many have already answered the call," says Elizabeth Cabell Jennings '85, P '17, who chaired the Women & Philanthropy Task Force and is a charter member of the society. "We hope the society will continue to grow and increase the visibility and impact of women's giving."

The Society of 1918 is the outcome of the Women & Philanthropy Task Force, which was created in 2012 at the behest of the William & Mary Foundation. They studied existing research and best practices, conducted surveys and created strategies to fully engage women as leaders, donors and advocates of William & Mary.

The task force became a leadership circle, which with the help of Director of Alumnae Initiatives Val Cushman created the Society of 1918.

"Our vision for the society has three parts: celebrate the past contributions of William & Mary

TOP PHOTO: SKIP ROWLAND '83; BOTTOM PHOTO COURTESY OF W&M LIBRARIES





women, increase opportunities for women to be involved in William & Mary's present, and pay it forward to future generations," said Brooke Tribble Weinmann '79, P '17, a charter member of the society and a member of the Women & Philanthropy Task Force. "In doing so, we improve our alma mater for everyone — students, faculty, administration, alumni and alumnae."

Women make up 58 percent of the Class of 2018 and 53 percent of William & Mary alumni. Research shows women approach giving differently than men. For example, women generally want to be asked, to feel engaged in the organizations they support through time and relationships and are more deliberate in their philanthropy.

"The society is an idea whose time has come," said Weinmann. "It's tapped into a pent-up demand among alumnae, students and faculty. William & Mary women are looking for an inclusive, comprehensive approach to more significantly understanding and appreciating women, meeting women where they are, and helping women to become further engaged, appropriately and substantially, with William & Mary."

The Alumnae Initiatives Endowment is unique in that it is funded almost exclusively by and for women. It will enrich W&M women's engagement opportunities throughout the country, provide exclusive programming for members of the Society of 1918 and help launch the new William & Mary Women's Weekend for all W&M women, Sept. 21-23, 2018, added Cushman.

"We are just beginning our journey," said Cushman. "The society will grow and evolve as we gain new members and hear from William & Mary about their needs and interests."

Meg Pratt Carter '89, P '15, a charter member, said the Society of 1918 is helping her stay engaged

with William & Mary long after graduation. "Women sometimes get lost in other things, between careers and family. But the society keeps me connected. It's really a new group of friends — positive, intelligent and interesting women. I love to be around them and I feel like I'm better for it."

She hopes that the society will inspire women throughout the William & Mary community to also pay it forward and to give a gift of any size.

"I'd love to see the society be a very inclusive place for women to reflect on their wonderful experiences at William & Mary and for them to share and network," said Carter. "For young graduates it could become a pathway to a lifetime of engagement and philanthropy."

**GUEST OF HONOR:**  
*W&M President-Elect Katherine A. Rowe made a surprise appearance at the All Aboard event to welcome participants.*

## JOIN THE SOCIETY OF 1918

Charter membership in the Society of 1918 is offered to all women who commit \$10,000 or more to the Alumnae Initiatives Endowment by June 30, 2018. Payments of \$2,000 annually may be made over a five-year period.

If you are interested in joining a vibrant group of women committed to shaping William & Mary's future, please contact Val Cushman at [vjcushman@wm.edu](mailto:vjcushman@wm.edu) or (757) 221-1622.

Visit [wmalumni.com/societyof1918](http://wmalumni.com/societyof1918) for more information, and follow #wmwomen on social media to see more William & Mary Women initiatives.

# STOFAN GOES TO SPACE

*First woman to lead Air and Space Museum*

BY UNIVERSITY COMMUNICATIONS

**E**LLEN STOFAN '83, D.Sc. '16, P '10, P '14, HAS been named director of the Smithsonian's Air and Space Museum in Washington, D.C. Stofan is the first woman to ever hold this position.

"Ellen's scientific background, leadership skills, communication acumen and strategic thinking have positioned her superbly to lead the National Air and Space Museum," said Smithsonian Secretary David Skorton in a press release.

"Her passion for science coupled with her love of education will ensure that the museum will continue to be a global treasure and world leader through its extensive programming, exhibitions and scholarship."

Stofan was formerly a consulting senior scientist at the Johns Hopkins Applied Physics Laboratory. Prior to that she served as NASA's chief scientist from 2013 to 2016. In that appointment she was the principal adviser to NASA Administrator Charles Bolden on the agency's science programs and science-related strategic

planning and investments. Her broader career includes more than 25 years of space-related experience.

"One of my biggest passions is outreach and communication about science and technology," Stofan was quoted saying in *The Washington Post*. "What better place than the Air and Space Museum to engage everyone in the excitement of aviation and exploration."

"Being the first woman in the post is an added honor because the science and tech fields are lacking in women and people of color," Stofan said.

At William & Mary, Stofan majored in geology. She has remained connected with the university since her graduation. She currently serves on the *For the Bold* Campaign Steering Committee and served for 10 years on the William & Mary Foundation Board, including time as chair. She received the university's highest recognition for alumni — the Alumni Medallion — in February.

Stofan began her role at the museum last month.

GIVE ME FIVE

## ONE TRIBE ONE DAY

In April, William & Mary celebrated its fifth annual One Tribe One Day (OTOD), which is the university's single largest giving day of the year. It was bigger and bolder than ever before, with 12,770 donors contributing a collective total of nearly \$2.5 million in just one day. The university surpassed last year's record of 12,658 donors. The day proved that there is great strength in numbers, with so many areas on and off campus impacted by the generous gifts from students, faculty, alumni, parents, staff and friends. Thanks to this historic show of support, William & Mary is on track to maintain its long streak as the No. 1 nationally ranked public university in alumni giving and participation.

— JENNIFER PAGE WALL



W&M

# AFFORDING OPPORTUNITY

To build a vibrant community of diverse perspectives

Scholarships empower me to lead.

Thank you for doing what  
you're doing.

You have afforded me, and other  
students who come from low-income  
backgrounds, the opportunity to  
come to a prestigious university.

Because of you, I have found  
my Tribe.

Join the movement. **Be Bold.**  
Support student scholarships at  
William & Mary.

Yaw  
Ofori-Addae

'21



[ForTheBold.wm.edu/scholarships](https://ForTheBold.wm.edu/scholarships)

#WMFOTHEBOLD

# YOU GOT SERVED

*Rosie Cheng '20 is acing life*

BY MONA SHARAF '19

**H**OW DO YOU CONNECT WITH SOMEONE WHEN there are 8,500 miles and an ocean between you? You send them a Facebook message. That is how Rosie Cheng '20, from Auckland, New Zealand, ended up playing tennis at William & Mary.

Cheng always knew she wanted to come to the U.S. to play college tennis, but W&M wasn't on her radar until Assistant Coach Jesse Medvene-Collins reached out to her on Facebook.

"Jesse messaged me out of the blue one day and said 'Hey, I don't know if you have thought about applying to William & Mary, but you should come for a visit.' So I decided to come," Cheng says. "I toured a few other schools in America, but W&M felt the most like home. I liked the team atmosphere and the coaches were great."

With financial assistance from a scholarship, Cheng made the long trek from New Zealand to Williamsburg to start her college tennis career. Though it was a long journey, it was one that Cheng had been preparing for from a young age.

"I was about 5 or 6 and my uncle gave me a tennis racket for my birthday," Cheng says. "He would take

me down to the local club and we would hit a few balls and 5-year-old me thought it was so much fun. I started practicing 30 minutes a week with little kids. When I was 7 or 8, I started thinking about tennis seriously and realized that I wanted to play college tennis in America."

Though Cheng was ready to play tennis in the U.S., adjusting to a new country as well as navigating her freshman year as a student-athlete was a new challenge.

"Freshman year I didn't have the best time management," Cheng says. "I was fresh out of high school and had no idea what to expect. I quickly had to learn how to manage my time and be more productive than I was in high school. I also needed to remind myself to take time off, so I wouldn't get too stressed out. I've truly learned to find a balance in my life between academics and tennis."

Juggling both, Cheng aced every challenge that arose at William & Mary. She credits her team with helping her find balance. Before coming to William & Mary, Cheng had always focused on improving her own skills on and off the court.

**AUCKLAND TO WILLIAMSBURG:**  
*Rosie Cheng '20 brought her tennis skills across the Pacific to play for William & Mary.*



PHOTO: JIM AGNEW



"We don't have a system of college tennis in New Zealand," Cheng says. "I played on my high school's team, but it is not the same atmosphere. Tennis can be a very individual sport and I would often travel around alone playing for myself. It's amazing to be on a team where all of our goals are the same and we are all aiming for the same things. Knowing I have a whole team as a support system is such a great feeling."

Cheng has turned to her team on many occasions.

"When I first moved to America, I was very homesick," Cheng says. "Our team is so close, and I had their support from the beginning. They helped me through the transition coming from New Zealand to America and I am grateful for that."

With the support of her teammates and a dedication to the sport, Cheng has thrived. As a sophomore, she has been ranked in the Oracle/ITA National Top 100 twice and is an ITA Scholar-Athlete. She is one of six W&M tennis players to be an ITA Academic Awards recipient. Off the court, Cheng recently earned admission to the Raymond A. Mason School of Business.

"I am very excited to be accepted into the business school," Cheng says. "I am hoping to major in finance because my mom teaches finance at a university in New Zealand. I always knew I wanted to get into the business school, even before I got to W&M, so it's such a relief to be accepted."

Cheng has already been exploring her interests in finance, serving as assistant chief marketing officer for Smart Women Securities, a not-for-profit organization that focuses on educating collegiate women in finance and investing.

Cheng also works as the lead on the tennis team on community outreach, hoping to engage with the larger Williamsburg community.

"I try to plan events that get us off the court and working with others. We play tennis with people with intellectual disabilities, and we recently helped organize an Easter egg hunt for children. We truly believe in giving back to the community."

Having already accomplished so much in tennis and her academics in just two short years at William & Mary, Cheng is ready to take her tennis to the next level.

"I want to continue growing," Cheng says. "One of our goals as a team is to cultivate ourselves and develop the team. I want to continue focusing on not just pushing myself but helping others to be their best as well."

"Coaches Tyler and Jesse have taught me so much since I have come to W&M," Cheng says. "I have seen my tennis skills mature and I can't wait to see what the next two years bring!"



# Another Day at the Breach

*Business and law schools cover cyberattacks*

BY CLAIRE DE LISLE

**Y**OUR COMPUTER GOES DOWN. THEN THE ONE on the desk next to you. Then another. The phone on your desk doesn't even have a dial tone. Your cellphone beeps. It's your company's emergency alert system. "Network down. Investigating malware." IT is frantically trying to stop the spread. The legal and PR teams are mobilizing: How do we tell our customers? What did the attacker get and what will they do with it? Everyone is wondering: What's the extent of the damage?

This happens every day worldwide, as cybercriminals, nation-states and even company insiders wreak havoc on cyber systems. The extent of these threats and how to handle them was the focus of "Another Day at the Breach — Cyber Intrusion: A Conference of Experts," March 16-17, 2018, at William & Mary's schools of business and law.

"We're in the midst of one of the most dramatic periods of technological innovation in history. But there is a downside, and that's what this conference is about," said William & Mary Law School Dean Davison Douglas.

Alumni speakers from Apple, Microsoft, Wells Fargo, Prudential, major law firms and more spoke about that downside: how security and privacy is compromised in our connected world, who is looking to exploit private data and what the worst could look like in the case of a breach.

"The threats are a list of terrifying things, but we should not be discouraged," said keynote speaker Paul Mitchener, senior national intelligence officer for cyber at the FBI. "We know we can't bring every cybercriminal to justice, but we can strengthen our defenses, increase the cost for criminals and share information," he said. "Nobody can counter these threats alone."

The almost 200 attendees at the conference represented this collaboration. They included law and business students, faculty, staff and alumni from a wide variety of industries and outside cybersecurity experts.

Zachary Withers J.D. '12 traveled to the conference from New York City, where he is a senior adviser for legal, policy & compliance affairs at the NYC Department of Health and Mental Hygiene. "I wanted to get a practical perspective from the experts," he said. "William & Mary brings together the best of the best."

Mallika Srivastava M.B.A. '09, senior manager of information security – governance, risk and compliance at Comcast in Philadelphia, was appreciative of a chance to return to William & Mary to discuss a topic directly related to her career. "I'm excited to hear from different and new voices," she said.

Lawyers and law school students mingled with businesspeople and business school students as they discussed such topics as the challenges and opportunities presented by the cloud and the internet of things.

"My goal is to bring businesses into the business school, to share their in-the-trenches experiences. This is a great opportunity to collaborate richly and deeply with our colleagues in the law school, our alumni and friends," said Raymond A. Mason School of Business Dean Larry Pulley '74, P '13, P '15.

