

W&M

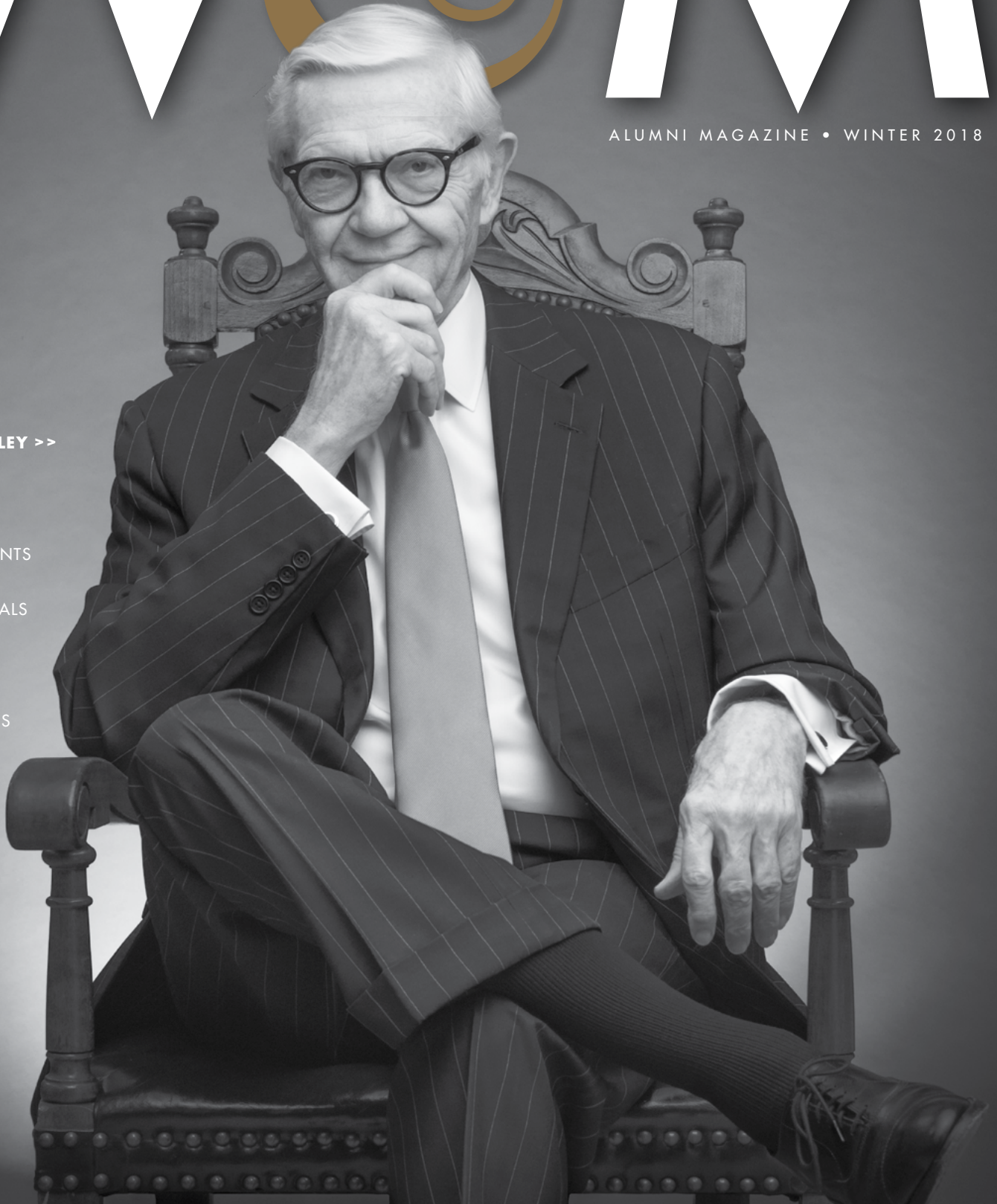
ALUMNI MAGAZINE • WINTER 2018

**PRESIDENT REVELEY >>
REFLECTS**

2018 ALUMNI
MEDALLION RECIPIENTS

CARING FOR ANIMALS
IN TRANSIT

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REVOLUTIONARIES



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COVER PHOTO: KEITH LANPHER

HAVE SOMETHING TO SAY? Please share your thoughts by posting on our online comment section found at the end of every magazine story at wmalumnimagazine.com.

GRAND MARSHALS

The parade is a long-standing tradition during William & Mary's Homecoming that rallies Tribe Pride for the football game. Each year, a grand marshal is selected by the school to lead the parade. The grand marshals for the 2017 Homecoming Parade were Lynn F. Briley '71, Janet Brown Strafer '71, M.Ed. '77 and Karen O. Ely '71, the first African-American residential students at William & Mary.

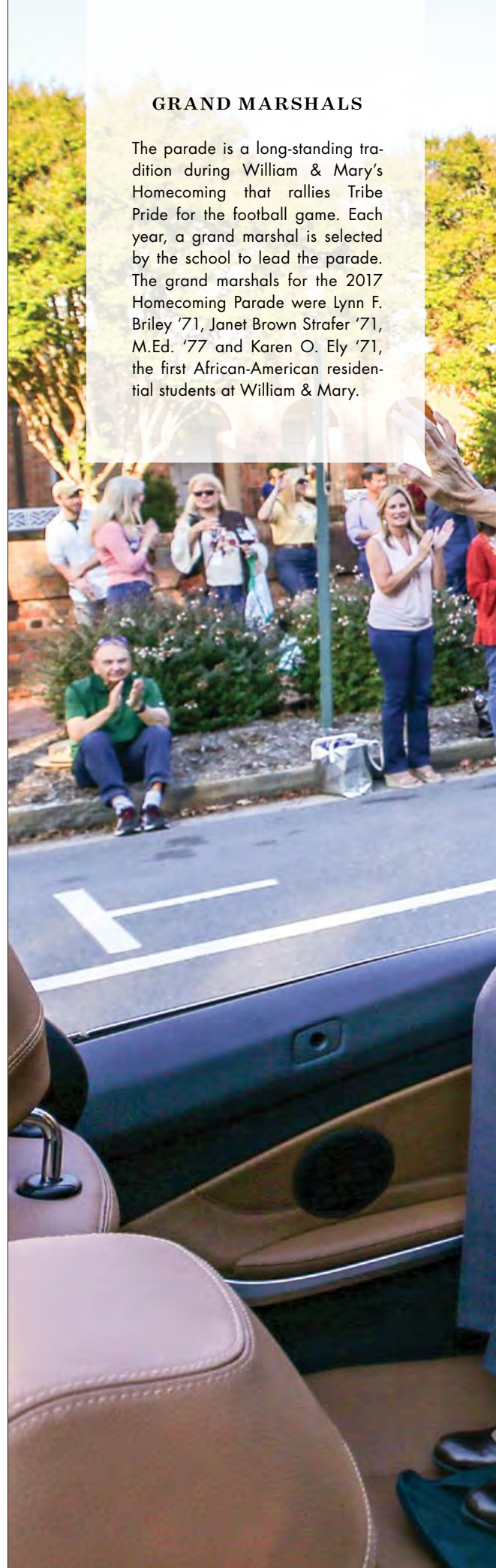


PHOTO: SKIP ROWLAND '83



Lynn
Lynn Riley '71
Portsmouth VA



ALUMNI FOCUS

Strengthening Our Ties

BY MARILYN WARD MIDYETTE '75

Executive Director, William & Mary Alumni Association

EACH OCTOBER, THOUSANDS OF ALUMNI, PARENTS AND FRIENDS MAKE their way back home to campus to reminisce and reconnect. This year, a record 4,350 attendees made the trek for Homecoming & Reunion

Weekend. As part of our effort to ensure that the weekend has broad appeal to our entire community, we have introduced several new events. Along with inaugural affinity group gatherings for LatinX and the Association of 1775 (veterans

and military alumni), we held our first Handshakes & Pancakes networking event for students and alumni. The weekend, which includes nearly 175 events, has something for everyone, so please plan to join us Oct. 18-21, 2018, for next year's celebration.

In December, more than 30 Yule Log ceremonies were held worldwide, including the traditional campus celebration in the Wren Courtyard. Many alumni participated virtually to see President Reveley take the stage one last time to read a rousing rendition of Dr. Seuss' "How the Grinch Stole Christmas" dressed as Santa Claus.

We continue to look for additional ways to provide world-class engagement opportunities that reflect the wide-ranging needs and interests of our entire W&M family. From the introduction of Switchboard, a new online platform where our community can connect with one another easily and directly, to our new Volunteer Portal (wmalumni.com/volunteer) and our growing W&M Admission Volunteer Network, which helps

prospective legacy students and their parents navigate the college admissions process, there are many new offerings designed to better serve all of our constituents.

Our third W&M Weekend will be held in Chicago on June 1-3, 2018! We will bring the best of W&M to connect, celebrate and discover the best of the Windy City. Join us as we showcase our green and gold pride through a full slate of exceptional cultural, professional, intellectual and social engagement events.

In the year ahead, we will continue to expand our programming and enhance the quality of our communications based on your responses to last year's alumni survey. You can learn more about the alumni engagement team leading that effort on page 60. The Alumni Leadership Fund plays a critical role in our ability to deliver new and innovative initiatives. We appreciate your ongoing partnership and support as we work together to strengthen our lifelong ties with alma mater.

W&M

WINTER 2018

VOLUME 83, NUMBER 2

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Contributing Photographers: Stephen Allen, Sawyer Bengston, Anthony Collins, Adam Ewing, Keith Lanpher, Eric Lusher, John Henley, Jennifer Hughes, Skip Rowland '83, Stephen Salpukas, Fré Sonneveld
Spot Illustrations: Gary Alphonso

ALUMNI ASSOCIATION

Contact Information: One Alumni Drive • P.O. Box 2100
 Williamsburg, VA 23187
 757.221.1842 • 757.221.1186 fax • www.wmalumni.com
Executive Director: alumni.ed@wm.edu
Alumni Communications and Magazine:
 757.221.1167, alumni.magazine@wm.edu
Alumni Business: alumni.business@wm.edu
Alumni Events: alumni.events@wm.edu
Alumni Engagement: engagement@wm.edu
Alumni House Rentals: almctr@wm.edu
Alumni Journeys: alumni.travel@wm.edu
Alumni Records: alumni.records@wm.edu
Alumni Website: alumni.web@wm.edu

Comment: Send your comments about the magazine to alumni.magazine@wm.edu

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GEORGIA O'KEEFE | American, 1887 - 1986 | *White Flower*, 1932 | Oil on panel | Muscarelle Museum of Art at the College of William & Mary | Gift of Mrs. John D. Rockefeller, Jr. | 1934.007

DIRCK VAN BABUREN | Dutch, c. 1590 - 1624 | *Narcissus Gazing at his Reflection*, c. 1621 - 1622 | Oil on canvas | Muscarelle Museum of Art at the College of William & Mary | Acquired with funds from the Board of Visitors Muscarelle Museum of Art Endowment | 2016.003



FROM THE BRAFFERTON

Reflections on the Past Decade

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

Each William & Mary president stands on the shoulders of prior presidents. Some William & Mary administrations have been times of tremendous accomplishment. After the devastation of the Civil War, simple survival was heroic. I have been keenly aware of the debt I owe those who came before me, particularly those who shaped William & Mary's early success and those in more recent times who laid the foundation to restore the university's preeminence.

Often each presidency is more influenced by W&M's past than it imagines. The university's failures as well as its triumphs over many centuries live on in telling respects. For good and ill William & Mary is a child of its rich history. Fascinated by this history, I have tried to use it to help explain why we are where we are; for instance, why W&M is so poorly endowed despite its colonial preeminence. I have also sought to use history to nurture pride in the magnificence of William & Mary, against a background of what has seemed undue modesty and, indeed, too little awareness of how iconic an American institution William & Mary truly is. And I have used history to make clear elements of our past — in particular slavery, secession and segregation — for which we have much to atone.

A successful institution of higher education is a team effort. My presidency has been blessed by colleagues of extraordinary ability and commitment to William & Mary. They have included the two chancellors of William & Mary with whom I've served, rectors and members of the Board of Visitors, our administrators, faculty, staff and students, alumni and W&M's parents and friends. I would have been bereft without their good counsel, friendship and personal efforts for the good of the whole.

Still, a strong president can be an indispensable catalyst for change. This is especially so if the president knows that great institutions must always be under construction. During the colonial era, William & Mary was the leading institution of higher education in America. My prime ambition has been to quicken the university's progress back to its rightful place in the sun, believing this will serve William & Mary's people well and enhance the good they can do for the commonwealth, nation and world.

More specifically, my presidency has had four overriding goals:

First, to pursue excellence in all that William & Mary does, not just in its teaching and research;

Second, to set audacious goals to stretch and galvanize us, even if some seem beyond reach;

Third, to make our strategic planning a "living" process, reflected in the annual cycle of budgets; and

Fourth, to hammer home the reality that going forward William & Mary's financial future, and thus its capacity to excel, hinges largely on our own efforts — faculty, staff and administrators on campus, students and parents, and alumni and friends, with each part of the W&M family pulling strongly on its oar.

The last 10 years have been a time of enormous physical transformation for William & Mary, a literal reshaping of its physical footprint from the Law School at one end of the university to VIMS at the other. These years have also seen great academic progress, including revitalization of the general education requirements for undergraduates that has put the College at the cutting edge of liberal arts education in the United States. Our strategic planning process has been revitalized and made a living guide to budget planning. Our avenues of communication, alumni engagement around the world and philanthropic efforts, including a billion-dollar campaign, have reached new heights. We are commemorating in 2017-18 the 50th anniversary of the arrival of the first three African-American undergraduates in residence on campus. And we are far along in preparations to honor and recognize the 100th anniversary in 2018-19 of the first women undergraduates at William & Mary. This has been a decade rich in progress and promise.

THE EARLY CHALLENGE

I became interim president of William & Mary suddenly on February 12, 2008, at 9:30 a.m., after receiving a call from Rector Michael Powell '85, D.P.S. '02. The rector told me to move William & Mary forward, not simply hold the fort as a transitional figure.

A few days before, the Board of Visitors had decided not to renew President Gene Nichol's contract when it ended on June 30. Nick resigned shortly thereafter. My initial task was to bring a divided W&M family back together and restore a campus environment in which faculty, students and staff were undistracted by controversy. We needed to regain the confidence and support of the alumni body, while removing the university from the jaws



of the media and state politics. The William & Mary family responded quickly, focused on doing what was necessary to restore momentum.

There was also the need early on to get William & Mary moving in several key areas. During spring 2008, I urged action to develop a new strategic plan for the university; create more coordinated, telling means of communicating W&M's story — “getting our light out from under the bushel”; update and reinvigorate the general education part of our undergraduate curriculum; and build a new financial foundation for William & Mary much more dependent on our own efforts than on state support.

TELLING W&M'S STORY

Our steps forward in communications — in telling W&M's story — have been numerous, multifaceted and cutting edge. They have effectively conveyed key information, created delight and built Tribe Pride.