Universities have a big role to play in training the experts of tomorrow, said Scott Price M.B.A. '96, general manager of the national security group at Microsoft, in his panel discussion. "How do you even train humans that fast to keep up with the pace of change? You constantly need the best and brightest. We need to teach what it looks like today but spend much more time looking at the future."

Shay Franklin J.D. '08, M.B.A. '18 worked as a lawyer before returning to William & Mary for her MBA. "I love the intersection between law and business, and wherever my career takes me next, this will be essential," she said. "It's a great way to market yourself, that you know something about this. I'd love to see this conference become annual."

Alec Young J.D. '20, M.B.A. '21 is one of only a few students getting both business and law degrees simultaneously. He wanted to go into mergers and acquisitions, but this conference opened his eyes to a new field. "We don't have the answers to all these questions yet, but people like me, the next generation of lawyers, might be the ones to solve them," he said.

And hopefully they will. As Jane Hovarth '86, Apple Inc.'s senior director for global privacy law and policy, said in her keynote, "Little did I know when I was spending late nights in the computer lab in Jones Hall, that one day I'd be presenting here today."



## AUGMENTED REALITY

# VISIONS OF HIGHLAND'S PAST

This spring, visitors to William & Mary's James Monroe's Highland can participate in an augmented reality tour of the historic plantation owned by U.S. President and W&M alumnus James Monroe. Highland piloted the technology in February and is the first historic site to implement it in a tour. It will reveal hidden foundations, display portraits and maps, and tell the stories of the enslaved people at the plantation during Monroe's tenure. Visitors can follow along as animated characters discuss their experiences in the early 19th century. "The power of historic sites is tied to the power of the storytelling experience — it's about being intellectually and emotionally moved," says Greg Werkheiser '96. His company, ARtGlass, developed storytelling software that enables visitors to literally see cultural sites like Highland through the lens of the past.

— PHOEBE BRANNOCK '18



## ONE TRIBE. ONE NETWORK.

Leverage the William & Mary  
worldwide community to enhance  
one another's professional success.

**Connect – Share – Learn – Succeed.**

**[wmalumni.com/onenetwork](http://wmalumni.com/onenetwork)**



### ONLINE NETWORKING HOURS

Chat online with members of the W&M global community and expand your Tribe connections on LinkedIn.



### TRIBE @ WORK

Bring together the Tribe within your workplace.



### BREAKFAST & BUSINESS CARDS

Join W&M alumni professionals for industry-based networking breakfasts.



### HIRE THE TRIBE

Support W&M alumni and students and enhance your organization by recruiting and hiring the Tribe.



### W&M WEBINARS

Participate in these online career management and professional development workshops for alumni.

BY&LARGE

WOMEN OF THE HOUR

# CLIMBING THE MOUNTAIN

*Leadership summit inspires and empowers women*

BY UNIVERSITY ADVANCEMENT & LESLIE MCCULLOUGH M.B.A. '17



**MAKING CONNECTIONS:**  
*Students networked with business leaders during the summit.*

ON A FRIDAY NIGHT IN MARCH, A FULL HOUSE in the Kimball Theater listened in rapt attention as Ursula Burns shared stories from her storied career, rising through the ranks at Xerox from intern to engineer to CEO — the first African-American woman CEO of a Fortune 500 company.

Burns now chairs VEON's supervisory board and is a director on the boards of American Express, ExxonMobil, Nestlé and Datto. She regularly appears on lists of the world's most powerful women. But she spoke to the audience in a comfortable and frank way, assessing her challenges and successes honestly and with humor.

"I'm on a really interesting set of boards. There are some constants in good business and some things to always avoid, in both for-profit and non-profit organizations," she says. "Bad leaders are very easy to identify. They think they know everything and don't include diverse voices."

Todd Boehly '96, chairman and CEO of Eldridge Industries and sponsor of the Women's Leadership Summit, moderated the discussion, which was followed by a question-and-answer session with the audience.

Topics included work-life balance, mentorship, making tough decisions and being a woman of color in the technology field.

Burns says good leaders are fearless but understand that "your soul matters at work."

"You have to be really good at something and gain the respect of the people around you. My first 10 years were all about learning," she says. "You have to be yourself, but yourself has to be a good person."

She advised the audience not to compromise a good life for more money. Ultimately, what matters is that you leave behind more in the world than you take away.

PHOTO: ERIC LUSHER



**PITCH PERFECT** The next morning, excitement filled Alan B. Miller Hall as more than 50 women from 16 top universities competed in the Raymond A. Mason School of Business's third annual Women's Stock Pitch. For the undergraduate women who came to compete, the event provided the hands-on experience that will help them launch a career in an industry that is typically dominated by men.

"The community of women who work in finance is fantastic and powerful," says stock pitch judge Lisa Petrelli, managing director at UBS Securities. "It is so inspiring to see this younger generation of women develop the skills and confidence to build a successful career."

Across the globe, women are slowly paving a path to parity in the finance industry as more and more women are standing out as leaders — and many are reaching out to help guide other women into the field. Events like the Women's Stock Pitch help to bridge the divide.

"Going into finance is hard and there are a lot of talented women out there who need mentorship and support," said Abby Just '01, portfolio manager at West Financial Services. "As an alumna, I am proud of William & Mary for recognizing the need to help women over the hurdle. They saw a huge interest and opportunity. The stock pitch gives students the ability to do something similar to what they would do working in the industry."

Each two- to four-person team took turns convincing a panel of three judges that their stock was a winner. The teams had 10 minutes to formally present and meticulously explain the dozens of charts and indices used to arrive at their recommendation. Then the floor was opened to 10 minutes of questions and feedback from the judges.

"We were most nervous about the Q&A after the pitch. You have to know your stock inside and out," said Erin North, who represented New York University and pitched the Salesforce stock. "It took us a lot of time to get prepared and we had big shoes to fill since our school won the past two years."

The teams chose stocks from a wide array of industries ranging from health care and banking to pet insurance and cloud computing.

The University of Notre Dame, University of Texas at Austin, Brown University and the University of Sydney advanced to the finals. In the end, it was the University of Sydney's Starbucks pitch that took home the top \$2,500 award.

Although only a few could walk away with a prize, everyone benefited from the event's message of empowerment and support.

**WOMEN AND THE WORKPLACE** Elizabeth Cabell Jennings '85, P '17, senior vice president & director of Institutional Investment at SunTrust, spoke during a lunch panel on the importance of inclusivity in the workplace. Her presentation showed that investors work best in groups, and groups with

roughly equal numbers of men and women perform best overall. Still, only 16 percent of certified financial advisers are female.

"The world of finance needs change, and you are the people who are going to do it," she says.

After lunch, participants attended two successive panel discussions: "Craftswomen of Communication" and "Agents of Positive Disruption." In each, students separated into groups with different industry professionals and discussed topics relating to workplace communication and innovation through creative thinking.

Alicia Draper '20 presented with William & Mary's stock pitch team. She appreciated how the event encouraged women to participate in a majority-male field.

"In investments, there's not a lot of women, so having that emphasis where it's just women is amazing," Draper said.

She also participates in the university investments club, which features its own yearly stock-pitch competition. Among the nearly 40 members of that group, only three are female.

North says that the panel discussions encouraged her to be confident when giving and getting criticism and to ask questions when starting at a new company. It reminded her that the company she works for will want her to be comfortable, and that she shouldn't pretend to be anyone else.

North remembered what Ursula Burns had said the night before about being a good leader and the importance of staying true to yourself.

She left the summit feeling inspired.

*Watch Ursula Burns and Todd Boehly's discussion at <https://bit.ly/2qpLmoU>*

## BY&LARGE

**PERFECT PITCH:**  
Student teams from around the world competed in the Women's Stock Pitch competition.



# Board Notes

*The latest news from the Alumni Association*

## NOMINATIONS FOR ALUMNI ASSOCIATION BOARD

To nominate a qualified individual to the Alumni Association Board of Directors, please visit <https://wmalumni.com/about-us/board-of-directors>. Nominations are accepted all year but must be received by **July 1** to be considered for the next election year.

## ELECTION RESULTS FOR ALUMNI ASSOCIATION BOARD

Congratulations to our new board members-elect, whose three-year terms begin July 1, 2018: Nastasha Moulton-Levy '95, Jewell Lim Esposito '87, P '19 and Michael Hoak M.A. '02.

**T**HE WINTER MEETING OF THE WILLIAM & MARY Alumni Association Board of Directors was held in Williamsburg, Virginia, at the Alumni House on Feb. 8-9 in conjunction with the university's Charter Day celebrations. The executive committee convened on Wednesday, Feb. 7, to discuss the agenda and key strategy items.

The full board convened on Thursday and began with introductions and welcome for members, approval of consent agenda items, and a report by the executive director on ongoing activities, upcoming significant events, and discussion on scoring and metrics of alumni engagement.

Committee chairs prepared and issued reports on their committees' actions and objectives. The chair of the Chapter, Regional and Affinity Initiatives Committee reported on developing policy changes that will affect chapter and group reporting, awards and recognition programs and reflect inclusion of affinity groups. The Board Development Committee developed and discussed changes to the Board Member Expectation Policy, which was then voted on for amendment. In conjunction with the preceding topic, members reviewed leadership development, mentoring and board-assessment methodology and agreed to provide the executive committee with any additional feedback following the meeting.

Following an update on the planning for the W&M Weekend in Chicago, the board adjourned to the School of Education for lunch and a joint meeting of the leadership boards of the university. They reconvened in the afternoon to discuss the financial model of the Alumni Association and identify plans to bridge the period that the Alumni House rental and retail operation will be closed for its expansion.

On Friday, Feb. 9, the treasurer reviewed proposed changes to the investment policy in conjunction with reviewing the 4th quarter investment report. He also discussed and presented the Association's tax returns for approval. The board received a report on fundraising: we are at \$19.9 million of our \$20.7 million goal for the Alumni House expansion, have experienced a 33 percent increase in the number of donors to the Alumni Leadership Fund over 2017, and have reached 78 percent of our goal for sponsorships for W&M Weekend this June. The board also received updates on the board liaison network, plans for One Tribe One Day and a demonstration of the web-based W&M Volunteer Portal. After committee meetings, the full board reconvened for discussion of strategic items before adjourning for the weekend.

Significant discussion and decisions were made on the following actions:

- *Approved associate alumni status for 11 retiring faculty and staff members.*
- *Approved changes to the Board Member Expectation Policy and the Investment and Management of Association Investments policies.*
- *Confirmed honorary alumni status on Joseph Gofus, Stephen A. Johnsen, Helen Bond Reveley, W. Taylor Reveley, III, Joel L. Schwartz and the Honorable John Charles Thomas.*
- *Approved Ruth W. Tillar '45 as Homecoming Grand Marshal for 2018.*
- *The next regular meeting of the board of directors will be May 31-June 1, 2018, in Chicago, in conjunction with W&M Weekend.*

The Annual Meeting of the general membership of the Alumni Association was held Saturday, Feb. 10, 2018, at 8:30 a.m., in the Chesapeake Room of the Sadler Center. The president called the meeting to order and together with the executive director and treasurer presented the year in review for the Alumni

Association, highlighting alumni engagement programming, Association priorities, Association funding and the Alumni House expansion project. The meeting adjourned at 9:30 a.m. with members invited to attend the Alumni Medallion ceremony and reception.



## SHOP AT THE OFFICIAL ONLINE STORE FOR GREAT FATHER'S DAY GIFTS!



VISIT US ONLINE AT WMALUMNISHOP.COM

ON THE SAME WAVELENGTH: *Still wearing her Red Cross uniform, Virginia Allen '40 broadcasts to the China, Burma and India Theatre as G.I. Jill, 1945.*



PHOTO COURTESY OF VIRGINIA ALLEN '40



# G.I. GINNY

*Virginia Claudon Allen reflects on her experience in World War II's "Forgotten Theatre"*

BY SARA K. ESKRIDGE

When Virginia “Ginny” Claudon Allen ’40 climbed aboard the plane headed to her first Red Cross assignment overseas, she was convinced she was going to France. Instead, she ended up in Calcutta.

"They didn't tell us where we were going, but I had majored in French in college and spoke it fluently, so I just knew we were going to France," she remembers. "When we took off, I told my friend we would soon see the Statue of Liberty. I took a nap, woke up and when I looked out the window, we were going the wrong way and all we saw were cornfields. Pretty soon we were on a ship headed across the Pacific Ocean."

It was only the first of many surprising experiences Allen experienced as a Red Cross worker stationed in the Pacific theatre during World War II. Serving from 1944 until 1946, Allen did it all: she worked with off-duty G.I.s, served as a G.I. Jill radio personality for troops in the China, Burma and India theatre and performed in plays all over India for the benefit of homesick G.I.s.

ing punch and gazing longingly at the empty dance floor as the orchestra played all their favorite songs.

Her mother's family was from Virginia and Allen had grown up hearing the stories about the bucolic countryside and the charm of Colonial Williamsburg. William & Mary had its own set of policies for female students — they had a curfew, after which they were locked in their dorms, had a separate student government and women were not allowed to smoke outside when on campus. However, they were not as restrictive as Georgia Wesleyan, so she thought it would be a better fit.

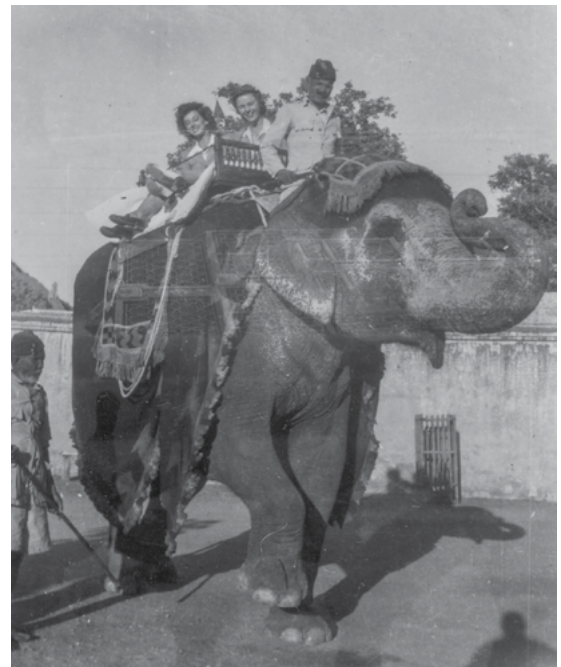
"In those days, it was difficult for an out-of-state student to get admitted. I'm convinced that I was accepted because of my essay — I wrote from my heart," she says. "I wrote about my family's long his-



**WAR BONDS:** Allen poses with colleagues and G.I.s from the Army Air Transport Command in Agra, India.

There was nothing in Allen's background that foretold this kind of adventure. Describing her youth, she tells of an upper middle class existence as the daughter of a large Illinois landowner and his homemaker wife. She speaks of a childhood where the family, which included brother Chet Claudon '43, evaded the cold Illinois winters by escaping to Florida, where they would swim in the ocean and play on the beach. Even the Great Depression didn't interfere with the fun — the family stopped buying extras and sought out more free activities, but Allen said they escaped relatively unscathed.

When it came time to consider college, Allen was initially swayed by a group of friends to try Georgia Wesleyan College. But Allen didn't care too much for the rules at the all-female institution. For example, they would hold dances and invite men from neighboring schools, but the women were forbidden from dancing with the men. She remembers talking, drink-



tory in Virginia and how I longed to be part of my heritage, and I think that sincerity came through."

Having been initially waitlisted at William & Mary, her application was finally accepted and she arrived in Williamsburg, where she proceeded to enjoy what she considers an idyllic college experience.

"I had heard about Williamsburg for a long time, and I thought it would be charming," she says. "It sounded like Shangri-La."

Indeed, one of her most treasured memories of her time at William & Mary was the time she met film legend Cary Grant, who was in Williamsburg shooting the 1940 film "The Howards of Virginia." Allen had just undergone an appendectomy when her boyfriend at the time, working as Grant's stunt double on the film, brought the movie star to visit her hospital bed.

"He was lovely, but unshaven — I think my boyfriend had just gotten him out of bed to come visit,"

PHOTOS COURTESY OF VIRGINIA ALLEN '40





she says. “He told me that my boyfriend really loved me and I told him point blank that we were just too young for anything serious!”

Allen’s brief interlude with Grant was cut short when the nurses connived to get him out of the room by claiming that a new mother in the maternity ward had just named her new baby “Cary.”

“I don’t even know if there was a baby, or if it had any notion of being called Cary,” she says wryly. “But for the longest time, I kept one of Cary Grant’s cigarette butts as a souvenir — along with my appendix!”

Allen majored in French and English, and her plan was to go to France and teach English — one of the few occupations open to women at that time. Although two of her classmates went on to become lawyers, the expectation was that most female graduates would go on to marry and become mothers and homemakers shortly after college.

For her part, Allen went with her family to Palm Beach, Fla., working in an accountant’s office as a receptionist, making \$15 a week, before transferring to Ream General Veterans Hospital, located in The Breakers. At the time, it was one of the town’s most ritzy hotels. Her title was to be a secretary and stenographer but with World War II now raging at home as well as abroad, her real job was to socialize with the wounded flyers coming home from Europe, some of whom had suffered unspeakable injuries.

“I learned to become comfortable with people in absolutely terrible conditions — recovering from really destructive injuries — and to treat them normally,” she remembers. “It was really terrible and difficult at first, but I got better at it, and they appreciated it.”

In the summer, the hotel closed due to the fact that it had no air conditioning and the humid summer air was deemed less than ideal for the recovering veterans. The veterans were sent north and Allen then transferred to the Morrison Field Army Air Base in West Palm Beach, Fla., where she got a job in the intelligence office.

After her steady boyfriend was killed in action, Allen knew she had to do more to help the war effort. Hearing that a friend had joined the Red Cross and had been stationed in France, Allen decided to follow in her footsteps.

“I just knew I was going to France to drive an ambulance,” she recalls. “So, of course — I didn’t!”

Allen, along with her friend, Jane, landed in India, where she stopped in Calcutta on the way to Karachi. Although Allen, Jane and the rest of their fellow female Red Cross employees had just recently been forbidden from attending a Bob Hope U.S.O. show on the grounds that Hope’s jokes were deemed too off-color for women, there was no one to protect their delicate eyes from the horrors of Calcutta.

“It was appallingly dirty and there was refuse in the water,” she recalled. “People were lining the streets begging, and many had been infected by

*“... for the longest time, I kept one of Cary Grant’s cigarette butts as a souvenir — along with my appendix!”*

**TIME CAPSULE:** Allen displays her dog tags, Red Cross Zippo lighter and I.D. badge from Ream General Veterans Hospital, where she worked at the beginning of World War II.

elephantiasis, a swelling disease caused by parasitic worms. Not to mention all the children who had been deliberately blinded so they could become beggars. Everything was covered with swarms of flies.”

While on the boat headed to India, Allen had been tapped to take a turn as an announcer for the ship’s radio station. Once Allen arrived at her destination, Agra, she learned that her turn at the microphone had not been mere chance; she had actually been auditioning to become a G.I. Jill. There were several G.I. Jills in different theatres, and they were tasked with being the female mouthpiece for Armed Forces Radio. Allen became the trusted voice for CBI, which was the China, Burma and India Command, broadcasting five to six days a week for upwards of an hour a night.

As G.I. Jill, her responsibility was to relay the information given to her by the Army and to try, as best as she could, to debunk all of the false declarations the enemy made about the state of the American war effort. In particular, her job was to counteract the work of the Japanese propaganda machine, especially Radio Tokyo and the group of English-speaking female radio broadcasters known collectively by Americans as “Tokyo Rose.” Although these Japanese women had virtually nothing to do with one another, their collective radio broadcasts spread rumors of sunken American vessels, failed American offensives and disaffected G.I.s deserting in record numbers. It was Allen’s job to fight back against such dispiriting claims, as specifically as the Army would allow.

“I could not let those boys believe a single word that Tokyo Rose said,” she remembers. “I had to be upbeat and never let them know anything that might affect them negatively.”

It was not glamorous work, and Allen often had to do her radio broadcasts in the evenings, after she had put in a long day at her Red Cross job.

“It was hard — I was often very tired and had been on my feet all day,” she recalls. “But the response from the G.I.s was so great, and you couldn’t help but feel rewarded and anxious to go again.”

Working the microphone was far from her only responsibility, but the rest of her job was vague. She and three other women worked at what was known as “Repairadise Inn,” a Red Cross club that catered to technicians and mechanics who worked for Army Air Transport Command, servicing the many C-46 and C-47 cargo planes flying through the treacherous Himalayas. Although the men coming to Repairadise Inn were not fighting on the front lines, the lives of all those “flying the Hump” rested on their efforts, and so the work was stressful and the hours long. Allen and her colleagues were expected to entertain the enlisted men of the Army A.T.C. when they were off-duty. It was a responsibility for which her work with Ream

General Veterans Hospital and the Red Cross had prepared her well, but it still stretched the limits of her imagination.

“We went to famous shrines, the Taj Mahal, a leper colony, anything that we could find that was of interest,” she says. “At one point, our truck broke down in front of the leper colony and some of the G.I.s went in out of sheer boredom. At that time, we thought leprosy was highly contagious, and we were so scared that those men had caught it. We made them promise to burn their clothes when they got back. And, as it turns out, it’s not very contagious after all!”

One of her favorite diversions was the dances that they would hold. The women had all been told to bring evening gowns for just such occasions, and Allen says they were worn to tatters. Everyone loved dancing, even in the sweltering heat and the stiff competition for a dance partner.

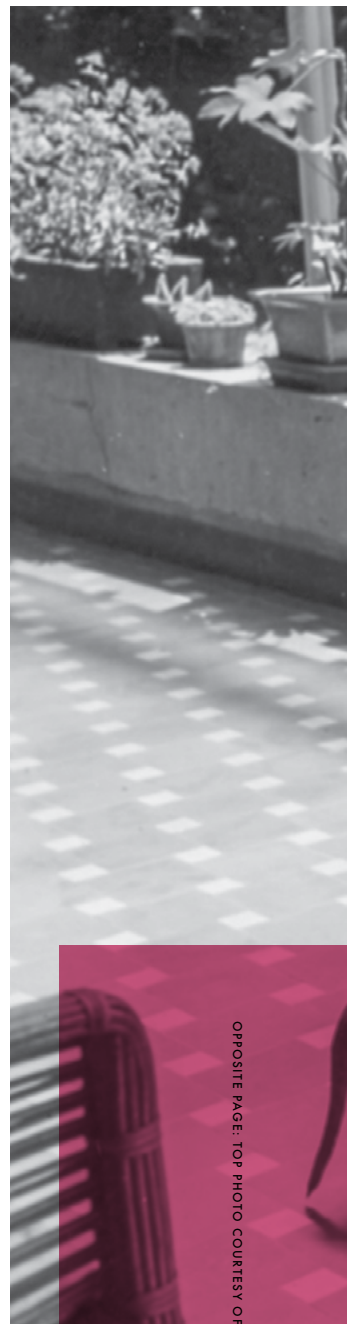
“We had a rule that a man couldn’t cut in on a dance until a woman got to take at least 15 dance steps with her current partner, and anyone who violated the rule wasn’t allowed to dance anymore,” she says. “So you had this long line of guys, all counting to 15 and trying to patiently take turns.”

Although Allen and her colleagues were not on the front lines of the war, there were still many difficult and dangerous moments. The camp was infested with all manner of pestilence, including a scorpion that took up residence in the women’s bathroom. There was a polio epidemic that, with no cure and no vaccine yet available, left the entire camp paralyzed with fear. Disease was a constant concern. At one point, Allen contracted dengue fever, a mosquito-borne illness that causes fever, headaches, vomiting and body aches. Even after a five-day hospitalization, she continued working in a daze, never telling anyone how poorly she still felt.

“There was a word we women in the Red Cross always used — stalwart,” she says. “So I couldn’t complain.”

In some instances, the difficulties were man-made. At one point, Allen learned she was the subject of a vicious rumor that had her having an affair with a married officer, a story that had the potential to endanger her position with the Red Cross. Allen says such rumors were common, and they definitely drove home how different things could be for women compared to men deployed overseas during this time.

“I decided the best way to manage the rumor was to wear an engagement ring that really belonged to my friend and pretend I was marrying a sergeant,” she remembers. “I had met this man at a dance in Palm Beach, a very attractive fellow, and I had kept up correspondence with him and knew he was stationed on Okinawa. I told people he was my fiancé, but I didn’t tell him I was doing that!”



OPPOSITE PAGE: TOP PHOTO COURTESY OF VIRGINIA ALLEN '40, BOTTOM PHOTO: NATHAN ROMANS





**SOCIAL CALLS:** Above: Allen (seated right) relaxes with a friend during her limited downtime from her Red Cross and G.I. Jill responsibilities. At right: Virginia Allen at her home in St. Paul, Minnesota, where she continues to educate new audiences about her experiences during the war.



**WHEN IN ROME:** *One of Allen's Red Cross colleagues treats a G.I. to a relaxing camel ride in Agra.*



Allen also recalls the time that she and her friend, Jane, were invited to visit Jaipur as the guests of the Maharaja and Maharani of Jaipur, an experience that she recalls with great affection.