The new messaging makes clear that William & Mary is in fact not simply a university, which we have been since December 1779, but also now a research university with a distinguished liberal arts college at its core. We renewed emphasis on William & Mary's status as a “Public Ivy.” That description is more apt for us than for any other public university, given our 1693 origin and rich history, tradition of leadership, commitment to the liberal arts and academic distinction, as well as campus beauty and human scale.

We ran an inclusive process to choose a new mascot for W&M. The Griffin emerged. He/she/it (hard to

“If Taylor Reveley had not existed, William & Mary's destiny would have required that he be invented. The nation's oldest university required a leader in the tradition of founding president James Blair and, providentially, W. Taylor Reveley, III was there to assume that mantle of leadership.”

— Jeff Trammell '73
Former Rector

tell behind the feathers and fur) has been a success. We've adopted a new principal logo for the university: our historic cypher. We rejuvenated a tired Charter Day program, increasing student attendance from 100 or so to several thousand. The Homecoming Parade, near death for lack of participants and audience, has new life, with renewed emphasis on reunions. These traditions are enhancing Tribe Pride and telling William & Mary's story to students from their freshman year on.

In remarks in this country and abroad, I've drawn heavily on William & Mary's deep roots in American

LOOKING BACK: *William & Mary has seen significant change in 10 years under President Taylor Reveley's leadership while striving to remain true to its mission and values.*

history and its education of American leaders in order to spread the word about the Alma Mater of the Nation. We have reclaimed our alumnus James Monroe with a statue on campus, new focus on his home Highland in Albemarle County and efforts to gather his papers and seriously study his accomplishments. We have staked a claim to George Washington, who received his surveyor's license from William & Mary, receiving no credential from any other school, and was the College's first American chancellor; Washington's portrait now hangs in the Wren's Great Hall along with those of other U.S. presidents from William & Mary. We have stressed the striking run of contemporary American leaders from W&M, starting with Chancellor Robert Gates '65, L.H.D. '98, former Secretary of Defense for Presidents George W. Bush and Barack Obama. We have used W&M's terribly difficult 19th century to make sense of some current limitations, such as why our endowment is so small when Harvard's, Yale's and Princeton's are so large.

CURRICULAR ADVANCES

Though renewing the general education portion of our undergraduate curriculum took time and involved the angst typical of major curricular advances, the resulting curriculum has put W&M back at the forefront of liberal arts education for undergraduates. It embraces roughly one-quarter of their required graduation credits, runs all four years of their time on campus and cannot be satisfied by advanced placement or like credits from high school. It focuses on rigorous thought and effective writing and speaking; entails exposure to each family of the liberal arts; emphasizes international engagement and requires significant research by each student, not just those in an honors program, ending senior year with a major project designed to pull together the main academic threads of each student's four years at William & Mary.

Other curricular advances are underway as well, for instance, in things international, engineering, data science, public policy and leadership. Thanks to a large

Mellon grant, the Alan B. Miller Entrepreneurship Center and other initiatives, we have heightened emphasis on interdisciplinary work. AidData is providing remarkable research opportunities for students as it unmask vital information about global foreign aid. Similarly, the Puller Veterans Benefits Clinic gives students valuable experience while helping veterans obtain benefits. It is proving to be a national model. There is growing commitment to learning online, with the first major initiative having been the Business School's online MBA.

A NEW FINANCIAL FOUNDATION

At the threshold, a new financial foundation for William & Mary hinged on persuading people that the era of confident reliance on state operating support was over and never likely to return, though some years will be better than others. As one rector observed with tired ears, I've stayed on message relentlessly. There remain few on campus or in the alumni body who cling to belief that W&M's budgets can rely heavily on taxpayer dollars in the years to come, as they did for most of the 20th century.

On campus we have become more productive. We have cut some costs, slowed the rate of increase of others, found ways to shift funds from less to more important missions and developed new means of earning revenue. This was not a question of working harder; William & Mary people work very hard. It was a question of working smarter, of having sensible systems and of developing new ways to make a buck. We have made great progress on all fronts.

In 2011 I called for a campus-wide effort to identify new efficiencies and revenue opportunities. We launched more than 50 projects to achieve continuing, baseline savings and new revenues. Subsequent projects are on track to reduce baseline expenditures by at least \$5 million per year. We also pushed for a significant cohort of full-time, non-tenure-eligible teaching faculty alongside a much larger body of tenured and tenure-eligible faculty who do research as well as teach. Emphasis on productivity is bearing demonstrable fruit on campus.

We made a commitment in 2013 to sustain William & Mary as a distinguished public ivy while making sure that in-state students with demonstrated need could afford to come. This meant materially increasing in-state tuition to meet pressing needs, but doing so in innovative ways. Though assured for years that any effort to reset in-state tuition at a seriously higher level would be politically impossible, we did so with the William & Mary Promise in the spring of 2013, including a guarantee of a fixed four-year tuition and enhanced need-based aid for in-state students. The Promise entailed an enormous amount of collaboration between the administration and Board of Visitors, extensive preparing of the way with our elected representatives in Richmond, work with the media and the courage to take a risk for the greater good of W&M. The resulting revenue stream has enabled the univer-



YULETIDE CHEER: *Each year during the Yule Log ceremony, President Reveley, as Santa Claus, reads Dr. Seuss's "How the Grinch Stole Christmas."*

"Taylor has a deep respect for the free exchange of ideas, a passion for precision in thinking and communication and an extraordinary gift for connecting with undergraduates. In his language great ideas are succulent, the right words are powerful, and nothing out of the ordinary happens unless someone, a live human, seizes the opportunity and leads. He seized the opportunity and led brilliantly."

— Jim Golden

Senior Counselor to the President

sity to take crucial steps, especially in faculty and staff compensation. Our compensation had fallen to dangerously low levels compared to our peers, putting W&M's continued capacity to field an outstanding faculty in danger. At the same time, W&M has dropped its average net price for most in-state students who qualify for aid, including a reduction of 20 percent for Virginia families making less than \$75,000. Over the past five years, William & Mary has more than doubled its available grant aid for in-state students.

We also emphasized annual giving, setting an aggressive goal of reaching an annual giving rate of 40 percent for undergraduate alumni by 2020 and stressing annual giving at every turn. Our audacious goal is to be in the annual-giving company of Princeton, Dartmouth and Notre Dame. I have been the leading apostle of annual giving at William & Mary for many years and now, to my delight, see its crucial role in alumni engagement and philanthropic progress widely embraced in the W&M family.

After initially believing (and being told by consultants) we could raise at most \$600 million in our next campaign, we took a huge leap of faith and no small risk and set a new goal of \$1 billion. No such sum has ever been raised by a public university as small as W&M.

By December 1, 2017, more than \$744 million had been raised toward the \$1 billion goal, with two and half years left to go in the campaign. Among the campaign goals, the highest priority is \$350 million for scholarships. As of December 1, we had raised \$239 million to that end.

Fiscal year 2017 was the fifth consecutive year that we broke the \$100 million fundraising mark. Beginning in fiscal year 2016, for the first time in W&M's modern history, philanthropy contributed more to our operating budget than state support, except at VIMS.

W&M's aggregate endowment from all sources was \$580 million in June 2008 and an estimated \$899 million in June 2017, with more than \$313 million also committed but not yet received (largely in estates).

In short, there has been significant progress in building a new financial foundation for the university. While the way forward will be long and complex, we now have a clear sense of where we're headed and how to get there.

THE BUILDING BOOM

The campus has enjoyed a striking physical transformation in recent years, one of the greatest in its long life. More than 1.5 million square feet has been built or totally renovated, or is now under construction, in the last decade. That's 40 percent of the physical resources on the main campus and more than 50 percent at our School of Marine Science at VIMS. This has dramatically

"Working with Taylor is a joy. The twinkle in his eye and his sharp wit belie the determination and drive he brings to the Brafferton every day. The tangible benefits of his leadership are visible all over campus; we are Taylor's Tribe!"

— Sue Hanna Gerdelman '76
For the Bold Campaign Chair

increased our capacity to do science, brought new life to our professional schools, made serious progress on the facilities that support the humanities and social sciences, improved and expanded our residence halls and done wonders for some athletic programs. State funding for a major arts complex, desperately needed, has been obtained and construction will begin in the summer of 2018. Private funds have been raised for a new facility for the Muscarelle Museum of Art.

In a move that will stand William & Mary in good stead for generations to come, we also acquired over five acres of land bordering or very close to the main campus, most of which came with the former Hospitality House, which we bought in 2013. This entailed increasing our capacity to house undergraduates in William & Mary residence halls by more than 300 rooms, thus enabling us to take an old dorm off line each year for complete renovation and revitalization. A master plan for the development of the main campus for the next 20 years has been completed. It provides a meaningful

BIG YEAR: *In February 2008, Reveley became interim president of the university. He was officially confirmed by the Board of Visitors in September.*



“Taylor is an exemplary and passionate leader. He has served William & Mary with grace and courage, laced with spirit-raising unconventional humor. Under his guiding hand, the College stands on firmer financial ground, our historic commitment to a liberal arts curriculum has been strengthened, our community is more diverse, and our campus grounds and facilities revitalized. These achievements are reflected in the renewed pride of our students, faculty, staff and alumni.”

— The Honorable Michael K. Powell '85, D.P.S. '02
Former Rector



“All who walk our hallowed grounds and herringbone bricks are the better for President Reveley’s wise leadership. He will always be my president.”

— Yohance Whitaker '16
Former Student Body President



BOTTOM RIGHT PHOTO: SKIP ROWLAND '83;
ALL OTHER PHOTOS: STEPHEN SALPUKAS

guide for continued physical progress, both with facilities and the grounds.

During the last decade there has been new emphasis on enhancing the beauty of the campus grounds, with significant new planting in strategic places, irrigation of the great Wren Yard (the entry to the campus), and plans to construct a splendid new garden and lawn running in a woefully neglected valley south of the Sunken Garden and north of Ewell and Jefferson halls.

CAMPUS CLIMATE

Student concerns and needs are myriad, more numerous than in most eras. And, in a way not experienced in the past, social media give events an immediacy to campuses across the country. We have worked hard to anticipate these needs, and try to move with sufficient speed and sensitivity to maintain civility and calm on campus. Task forces and special committees I've created have engaged difficult matters and proposed ways forward. The provost and I have participated in discussions with faculty, staff and students, encouraging dialogue and the open exchange of ideas. Early during my time as president, the dominant concerns were sustainability and LGBTQ matters, then focus shifted to drinking and hazing in a few fraternities, along with a living wage campaign. Career counseling and placement anxieties, veterans' issues, campus accessibility for individuals with disabilities, mental illness and emotional anxiety, sexual assault and harassment, racial and other diversity challenges have all been issues on campus.

Especially important because of W&M's awful racial past, we moved early to create a chief diversity officer for the university and to launch the Lemon Project to study and acknowledge the university's history of slavery, secession and segregation. At our own initiative we removed Confederate iconography from the university mace and Civil War memorial plaque. We created a task force on racial issues that produced over 50 recommendations now being implemented, including a special fund to spur faculty diversity, and named two major halls for African-Americans important in W&M's past.

W&M'S POWERFUL HOLD

Let me end on a more personal note. I didn't go to college or law school at William & Mary. Indeed, I was long in the tooth before I knew the university by anything but its stereotypic reputation — really old, really hard academically. So how did William & Mary come to capture my heart and mind so completely? How did I come to have such respect and affection for a school I never attended and didn't closely encounter until my mid-50s?

Was I seduced by the physical allure of William & Mary's campus? It is, by any measure, one of the most beautiful in the country, in the world for that matter. I love to walk its varied precincts, and to find its western grounds flowing into 700 acres of pris-

“When he became president of William & Mary in 2008, it was abundantly clear that Taylor Reveley was endowed with remarkable leadership skills, a strong work ethic and a calming temperament, including a legendary dry sense of humor. These qualities and Taylor's selfless commitment have served William & Mary superbly well.”

— Colin Campbell L.H.D. '13

Former Member of the Board of Visitors

tine College Woods and its eastern grounds merging gracefully into the late 18th century reborn in Colonial Williamsburg.

Was I mesmerized by the rich history that William & Mary has lived over the centuries? You can't manufacture history out of nothing; you have to live it. The College has lived it to astonishing degree since 1693, often leading the way for higher education, educating leaders for communities, states and nation, and making its way indomitably through times of terrible loss and turmoil. There have also been times of severe racial wrongs at William & Mary, which we acknowledge with deep remorse and from which we seek to learn.

Was it the high caliber of William & Mary's people that drew me close? William & Mary people are remarkably intelligent, hard-working and ambitious. They are also collegial, caring and free of the cloying sense of entitlement that sometimes blights very accomplished humans. They are the sort of people with whom you enjoy being and on whom you can count for splendid performance.

Was I won by William & Mary's pervasive academic excellence and its commitment to being a research university while remaining a great teaching institution for undergraduates as well as graduate and professional students?

Was it William & Mary's unequalled capacity to do more with less in all aspects of its life that was so inspiring for me, even while we moved heaven and earth to reach that happy day when the university can do more with more?

Was it the deep loyalty of William & Mary people to the Alma Mater of the Nation and their pride in what the College has been and the research university it has become?

Well, of course, it was all of this and more that accounts for William & Mary's powerful hold on my respect and affection.

When I became William & Mary's 27th president, I promised to do my best for this magnificent institution. We've come a very long way together. Thank you William & Mary for what you have given me and so many others over the centuries, and thank you for the great good you are going to do for all time coming.



MAN OF THE PEOPLE:

(Opposite page) President Reveley has been known for embracing his fun side with students and alumni, attending student programming, starring in live-action and animated videos for University Advancement, and embracing William & Mary traditions. Yet he never loses sight of the serious responsibilities of the president as he guides the university into the future. (Above) President Reveley and former Student Body President Yohance Whitaker '16 at Convocation 2015.



PHOTO: SKIP ROWLAND 83



BOLT BEHIND THE CAMERA: *Countless alumni are sharing their William & Mary stories so that future generations can remember and reflect on their legacies.*

BY & LARGE

STORY TIME

Hearing Voices

W&M's new oral historian is recording the past, one story at a time.

BY SARA PICCINI

REFLECTING BACK ON HIS STUDENT DAYS AT William & Mary, Earl Granger III '92, M.Ed. '98 spoke of the sense of responsibility he felt as president of the Black Student Organization at a time when African-Americans made up just a small fraction of the student body:

"I always felt like there was a calling for me in terms of being a voice, not just for African-American students but for other underrepresented populations on this campus. And I took that role very seriously."

Hundreds of voices, along with Granger's, are now being captured and preserved for future generations by William & Mary's new oral historian, Carmen Bolt, who joined the W&M Libraries staff this past February.

The oral historian position, funded entirely by private support, was created in conjunction with two special anniversaries at William & Mary: the 50th anniversary of African-American students in residence, which is being celebrated this academic year, and the 100th anniversary of co-education to be celebrated in 2018-19. Bolt is conducting oral history projects for both anniversaries, gathering the stories of alumni and other members of the university family who shaped these milestones.

BY&LARGE

“Oral history as a discipline allows us to learn more about the perspectives of individuals who might not otherwise be visible in the historic record,” Bolt says. “The trials and triumphs and contributions of these individuals have not been recognized or publicized to the extent that they should have. These projects are working to address that omission.”



TELLING THEIR STORIES: *Yvonne Smith-Jones M.A.Ed. '87, Ed.S. '93, Ed.D. '97 and Millie West HON '91, L.H.D. '17 shared their stories with Carmen Bolt as part of the oral history project.*

Long before the written word, people relied on oral histories passed down from generation to generation to preserve a record of the past. Today, digital technology has revolutionized the practice of oral history, enabling professionals like Bolt to permanently preserve both video and audio recordings in their original form and make them widely available to the public. Bolt is currently working with the library's digital services team to develop a dedicated website for the oral history collection.

As Bolt notes, oral histories serve to round out our knowledge of the past so that we can better understand our present. “You can't have any sense of the whole story of W&M without the stories of *all* the critical actors. And that's what we're trying to do with the 50th and 100th anniversaries.”

LIVING THE LEGACY At her first committee meeting for the 100th anniversary, Bolt received a list of 700 potential interviewees, and the roster for both anniversaries has been growing since. “Every story is significant, and my goal is to collect as many stories as possible,” she says. Bolt explains that she works to prioritize interviews based on a variety of factors, including the subject's age and location.

In preparing questions for each interview, Bolt conducts eight to 10 hours of research, consulting archival materials such as the Flat Hat, Colonial Echo and the Alumni Magazine. “I try to get the pulse of what was happening at the time the individual was a student — what were the controversies, the big ticket events, what was being talked about in letters to the editors. I also research what was happening in the world more broadly to establish the context in which the person lived their life.”

Bolt's inaugural interview, with current Board of Visitors member Warren Buck III M.S. '70, Ph.D. '76, remains one of her most memorable. An activist on campus while earning his graduate degrees in physics, Buck was founding president of the Black Student Organization. “It was very impactful when he was discussing his interactions with President [Davis] Paschall, and they were not positive ones during the time he was here. He tells a story of having a reconciliation years later. Seeing that arc was so profound.”

For Earl Granger, now associate vice president for development at W&M, the experience of participating in the oral history project provided an opportunity to remember and reflect. “I was actually surprised by how many details I remembered about my college experience,” he says. “I think I've taken a lot for granted — William & Mary was a very strong influence in my life and professional career path.”

Both Buck and Granger are featured in the exhibit “Living the Legacy” highlighting the 50th anniversary oral history project (on display in Swem Library until Jan. 15, 2018).

“I think the project has sensitized some members of our community to better understand some of the challenges that were present years ago,” Granger says. “History is not always pretty, but it helps to frame the context and has the powerful ability to inform our future.”

ACTIVISTS AND ADVOCATES In addition to mining the past, Bolt is also training the next generation of oral historians through the library's new Mosaic Internship program. Azana Carr '20 worked alongside Bolt this summer in the first

class of interns, and played a major role in selecting quotes for the “Living the Legacy” exhibit.

“She was my mentor and taught me so much, but we always did things as a team. It really made my internship.” Carr adds that the internship has helped shape her self-designed major in digital storytelling. “Coming in I wanted to do journalism, but I discovered it wasn’t media per se, it was the story of people that I was attracted to.”

Beyond learning the technical aspects of the job, Carr absorbed important lessons about conducting oral histories from her mentor. “What I’ve learned from her is that it takes an amount of practice and patience to work with people. Sometimes they’re not comfortable, but if your heart is there, people will see that and will be more open to sharing their experiences.”

Bolt also shared vital important “dos and don’ts” that professional oral historians follow in order to

ensure the integrity of each interview. “With few exceptions, I do not send out questions before the interview. We’re trying to get the most candid, conversational discussion, and I want the answers to be spontaneous,” Bolt says. “I also try not to have any expectations of the interview or the participant. This is their story, after all, and I don’t ever want to ask leading questions.”

Since beginning the oral history projects, Bolt has found every person’s story to be awe-inspiring in its own way. “These are individuals who are activists and advocates, dreamers and doers. Now they’re opening up and telling their stories — whether just to get it on record, or to contribute to this growing history, or to try and make William & Mary a better place, perhaps much better than it actually was when they attended here.”

“It’s incredibly humbling for me, and I’m so thankful and happy to have this job.”

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INTERNATIONAL FRIENDS

U.S.-SPAIN COUNCIL COMES TO CAMPUS

Top business and government officials from the United States and Spain, including the defense leaders of both countries, gathered at William & Mary as part of the 2017 U.S.-Spain Council Forum. The Sept. 22-23 event was brought to Williamsburg by U.S. Sen. Timothy M. Kaine (D-VA), who serves as honorary chairman of the council. The group, which aims to strengthen ties between the U.S. and Spain, includes leaders in business, government, education and culture from both countries. At a luncheon for the Council held in the Muscarelle Museum of Art, President Taylor Reveley detailed the university’s connections to Spain. “Spain is among the three most popular study abroad venues for our students, and we have ties to many Spanish universities,” said Reveley. “Here on campus Spanish is the foreign language with the highest enrollments among our students. Many William & Mary professors have deep research commitments and interests in Spain. William & Mary has significant ties to Spain, which we value enormously.”

—ERIN ZAGURSKY



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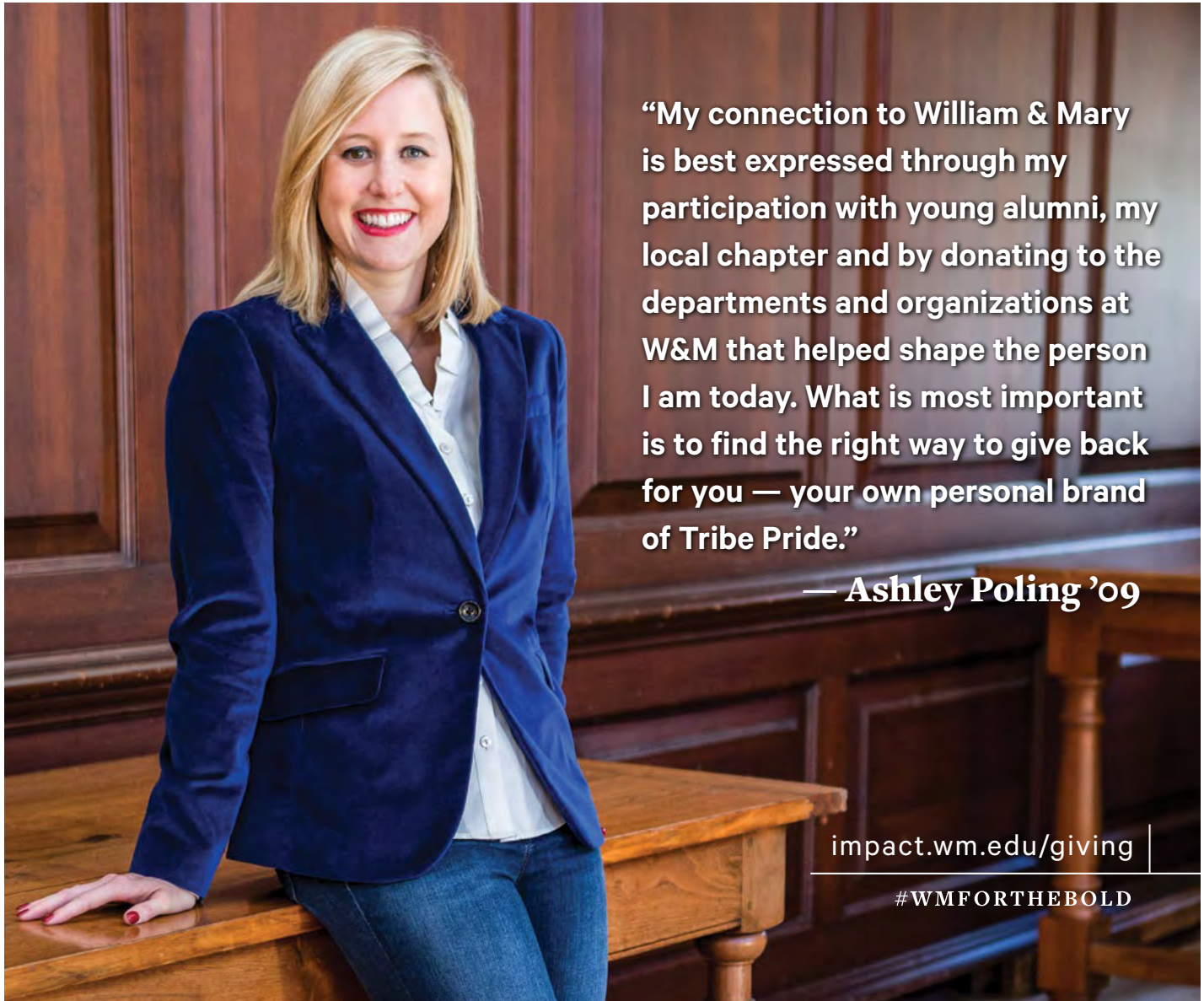
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PHOTO: SEWYER BENGSTON

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— Ashley Poling '09

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PAY IT FORWARD

LAWYER UP

Paul Rowley '17, J.D. '20 takes his skills to the court

BY MONA SHARAF '19



POWER FORWARD: *Rowley has made Tribe history by playing basketball while in law school.*

WHEN YOU HAVE A TALL KID, YOU MAKE THEM PLAY BASKETBALL. It's an unspoken parenting rule that Paul Rowley's '17, J.D. '20 parents did not ignore. Already 5'8" at 11 years old, Rowley was thrown into the world of basketball and has been playing ever since.

"My story is all about hard work, persistence and probably a little bit of obsession," Rowley says. "I've probably played basketball seven days a week in what seems like a million years. In high school, I used to wake up at five every morning and go shoot a thousand threes every day before school, cut some class to play basketball and stay after school to play ball. It was, and still is, my identity."

Rowley took his love of basketball with him to William & Mary. For the fourth year in a row, Rowley is playing on the Tribe men's basketball team as a forward. Rowley graduated in three years from William & Mary with a double major in computer science and finance, and is currently in his first year at William & Mary Law School.

Rowley is the only known William & Mary basketball player to take on the challenge of balancing hours of law school classes and studying as well as being a key player on the basketball team.

"There cannot be many, if any other player in the entire NCAA Division I basketball world attempting such a thing," says Peter Clawson, senior assistant athletics director. "Paul is pursuing a competitive law degree at a top 50 law school. What he is attempting is really hard to put into context — the hours he had to commit to both endeavors is staggering."

Rowley started his career at William & Mary in 2014 as a redshirt freshman. Rowley played alongside some of the greatest William & Mary basketball players. Marcus Thornton '15, Terry Tarpey '16, Daniel Dixon '17 and Omar Prewitt '17 all served as not only teammates to Rowley, but as mentors.

"I've had the benefit of playing with some really talented guys ever since I got here as a freshman," Rowley says. "I've had so many upperclassmen helping me grow as a player, but also grow up and figure things out off the court too."

His motivation came not just from his teammates, but the scholarship he received to attend William & Mary.

While it would be easy to take such an amazing opportunity for granted, Rowley constantly reminds himself how lucky he is.

PHOTO COURTESY OF TRIBE ATHLETICS

"I probably have the coolest job I'll ever have," Rowley says. "Effectively, I have one full-time job to be a student, and I have another full-time job to throw a ball in the hoop with a bunch of guys whose company I love and enjoy. I try and love every day. I have a great opportunity, somebody is subsidizing my whole life and I am so grateful for that."

While Rowley is receiving scholarship support at William & Mary, he doesn't forget to give back because he was given the opportunity to play Tribe basketball. Rowley donates annually to the Ten for the Tribe program, which was created to emphasize the importance and impact of private support to athletics programs among student-athletes.

"We support Ten for the Tribe so we can all recognize and show appreciation to those who support our programs since we don't get funding from the state," Rowley says.

Being a student-athlete, Rowley had to mature quickly and learn to balance basketball and his academic studies from the start of his college experience. Balancing a full class load as well as his basketball schedule took time to perfect.

"One of the things you stress as a student-athlete is time management," Rowley says. "I'll squeeze in work wherever I can. If I have 12 minutes between the bus leaving and class, that's 12 minutes of work and trying to be productive."

As with any college student, particularly a law student, sometimes the stress of school weighs on Rowley. He constantly holds himself to the highest standard, but even when he falls short, he knows how to pick himself up again.

"There are days when it can get a little overwhelming," Rowley says. "Tests pile up, practice doesn't go well or the coaches are pushing me hard on the court. That's when I truly appreciate my scholarship. I get back on the court and remind myself of how lucky I am to be here."

Despite the pressures on his time, Rowley has not only endured, but thrived. Not only did he graduate in three years, he was inducted into Phi Beta Kappa, becoming the first basketball player to receive this honor since Wayne Metcalf (Class of 1913) in 1912. On the court, he has steadily grown in his role and is a valuable contributor in the team's front-court rotation. Despite this steady improvement and passion for the game, when Rowley thinks about his future, basketball doesn't seem to be in his plans. In fact, he's ready to dive head first into a career in law.

"I love basketball," Rowley says. "I am appreciative of the fact that I get to play this game, but long term, I don't know if it's a career move for me. The ball does stop bouncing someday, but I'm excited to start a new chapter in my life, hopefully as a lawyer."

With two years left to play, Rowley has already made Tribe basketball history for playing on the team while being in law school. Once his basketball career winds down, he will take his hard work on the court into the courtroom.



SPREADING SMILES

HAPPY STUDENTS, HAPPY SCHOOL

William & Mary is ranked 5th in the nation for happiest students, according to the August college rankings in the Princeton Review's Best 282 Colleges guide.

William & Mary also ranked highly in 10 other categories:

- 5th: Their students love these colleges
- 7th: Most engaged in community service
- 8th: Most popular study abroad program
- 10th: Most beautiful campus
- 13th: Best college library
- 13th: Best quality of life
- 14th: Best science lab facilities
- 14th: LGBTQ-friendly
- 16th: Most active student government
- 18th: Colleges that pay you back without aid

For more information on where William & Mary placed in various college rankings this year, visit <http://www.wm.edu/news/stories/2017/wm-ranks-among-the-nations-best.php>.

BY & LARGE

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Leading By Example

McGlothlin Leadership Forum introduces students to leaders in law and business

BY DAVID F. MORRILL M.A. '87

SECOND YEAR LAW STUDENT NICK THOMPSON doesn't mince words when asked about William & Mary's annual McGlothlin Leadership Forum.

"Hands down, the McGlothlin Leadership Forum is among the best three days of the school year," Thompson says.

Since its inception in 2010, the forum has given law and business students the opportunity to engage with three top leaders in law and business during seminar-style classes and other events at both William & Mary Law School and the Raymond A. Mason School of Business. For their generosity and steadfast commitment to William & Mary, the Forum is named in recognition of Frances G. '66 and James W. McGlothlin '62, J.D. '64, LL.D. '00.