"I have no idea why we were invited — we hadn't really done anything to deserve the invitation," she says, still marveling that she got to have this novel experience, particularly in a time of war.

There were a large number of British attendees, and Allen remembers that she got to take her first bath in a long time. She and Jane put on their tattered evening gowns and enjoyed an endless stream of activities and American, British and Indian delicacies, as well as a polo match and a ride on the Maharaja's personal elephant. When it was over, Allen and her friend were whisked back to the Red Cross camp in Agra, making it seem like the whole thing had been a dream.

Once the war ended in Japan in August 1945, Allen's adventures only continued. As the United States and Japan struggled to hammer out a peace treaty and negotiate the difficulties of occupational rule, American servicemen lingered in the Pacific. With so many other G.I.s going home, there was a real need to keep the men entertained and happy, so

show business personalities were enlisted to put on performances for the various troops and personnel still stationed in China, Burma and India.

Shortly after the Japanese surrender, Allen received orders from the Red Cross headquarters in Calcutta, ordering her to report for, of all things, an audition. Col. Melvyn Douglas, best known at home as an Oscar-winning actor, was interviewing all female personnel in the region for roles in an upcoming play.

Convinced she'd be returned in a couple of days, she didn't bother saying goodbye to Jane, who agreed to ship her things if she were chosen for the play. She didn't see Jane again for nearly 40 years.

To her surprise, Allen was chosen for two shows: she had a part in "Call Me Mister" and was later cast as one of two female leads in Douglas' production of the Noel Coward play, "Private Lives"; her co-stars were both trained stage actors from New York. They had little to work with — no microphones, sets made of sheets and so little money for costumes that Allen's was made from a dyed para-

chute. According to Allen, the shows were incredibly well received by the G.I.s, who did not care about the poor production values.

"I had a taste of what it was to be a star," says Allen. "Every day my cubbyhole of a dressing room was filled with flowers and notes. I'm not sure if we were actually any good or whether they just liked the short-skirted costumes on all the pretty girls."

The players were ordered on tour with their show, and they traveled throughout India, where they were met at every turn with adoring G.I.s, vying for attention. At one stop, Allen recalls, the G.I.s used the camp's pet tiger, Sugar, to scare the women. When they all scrambled for safety, certain men, who had won a prearranged lottery, were there to comfort the women and calm them down. The following day, the whole acting troop was formally introduced to Sugar, displaying much more friendly behavior.

After the tour for "Private Lives" ended, Allen was sent back in Calcutta performing in midnight horror shows for Armed Forces Radio. At that time, India was on the verge of a full-scale rebellion against its British colonizers, and Allen found herself right in the middle of the conflict.

"One night, in the home where I was staying, I smelled smoke. I looked out of the window and saw torch-laden Indian nationalists invading our streets, which were in an English neighborhood, and they were setting fire to the houses," she says. "Always a Red Cross stalwart, I picked up the phone, praying it would work, and somehow word got through and we were rescued by the military police, and luckily our house was spared."

From Calcutta, Allen was called to China to receive new orders. She embarked on an odyssey that took her from Thailand to the Philippines before finally landing in Shanghai, where she was transferred to her final Red Cross club in that city. However, her time there did not last long — the communist uprising that ultimately consumed the nation in 1949 had already begun, and, with Mao Zedong and his revolutionaries on the outskirts of the city, Shanghai was not exempt from the commotion. Amidst the political upheaval, the Red Cross began a slow evacuation of its employees back to the United States.

When Allen left China in late 1946, she was once again consumed with a tropical disease, this time of unknown origin, and she spent most of her trip home sleeping. Although she was overjoyed to be reunited with her family back in the States, she recalls her initial arrival in San Francisco as rather underwhelming.

"I had pictured a welcome home band and people waving," she says. "Instead, we were just one of many ships returning from 'somewhere' in the Pacific."

After Allen returned home, she reconnected with her erstwhile "fiancé," J. Scribner "Scrib" Allen, whose existence she had used to combat the salacious rumors in India. She and Scrib had intermittently kept in touch throughout the war, although he

*"... I looked out of the window and saw torch-laden Indian nationalists invading our streets ..."*

PHOTO COURTESY OF VIRGINIA ALLEN '40





remained blissfully unaware that she was advertising herself as his future wife the entire time. Now that both were home in the States, they began speaking on the phone regularly.

Allen says everyone at that time was anxious to pair off, and she had multiple suitors vying for her heart. Ultimately though, it was the handsome, dashing Scrib that won her heart. The pair married in March 1947 and settled in Pittsfield, Mass., where Allen worked as a public relations director for the Berkshire County American Red Cross before staying home with the couple's two children, Jeffrey and Pamela. The family moved all over the country as Scrib climbed up the corporate ladder at General Electric as an international electrical engineer, eventually serving on the President's Advisory Council for Energy through four administrations. They lived in Massachusetts, New Jersey, Washington, D.C., Vermont, California, Florida and Minnesota, where Allen still lives today. Everywhere they went, Allen threw herself into volunteer, public relations and fundraising activities that spanned every possible interest, from fine arts to athletics to children's activities. She also remained faithful to William & Mary, staying in touch with many of her college friends and cherishing the memories she made there. Even now, 78 years after graduation, recalling her time in Williamsburg brings a tear to her eye.

No matter where she went, Allen found that there was universal interest in her story, a tale of adventure in a time where women were not expected to have such experiences. In 2007, Allen became one of 40 veterans profiled for the Veterans History Project, created by the American Folklife Center at the Library of Congress. It was only then that Allen realized she was considered a veteran. On the cusp of her 99th birthday, Allen is still incredibly active, an enthusiastic swimmer who continues to give interviews and presentations about her experiences during World War II.

She and Scrib were married for 50 years — he passed away in 1997, shortly after their golden wedding anniversary. Although he's been gone for 21 years, she still sleeps with a photo of her soldier, forever immortalized in his uniform, at her bedside. ☺

**DOWN TIME:** Allen treating some G.I.s to a shopping excursion. Below: Allen poses with Bengal tiger Sugar, the camp mascot at one stop on the "Private Lives" tour.







PHOTO: ADAM EWING



# WITH A NAME LIKE SMUCKER'S...

*Think of Smucker's® and the sweet stickiness of strawberry jam, the tartness of raspberry preserves, or the satisfying pop of the gingham-patterned lid coming off of a fresh jar of apricot spread. Each of those jars of jam bears the distinctive signature of Jerome Monroe Smucker. To most of the world, he is known as the founder of The J.M. Smucker Company. To Mark T. Smucker '92, he is great-great grandpa.*



In May 2016, Smucker became the fifth-generation president and CEO, taking the reins from his uncle and father. It's a role he didn't imagine he'd find himself in when he was a student at William & Mary, pursuing a geology degree and proving to himself that he could forge his own path. But his story, and that of The J.M. Smucker Company, is one of growth and the power of family.

**SMALL TOWN DREAMS** Orrville, Ohio, is a little town about 30 miles southwest of Akron with approximately 8,500 residents. It's home to The J.M. Smucker Company and generations of the Smucker family. Smucker has fond memories of living in

**“MY PARENTS WERE GOOD AT ENCOURAGING US TO DO WHAT WE WANTED TO. THEY WOULD ALWAYS SAY, ‘LOOK, YOU CAN ALWAYS COME BACK TO THE FAMILY BUSINESS, BUT YOU SHOULD REALLY BRANCH OUT AND DO WHAT YOU LIKE.’”**

Orrville when he was a child. One of his earliest memories is of the Jelly Jamboree, a local festival sponsored by the company and featuring softball in the park.

“It wasn't much but it felt like the whole town was coming together around something they loved,” he says. “The town hasn't changed much since then.”

In middle and high school, he and his siblings and cousins all worked summers at the company, doing everything from janitorial work to quality control to marketing and sales. The family business became more than just fun and games.

“We were so immersed — that's part of the reason I wanted to go do something else,” he says with a laugh. “Growing up in a small town, always around the family business, I wanted an opportunity to travel and see more of the world and broaden my horizons. I was definitely looking to go to college out of state.”

Enter William & Mary, a school 500 miles from home and just the right size: at the time, approximately 5,000 students, smaller (though not by much) than his hometown he left behind.

It was, and is, also a renowned liberal arts university. Smucker wanted to explore his academic interests and he knew William & Mary was the place to do it.

“My parents were good at encouraging us to do what we wanted to. They would always say, ‘Look, you can always come back to the family business, but you should really branch out and do what you like,’” says Smucker.

At William & Mary, he was known as “Smuck,” living in Yates 241 with Christopher Almond '92. Their freshman floor was mostly occupied by other out-of-state students, so they bonded over being far from home.

“He was the best roommate I could have asked for, but I think whoever made the rooming assignments had some fun pairing us together,” Almond says. “A kid from the most famous berry family and a kid whose name is a nut!”

Smucker became a geology major, expanding on skills he had developed as president of the earth science club at his high school. He went on field trips around Virginia and kept interesting rocks in his dorm room, happily enthusing to Almond about his coursework. He was also the first person in their dorm to have his own computer, a Macintosh.

Occasionally, his family would send Smucker and Almond samples of products for them to taste-test.

“They were pretty wild — banana juice was not particularly appetizing — but it was clear that he had a wonderful family who wanted to stay involved,” Almond says.

Once, Almond locked himself out of his room, and Smucker, annoyed with Almond's absentmindedness, refused to let him in until Almond jokingly threatened to go to the grocery store and buy all the Welch's jelly.

After his freshman year, Smucker moved into the Psi Upsilon house on campus, and he and Almond lost touch. It wasn't until 2017 that Almond and Smucker reconnected over the sudden death of one of their freshman hallmates. They reminisced about their 25 years since graduation — Almond became a cardiologist and associate professor at Stanford University in Palo Alto, California, and Smucker became CEO, despite telling Almond in college that he wasn't going to enter the family business.

In 1992, with his future unclear, Smucker graduated from William & Mary and started looking for jobs that would use his geology degree and literature minor.

That's how he ended up teaching high school science in Alabama for two years. Before long, though, his travel bug returned, having been nurtured at William & Mary through study abroad and interactions with international students. After two years of teaching, he wanted to go out and see more of the world. He went back to school for his masters in international management from Thunderbird in Phoenix, then moved to Argentina for a position at an advertising agency.

He stayed in Argentina for four years, became fluent in Spanish and met his wife, Katie, an ex-pat from Colorado who at the time was living in Mexico City. They married and moved to Brazil.

OPPOSITE PAGE PHOTO: BILLY DELFS





**THAT'S MY JAM:** *In May 2016, Mark T. Smucker '92 took the helm of The J.M. Smucker Company, based in Orrville, Ohio.*



**JAMMIN’:** *While The J.M. Smucker Company produces and distributes a wide variety of brands, they are best known for their Smucker’s brand of jams, jellies and preserves.*

While he was in Argentina, the pressure to return to Smucker grew.

“My dad had never put any pressure on joining the business, but in my late 20s, he started to. They were working on a partnership with an Argentine company. I loved being abroad and he said, ‘Look, we’re going to do this big study with this Argentine company about the market for jams and jellies in Argentina and Brazil, and we want you to be the project manager.’ That’s what got me into the business.”

Although the partnership never ended up happening, he continued to serve in the International Markets division, a position that allowed him to travel and live in countries around the world.

“A liberal arts education made me a much more well-balanced and well-rounded person with a variety of interests, not just interests in business. It broadens you,” he says. “Being at William & Mary prepared me to be an independent adult and be successful in a variety of different environments.”

**RISEING STAR** Though it’s jars of jam that bear the J.M. Smucker signature, after Mark Smucker joined the company in 1997, the company diversified into markets beyond fruit spreads. After all, The J.M. Smucker Company proudly states it has been “growing since 1897” — they now manufacture and distribute food and beverage brands like Folgers®, Pillsbury®, Jif® and Crisco®; pet brands including

MilkBone®, Natural Balance®, 9 Lives® and Meow Mix®; Canadian brands Robin Hood®, Carnation®, Five Roses® and Bick’s®; and many, many more.

Why these brands in particular? They are what Mark Smucker calls “beloved brands,” well-known by American families. The J.M. Smucker Company, after all, is a family business.

“At the beginning of the millennium, we went through a soul-searching exercise, which is something we’re really good at,” Smucker says. “We thought we were experts in fruit. It turns out that we know a lot about fruit, but we’re also experts at marketing brands. That led us to growing the company through acquiring leading brands that are loved by North American consumers.”