This year's McGlothlin Fellows came to campus on Oct. 24-26 to engage with students and faculty in discussion, debate and analysis on the most pressing issues of the day.

Deborah Baum Esq. is a partner at Pillsbury Law. A leader of Pillsbury's national litigation practice, Baum has secured an impressive 7-0 success rate in recent cases tried to conclusion. She has been achieving winning results for more than 30 years, and her broad practice includes complex corporate, commercial, real estate, fiduciary and health care disputes, and international arbitrations.

Brad Martin is the chairman of Chesapeake Energy, RBM Ventures and the retired CEO of Saks Inc. Martin served as CEO of Saks for nearly 20 years, during which the company grew from a 10-store base in East Tennessee to become a Fortune 500 enterprise. He also co-founded Corporate Child Care, Inc., which became the largest corporate affiliated child-care company in the United States. Martin served five terms as a member of the Tennessee House of Representatives.

James Sowell is the founder of Sowell & Co. Now in its fifth decade, Sowell & Co. is a privately held investment company and is one of the largest land developers in Texas. The company focuses on private equity, oil and gas, and real estate. Sowell was president of Boy Scouts of America—Circle Ten

Council and has served on numerous New York Stock Exchange companies' boards of directors.

Martin gave the keynote address, sharing with students the attributes he believes are critical to being a successful leader. He said the best leaders are purpose driven, values and principles based, inquisitive with a growth mindset and collaborative. They also communicate simply and directly, accept accountability and believe everyone matters.

Throughout the three-day event, the visiting fellows shared their leadership experiences and answered student questions.

Law student Elizabeth Lester-Abdalla J.D. '19 appreciated insight on how failures turned into opportunities, initiative turned into confidence and being the smartest or hardest working in the room turned into lifelong success.

"I took to heart Deborah Baum's contributions about her role and approach to law firm management and how the new classes of graduating lawyers can help to contribute to the workplace through their leadership and relationship skills," Lester-Abdalla says. "I am indebted to the McGlothlins for bringing this experience to William & Mary and helping us to go out in the world as citizen lawyers."

Another student, Afton Paris J.D. '19, was impressed with the discussion session with Jim Sowell, especially when learning how lawyers can make their practice more business savvy.

"Mr. Sowell shared with us that the best lawyers he knows are the deal-makers — those who appreciate the value of compromise and who communicate clearly and consistently," Paris says. "As the students of William & Mary transition from law students to lawyers, I hope that many members of the student body are able to apply these principles and become deal-makers in our own right."

Mathew Neufeld J.D. '18 enjoyed learning how the fellows rose to prominence in their respective fields to become successful business leaders on a national scale.

"The fellows' valuable insight about their journeys was not only educational, but encouraging that if we continue to work to be the best versions of ourselves, we can also thrive in our careers," Neufeld says.

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BY & LARGE

BUSINESS PARTNERS

Entrepreneurship Center partners with locals to launch their own startups

BY SHANI CAVE '19



TEACHING ENTREPRENEURS:
Graham Henshaw is executive director of the Mason School's Entrepreneurship Center and a clinical associate professor at William & Mary.

WILLIAM & MARY STUDENTS INTERESTED in entrepreneurship have a new opportunity to connect and collaborate with local entrepreneurs.

StartupLINK — a partnership among the Alan B. Miller Entrepreneurship Center at the Raymond A. Mason School of Business, Launchpad Incubator, Thomas Nelson Community College and James City County — introduces members of the local entrepreneurial community to enterprising William & Mary students and other locals.

The organization holds monthly entrepreneurial networking events where participants are invited to collaborate with regional entrepreneurs, share startup ideas and access business tools and resources.

The monthly sessions are open to any interested resident, which often includes local business owners and founders of startup companies, as well as William & Mary students.

The program launched with an event at Miller Hall in August, featuring Robby Willey '05 and

Chris Smith '07, co-founders of the Virginia Beer Company. In September, Tiffany Jana, co-founder of TMI Consulting Inc., shared her insights with the group. Signed copies of her book, "Overcoming Bias: Building Authentic Relationships across Differences," were given to participants as part of the event.

William & Mary finance student Matthew Buckley '18 was thankful for the opportunity.

"Dr. Jana's explanation of implicit biases offered a perfect launching point for self-reflection," says Buckley. "It helped highlight the importance of diversity within any organization."

Graham Henshaw, the executive director of the Mason School's Entrepreneurship Center, says the StartupLINK name is significant.

"L' stands for local: We want to inspire students and would-be entrepreneurs with stories from founders about their own journeys. 'N' stands for networking: Through these events, we hope students are able to make valuable connections within the local entrepreneurship community. And 'K' stands

PHOTO: STEPHEN ALLEN

for knowledge: We want students to learn about important and relevant topics related to startup.”

Henshaw is also a clinical associate professor at William & Mary, and has been teaching in the areas of entrepreneurship and innovation and design since 2012. In 2016, he collaborated with Tim Ryan, the director of Launchpad — a business incubator that serves Williamsburg-area entrepreneurs by providing necessary resources such as office space, mentorships, workshops and access to capital. Together, they hosted a variety of entrepreneurship events through the Mason School’s Entrepreneurial Connection, but soon realized there was room to grow.

Founded in late 2016 on the third floor of Miller Hall with the support of Alan Miller ’58, D.P.S. ’14, the Entrepreneurship Center provides a space for students to pursue their entrepreneurial goals. The center houses workspaces for students and two faculty offices for Executive Director Graham Henshaw and Managing Director Ronald Monark.

Miller, founder of Universal Health Services, was named Entrepreneur of the Year in 1991 by Ernst & Young LLP.

Through programs designed to stimulate entrepreneurial thought, the center emphasizes their principles of “Design Thinking” and “Customer Development,” which encourage creativity and adaptability.

By sharing resources with Sherri Thrift from TNCC and Kate Sipes, the economic development assistant director of James City County, they were able to form StartupLINK and reach a much larger audience.

Henshaw and Ryan both see great potential in StartupLINK’s ability to provide valuable resources to students and the local community.

“Resourcefulness is a huge key to being a successful entrepreneur,” Ryan says. “The sooner students are involved in entrepreneurship, the sooner they develop important leadership qualities and a sense of endurance they wouldn’t be exposed to anywhere else.”

Henshaw says, “There are many who think this entrepreneurship initiative is only for those interested in business, but in reality, entrepreneurial thinking is for every discipline. We hope to see more W&M students all across campus at our next event.”

BY&LARGE

BEERTREPRENEURS:
Robby Willey '05 (right) and Chris Smith '07, co-founders of the Virginia Beer Company, were the featured guests at the kickoff event in August.



EY GIFT IS MAKING AN IMPACT

PARTNERS FOR DIVERSITY

William & Mary’s Raymond A. Mason School of Business has launched several diversity initiatives since announcing the Ernst & Young (EY) LLP’s \$1 million commitment last fall. The gift, which was given by the EY Foundation and William & Mary alumni who work there, advances the university’s efforts to increase diversity and inclusion among its students, faculty and staff. “The gift is supporting four related initiatives: recruiting more diverse students into the business school, providing a foundation for diversity and inclusion to all undergraduates entering the Mason School through course work, supporting faculty initiatives to promote these principles in subsequent classes and funding a campus-wide diversity symposium,” said Jeanne Wilson, Brooks George Term Professor. “All four of these initiatives are well underway.”

— PHOEBE M. BRANNOCK '18



BY&LARGE

Board Notes

A new slate of nominees for the WMAA Board of Directors

BY JOHN KANE

**NOMINATIONS
FOR 2018
HONORARY
ALUMNI**

The Alumni Association grants Honorary Alumni status to individuals with a distinguished record of service on behalf of the university. Many honorees have been active and supportive spouses of alumni leaders. To nominate an individual, submit a letter describing his or her visible and consistent involvement, advocacy, loyalty and affection for W&M. All letters must be signed.

2018 nominations may be submitted online at <https://wmalumni.com/awards-and-recognition/honorary-alumni.html>.

Mail your letter to Honorary Alumni Award, c/o Executive Director, WMAA, P.O. Box 2100, Williamsburg, VA 23187-2100. **The deadline for submitting nominations is Jan. 15, 2018.**

THE FALL MEETING OF THE WILLIAM & MARY Alumni Association Board of Directors was held at the Alumni House, Sept. 13-15, 2017, in Williamsburg, Va. The executive committee convened on Wednesday, Sept. 13 to discuss the agenda and key discussion items. New members of the board had an orientation session in the afternoon.

The chair of the finance and investment committee presented the end-of-year financial report and first-quarter performance. Representatives from PBMAres briefed the results of the financial audit and reviewed the Association's tax filing, then representatives from Wells Fargo reviewed the Association's investment portfolio performance. The afternoon concluded with planning discussions for the 2018 W&M Weekend in Chicago and a board review of strategic priorities.

On Friday, Sept. 15, the board received an update on the presidential search from Vice Rector Tom Watkins '74. Following a session continuing the discussion on strategic priorities, the remainder of the morning was dedicated to reports by the communications, board development and awards committees. Following lunch, the committees met to discuss the implications of strategic priorities on their actions. They then gave preliminary reports to the full board.

The vice president for university advancement gave a *For the Bold* campaign update to the board prior to the closing session. Following ceremonial recogni-

tion and induction of the new members, the president adjourned the meeting. Other significant discussion and decisions were made on the following actions:

- Approved the according of Associate Alumni status to 29 retiring faculty and staff members.
- Reviewed initial results of the annual audit of financial activities and preliminary IRS Form 990 information; full approval pending their completion.
- Approved the recommendation to not hold the W&M Weekend in 2019 due to concurrent and competing university activities. Discussion will continue on making it a biennial event.

The next regular meeting of the board of directors will be Feb. 8-9, 2018, in Williamsburg, in conjunction with W&M Charter Day Weekend. It will include the Alumni Association Annual General Membership Meeting on Feb. 10 at 8:30 a.m. in Chesapeake Room A, followed by the Alumni Medallion Ceremony at 10 a.m. in the Commonwealth Auditorium. Both locations are in the Sadler Center.

To nominate a deserving individual to the Alumni Association Board of Directors, please visit <https://wmalumni.com/about-us/board-of-directors.html>.

Nominations are accepted all year but must be received by July 1 to be considered for the next election year.

NOMINATIONS FOR ALUMNI SERVICE AWARDS

The Douglas N. Morton Alumni Service Award and Young Alumni Service Award are given annually to individuals for their exceptional service to the Alumni Association and the university through involvement in alumni chapters, clubs and constituent organizations. The Young Alumni Service Award is specific to ages 25 to 35.

You may download a nomination form for this and any other alumni award at www.wmalumni.com/awards or contact the office of the executive director at 757.221.7855. **The deadline for nominations is Feb. 1, 2018.** The Board of Directors will select honorees at its spring 2018 meeting.

VOTE FOR WMAA BOARD OF DIRECTORS

Please go online now to wmalumni.com/vote to cast your vote for the current slate of nominees to elect three new members, which will complete the board's transition to 24 elected members and is the final adjustment to ensure that eight members rotate annually. The Board recommends a YES vote for the entire slate. Voting closes Feb. 16, 2018, at midnight. All alumni are eligible to vote in board elections. Full biographies and personal statements can be found at wmalumni.com/vote.

BY & LARGE



JEWELL LIM ESPOSITO '87, P '19

After attending the Raymond A. Mason School of Business, Jewell Lim Esposito started her post-college career as a financial auditor at J.P. Morgan in New York City. Now, Esposito is a partner at the full-service, cloud-based law firm FisherBroyles, LLP. Her 25-year legal practice in the Metro D.C. area is devoted to tax and ERISA, the federal law that governs retirement/health/welfare/deferred compensation plans. She delves into technical rules to craft creative and tax-beneficial strategies for corporations, nonprofits and entrepreneurs around the country. Esposito enjoys scuba diving with her family and friends at her bucket-list destinations, tackling the daily crossword puzzle and striving to be the next World Series of Poker Texas Hold 'Em champion. She looks forward to her son calling W&M his alma mater in May 2019.

"I have extreme pride in the College — with its rich history and traditions, academic rigor, and just the right mix of seriousness and play. I recall my time at W&M as vibrant and stimulating. I remember the people with such warmth and loyalty. I feel called to honor and celebrate that time through service on the board. GO TRIBE!"



MICHAEL HOAK M.A. '02

Michael Hoak is the director of strategic policy at Humana, where he is responsible for developing and executing Humana's federal and state public policy initiatives. Since 2014, Hoak has served on the W&M Graduate Studies Advisory Board, which provides funding and support for graduate programs in the arts and sciences. Since 2016, he has served as an ex-officio member of the W&M Alumni Association Board of Directors, representing graduate alumni. He holds a bachelor's degree from James Madison University and a master's degree in history from William & Mary. Hoak is a lifelong Virginia resident and currently resides in Arlington with his wife, Allison, and their daughter, Ella.

"As a member of the board, I hope to serve as a voice for the 29 percent of our alumni that received graduate degrees from W&M and ensure that current and future W&M students have the same opportunities as me."



NATASHA MOULTON-LEVY '08

Natasha Moulton-Levy is the chief executive officer of Integrative Skin Center, PLLC which offers cosmetic and medical dermatology and radiology services in multiple locations around the United States.

Moulton-Levy graduated with a B.A. in international relations from William & Mary and an MBA from Kogod School of Business at American University. She currently serves as a board member of multiple organizations, including the Maryland alumni chapter, Special Olympics Maryland and the Montgomery County Tennis Association. Moulton-Levy was a member of the planning committee for the Hulton Willis Association 25th Anniversary Celebration in Washington, D.C., and is a member of the Tribe Club and the Tribe Aces.

Moulton-Levy and her husband have two children. She and her son coauthored the book "No Limits No Boundaries: My Journey through my ABCs."

"My time at William & Mary prepared me well for life both personally and professionally. One of the most meaningful aspects of the College was the community — the William & Mary family. To this day, my William & Mary community-family has only gotten stronger. I look forward to contributing to the Tribe community and creating an even more incredible William & Mary."

BY & LARGE

Science Champs

William & Mary team First Runner-Up in iGEM competition

BY JOSEPH MCCLAIN

WILLIAM & MARY'S TEAM WAS NAMED FIRST Runner-Up in the 2017 iGEM competition, beating out all but one team in a global field in the quest for what has been dubbed the World Cup of Science.

William & Mary was the only North American team to place among the finalists in any division. Top prize in the Undergrad Division went to the Vilnius-Lithuania team — but W&M took top honors in 2015.

iGEM stands for International Genetically Engineered Machine. Each year iGEM hosts the largest synthetic-biology competition in the world. It's a culmination of months-long, student-driven projects involving biology, mathematics, chemistry and engineering.

William & Mary's team also won two special awards, one for Best Innovation in Measurement and a second for Best Model. The project placed among the three finalists for other special awards,

including best measurement, best poster and best presentation.

The team posted a photo on their Facebook page of the big screen at the closing ceremony showing the finalists under their comment "We can't believe it!!" After returning to campus, the team was introduced (with applause) to the university's Board of Visitors at its November meeting.