One of those brands is Folgers, part of Americans’ morning routines for decades. The J.M. Smucker Company purchased Folgers from Procter & Gamble in 2008 in a deal valued at almost \$3 billion. They also manufacture and distribute Café Bustelo® and Dunkin’ Donuts® retail packaged coffee (the beans or ground coffee available at the grocery store). In 2011, Mark Smucker became president of the U.S. Retail Coffee division, overseeing these brands. He brought to the role the expertise he had gained from stints heading up the Brazilian, South American, Canadian, international and special markets.

It was during the Folgers coffee acquisition that Smucker became involved with William & Mary once again. In 2007, he was invited by the Raymond A.

PHOTO: JONATHAN PELMAER ON UNSPLASH



Mason School of Business to reengage with his alma mater. That year, he spoke on trends in consumer behavior as the keynote for the Career Acceleration Modules, which are immersive seven-week experiences for MBA students. He wanted to return the next year, but negotiations with Procter & Gamble were all-consuming and he couldn't be away from the office.

So, Smucker invited the students out to Ohio to meet with him and the advertising agency Saatchi & Saatchi NY. Afterward, he treated the group to dinner in Akron, mingling with the students and answering their questions. He found time to share his expertise even in the midst of acquiring Folgers.

Lisa Szykman, associate professor of marketing, consumer behavior and advertising at the Raymond A. Mason School of Business, accompanied students on the trip.

"Mark Smucker is a great friend to the school. He's so busy, but anything we've asked, he doesn't hesitate," says Szykman.

She says she still teaches concepts she discussed with Smucker on that trip in her classes.

"I have my classes look at the strategic decision by Smucker to buy Jif and Folgers from Procter & Gamble, but not Pringles®. All three are iconic brands, but The J.M. Smucker Company knows who they are and what they do well. Pringles didn't fit into that," Szykman says. "We look at how choices like this enhance their other brands as a whole."

Laura Peñalver '16 was a student in Szykman's marketing class in 2014. A major project in that class is to write marketing plans for real-life companies, and Szykman assigned The J.M. Smucker Company to Peñalver. Szykman put her in contact with Mark Smucker.

"Her eyes got as big as saucers and she said 'Isn't he a president? Are you sure I can just call him?'" says Szykman. "But both had spent time overseas, both spoke Spanish, and they of course had William & Mary in common. He liked her marketing plan so much he hired her as an intern."

After her summer internship, Peñalver became a business analyst for the Café Bustelo® coffee brand and is now an analyst for the Folgers brand.

"W&M reinforced the importance of supporting your peers and acting compassionately whenever possible. That sense of community has been fostered here at the J.M. Smucker Company by Mark and his family, making the transition seamless," she says.

As they say, coffee brings people together.

**FAMILY FIRST** Treating employees well is one of the hallmarks of the Smucker company and one Mark Smucker takes very seriously.

"Helping ensure that this is a unique, harmonious, compassionate place to work is what brings to life the momentum that we have as a company," he says. "Our company is one that was not built by one family over five generations. It was a company that was built by

thousands of families who have worked here, not just the Smucker family."

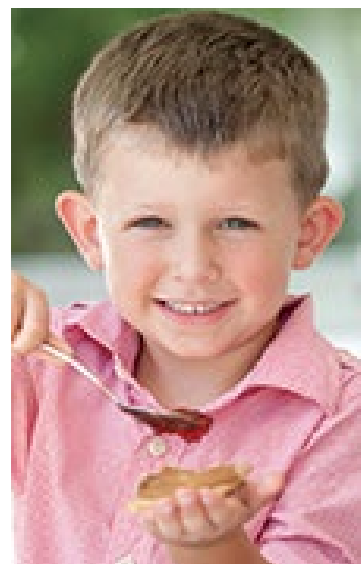
In 2016, the year Smucker became CEO, The J.M. Smucker Company was rated No. 6 on Indeed's "Top Companies to Work for in 2016" survey, making it the "best reviewed food company in America," according to Indeed.

"When we talk about growth, we mean growing our business, but we also mean growing our people. If our employees can't grow, then we can't grow our business," says Smucker. "We clearly believe that the people we hire and the environment they create in the workplace is really the heart and soul of the company."

This speaks to the inherent tension in family businesses, especially those closely held over many decades — how to balance the needs and vision of the founding family with those of the employees, shareholders and consumers.

"I think my primary responsibility, if I could boil it down to one thing, is being a steward of our company and our brands so that it grows and survives to the next generation. We're a public company. We have to answer to our shareholders and our investors, some of which are family but most of which are not," Smucker says.

The strategy of acquiring beloved American brands is, so far, providing shareholders with the profits they are seeking: The J.M. Smucker Company made sales of \$7.4 billion in 2017. But more than profits, the company follows what it calls "Our Purpose": helping to bring families together



**“WE REALLY BELIEVE THAT THE PURPOSE OF OUR COMPANY FOCUSES AROUND SUPPORTING FAMILY TOGETHERNESS BECAUSE IT'S SOMETHING THAT WILL CREATE A BETTER SOCIETY.”**

to share memorable meals and moments. As Mark Smucker describes it: "profit with a purpose."

This purpose is emphasized in their Mealtime Movement campaign, which unexpectedly claims "the most important thing isn't what's on the table" (even if it's Smucker's® products). Instead, "Meals feed the body. Mealtime feeds the relationship." Mealtimemovement.com displays statistics showing the benefits of family meals on children: reducing obesity, building trust, encouraging thoughtfulness and more.



**A FAMILY AFFAIR:** *The J.M. Smucker Company's vision for corporate responsibility includes encouraging families to spend quality time together over meals.*

So with all his responsibilities as CEO, does Smucker have time to have meals at home with his family, Jackson, 15, and Phoebe, 13?

"It's hard in this day and age where kids' extra-curricular activities are so much more intense than when I grew up. But yes, we do have family meals," he says. Smucker even cooks. His specialty is "atomically spicy" Jamaican jerk chicken.

Family meals are a tradition that was instilled in him by his own parents.

"My mom used to get mad if my dad wasn't home in time for dinner, and we only lived five minutes from the office," he says, laughing.

The Mealtime Movement is part of The J.M. Smucker Company's corporate responsibility strategy, which is their vision for "creating a better tomorrow" by focusing on preserving their culture, ensuring long-term economic viability, limiting environmental impact, and being socially responsible.

Much of this involves being a contributing member of the communities J.M. Smucker is part of, from Orrville, Ohio, to factories in North America.

"I think in this day and age, companies have more of a responsibility than they ever did to sustain the environment and the communities in which we work," Smucker says. "We really believe that our purpose of the company focuses around supporting family togetherness because it's something that will create a better society."

And yet, being a house of brands instead of a branded house — that is, The J.M. Smucker Company owns many brands, but they aren't associated in customer's minds with the company as a whole — creates a challenge for the company. Publicizing sustainability and corporate responsibility efforts to consumers of Jif peanut butter or Crisco cooking oils, for example, is more complicated if those consumers don't know that The J.M. Smucker Company makes those products.

Another challenge Smucker faces is catching up with changing consumer preferences. His focus since

becoming CEO has been capturing small, emerging "craft" brands and ensuring The J.M. Smucker Company has offerings that are natural and organic.

"Our iconic brands are still very important, the economic engine of this company, but we have to have the right balance between leading iconic brands and emerging brands," he says. "It has to be both."

With that in mind, Smucker has acquired brands like Sahale Snacks®, which makes roasted nuts in exotic flavors, ultra-premium Numi® Tea and Santa Cruz Organic® brand, among others. Though The J.M. Smucker Company has experienced steady profits, he hopes these new acquisitions will keep the company viable well into the future.

**ALL IN** Smucker has certainly come a long way from that undergraduate student who never thought he'd get into the family business.

"I wanted to prove to myself that I could do things on my own. I could find a job on my own, pursue a career on my own, and that I could do that without the help of my family," Smucker says.

And that is what he did, successfully. But seeing the inner workings of the company that is his family's legacy, Smucker now embraces his role in the future of The J.M. Smucker Company.

"Over the past 20 years, I've had opportunities to move around quite a bit to run businesses. As I progressed in the company, it became more and more interesting, and I became more and more passionate about business and how to continue to grow this company for the good of our employees and our investors. What started out as this little project when I was 27 ended up becoming a career."

And what a career — from helping with one ultimately unrealized merger in South America to overseeing the acquisition of more than a dozen food brands, Smucker is just getting started.

After all, with a name like Smucker's, it has to be good®. 🍪

PHOTO: COLIN MCQUIRE



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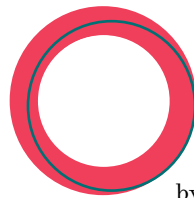


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# TANG'S WORLD

AND A CITY FULL OF BULLS, BEARS AND CUBS



On a chilly day in 1979, Michael Tang '76, P '13 found himself at the end of the world. • He'd arrived in Ushuaia, Argentina, the southernmost city on the planet — dubbed “El Fin del Mundo” by inhabitants — after traveling by Jeep down the entire western coast of South America. • “I met all kinds of different people,” Tang says. “Gauchos in southern Chile, odd travelers. Everyone was amazingly welcoming and helpful. When I had car trouble in Santiago, Chile, the Jeep dealer took me out to dinner. I drove the fifth Jeep Cherokee into the country.” • Tang's innate curiosity has led him from his home city of Chicago to destinations around the globe — from the Navajo Nation in Arizona to the steel mills of Detroit to his father's birthplace in China. As CEO of National Material L.P., a highly diversified company that supplies steel, aluminum and other materials to industries worldwide, he's rarely in one place for more than two or three days. “It's critical to be able to interact with people face to face. Skyping doesn't do it,” he says.

STORY BY **SARA PICCINI**

ILLUSTRATIONS BY **GWEN KERAVAL**







HOME BASE: A Chicago native, Michael Tang '76, P '13 is the city's No. 1 fan.



PHOTO: TONI SOPER



The downside: air travel is no longer the glamorous experience it once was. “Getting on a plane nowadays is like taking the bus,” he says with characteristic humor.

During all his globetrotting, Tang has been anchored by the constants in his life, above all his family, including daughters Michelle ’13 and Mariel — as well as his affection for his hometown and his alma mater.

“He loves William & Mary and he loves Chicago, in that order,” says Judge John Charles Thomas, who served with Tang on the W&M Board of Visitors.

## FROM NORTHBROOK TO THE SOUTH

As a college freshman, Tang didn’t start out at William & Mary. Following his graduation from high school in Northbrook, Illinois, he headed off to the University of Michigan. “I thought it was too big, too impersonal,” he says. “I had classes with hundreds of people. I said, ‘This is not my idea of a college experience.’”

In high school, Tang was friends with Nancy Miley, whose older sister Mary — now Mary Miley Theobald ’74 — was attending W&M. “She said to come down and visit. So I visited and, of course, was totally taken by the Sunken Garden and the Wren Building. The intimacy of the campus was quite appealing to me.”

Transferring to William & Mary in the second semester of his freshman year, Tang discovered the tight-knit community he’d been looking for. “The attention that you got from professors was something very special,” he says. “It wasn’t by any means easy, but because you felt connected with your professor, you got much more involved with the course work.”

Deciding to major in economics, Tang formed an especially close bond with his adviser, Allen Sandersen, who now teaches at the University of Chicago. “He was just starting his career. To me, he was a fabulous professor — his lectures were fascinating, very down to earth. He was a big, big influence on me,” he says. “I got to know him, I got to know his family, which I thought was extraordinary.”

Tang ended up living next door to another economics professor, David Finifter. “I’d have questions and go over and knock on the door,” he says. “He’d say come in, and would help me out. That’s pretty cool stuff.” Finifter, now a professor emeritus, went on to establish William & Mary’s program in public policy. Tang made his first gift to the university to help the program get started.

Although Tang found William & Mary a great fit, coming to a small Southern campus from the Midwest was nonetheless a culture shock. “I didn’t have any experience with the South,” he says. “Plus I’m Chinese-American, and in 1973 when I started William & Mary was a very different place ethnically.”

As he reveals, it took some time to get up to speed with Southern culture. Shortly after he arrived, Mary Miley Theobald invited him to a Kappa Kappa Gamma

dance. “I was set up with a date and I borrowed a car,” he says. “I got out of the car and started walking toward the student center. I walked about 50 feet or so, and I realized that my date wasn’t coming out of the car because I hadn’t opened the door for her. It was a total etiquette faux pas,” Tang says with a laugh.

An excellent student, Tang was inducted into Omicron Delta Epsilon, the international honor society in economics. But he also found time for extracurricular activities. “He was always interested in photography and took pictures throughout college,” says Theobald. “When I got married in the Wren Chapel in 1974, my father asked Mike to take the pictures for the wedding.” Tang became both business manager and photo editor for the *Colonial Echo*, and his photos appear throughout the 1976 yearbook.