The 2017 iGEM team was led by Ethan Jones '19. Other members are Sejal Dhawan '20, Theresa Gibney '18, Christine Li '20, John Liu '19, Alyssa Luz-Ricca '20, Callan Monette '19, Xida "Cedar" Ren '20 and Cici Zheng '20, biology.

It's the fourth consecutive year for the university to send a team to the Grand Jamboree in Boston. Margaret Saha, Chancellor Professor of Biology, has been the team's advisor for all four years.

Saha has said the William & Mary teams have been tough competitors all four years, and continue to work on the projects even once the competitions end.

FOLLOWING THE MONEY

UNCOVERING CHINA'S SPENDING SPREE

AidData, a 35-person research lab located within William & Mary's Institute for the Theory and Practice of International Relations (ITPIR), has released a new dataset on Chinese aid, which has been featured in the Wall Street Journal, the New York Times, the Washington Post, the Economist, CNN and more. Covering more than 4,300 projects in 140 countries and territories, this new dataset is the most comprehensive source of information ever assembled on China's ambitious but secretive foreign aid program. AidData's data collection effort captured more than USD \$350 billion in foreign aid and other forms of state financing that China committed worldwide from 2000 to 2014. Learn more at aiddata.org/china.

—ALEX WOOLEY AND SOREN PATTERSON





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2018

ALUMNI MEDALLION AWARD RECIPIENTS

The highest and most prestigious award given by the Alumni Association, the Alumni Medallion recognizes outstanding alumni for commitment, dedication and assistance to William & Mary; exemplary accomplishments in their professional lives; and leadership in civic engagement in their communities, states or nations. The award reflects the honor that recipients bring to the university and its alumni through their actions and contributions. The Alumni Medallion awards will be bestowed during Charter Day Weekend, on Feb. 10, 2018, at 10 a.m. in the Sadler Center's Commonwealth Auditorium.

BY CLAIRE DE LISLE

Jill Ellis '88, L.H.D. '16

World champions. It's a lofty title and well-deserved. As head coach of the U.S. Women's National Soccer Team, Jill Ellis led the team to victory in the 2015 FIFA Women's World Cup, bringing the "world champions" title home to the United States. But she has not rested on her laurels — Ellis continues to inspire, educate and motivate young athletes and others worldwide.

As Ellis said in her 2016 Commencement address at William & Mary, "There is no right or wrong approach to navigating your life. In fact, at various moments, you will, as I did, explore both routes, the structured and the unstructured. The important part is that you embrace and enjoy the challenges and realize you do not travel alone." Throughout her successful coaching career, she has exemplified this philosophy by supporting and mentoring Tribe student-athletes, particularly those in the Tribe women's soccer program. She was inducted into the William & Mary Athletics Hall of Fame in 2002 and was named a Tribe Champion for Life in 2015.

"William & Mary not only set me up for success, but also taught me the value of preparing others for

the same," says Ellis. As a scholarship recipient, she recognizes the power of scholarships to change lives. "I continue to support this school because it did give me so much. I feel very privileged to have gone here, and I love to have others have the same opportunity that I did."

Ellis advocates for teaching leadership skills, healthy habits and goal setting at elementary schools in the United States and is an ambassador for the Monrovia Football Academy in Liberia, founded by Will Smith '14. She and the U.S. Women's National Team encourage and empower women and girls worldwide to learn life skills through soccer. As a motivational speaker, she presents to groups ranging from grassroots soccer organizations to Fortune 500 companies on a variety of topics, including striving for excellence and the value of teamwork.

As Barbara Pate Glacel '70, recipient of the 2001 Alumni Medallion, wrote in her nomination of Ellis, "As a role model for women in athletics, leadership and life, Jill does not simply allow her story to be told. She actively works in the community to inspire women to greatness."

PHOTO: STEPHEN ALLEN



Shelby Smith Hawthorne '67, M.A.Ed. '75

"John Adams said, 'If your actions inspire others to dream more, learn more, do more and become more, then you are a leader.' Shelby Hawthorne is a true leader," says friend and colleague Wilma Sharp M.A.Ed. '04.

Hawthorne is a bedrock of the Williamsburg and William & Mary communities and has been for more than 50 years. In her warm and unassuming way, she makes a difference in the lives of all she meets. After graduating from William & Mary in 1967, she began a long career as a teacher and reading specialist for Williamsburg-James City County Public Schools. There, she established a number of programs, including an acclaimed economics curriculum for elementary school children, and fostered a love of learning in thousands of students.

Her accomplishments were recognized worldwide when Hawthorne became one of the first women to be inducted into the international education fraternity Phi Delta Kappa. She also shares her expertise as co-president of the Delta chapter of the Delta Kappa Gamma International Honor Society of Women Educators. Hawthorne continues her role as an educator in the community as a teacher and board member for Literacy for Life, an adult literacy program. As a member of the scholarship commit-

tee on the board of the Williamsburg Community Foundation, she works to ensure local high school seniors have the funding they need to attend college.

"Inspiring is a word that suits Shelby in so many ways," says Sharp. "She inspired me and so many others to do our personal best ... Shelby is a true believer and participant in improving the lives of others."

At William & Mary, Hawthorne is the unofficial "mother of Tribe track & field," helping with virtually every home track meet for five decades. Hawthorne and her husband, Randall S. Hawthorne '67, J.D. '70, M.L.T. '71, a 2008 Alumni Medallion recipient, frequently host athletes, coaches and friends in their home, affectionately known as the "Hawthorne Hotel." Through gifts of time, talent and treasure, they ensure Tribe track & field athletes are prepared to succeed on and off the field.

"Like the distance runners she has known through the track & field program, Shelby has stayed the course — her love for alma mater and community has been steady and consistent for five decades," says Margaret Ann Dahlman Martin '73. "William & Mary and Williamsburg are so much richer for the steadfast support of Shelby Hawthorne."

PHOTO: ERIC USHER

Janet Rollins Atwater '84, P '17, P '20

Janet Atwater likes to say that her best years at William & Mary are still happening, long after graduation.

"It wasn't until I became actively involved as an alumna that I truly appreciated what it meant to be part of the Tribe," says Atwater. "I have had the opportunity to meet and interact with our amazing students and professors, as well as develop friendships with fellow alumni from classes decades before and after mine."

Atwater currently uses her leadership and creativity on the board of the College of William & Mary Foundation; as a member of the *For the Bold* campaign steering committee; and as a charter member and the first vice chair of the Society of 1918, a giving society that inspires, encourages and empowers William & Mary women. As president of the William & Mary Alumni Association from 2009 to 2011, she initiated the Alumni House expansion and renovation project currently underway.

"Janet dreams daringly of all that William & Mary can be, and she applies her considerable skill, her boundless energy, and her resources of time and treasure to making those dreams a reality," says Virginia M. Ambler '88, Ph.D. '06, vice president for student affairs.

As a parent of two William & Mary students,

Molly '17, M.S. '18 and Bennett '20, Atwater advocates on behalf of students as a member of the Parent and Family Council. Her commitment to students also shines through the scholarships she and her husband, Peter Atwater '83, have endowed and their support of the Atwater Lecture series, which enables William & Mary to bring noteworthy speakers to campus each year.

When her son, Bennett, was diagnosed with a severe peanut allergy, Atwater became active in and now chairs the Food Allergy Research and Education (FARE) organization, which works on behalf of the 15 million Americans with food allergies.

In 1998, she founded the New Albany Women's Network, a nonprofit organization that brings diverse women together through charitable, social, education and community outreach programs. She also finds time to direct and support local theater and music.

Leadership combined with service has defined her career. As an executive coach, Atwater has coached leaders in nonprofits, Fortune 500 companies, higher education and the arts. She now assists people with mid-career transitions as president of Second Act Coaching and Consulting.

"Janet's creativity is evident in everything she does," says Terry Thompson '67. "She is a superb leader who is tirelessly devoted to alma mater."



PHOTO: ERIC LUSHER

Ellen R. Stofan '83, D.Sc. '16, P '10, P '14

“While William & Mary shall be ‘for all time coming,’ it is NOT a static place — it grows and becomes better with each passing year, because of those who came before us ... those who are here today ... and those who will make their mark in the future,” said Ellen Stofan in her 2016 Charter Day address.

Stofan is the former chief scientist at NASA, where she brought a global perspective, working with other space agencies in support of the International Space Station and championing the science of climate change. All the while, she found time to mentor William & Mary students and share her expertise on campus, especially with geology students and young women. She is a strong public advocate for STEM education for all, especially people in under-represented groups.

Stofan lives out her belief that “an institution only thrives if those who love it, cherish it and give back with time and treasure.” As former chair of the College of William & Mary Foundation board, she led the task force on Women in Philanthropy,

which has now evolved into the Society of 1918 — a new giving society designed to grow women’s engagement, leadership and philanthropy and to celebrate and honor William & Mary women. She has been a frequent speaker at William & Mary events both on and off campus, sharing with students and alumni what she has learned from her life of service.

She and her husband, Timothy Dunn '83, P '10, P '14, have been instrumental supporters of the Reves Center for International Studies by providing programmatic support and seed funding for faculty and student-initiated projects worldwide. Additionally, they have established five endowments: the geology founder’s fund, a geology student research fund, an environmental post-doctoral position and the Dunn Civil Liberties Project. They both serve as members of the *For the Bold* campaign steering committee.

She truly has made a mark on William & Mary “for all time coming.” ☺

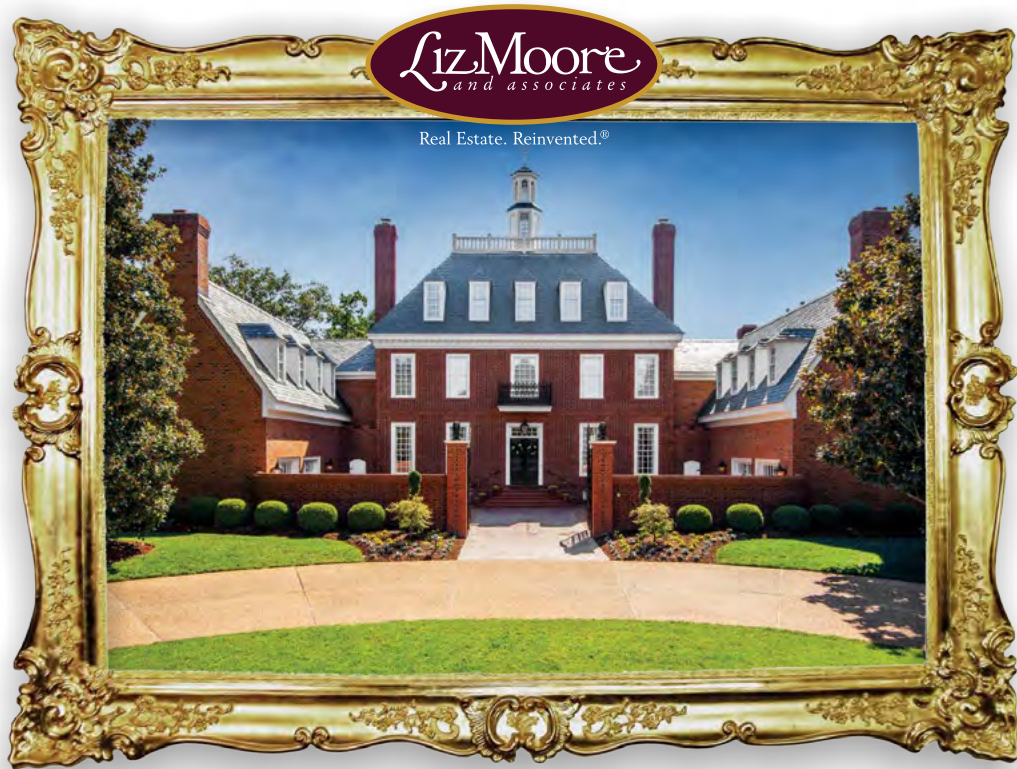
NOMINATIONS FOR 2019 ALUMNI MEDALLION

The W&M Alumni Association calls for nominations of candidates to receive the 2019 Alumni Medallion. The Alumni Medallion is the highest and most prestigious award the Alumni Association can bestow on a graduate of the university. This award recognizes individuals who have exemplary accomplishments in their professional life, service to the community, state or nation, and loyalty and commitment to William & Mary.

You may download the nomination form at https://alumni.wm.edu/downloads/nomination_forms/Medallion.doc or call 757.221.7855. **The deadline for nominations is April 1, 2018.** The Alumni Association Board of Directors will select the 2019 Medallion recipients at its summer 2018 meeting.

PHOTO: ERIC LUSHER





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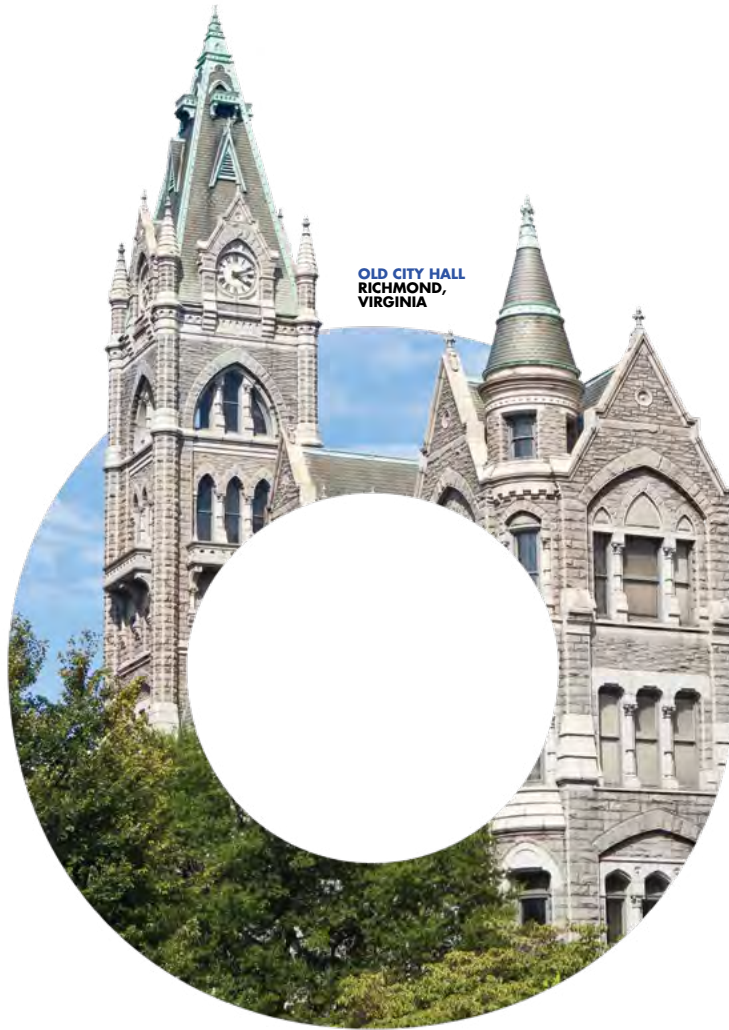
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RICH- MOND REV- IVAL

**SIX ALUMNI
DEMONSTRATE
THE **POWER**
OF CREATING
CHANGE
FROM WITHIN**

STORY BY TINA ESHLEMAN
PHOTOGRAPHY BY ADAM EWING



OLD CITY HALL
RICHMOND,
VIRGINIA

OPTIMISM IS CONTAGIOUS.

That's what Webb Estes '06, M.Acc. '07 says when explaining how his father, Rob Estes Jr. '74, built a regional transportation company into a national industry leader while many lesser competitors fell by the wayside. • It's a way of seeing the world that is shared by other Richmond-based William & Mary alumni with deep roots in the region, an eye toward the future and a commitment to making life better for everyone. • These alumni are playing a significant role in positioning their hometown for economic competitiveness nationally and globally as leaders in their respective fields while also tackling some of its most persistent challenges. They see the city evolving into a popular destination for 21st-century economic players such as CoStar, Facebook, Amazon and Stone Brewing Co. And not only that, they're making it happen. • When he was the CEO of Ukrop's Supermarkets, Jim Ukrop '60, L.H.D '99 recalls, he traveled to Jacksonville, Fla., in the early 1990s with a group of Richmond business and civic leaders for the first of what became an annual series of ChamberRVA trips to learn more about how other cities operate and boost economic opportunities at home. • "We weren't even on their list of competitors," he says. "Richmond wasn't recognized for anything. Today, we're on the radar screen. We've become a hot city for millennials. As fast as we can build apartments, they're filling up. Our downtown is growing by leaps and bounds."

"HE UNDERSTOOD THE WHOLE CONCEPT OF PLACE-MAKING BEFORE MOST PEOPLE. HE'S BEEN AT THE FOREFRONT OF A LOT OF THINGS THAT HAVE HAPPENED HERE."

Perceptions of the region from the outside have changed thanks in part to the growing reputation of its vibrant food and art scenes, as well as its recreational opportunities. In 2012, *Outside Magazine* put Richmond at the top of its list of "progressive, adventurous and livable river towns" and it made *Forbes'* list of best places for business and careers in 2017.

As ChamberRVA President and CEO Kim Scheeler sees it, Ukrop has been one of the leaders most responsible for helping bring about that change.

"He understood the whole concept of place-making before most people," Scheeler says. "He's been at the forefront of a lot of things that have happened here."

Ukrop, along with his brother, Bobby, expanded the supermarket company that bears his family's name from a single store on Hull Street to a widely admired regional chain of more than 30 stores that operated from 1937 to 2010. After selling the operation to the Dutch parent company of Martin's Food Stores, he and two partners from William & Mary started New Richmond Ventures, now called NRV, to boost entrepreneurial efforts in Richmond and beyond.

"When we first started, we were club investors," he says, adding that they'd find individual investors for each company. "We found out that it was very time-intensive and work-intensive to bring in one investor at a time, so what we've done now is we've raised a \$33 million fund where people can invest in a group of companies. When we were club investing, you might have invested in three companies that all failed. So now if you invest in 10 companies, maybe three or four might fail

and hopefully the other six do well, so you're not putting all your eggs in one basket."

Before launching its Early Stage Growth Fund in May, NRV had supported companies that created 341 jobs, a fifth of which pay more than \$100,000 a year.

Among those companies is Health Warrior, which began selling its chia-seed energy bars at a Richmond natural food market in 2011. Shane Emmett, Health Warrior's co-founder and CEO, said that Ukrop became an individual investor even before NRV's fund was established.

The investment from Ukrop and NRV helped Health Warrior expand from distributing to about 400 Whole Foods locations to about 15,000 stores nationally, including Target and Wegmans. This is in addition to online sales, with revenue reported at \$9.9 million in 2015, according to *Inc. magazine*, which ranked Health Warrior among the fastest growing private companies in America in 2016.

"Jim's been a great mentor for me," Emmett says, noting that Ukrop's extensive knowledge of the grocery business was especially helpful. "Jim introduced us to Wegmans, which is one of our best accounts in the country."

In addition to his work with entrepreneurs, Ukrop has been one of the driving forces behind the renovation and expansion of the historic Carpenter Theatre into what is now the Dominion Energy Center, with multiple venues for performing arts, and he's part owner of the Quirk Hotel, which has quickly become a downtown dining and upscale lodging destination.

Ukrop is also a strong supporter of his alma mater, having served on the

William & Mary Foundation board, Mason School of Business Foundation board, Campaign Steering Committee and Board of Visitors, among other leadership roles. He also received the prestigious Alumni Medallion from the William & Mary Alumni Association in 1981. For him, the greatest value of his college experience is the lasting friendships he made during those years. He recalls attending Homecoming several years ago with his wife, Barbara Berkeley Ukrop '61, and five other couples who had met at William & Mary. Between all of them, he said, "there was about 325 years of marriage."

Well past the typical retirement age, Ukrop continues to push the region forward through projects such as OneVirginia2021 — organized to promote fair, nonpartisan redistricting — and an effort to build relationships between business and community leaders in Central Virginia and the Tidewater region.

Why does he do it? He shares a story about a Ukrop's customer telling him, "I live alone and lots of times when I really start feeling down, I'll go to my nearest Ukrop's store because I always feel better when I leave the store than when I went in."

In a similar way, he says, he hopes to leave his world a better place than he found it.

STRATEGIC THINKING

As the former president and CEO at Philip Morris USA, Cliff Fleet '91, M.A. '93, J.D. '95, M.B.A. '95 led the largest tobacco company in the United States, with more than \$8 billion in adjusted oper-

ating income. Since leaving the company in mid-2017, he's been investing in and sharing his expertise with up-and-coming ventures. "I've wanted for some time to go do something that would take my life in a different direction, so I jumped into the entrepreneurial ecosystem," he says.

One company he's assisting as an operating advisor is Nutriati, a Richmond-based food technology startup that extracts protein from chickpeas for use in a variety of products, such as protein bars, shakes and pasta. Richard Kelly, Nutriati's co-founder and CEO, had worked with Fleet at Philip Morris and knew that his experience in the consumer products industry would be valuable. Before becoming CEO, Fleet had worked in a variety of roles at Philip Morris, including operations, marketing, finance and investor relations.

"He's a very good strategic thinker," says Kelly. "I knew from working with Cliff that he's naturally creative and nimble." Backed by \$9 million raised from investors — including NRV and London-based Tate & Lyle Ventures — Nutriati is scaling up manufacturing and plans to have its product on the market in early 2018.

Another way Fleet shares his business experience is through workforce development and young professional programs with ChamberRVA, where he is vice chairman and will become chairman in 2019. He sees Richmond as a city that's changing rapidly in positive ways, thanks in no small part to leadership by William & Mary alumni such as Ukrop, NRV partner Bob Mooney '66 and others.

"The great thing about the school is it's got an alumni base that's very focused on service and support and helping make the world a better place," Fleet says. "I think that fabric is in the school itself and it's reflected in the alumni of the school."

As a student, he explored a couple of career paths before settling on business. A lifelong learner, Fleet is one of only approximately 14 alumni to hold four or more degrees from William & Mary — a bachelor's in history and religion, a master's in history, a law degree and an MBA — all earned in less than eight years.

"History was kind of my first love," he says, adding that some of his professors encouraged him to pursue a master's degree in the subject, though ultimately Fleet decided not to go on to earn a doctorate. "I was principally interested in American history, although the wonderful thing there is I took



JIM UKROP



CLIFF FLEET



VICTOR BRANCH

many, many history classes from lots of areas in the world I'd never gotten exposure to in high school."

He's still a voracious reader, finishing about a book each week. As an alumnus, Fleet gives back to the school by focusing on private fundraising through service on the W&M Foundation board, where he chairs the academic sub-committee, and teaching seminars at the law and business schools.

STRONG CONNECTIONS

From the 18th floor of downtown Richmond's Bank of America building, you can see Shockoe Bottom, once the center of commerce and home to large tobacco warehouses. You can see the James River and the countryside beyond. "So much history," notes Victor Branch '84. One recent morning, he watched fog curling on the horizon and took a picture.

Growing up, it would have been hard for him to envision himself having an office here one day, much less overseeing the entire Richmond operation for the bank. The youngest of five children born to a tobacco plant worker and a nurse's aide, Branch was the first in his family to attend college. "I never would have imagined getting a degree from a prestigious school like William & Mary," he says.

Before enrolling at William & Mary, he attended Richard Bland College, a two-year school affiliated with W&M. He lived at home in Dinwiddie County while completing the program, which he says "allowed me to find my voice." In an early indication of his leadership skills, he became the school's first African-American student government president at

a time when the student population was 94 percent white. A sociology major, he transferred to William & Mary along with a close-knit group of Richard Bland students who continued to help and support each other in the larger, more competitive and academically rigorous environment.

Although he did not have a banking career in mind yet when he was in college, Branch says, "What's so beautiful about the liberal arts is it helped me understand how to think, to reason. You learn to write at William & Mary, you learn to communicate, and it gave me a broad-base skill set that prepared me for any number of career opportunities that would become available to me."

Branch joined Sovran Bank (created by the merger of F&M in Richmond and Virginia National Bank) and rose through the ranks to become president of the Richmond market for what is now Bank of America, never leaving his home base.

When he entered Sovran's management training program after graduating from William & Mary, it was a \$12 billion firm with 12,000 employees across Virginia. Now, he's part of a global company with 230,000 workers around the world. Branch oversees 23 bank locations with 2,000 staff members and the largest deposit share in the region. He marvels at the changes, from adding with calculators to iPads and mobile banking.

"One of the skill sets we look for is to be change agents," he says. "I have seen a lot of people come and go who cannot embrace change fast enough. We always have to be forward thinking and stay two steps ahead. We say we are a technology company that looks like a bank."

It's unusual for someone to rise to the level that Branch has without relocating, said J. Peter Clements M.B.A. '82, president and CEO of the Bank of Southside Virginia. "A lot of big banks bring people in from all over the country," says Clements, who has known Branch for more than three decades. "They move people 1,000 miles at the drop of a hat."

But Branch's community ties and engagement bring value to the bank. "He's the face of a lot of the good things that are done by Bank of America in our community," Clements says. "He's built a strong



“ONE OF THE SKILL SETS WE LOOK FOR IS TO BE **CHANGE AGENTS. I HAVE SEEN A LOT OF PEOPLE COME AND GO WHO CANNOT **EMBRACE** CHANGE FAST ENOUGH.”**

presence in the market. Being a member of the community and knowing the needs of the community make him a good asset.”

“Banks reflect a community’s strengths and weaknesses,” Branch says. “As a community grows and thrives, that benefits the bank.” One way he stays in touch with the community is by serving on boards for organizations such as Housing Opportunities Made Equal (HOME), ChamberRVA and Smart Beginnings of Greater Richmond. The bank also gives \$1 million each year to nonprofits serving the region, and employees volunteered more than 20,000 hours in 2016.

Scheeler, of ChamberRVA, observes that the W&M alumni he’s worked most closely with — Branch, Fleet and Ukrop — are “the kind of people who make you feel better after every conversation with them. I learn something or I feel inspired or I feel better about the community. I don’t know if that’s something William & Mary teaches them or not, but somehow they seem to have that quality.”

TENACITY & PERSEVERANCE

Early in her career, Hylah Ballowe ’94, would stand in front of Lowe’s while working at the Midlothian office of Scott & Stringfellow and hand out business cards to meet people and get her name out as a stockbroker. That took tenacity and perseverance — qualities she developed as a former college lacrosse player at William & Mary, balancing athletic and academic rigors.

She grew up listening to her father, a municipal bond trader at Davenport & Co., talk about work. Unlike most kids, she was fascinated. “I just wanted to do what my dad did.” But she didn’t just follow in his footsteps. “I wanted to make it on my own,” she says. Her father, McGuire Boyd, cautioned her about going into such a highly competitive field in which income is based on commissions and fees.

Ballowe eventually joined Davenport in 2000, two years after her father retired. At 46, she is still one of the youngest brokers at the firm, where she serves on the board of directors and as a managing director with its Ballowe Geho Roddey Group.

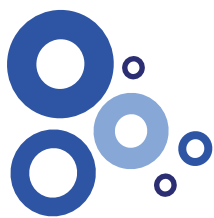
The successful practice she built with her business partners at Davenport earned her recognition by *On Wall Street Magazine* as a Top 40 Under 40 investment advisor in 2000, when she was one of just three women on the list. The article listed her assets under management at \$106 million, a number that has risen significantly in the last 10 years, she said. For someone who attracts clients mainly by word of mouth, reputation is everything.

“She’s decisive, she communicates well and she’s got very good judgment,” says Trigg Brown Jr., executive vice president at Davenport, adding that she brought a youthful energy to her team.

Communication is crucial, Ballowe said, noting that her government classes at William & Mary helped hone that skill. Even as electronic communications become more common, a personal connection with clients is important. “Being able to communicate in a thoughtful,



HYLAH BALLOWE



relatable way and being able to communicate ideas really helped.”

Ballowe’s contributions earned her a seat on the board at Davenport. She recalls competing against Davenport when she worked at Scott & Stringfellow. Now she is a leader contributing to the vitality of the 154-year-old firm, one of the few financial services companies still headquartered in Richmond. She has clients all over the country, though the majority are from Virginia and have Richmond connections. Ballowe works with trust and estate clients, as well as helping people to structure their portfolios to maximize investment strategies as they plan for life events such as college and retirement.

Outside of work, Ballowe served on the Maymont Foundation board in Richmond for five years, during which time the Children’s Farm was revamped and the foundation purchased two homes adjacent to the publicly owned, privately managed park that was once home to a railroad magnate. As a leader of Women in Action, a group of alumnae athletes from William & Mary, she also mentors female athletes, hosts events and raises funds to support women’s sports programs and scholarships.

“Hylah has set the bar high,” says Peel Hawthorne ’80, associate athletics director for student services at William & Mary.

“She has done a terrific job of staying engaged with the Tribe and supporting not only her sport, which was lacrosse, but also our other women’s initiatives focused on fundraising, networking and mentoring.”

Her contributions include a gift that enabled her to name the referee locker room at the Martin Family Stadium in honor of a former lacrosse teammate, Julie Waicus ’93, who is now a primary referee assignor for southern New Jersey and referees at the NCAA Division I level.

Waicus “was an amazing player, achieving All-American status,” Ballowe says. “I also admire her toughness and ability to deal with a level of adversity that would undo many of us.”

Ballowe’s commitment and engagement comes as no surprise to Hawthorne, who recalls coaching her as a student-athlete. “She was an imposing figure. She really anchored our defense and was a

very effective player and very gritty. She would get it done. I wouldn’t want to play against her, just put it that way. That was a very successful run of years for us in lacrosse and Hylah was a big part of our success as a defender.”

COMPETITIVE EDGE

Oddly enough, Richmond-based Estes Express Lines might be better known outside its hometown.

One reason for that could be the humble nature of President and CEO Rob Estes Jr. — a quality two longtime friends mention when talking about him.