## THERE AND BACK AGAIN

From Williamsburg, Tang made the relatively short trip to Washington, D.C., for law school at Georgetown. He then wanted to take a break after so many years of rigorous study in a structured environment. “I shipped a Jeep to South America and I circumnavigated the continent,” he says. “I drove all the way down to the tip, as close as you can get to Antarctica, then drove back around through the Amazon and ended up in Caracas, Venezuela.” Tang drove more than 20,000 miles on his six-month journey.

His next stop — Arizona. “Curiosity drove me,” he says. “My first job as a lawyer was for the Navajo Nation. I lived on the reservation. There were huge cultural and economic differences,” he says.

He had some humorous moments, however. “I’m ethnically Chinese and apparently I also look Navajo,” Tang says. “So people would be speaking Navajo to me, and I’d say, ‘I’m sorry, I don’t speak Navajo.’ They would think I was too dumb to learn it as a kid.”

Tang spent about a year and a half with the Navajo, then took a more traditional job practicing law in Phoenix. In 1982, he received an invitation from his father, Cyrus, to return to Chicago and join the family business, Tang Industries.

“My dad is the classic Horatio Alger. He came to the United States from China in 1950. He didn’t have any money, but through hard work he became very successful. His first wholly owned business was in steel distribution, and he started building the company from there.”

One of Tang’s first experiences with the business involved negotiating the purchase of a steel mill in Detroit. Tang ended up moving there to continue working in the mill. “It was another culture shock,” he says. “I’d been living on an Indian reservation in Arizona with beautiful wide open skies and wild horses roaming. Then all of a sudden I’m living in Detroit, where there are smokestacks and an incredibly heavy manufacturing environment.” But his inquisitive nature and drive led him to make the most of the experience.

## DUNKIN' DONUTS IN SHANGHAI

Similar to his father, Tang became involved in a variety of different business enterprises while at the steel mill. "I ended up getting some cellphone licenses at the time cellphones were just starting up," he says. "I got us involved in a movie production company, then I started a natural gas distribution company."

His business education came both from direct experience and from watching his father. "As often happens with hard-driving entrepreneurial people of his type, he didn't do any mentoring — that wasn't in his vocabulary," Tang says. "I learned a lot by observing, trying to pull out lessons learned when I've worked with him."

Not surprisingly, Tang Industries today is made up of a wide range of diversified businesses. Tang currently serves as vice chairman of the parent holding company and CEO of its industrial group National Material L.P. (NMLP). One of the nation's largest metal suppliers, NMLP comprises more than 30 business units with locations in the U.S., Canada, Mexico and China. It conducts business throughout the world, serving industries as varied as automotive, aerospace, construction, agriculture, electrical energy and defense.

"The primary business has been metals-related, but we have been involved in everything from building power generators to office furniture to pharmaceuticals," Tang says. "We also have the master franchise agreement for Dunkin' Donuts in Shanghai and two adjacent provinces."

Traveling everywhere from Europe to South Korea, Tang keeps tabs on customers and major suppliers while continuing to grow the business. "We run a very flat organization. I get regular reports on financial performance and tend not to get involved if there's not a problem. When we're facing challenges, I find a path to get us out."

## A CALM AND STEADYING VOICE

In addition to his business responsibilities, Tang is actively involved in civic and philanthropic work. "I've seen the whole gamut, all the way from startup charities to large organizations that manage billions of dollars."

In his home city of Chicago, his service includes membership on the boards of the Field Museum, University of Chicago Medical Center and the Chicago Community Trust. He also is a trustee for two of his family's charitable organizations: the Cyrus and Michael Tang Foundation and the Cyrus Chung Ying Tang Foundation. In addition, he is involved with the RAND Corporation, the nation's largest think tank, and is a member of the National Defense University Foundation.

His involvement with William & Mary has also been extensive, beginning in 1990 with an invitation

to join the Endowment Association (now the William & Mary Foundation) — a time when the university had just embarked on its first large-scale fundraising campaign, the Campaign for the Fourth Century.

"I'm a very curious person, so I thought, 'Let me try this out,'" Tang says. "I liked the people, I liked the energy, and I thought maybe I could contribute something to help W&M raise funds."

At that time, Tang notes, "you saw a growing realization of the potential of the university. To reach that potential, you needed to unleash more funding. Part of it was getting alumni engagement, alumni funding, but that was obviously married with what you are going to use it for. The funds were to help build prominence, but the focus was on the students."

Tang went on to serve a four-year term on the W&M Board of Visitors, from 2009-13. He and the newly appointed rector, Henry Wolf '64, J.D. '66, found a natural bond. "Even though there was a decade and a half between us, both of us had been economics majors at William & Mary, and we both studied law at Georgetown, where I received my graduate law degree," Wolf says.

"That period was characterized by a number of issues," he says. "We'd had a financial collapse within the country that impacted William & Mary and the commonwealth." As Wolf explains, the board was under pressure to raise tuition significantly, as well as increase enrollment. "Michael was sensitive to that. He was very concerned about affordability, and the ability of our matriculated students to bear the cost."

"He was a very calm and steady voice in our council," Wolf continues. "He immersed himself in the work of the board, and was one of those people who was a very significant contributor. He's what I would call a 'big picture' person — he thinks in global terms."

Fellow board member Judge Thomas also recalls a lighter side. "The board is serious work where you're down in the weeds with reports and footnotes," he says. "But I remember a time when we were all on a bus at Christmastime, and we started singing 'The 12 Days of Christmas.' As happens all over the world, we forgot all the verses. Mike and I had the lead, and we were filling in as best we could. It was rousing."

Extraordinarily generous in sharing his time and expertise, Tang also has made transformative financial gifts to a wide range of philanthropic causes. At William & Mary, he established the Tang Faculty-Student Research Endowment in 2008, and in 2013, presented a leadership gift creating the Tang Professorship in Economics.

## CITY OF THE BIG SHOULDERS

Currently a member of William & Mary's *For the Bold* Campaign Steering Committee, Tang looks forward to showing off his hometown as honorary chair of the William & Mary Weekend in Chicago, June 1-3.





**EAST MEETS WEST:**  
*The Tang Hall of China at Chicago's Field Museum encompasses 5,000 to 10,000 years of Chinese history.*

"Chicago is a global commercial center that's rich in history and culturally diverse," he says, "But there's a certain grounded sensibility about people here. The community is very generous and open-minded."

His must-see list includes the Field Museum, Millennium Park, Oak Street Beach, the Art Institute, and architectural landmarks from early skyscrapers to the buildings of Mies van der Rohe to the Willis Tower. "There's also theater, including comedy like Second City," he adds, noting that 'Saturday Night Live' had its roots in Chicago. "Jim and John Belushi, Gilda Radner — I saw all those people on stage in high school."

Especially close to his heart is the Cyrus Tang Hall of China at Chicago's Field Museum, a permanent exhibition that opened in 2015. Since then, the hall has hosted a million and a half visitors from around the world.

"We started working on what became the Tang Hall of China almost 20 years ago as part of the museum's strategic plan," says Steven Strohmeier, currently campaign director at the museum. "When Michael joined our board of trustees in 2005, it was one of the first projects that caught his attention."

As Tang explains, the project had special appeal to his father, Cyrus, because of its educational goals in introducing Americans, particularly schoolchildren, to the complex story of Chinese culture. Tang notes that the Museum came up with an ingenious way to tell that story.

"One of the very first key decisions we made as a collective group was to arrange the exhibition by common life events and things that you see in cultures across the world, not just in China," Strohmeier says. "That helps ground our visitors in making com-

parisons between what they know and what they're learning." Tang Hall, whose entrance is flanked by the Field Museum's famed 13th-century stone lions, includes rare textiles, bronzes and ceramics, as well as a puppet theater featuring intricately cut Chinese shadow puppets.

"Throughout the process, the Tang family was just phenomenal," Strohmeier says. "I've worked on 19 different exhibitions at the Field Museum and this one remains the one I am most proud of, and I think the Tang family is as well."

The final stop in the exhibition is a traditional Chinese dry garden, which gives visitors a chance to stop and reflect before moving on. Gracing the garden are spirit stones, fantastically shaped pieces of rock formed by the power of water. The Tang family worked to secure the donation of these spirit stones from Suzhou, Cyrus Tang's birthplace — bringing the story of the Tang family and their remarkable achievements full circle.

## CHICAGO TIME

Proud of his hometown, Tang extols Chicago's restaurant scene, blues clubs and beach volleyball. But no conversation with a native Chicagoan is complete without mention of the city's fabled sports teams, including the Bulls, Bears, White Sox and especially the long-suffering Cubs and their fans. "Every year you don't do well, you get resigned. But there's also a seed of hope," Tang says.

How did he feel when the Cubs finally won the World Series in 2016? Tang's answer is simple: "Utter relief." ☺









# TRIBE

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## RITE OF PASSAGE

*Students cross the Crim Dell as part of their traditional walk across campus prior to Commencement.*

PHOTO: STEPHEN SALPUKAS





**ENJOY LIFE:** *Shawn Boyer's '94 latest startup, goHappy, aims to get users to make face-to-face plans rather than using technology to bond.*



"WE WANT TO SPUR PEOPLE TO GO OUT AND DO THINGS THAT THEY LOVE DOING WITH PEOPLE THEY LOVE DOING THINGS WITH."

# *Don't Worry, Go Happy*

SHAWN BOYER '94 HELPS PEOPLE LIVE HAPPIER LIVES

**ALUMNI PROFILE** It's the hum of continuous chatter among close friends at a 21st birthday party or the click of silverware at a monthly potluck. It's the laughter overheard at a bridal shower, the long-delayed hiking trip or tee time with college roommates — all moments that can get lost between the daily grind of work and daily responsibilities.

Shawn Boyer '94, founder and CEO of goHappy, says these are the kinds of experiences that matter in life. He has created the goHappy app to help people be more intentional about getting together with their inner circle of family and friends.

"We wanted this to be a facilitator for people to spend face-to-face time," Boyer says. "In essence, goHappy is a way to help people get together in real life more easily so they can build better relationships and live a happier life."

Launched in 2017, the Richmond, Virginia,-based goHappy is the entrepreneur's latest start-up business. His first venture, Snagajob, started with a simple idea of creating a platform for hourly job seekers and grew to 50 million users under his leadership.

**A HAPPY LIFE** Boyer came up with the idea for goHappy after examining his own hectic life.

"At the end of 2004 and into 2005, I felt like my life was out of whack," says Boyer, who is married and a father of three. "I worked all of the time. I needed more balance in my life so I started being more intentional about setting goals in my personal life."

Boyer came up with different parts of his life that he wanted to focus on. One of those included making a greater effort to gather with family and friends.

"I was sending friends invites through Outlook and that felt sterile," Boyer said. "Why am I sending Outlook invites to my friends? I felt like there should be a better, more interactive tool to help people do that, and that became the impetus for goHappy."

The company currently has 50,000 subscribers from more than 100 countries. Most are using the app for close-knit gatherings with an audience much more personal than a Facebook friends list. It takes the place of the group text message, where the purpose of the text often gets lost in off-topic responses as swiftly as it arrives on our cell phone screens. Invites can be sent to people via text message or email and users don't have to download the app to use the service.

"One of the big differences in the products we're building at goHappy is that we are not trying to be the destination. So many apps are focused on making sure users are always using their product," says Nick Jester, vice president of product management at goHappy. "We want to facilitate face-to-face connections, so the goal of our products is to get people together in real life as easily and efficiently as possible."

In many friend and family circles there are different social levels. While there is usually an organizer in the group who thrives on planning the next hangout, complete with seat assignments and decorations, there are others who feel indifferent about getting together at all and some in that same group who are agreeable only if swayed. Boyer and his team have tailored goHappy to appeal to all three types of users.

"We want to spur people to go out and do things that they love doing with people they love doing things with," Boyer says. "We want them to go ski happy, go wine touring happy, go band practice happy — we want them to go out and do whatever it is that makes them happy."

**BIZ SENSE** As a teenager Boyer knew he wanted to start a business, but was not sure what type. He was able to get a snapshot of the day-to-day life of business owners by watching his parents, who opened a jewelry store in his sophomore year in high school. His father, a pastor, relocated the family from Oklahoma to Williamsburg to follow his dream of owning



PHOTO COURTESY OF RICHMOND TIMES-DISPATCH



**BE HAPPY:** Shawn Boyer '94 and his family on vacation at Grand Teton National Park in Wyoming in 2014.

a business — and that is where Boyer first got a glimpse into life as an entrepreneur.

“I got to see what the buying side was like because my parents would take me to a conference where they would purchase all sorts of merchandise,” Boyer says. “I also had to price items, which helped me develop an understanding of what the markups needed to be on merchandise.”

Boyer worked at the family store every summer and winter break while attending Lafayette High School and during his four years at William & Mary. During the summer he would often visit campus and throw footballs with William & Mary’s football team. This familiarity with the campus coupled with being impressed with the high academic standards drew him to the university. Boyer, who played receiver on the football team, majored in business administration and attended William & Mary on a scholarship.

“I think more than anything what I learned at William & Mary is how to think analytically and to then be able to communicate your position on something, somewhat articulately,” Boyer says. “I think that general knowledge and training was more helpful than any specific thing I learned about being an entrepreneur.”

**WRITE IT DOWN** After graduating from William & Mary, Boyer earned a law degree from Washington & Lee University. His first full-time job out of law school was as a commercial real estate attorney in Washington, D.C. But after two years, he knew he didn’t want to practice law for the rest of his life. His realization came in 1997 when the internet was a playground of opportunity.

“I began writing down every idea I had — whether it was web-based or not,” Boyer says. “When I would see things that should be better than what they were, I would write them down and just start to think through different ways that I could solve that particular problem.”

Boyer’s girlfriend at the time was looking for a summer internship. In an attempt to help, Boyer looked online and saw little to no internship postings. Shortly after, his father said that he had a hard time finding hourly employees for the family’s jewelry business.

“I started doing research and I found a lot of sites that focused on salary-level positions instead of part-time/hourly jobs,” Boyer says. “It just seemed like a big void to me.”

Boyer started calling fast food companies and retail managers to ask them how they found new employees. Most put signs up in their windows or asked current employees for referrals. The general



assumption was that employers thought hourly employees weren’t searching online for jobs. Boyer believed they were wrong.

“I just kept doing the research,” Boyer says. “I didn’t know how to code. I had never started anything before and I didn’t know what I didn’t know. There was also the thought that I don’t know what I’m doing and there is probably someone out there doing the same thing — if they’re not, there is probably a reason why.”

Boyer and his dad started Snagajob in 2000. Initially Boyer says it was hard to convince people that the company had value because of the perception of the internet. One of his talking points to potential employers was that 70 percent of Americans were online at the time. There were countless unpaid invoices those first four years, but Boyer never created a plan B in his mind.

“There are certainly times where you have the thought ‘is this going to work’ move itself from the back of your mind more to the front,” Boyer says. “I had the mindset that if I let my mind go there, then I would give myself an out. But ultimately, I wanted it to work out so I didn’t have a backup plan.”

Boyer stepped down as CEO of Snagajob in 2013 to become chairman of the company’s board of directors. He left Snagajob in 2015 to fully immerse himself into goHappy. At the time of his departure, Boyer’s idea of creating an hourly job listing website had grown into more than 50 million users and 300 employees.

**STAY HAPPY** The goHappy office is in a converted warehouse in the trendy Shockoe Slip section of Richmond. A wooden swing attached by two thick ropes hangs in the middle of the modern office. It’s a perfect symbol of the creative, fresh and young feel of the company. Sticky notes cover the walls as constant reminders of the mission of goHappy. One of them reads: Quality relationships equal a happy life.

— ASHLEY K. SPEED

PHOTO COURTESY OF SHAWN BOYER '94





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# Demystifying Cuba

EXPLORING THE ISLAND WITH ALUMNI JOURNEYS

**KICKING BACK:** *Jay Nickel '63 and Ann Marie Stock in the historic Hotel Casa Grande in Santiago.*



**ALUMNI TRAVELOGUE** “How many times have I been to Cuba?” This question is a familiar one to me — and so is the look of disbelief when I share my answer. “At least 60. I stopped counting a few years ago.” I have been traveling back and forth between the U.S. and Cuba for nearly three decades now — for my research on Cuba’s cinema, to consult with nonprofit organizations and the media, and to teach William & Mary students of all ages about the island’s culture.

My most recent visit, as host for a W&M Alumni Journeys trip, was extra special. It marked a series of firsts for me — including my first experience aboard a cruise ship, the first time I arrived on the island by docking rather than landing, and the first time I glimpsed Havana’s breathtaking skyline from the sea.

For one week in December, 29 W&M alumni and friends explored together this island that is, as the vintage travel posters note, “so near and yet so for-

eign.” Our adventure began in Miami, where we converged on the M/S Insignia. As we cruised toward Cuba, we got to know one another at a welcome reception and at a series of shipboard events. I was pleased to present a couple of shipboard lectures, showcasing some of the ways W&M is connected to Cuban culture.

Our first port of call, Havana, welcomed us with its majestic architecture, rich history and attentive inhabitants. We dispersed according to our interests — some to walk through the restored colonial sector, others to cross the bay for a tour of the massive El Morro fortress that protected the harbor from buccaneers, and still others to explore galleries and art studios or take in the highlights — while riding in a classic convertible.

Back aboard ship, we then headed west and south around the island. Our entry into our second port awoke us gently. In Cienfuegos, pastel-toned

LEFT PHOTO COURTESY OF ANN MARIE STOCK; RIGHT PHOTO: NIKADA



walls lining narrow streets led us to the picturesque main square. From there, we ventured forth to shop for handcrafts, sample some of the island's iconic flavors (rum and cigars) and take in a flute concert. Others opted to travel by motorcoach to the colonial city of Trinidad, another of Cuba's renowned UNESCO World Heritage Sites.

Our pilot then followed Cuba's southern coast, maneuvering close enough for us to track the changing topography and exclaim at the emerald-hued Sierra Maestra mountains. It wasn't hard to understand why Cuba's poet laureate, Nicolás Guillén, described his beloved island as "el largo lagarto verde," "the long green lizard." We docked in the provincial capital of Santiago, home of hillsides and cobblestoned stair-streets, musicians and dancers. There we visited the Plaza Central, strolled leisurely through the open-air markets and ventured forth to the shrine to Cuba's patron saint, the Caridad de Cobre.

Evenings on board the ship found members of the Tribe gathering in groups, reminiscing about

the W&M of old, comparing notes on our daily sojourns and identifying shared interests to forge friendships for the future. On our last evening, we gathered for a group photo and farewell dinner; a toast was proposed, and we raised our glasses to the institution that brought us all together — William & Mary.

With the academic year drawing to a close, I'm asked another question: "Would I host a future Alumni Journeys trip to Cuba?" My answer: "Absolutely!" In fact, I've agreed to do so in October 2018. Visit [wmalumni.com/travel](http://wmalumni.com/travel) to learn more and see all the exciting trips offered.

Meeting Tribe alumni, supporters and friends has left me looking forward to another island adventure. Nos vemos!

— ANN MARIE STOCK

*Dr. Stock is William & Mary's vice provost for academic & faculty affairs and a specialist on Cuban culture.*

**HAVANA ON MY MIND:**  
*The first port of call was Havana, where alumni and friends explored the restored colonial sector.*



PHOTO: MICHAL KRAKOWIAK



# Tuning Tractors

PHIL TUNING M.B.A. '02 TAKES JOHN DEERE FROM HEARTLAND TO THAILAND



## HIGH MAINTENANCE:

*Phil Tuning works with a groundskeeper in Ayutthaya, Thailand, to maintain landscaping in Thailand's first capital city.*



**ALUMNI PROFILE** John Deere: a tractor so iconic the country music star Keith Urban named a song after it. It's as American as baseball and apple pie. You may not expect to see a green tractor with a yellow deer on the hood in the rice fields in Thailand, but from Jan. 2013 to Sept. 2014, Phil Tuning M.B.A. '02 and his team worked to make that a common sight.

"My experience in Thailand combined several different skill sets — both business and educational — applied in a new environment," says Tuning.

Navigating new environments is Tuning's specialty. After earning his undergraduate degree in finance from Virginia Tech, Tuning accepted a position at General Electric in Lynchburg, Virginia. He entered the banking industry after a few years and eventually worked on state economic development projects with the Virginia Economic Development Partnership. On one project, he worked with Dave Larson '75 to bring John Deere to Williamsburg. During the process, John Deere noticed Tuning's abilities and recruited him for their team. Tuning accepted the offer and remained in Williamsburg serving as manager of business process excellence and quality initiatives.

Dave Larson, an unofficial ambassador for William & Mary, spoke to Tuning about John Deere's emphasis on advanced education. Tuning

considered Larson's endorsement of the school's reputation and the university's proximity to his office. The Mason School of Business' MBA program seemed like a great fit.

"I really like history, and it's impressive and humbling to have the opportunity to walk the grounds of our forefathers. The history of the campus is amazing," says Tuning.

The students and faculty inside the classroom impressed him as much as the school's legacy. "The capability of the faculty, the passion they have for their subjects, and their ability to convey complex ideas really resonated with me. The camaraderie that we built as an executive MBA class stood out as well. I still keep and reference — even as long ago as it's been since I finished there — some of the textbooks and case studies we examined."

The case studies aren't the only things he's carried with him. Tuning continues to use the strategies he acquired in the program to assess, analyze, and adapt to new situations quickly, skills vital in his move to Des Moines, Iowa, to join John Deere Financial. Later, these skills were vital when John Deere asked him to take an assignment in Thailand.

When Tuning wasn't indulging in delicious fish dishes, savoring a pork salad called larb mou, or spending weekends with his wife teaching English

PHOTOS COURTESY OF PHILIP TUNING M.B.A. '02



classes, he was meshing the business culture of Thailand with the corporate values of John Deere.

“I served as the managing director for John Deere Leasing Thailand. My responsibilities were to help stabilize our business while in the startup phase, lead the implementation of processes, help grow our business, instill John Deere values and successfully recruit and develop a local individual to take over the leadership once I went home,” says Tuning.

He quickly realized that he could more easily achieve those goals if he shared, and modeled Deere’s core values — integrity, quality, commitment and innovation — with the local team. Before departing for Thailand, John Deere provided Tuning and his wife with cultural training. Once he arrived, Tuning took time to observe, listen and learn more about the business culture, an exercise he calls “peeling back the onion,” in order to devise a three-step process to adapt the startup to its environment.

“First, we ensured that we truly represented the values. Second, we needed to understand how the people in Thailand saw the values through their lens. Then, we merged the two at the appropriate level.”

After completing his assignment, Tuning returned to Des Moines, Iowa in September 2014.

Today, Tuning calls Iowa, a piece of America’s heartland, home.

“It’s one of those really endearing states. The people here are genuine; they remind me of people from the South. I have enjoyed my time in the greater Des Moines area: It’s big enough to have the amenities of a big city but small enough for a community feel. Community involvement is important, and I have had the opportunity to serve on non-profit boards and as a member of a local city council. The business community, civic community and the governmental community work closely to drive the city forward. As a result, Des Moines is routinely recognized by national magazines and organizations as a great place to live.”

Currently, he is the manager of global data management and governance for John Deere Financial. On the opposite side of the globe, green tractors with yellow leaping deer are tilling rice fields. Perhaps a musician in Thailand is working on a tribute to the American tractor.

— PHOEBE M. BRANNOCK '18



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# One Tribe. One Network.

MICHAEL STEELMAN BRINGS ALUMNI TOGETHER TO GROW THEIR CAREERS

**ALUMNI NETWORKING** Michael Steelman loves meeting new people. It's obvious from the first time you see him in action — he has the enviable talent of being able to work a room, shaking hands and making introductions, while still being genuinely interested in the stories of each and every person.

It's an ideal personality for the director of alumni career management and professional networks. Steelman's job, after all, is to help alumni advance their careers through connections to other alumni and to William & Mary programs and services.

"William & Mary has such a strong alumni network, and I help alumni leverage those connections into career development," says Steelman. "Everyone, whether you're in the Class of 1950 and retired or the Class of 2017 and just getting started, has something to share."

Steelman studied opera at the University of Michigan, but quickly discovered what he liked best was bringing people together through the arts. He worked for the University of Michigan after graduation doing just that, falling in love with higher education in the process. He accepted a position at George Washington University in 2008 as their alumni volunteer coordinator, building their program from the ground up. The economic downturn at that time meant many alumni sought programming on career development, and Steelman created programming to meet their needs.

It was perfect preparation for joining William & Mary's Washington, D.C., office in 2015, spearheading a new initiative through the William & Mary Alumni Association: One Tribe. One Network.

"Whether you are job searching or looking to hire, you can use the William & Mary community and the resources we offer to meet your professional needs," Steelman says.

These resources include in-person events, online events, online tools, one-on-one coaching and more, for alumni at all stages of their careers. More information and registration can be found at [wmalumni.com/onenetwork](http://wmalumni.com/onenetwork).

**BREAKFAST AND BUSINESS CARDS** are industry-based networking events featuring discussions with leading experts. Recent events have focused on alumni in politics on Capitol Hill and alumni in law in New York City. *Get involved:* Attend one in your area,



volunteer to host one at your workplace, or share your expertise as the featured speaker.