Estes built the regional company his grandfather founded with a used Chevrolet truck in 1931 into a major carrier with coast-to-coast coverage and annual revenues of more than \$2.5 billion. With about 17,000 employees and 178 terminals serving all 50 states and the Caribbean, Estes Express’ fleet delivers more than 11 million shipments a year of products that range from machinery parts to furniture, clothing, exercise equipment and food. Among its clients is retail chain The Home Depot, which recognized Estes Express as its LTL carrier of the year in 2016 and 2017.

Navigating constant technology changes has been a key to staying competitive. Rob Estes recently traveled to speak at a summit in Chicago on that very subject. Just as consumers are able to track an order from Amazon or FedEx, Estes Express customers expect real-time information about what is being shipped to them and when.

“We say, tongue in cheek, that sometimes the information about the freight we deliver is almost more important than the freight,” he says.

Estes is also working on local job training initiatives in Richmond, “helping to educate the next round of folks coming through high schools to be more ready for job opportunities that the new technology is going to bring.”

Tommy Barnes, president of the Chicago-based transportation technology company Project44, which sponsored the summit, has known Estes for about 20 years as an industry business partner. He says that besides being humble, Estes is full of energy and ideas.

“There’s not a better person that has a vision of where the industry is going,” Barnes says, adding that Estes anticipates customers’ needs by staying in contact with them and mobilizes his team to adapt to changing demands. “They’re flexible and nimble — they’re ahead of everybody else and that gives them a competitive edge.”

That kind of flexibility is part of the freedom of being a private, family-run organization. “We have a very tight family group,” Estes says. “Our competitors that are public are owned by bigger corporations. We can think long-term. We can make



ROB ESTES JR.

"THERE'S NOT A BETTER PERSON THAT HAS A **VISION** OF WHERE THE INDUSTRY IS GOING."

decisions for the next five years versus having to make decisions for the next financial quarter."

While Estes always knew he would work for the family business, he says that college helped him become more of a questioning thinker.

"The four years at William & Mary helped me grow up," he says. "I found what I was good at and what I wasn't good at." He started out as a math major, but realized that he found higher mathematics too abstract: "I was good at accounting and numbers. I got excited when I took the accounting class. It was a language that resonated with me."

He recalled beginning his career at the company as a recent college graduate. "My dad told me early on when I pseudo interviewed for coming to work that it was a job, not a position. He said, 'If you want to work, I've got a place for you to work. If you want to come and have a position, then I don't have a place for you.' He also told me very early on that as a family member I had to work twice as hard to outwork and outthink everybody to be successful."

Rob Estes first worked in sales and later became a district manager and then treasurer. When he took over the reins in 1990, the company had about 25 locations in just a few states. "I've evolved as the company evolved," he says.

Estes also shared his enthusiasm for math with his son, Webb, a fellow William & Mary alumnus and now the company's vice president of process improvement. "My dad is the biggest math whiz I've ever known," Webb Estes says. "When he put my sister and me to bed at night, instead of reading stories he would give us math problems."

In recent years, Rob Estes has served as a board member on William & Mary's Business School Foundation Board, helping to raise scholarship funds through the Estes Challenge and supporting extracurricular activities for students and faculty. He says of himself and his wife, Jean Estes '75, both co-chairs of the *For the Bold* regional campaign committee in Richmond, "Whatever little bit we have done to support the institution, we've gotten much more back in the feeling of being part of something larger than we are."



ELIZABETH CABELL JENNINGS

PHILANTHROPIC INTERESTS

When SunTrust Bank approached Elizabeth Cabell Jennings '85 about becoming Director of Institutional Investments for its Foundations and Endowments Specialty Practice after a national search, the company knew she had deep investment knowledge as well as extensive volunteer experience serving not-for-profits, says Stephen Yarbrough, head of Institutional Investment Solutions for SunTrust.

"She has sat on both sides of the table — she's been both client and advisor," he says. "That's really unique."

It was exactly the kind of opportunity Jennings wanted, but there was one hitch — the job was based in Atlanta, and she lives in Richmond. As a result, she divides her time between the two cities, in addition to other travel to serve clients along the East Coast between Maryland and Florida.

In that role, which she started in October 2016 after 28 years managing client portfolios at Thompson, Siegal & Walmsley, she oversees a team of 15 professionals working with more than 700 not-for-profit clients representing \$30 billion in assets to protect and increase the value of their investments. The clients include educational and charitable institutions, religious organizations and private foundations.

The impact she's had just in the past year has been substantial, Yarbrough says. "Bringing that unique client perspective has really helped us reposition how we work with clients."

For her part, Jennings says, "One of the aspects of my role at SunTrust that I find most compelling is the opportunity to [help] not-for-profits leverage their resources in communities of all sizes across the Southeast and beyond."

She sees her role at SunTrust as synergistic with her involvement in the Cabell Foundation, established in 1957 by her great-uncle Robert G. Cabell III and his wife, Maude, and her volunteer experience serving on committees for the William & Mary Foundation board, Virginia Theological Seminary, the Richmond Symphony and the City of Richmond's Retirement Plan.

As treasurer for the Cabell Foundation, she's involved in giving \$5 million a year to organizations engaged in preservation, education, arts and culture, environmental improvement, health, social services and other needs, seeking out projects that will have an impact.

Among the recent beneficiaries is William & Mary's Integrated Science Center complex, which raised \$1.5 million in matching funds thanks to a challenge grant of \$500,000 from the foundation.

The funds enabled the purchase of equipment for the science center's newest wing, supporting innovative research projects, including one that focuses on the conservation of endangered monarch butterflies.

Providing funds for worthy causes around Virginia fed Jennings' interest in serving on not-for-profit boards, she says. "Because of my professional background, I was able to bring value to those not-for-profit boards in fairly specific ways," she says. As her professional role expanded, so did her not-for-profit leadership role, "and both of those have fed off each other."

Scott Dodson, director of advancement and patron communications for the Richmond Symphony, would agree. A member of the symphony's board, Jennings is co-chairing a recently launched campaign to raise \$12 million in order to increase its endowment to \$20 million by 2020.



By late fall, the campaign was already 80 percent of the way toward its goal, Dodson says, thanks in large part to Jennings' involvement.

"She really has great insight into the direction that philanthropy is going," he says, "She has a strong sense of what will resonate with donors."

One project that has resonated is the symphony's Big Tent, which travels around the area, bringing classical music to parks and neighborhoods where it's not usually heard, in addition to providing instruments and lessons to children in Richmond public schools.

This kind of engagement with the community is clearly something Jennings is passionate about. Her eyes light up when she talks about it. "I don't think you can have a healthy city unless you have a thriving cultural scene," she says, adding, "The community is not going to be any better unless people get involved."

She is also a board member of the American Civil War Museum, which is undertaking a major renovation and expansion to better tell the story of the war from a variety of perspectives, some of which have not often been heard. "We have one of the most complex social histories," she says. "We have an opportunity to build on that and have a civil dialogue about it."

As a member of William & Mary's Society of 1918, Jennings is also recognizing the 100th anniversary of co-education and working to get women more engaged in philanthropy at the university.

Her own family's connections with William & Mary go back generations — among those who attended the school was her great-uncle James Branch Cabell (Class of 1898), an acclaimed author of fantasy fiction who rose to prominence in the 1920s. Jennings started out at Yale University, but transferred after her first year, deciding that William & Mary was a better educational value for the cost of tuition. She also appreciated the diversity of the school: "It was a nice combination and crossroads of people from a lot of different places and a lot of different backgrounds and different world views," she says. "That was an education in itself."

An economics major who minored in political science, she took accounting, finance and investment classes at the business school, which helped determine the direction she would take in her professional life.

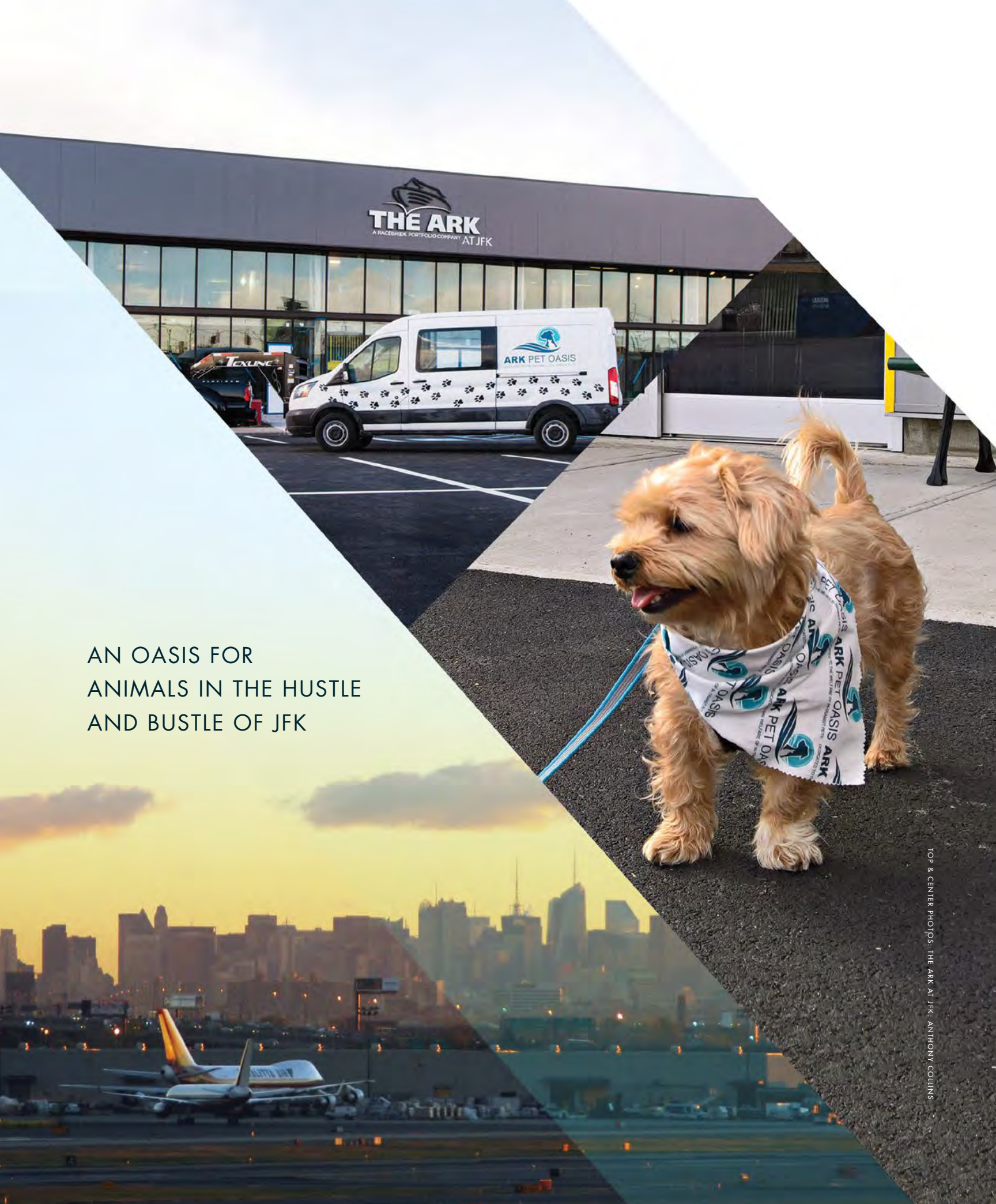
"We are so fortunate to have a strong university system in Virginia," she says. "When you think about the caliber of education for what is a reasonable price, William & Mary is one of the best. We have a responsibility to keep that going for the next generation."



LOOKING AHEAD

Change can come about from outside influences — such as the Connecticut-born engineer who developed Richmond's streetcar system, or the municipal planner from Massachusetts who set the course for road and housing development in the mid-1900s, or the CoStar Group's recent investment in a new downtown headquarters for its commercial real estate research operation.

But these six extraordinary William & Mary alumni demonstrate the power of creating change from within. Whether they're working to build new business ventures that redefine the economic landscape, constantly reinventing long-established operations, serving as mentors to the next generation or exploring new ways to apply their talents to transform the world around them, these insightful leaders are never content to settle for the way things are, but always moving toward a brighter vision of what will be. ☺



AN OASIS FOR
ANIMALS IN THE HUSTLE
AND BUSTLE OF JFK



Animals & Airplanes

STORY BY ASHLEY K. SPEED

The 236 homing pigeons stranded at New York's John F. Kennedy International Airport had a race to get to.

Their owner, John Nelson, had packed them into five crates and driven nearly 11 hours from Michigan to New York to catch a flight bound for Zimbabwe. Nelson had mostly driven through the night while the pigeons were asleep. After the long road trip, their travel plans were halted. Mechanical problems had grounded their plane.

The next day there was another delay. A new plane was ready to go, but it had reached weight capacity shortly before takeoff. Most of the passengers were allowed to fly, but the birds remained on the runway, nearly 8,000 miles from their final destination — The Victoria Falls World Challenge Pigeon Race.

While at the airport, the pigeons checked into a state-of-the-art luxury animal hotel of sorts — The ARK at JFK, where they were given fresh water, food and a warm place to stay while they awaited a new aircraft.

“The pigeons made it to Africa,” says Elizabeth A. Schuette '80, co-founder and managing director at The ARK. “They had their race and everything went well.”

Schuette and her husband, co-founder John J. Cuticelli Jr. P '98, opened The ARK last year. Billed as the world's first privately owned, 24/7 animal terminal and airport quarantine center, it sits on 14.4 acres. The ARK aims to create a safer travel experience for horses, birds, livestock, dogs, cats and exotic animals. For international imports, that experience may begin at the aircraft, cargo warehouse or passenger terminal and end at The ARK facility, which is equipped with a quarantine center and veterinary clinic.

“We are hoping to make a significant impact on the industry as a whole by showing how animals should be treated in travel,” Schuette says.

THE CONCEPT

The ARK sits a few miles from JFK's main passenger terminals. It's a modern 178,000 square-foot chevron-shaped building located in an industrial zone of Queens. Once guests are buzzed into the facility they are led to a check-in counter that resembles one carefully crafted for a high-end hotel.

"JFK was looking for areas that it needed to improve," Schuette says. "It is one of the biggest cargo hubs, import hubs and one of three main points of entry for live animal cargo in the country."

Cuticelli brought in a Cornell-educated veterinarian. While both Cuticelli and Schuette had business savvy from years of working in the banking and real-estate industries, the care of animals in travel was new territory. They needed to do research and somehow get a front-row seat to how the industry worked.

"John looked around the world," Schuette says. "He went to Frankfurt, Germany, Heathrow Airport, Miami and Amsterdam. He asked himself, 'What is missing here at JFK, what could we do better?' This is something that has never been done before, so what's the closest operation that is analogous to this?"

The answer was to offer a one-stop shop that combined aspects of all the airports he visited. They also partnered with Cornell University's College of Veterinary Medicine to implement the correct health, safety, bio-security procedures and protocols for handling the animals and operating the facility.

"We developed The ARK concept to address the unmet needs for the import and export of companion, sporting and agricultural animals," Schuette says. "Transporting live cargo by plane can be a complex and stressful process for owners and animals alike. Our goal is to create a more efficient and safe process by reducing the need for additional travel

and offering trained animal care staff immediately pre- and post-flight."