**WEBINARS** are online professional development presentations and Q&A sessions; for example, "Mastering the Art of the Interview" with Raelene Wagoner '87, P '20, director, human resources and administration at Customer Value Partners. *Get involved:* Watch live or archived discussions, volunteer to be a speaker, or let Michael know what topics you would like to see covered next.

**ONLINE NETWORKING HOURS** are speed-networking text chats with fellow members of the William & Mary community, themed by industry or region. *Get involved:* These are often hosted at lunchtime for those in Eastern or Central time zones, so it's easy to attend for as little or as long as you like.

**TRIBE AT WORK** brings together W&M alumni working in the same organization. *Get involved:* Volunteer to host one at your workplace!

**WILLIAM & MARY SWITCHBOARD** can be described as a fusion of LinkedIn and Craigslist: alumni ask for what they need and offer what they have to give. *Get involved:* Check out the latest career advice and job opportunities from fellow W&M alumni around the world, and fill out your profile on the site so you'll be notified when something relevant to you comes up.

Since November 2015, W&M career and networking programs have had 6,000 registrations for more than 80 events.

## Michael Steelman

(202) 836-8614

[masteelman@wm.edu](mailto:masteelman@wm.edu)

[wmalumni.com/onenetwork](http://wmalumni.com/onenetwork)





# *William & Mary Night at Nationals Park*

**TUESDAY, AUGUST 7 | 7:05 P.M.**



vs.



**Tickets are on sale now at [nationals.com/tribe](https://nationals.com/tribe).**

\$41 includes an official New-Era co-branded William & Mary/  
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William & Mary is proud to be a part of the Washington Nationals' 2018 College Day Series lineup! Come out and show your Tribe Pride as the Nationals and William & Mary put on an evening to remember at the ballpark. Alumni, parents, students, faculty, staff and friends are invited to join the Tribe for an evening of special events and activities, guest appearances, and of course, baseball, as Nationals Park gets draped in green and gold!



“Quantity of attendees is certainly nice, but more important is the quality of the connections they make and how they provide value to the participants,” says Steelman. “How many people did we bring together that now know somebody new? Each connection strengthens the alumni community.”

The popular social media platform LinkedIn is another tool Steelman uses to both connect alumni and spread the word about his programs.

“Roughly 60,000 LinkedIn members are William & Mary educated. If we can connect those people together, think of how many industries, professions and locations that represents — and how many career opportunities,” says Steelman.

If you’re new to William & Mary’s career networking, Steelman says the most important thing to remember is to keep an open mind — you never know who knows who.

“It’s often the people you least expect who open doors for you and who you can help,” he says. “I can’t tell you how many conversations I have with alumni and it turns out we know the same people, or they know people I want to know.”

Already using W&M career and professional resources? Steelman suggests trying an event outside of your industry or area, or responding to a Switchboard or LinkedIn post online from someone new.

“You may talk to someone who can’t help you now but will be a great connection for you in the future,” he says. “Diversify your networks by getting in touch with people in other communities at William & Mary.”

In the future, Steelman hopes to continue to diversify his program offerings and encourage alumni of all ages, career stages and backgrounds to participate.

“I’d like to expand our reach online so anyone, whether they live in remote parts of Africa or a city in Asia, can participate. We’ve had some incredible international participation, but there’s still room for more. We’ve built the foundation, now, for these programs, but we can keep building.”

Ultimately, he says, he is just the facilitator for alumni to connect with and help each other.

“Everything I’m doing, I’m just providing room for alumni to do what they’re great at, which is opening new doors for each other and being innovators,” says Steelman. “I try to design programs that are inclusive to all but that provide the specialized expertise our alumni are asking for.”

— CLAIRE DE LISLE

*Schedule a 30-minute appointment:  
<https://calendly.com/michaelsteelman>*

## SUCCESS STORIES

“As a small business owner and solopreneur, trust and relationships drive my business, and building a network of W&M alumni is essential to my business development.”

— Arthur L. Cone III '75

*Investment Advisor Representative,  
Transamerica Financial Advisors*

“Following my career as a Naval officer, the networking resources the Alumni Association offered me were essential in making my transition from the military into the private sector seamless. My competitive advantage was having attended William & Mary and benefiting from the access its alumni network offered.”

— John M. Esposito M.B.A. '03

*Senior Manager, Aegis and Surface  
Radars, Lockheed Martin Government Affairs*

“W&M alumni have consistently been top performers and leaders in organizations. I have used the W&M Switchboard and Breakfast and Business Cards events to hire and network with W&M alumni in the past year and am thrilled with the results. Give it a try!”

— Raelene Wagoner '87, P '20

*Director, Human Resources and  
Administration, Customer Value Partners*

“In my role as a career coach, I have worked with the W&M team to plan and present several career webinars for alumni. Expanding and cultivating a professional network is such an important part of your career, and I encourage all alumni, whether they are currently in career transition or not, to take advantage of the great resources W&M offers!”

— Erin Ewar '00

*Consultant, Careers for Social Impact*



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or contact Cindy Gillman: 757.221.1168 • [cbgill@wm.edu](mailto:cbgill@wm.edu)





# Alumni Engagement

GREEN AND GOLD AROUND THE WORLD



[1]

[1] Meghan Comey Thomas '03 and Eric Thomas were married on Oct. 3, 2015, in Villanova, Pa. Many William & Mary friends and family were in attendance. [2] Melissa Ruiz '09 and Michael Warwick J.D. '12 were married in Richmond, Va., on Nov. 19, 2016. They celebrated with 29 other W&M grads. [3] Members of the Chicago alumni chapter show their Tribe Pride during a beach volleyball game. [4] Maegan Crews Fallen '12 and Jonathan Fallen '10, M.Ed. '11 at their wedding with friends from William & Mary. [5] Patty Harrington Taliaferro '91 and Peyton Taliaferro '91 traveled to Japan in July 2017 to visit with friends and climb Mount Fuji. [6] Dr. Tom Sodeman '88 was in Angola in Dec. 2017 leading a humanitarian mission with Serbia, Angola and the Ohio National Guard. [7] Alumni from the D.C. Metro alumni chapter at Wreaths Across America at Arlington National Cemetery. [8] The D.C. Metro alumni chapter hosted a Supreme Court tour in February 2018.



[2]



[3]

## TRIBE PRIDE, DELIVERED!

Planning your next gathering of Tribe faithful? Whether you're bringing together old teammates, freshman hallmates, sorority sisters, or just fellow green and gold fanatics, let us bring Tribe Pride to your doorstep with the William & Mary Tribe Trunk. William & Mary's official party kit comes with everything you need to add flair to your festivities. Brought to you by the William & Mary Alumni Association and the Alumni Leadership Fund.

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[wmalumni.com/tribetrunk](http://wmalumni.com/tribetrunk)



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[4]



[5]



[6]



[7]



[8]





**Keynote Speaker**  
**ANNA DEAVERE SMITH**

Tony Award and Pulitzer Prize nominee, National Humanities Medal winner and star of the one-woman HBO special "Notes from the Field"



# W&M WOMEN'S WEEKEND

SEPTEMBER 21-23, 2018

Join us as we celebrate William & Mary women in this extraordinary weekend of inspiration, empowerment, networking and fun.

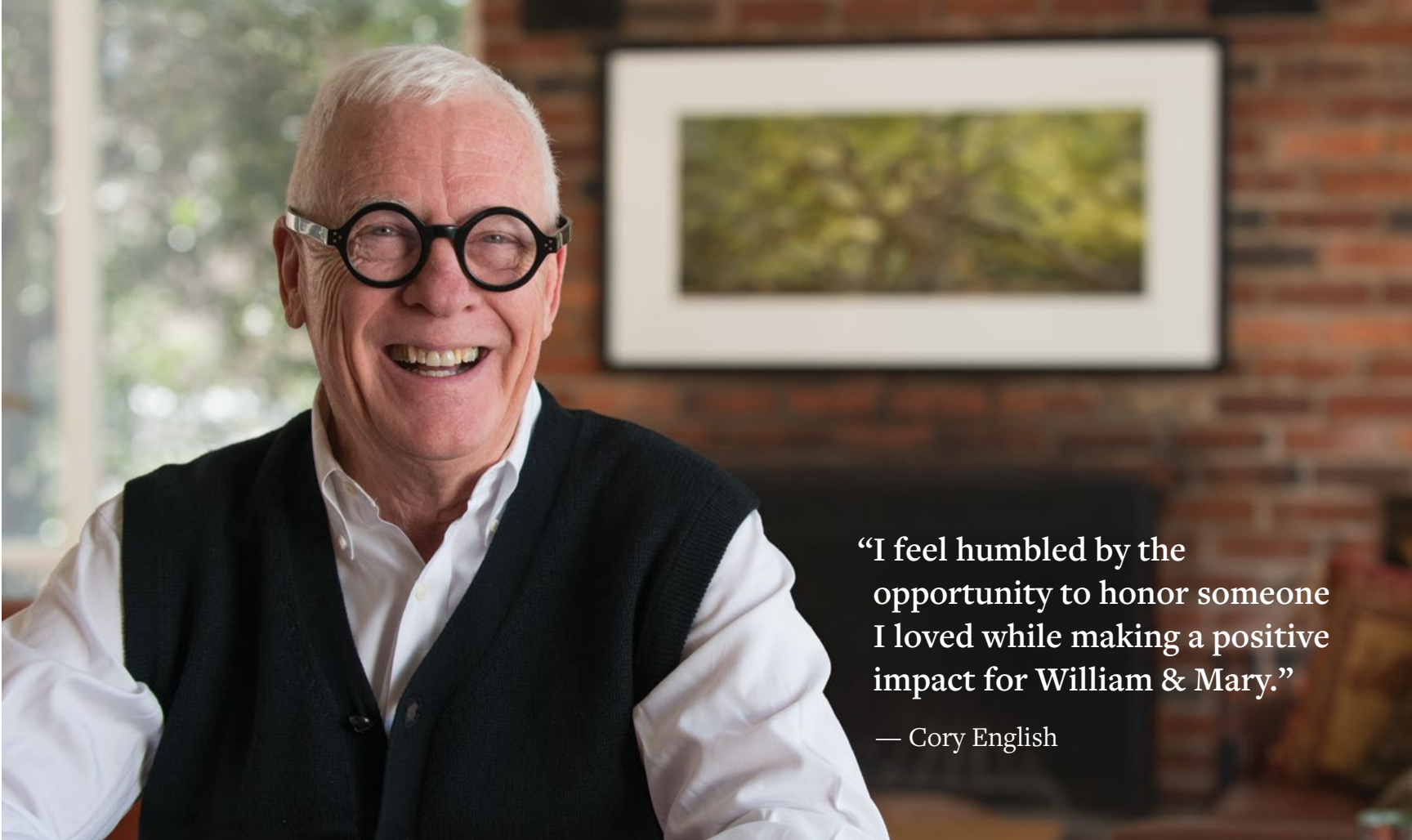
In events throughout campus, we will discuss big ideas, learn from one another and explore the eight dimensions of wellness: emotional, environmental, financial, intellectual, professional, physical, social and spiritual.

Have an idea to share?  
Submit an application for a MARY Talk — short talks on big ideas from fellow W&M women and friends.

**Registration  
opens in June.**

LEARN MORE AT [WWW.WM.EDU/WOMENSWEEKEND](http://WWW.WM.EDU/WOMENSWEEKEND)





**“I feel humbled by the opportunity to honor someone I loved while making a positive impact for William & Mary.”**

— Cory English



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**“Why do I give?”** Everyone has their own story for why they give. Mine starts with my courageous wife whom I lost to cancer eight years ago. She was my best friend and my hero and I wanted to mark her presence in a positive way. For me, giving to William & Mary seemed like the most obvious thing to do. Through leading a laboratory design firm, I worked closely with the university’s faculty and saw first-hand the remarkable collaborative research they undertake with students. This inspired me to establish the English-Stonehouse Fellowship. Every year, I meet the recipients and see the hands-on impact of my giving. I’ve been so impressed that I also chose to include William & Mary in my estate. Knowing that my support will continue to benefit this program and honor my wife after I am gone means a great deal.”



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**Kirsten A. Kellogg '91**, Ph.D., Executive Director of Gift Planning  
at 757.221.1004 or [kakellogg@wm.edu](mailto:kakellogg@wm.edu).

[giving.wm.edu/giftplanning](https://giving.wm.edu/giftplanning)





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1. Retrieved on January 22, 2018, from [princetonreview.com/business-school-rankings?rankings=best-professors](http://princetonreview.com/business-school-rankings?rankings=best-professors)  
2. Retrieved on January 22, 2018, from [http://mason.wm.edu/programs/omsba/careers/corporate\\_need/index.php](http://mason.wm.edu/programs/omsba/careers/corporate_need/index.php)