Airline passengers who don't want their pet to stay in a crate for extended periods of time before, after or between flights, can bring their pets to The ARK, which offers 63 kennels for dogs and cats at a starting rate of \$125 per pet at the Pet Oasis.

"Pets can board here for longer times," Schuette says. "We have a veterinary facility that is capable of addressing any need, from certifications to actually providing care for a pet that is in distress. That's really important. A lot of what we do is transpor-

"WE ARE HOPING TO MAKE A SIGNIFICANT IMPACT ON THE INDUSTRY AS A WHOLE BY SHOWING HOW ANIMALS SHOULD BE TREATED IN TRAVEL."

tation because we have to transport animals to the cargo facilities or back and forth to the aircraft."

William and Deni McChesney heard about The ARK shortly after it opened in early 2017. The couple enjoys traveling and goes to England several times a year with their West Highland white terrier, Birdie.

"If you love animals and pets as much as we do and travel as much we do, The ARK is our salvation," says William McChesney, a two-time customer.

William McChesney says that since there is no guarantee that Birdie will be on the same flight as he and his wife, using The ARK assures them that she is being treated well if a flight delay occurs.

BIG AND SMALL:
The ARK at JFK houses horses, birds, livestock, dogs, cats, exotic animals and more.



“Going to England, The ARK waits to board our dog until the last minute, before placing her in a crate to go on a plane as cargo,” he says. “For IAG cargo, which we have used in the past, we must deliver our dog to a busy cargo office two to three hours before the scheduled flight, find the person who handles shipping of animals and then leave her in a crate in a place that is not equipped to handle dogs.”

While the commercial flight animal care segment of the business is the most popular, the capability to provide animal quarantine services at the facility makes The ARK an anomaly in the industry.

“What’s unique about having the quarantine right here is that horses can come directly to us off the aircraft,” Schuette says. “They are required to have a three-hour quarantine. Previously they had to wait two hours and go up to a separate facility in Newburgh, N.Y.”

The U.S. Department of Agriculture visits The ARK frequently to examine the animals and to make sure their health certificates are accurate and that they are fit to fly. If they do not meet the standards of the USDA, they must stay longer at the facility or are treated at the onsite animal hospital. Livestock that fly are required to rest two hours before boarding a plane under USDA rules. Incoming birds must be quarantined for 30 days.

LIBERAL ARTS

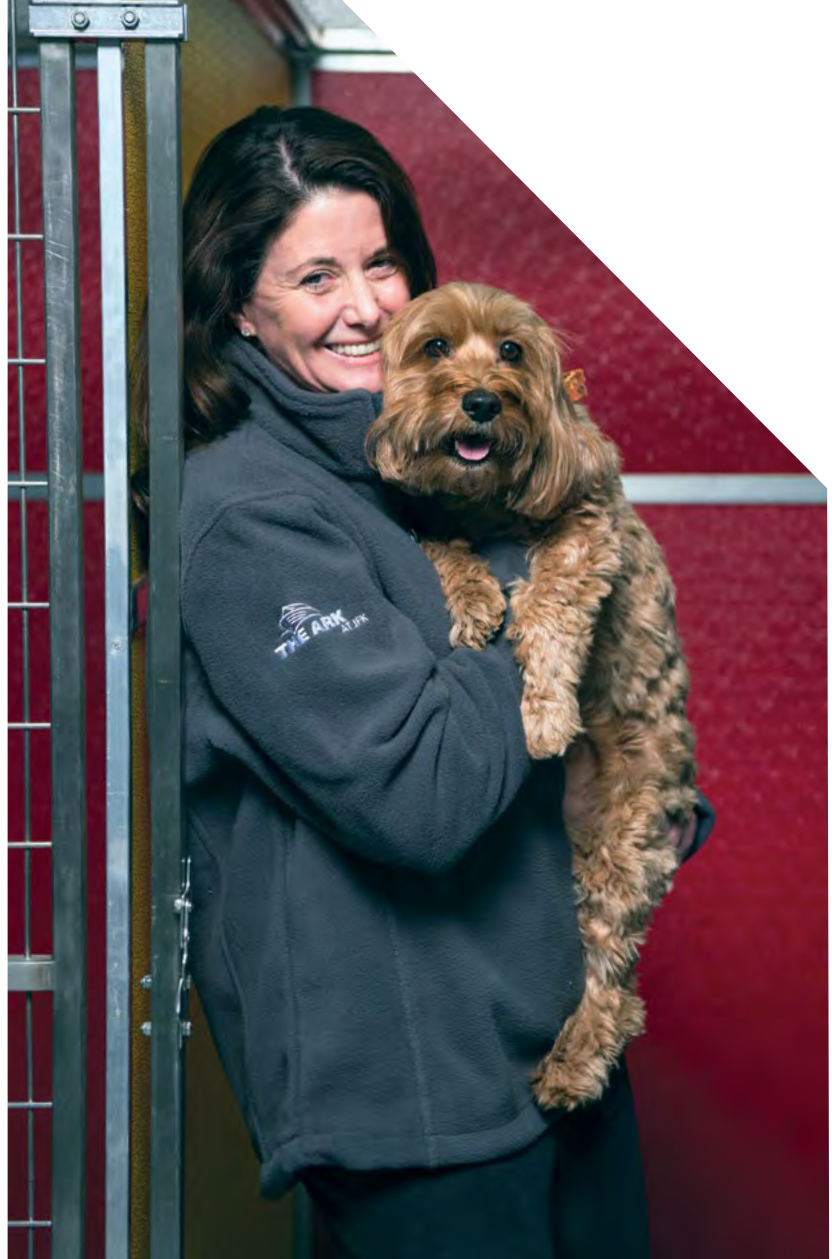
Schuette transferred to William & Mary from the University of Iowa the second semester of her freshman year when her family moved to Virginia. She was a pre-med major, but switched to economics her sophomore year.

“W&M had an extremely rigorous academic program and the honor code was strictly enforced,” Schuette says. “While my experience at W&M was academically challenging, it was also academically rewarding because the classes were smaller and the accessibility of professors was unique.”

Interestingly, the couple’s daughter, Dr. Elena Cuticelli Garrett ’98, followed in Schuette’s original path at William & Mary by majoring in pre-med. She is now an emergency room doctor in Newport News, Va., and resides in Toano.

After graduation Schuette worked for Booz Allen Hamilton as a consultant to the Navy and attended graduate school at George Washington University. She spent 11 years working in the banking industry before joining her husband as a real estate broker.

Though her career has varied from banking to real estate, it never touched the world of animals until The ARK. She says that flexibility comes from her W&M education.



FURRY FRIENDS:
Elizabeth A. Schuette '80 co-founded The ARK at JFK and serves as managing director.

“Basically if you have a reasonable level of intelligence, can read and write, and accumulate knowledge, you can pretty much do anything you want to do,” Schuette says. “That is one of my arguments for a liberal arts education. I think if you really have a strong liberal arts background, you can take that and really utilize that in many areas. It exposes you to so many different things that you can build on ... my economics background is coming in handy at The ARK, but it’s more like micro-economics.”

THE GUESTS

While dogs, cats and horses are the most common guests at The ARK, exotic animals are also welcome — although there are times when even Schuette and Cuticelli are surprised by the animal guests who come through their door.



ANIMAL KINGDOM: *The ARK's facilities at JFK are designed to house the wide variety of animals in their care.*

"We had an overnight shipment that we needed to pick up from an airplane," Schuette says. "The airway bill comes in and it says, 'small mammals.' I'm thinking what kind of 'small mammals'?"

A man on the phone attempted to give her more clarity. He said the animals were being transported from a South American zoo to a zoo in China. He described them as 10 large rats.

"Then we look at the airway bill again and it has the weight on it — holy cow," she says. "These are not normal rats. Some weigh 100 pounds."

They were not rats at all. They were capybaras, a large rodent that is native to South America.

"Apparently they are water-based animals, but we didn't realize this initially," Schuette says. "Our first instinct was to make sure they had fresh water. But, because they are water-based animals, they were using their own drinking water as a toilet — what a mess."

MAKING THE ANIMAL GUESTS COMFORTABLE IS A TOP PRIORITY FOR THE COUPLE, EVEN IF IT MEANS TURNING ON SOME MUSIC.

In order to make horses feel at home during their boarding period, their stalls have plush padding, shavings and other materials. Pavarotti or other opera singers are often heard in the background as they rest.

"Music has been shown to calm animals," says Schuette, who says that some horses even lie down in their stalls.

Most of The ARK horses are traveling to Amsterdam or Belgium. Some are headed to Korea or other parts of Asia. The competitive horses compete in the equine jumping events or other sporting events around the world.

The majority of the birds, which include macaws, parrots and more exotic types, come from South America or Africa and are usually en route to Europe or China, Schuette says.

Schuette says there are different factors to consider when transferring animals compared to non-living cargo such as household goods and retail shipments.

"When you are moving pets and something goes wrong, even something as simple as a weather delay or an aircraft has a breakdown, it's a big deal. An aircraft breakdown may result in the use of a replacement aircraft that can't carry the same type of cargo," she says. "Some animals have temperature restrictions. Lobsters require cold temperatures, but dogs require warm temperatures. So you can't put dogs and lobsters on the same cargo plane."

PHOTOS: THE ARK AT JFK: ANTHONY COLLINS

ANIMALS IN THE SKY

In the U.S., 2 million pets and other live animals travel by air every year, according to the U.S. Department of Transportation. While most arrive safely, there are some rare instances where animals do not make it to their destinations unscathed due to loss, injury or death. The U.S. Department of Transportation tracks and publishes this data monthly in Air Travel Consumer Reports.

From January to August 2017, the most recent data released, 15 animals died, eight were injured and one was lost during a flight. During the same period in 2016, 15 animals died and 15 were injured while aboard an aircraft. There were no reports of animals being lost during this period.

Sometimes there are no signs that a pet may not make it to their destination, even when they have been examined by a veterinarian prior to being loaded onto the airplane. This was true for an Australian shepherd in August.

“An Aussie shepherd puppy was accepted for transport in Kansas City, destined for Providence, with a transfer in Detroit. The puppy was accepted in apparent good health with all documentation and kenneling requirements met,” the airline animal incident report reads. “The puppy was loaded on the originating flight with no irregularities ... Upon arrival in Detroit, the puppy was unloaded and noticed unresponsive.”

A necropsy determined that the puppy died from a heart attack.

The monthly U.S. Department of Transportation reports are forwarded to the USDA, which is responsible for enforcing the federal Animal Welfare Act that was put in place to protect animals.

According to Schuette, The ARK seeks to mitigate these instances by providing a calm, safe environment with food, water and relief pre- and post-flight. The care animals receive at these critical times can improve the experience and make flying less stressful.

A SAFE SPACE

The ARK is an animal pit stop in a way. Sometimes they are headed to a big race, getting ready to board an airplane, en route to meet their owners for the first time or just resting their wings before a flight. Each day animals check in and check out of The ARK. Many will only travel a few miles once they leave, while others are bound for distant destinations — time zones away from JFK airport. But just like in an airport where thousands of people cross paths briefly, for a moment The ARK connects them.

Inside The ARK's Pet Oasis the guests' names are written on a small whiteboard: Bira, Bak and Toni. They are three German shepherds, whose jobs are to sniff out bombs and locate humans for the military. Three puppies sit in their kennels nearby. Two are French bulldogs and the other is a black Yorkshire terrier without a name.

The black terrier arrived in a carry-on crate with another puppy in early October from Ukraine. His companion died during the flight to the airport. The kennel they were stored in was too small to carry them both. At only a few weeks old, they were also too young to travel on the long flight, Schuette said.

The surviving black terrier was near death when he came to The ARK.

In order to properly care for him and ensure the safety of others, the tiny black terrier was placed in the quarantine area to make sure he didn't have rabies or other diseases. The puppy was nameless and homeless.

Inside The ARK he had found a safe space — a space where there were plenty of willing arms to hold and care for him. He eventually left The ARK. A family in his home country of Ukraine adopted him.

He had arrived in New York without a name and dehydrated, but he left healthy and with a new identity.

He is no longer just an abandoned black Yorkshire terrier.

His name is Jameson. 🐾







PHOTO: TIFFANY BROADBENT BECKER M.S. '06



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SNOW ON THE CRIM DELL BRIDGE

Campus is transformed to a wintry wonderland when covered in a light dusting of snow. Students take advantage of cold days like this one to play in the snow.



“WE BOUGHT THIS RANCH AND WERE DRIVING SIX HOURS EACH WAY WITH OUR FOUR KIDS IN THE CAR — WE REALIZED WE HAD TO DO THIS FULL TIME.”



PHOTOS COURTESY OF FIVE MARYS FARMS

Meat the Marys

LIFE ON THE FARM WITH
MARY HEFFERNAN '00 AND FAMILY

THE ROOSTERS are crowing and Mary, Mary, Mary, Mary and Mary are starting their day on their family's ranch. Husband and father Brian “Heff” Heffernan is already out in the fields. Mary Simonson Heffernan '00 gathers her four daughters, all named Mary (named according to Catholic tradition, and who go by nicknames), and they head out to begin the morning's chores. Work on an 1,800-acre ranch is never done.

And yet, it's rewarding, Heffernan says. “Good things take time, but it's worth it.”

Heffernan, her husband and her daughters (now ages 10, 8, 6 and 5) moved out to Fort Jones, Calif., three years ago to run Five Marys Farms full time. They raise Black Angus cattle, as well as Navajo-Churro sheep, Gloucester Old Spot pigs, Red Bourbon turkeys and a wide variety of laying hens.

The family packs their meat products by hand and sells them through their website all over the country through the mail. Many of their meats are dry-aged and all are antibiotic and hormone-free.

Prior to becoming full-time farmers, Heffernan and her husband, an attorney, ran two family-friendly restaurants in Silicon Valley focused on providing healthy, organic food. They found, however, that they couldn't source the meats they wanted from local small farms in the quantities they needed.

“So we naively decided we should do it ourselves,” Heffernan says. “We bought this ranch and were driving six hours each way with our four kids in the car — we realized we had to do this full time.”

They also realized they wanted to live the rural lifestyle and raise their daughters in that environment. Heff sold his law practice and their lives at Five Marys Farms began.

Sharps Gulch Ranch, the home of Five Marys Farms, is beautiful — pastures as far as the eye can see, backing up to tall mountains under a bright blue sky. It has a long history of family farming, as it was owned by descendants of William and Augusta Sharp and their 10 children from 1857 to the 1970s. It was then owned by the Hansen family until the Heffernans bought it in 2013.



While Heff comes from an agricultural background — his father was a farmer — Heffernan has been learning as she goes. Her family was farming generations ago, and she feels like she is getting back to her roots.

History is also what drew Mary Heffernan to William & Mary back in 1996.

“I’m a sixth-generation Californian, and I knew I wanted to live here,” she says. “I wanted to experience the East Coast while I could, and William & Mary was a great, small school strongly rooted in the East Coast.”

While at William & Mary, Heffernan was heavily involved in the Alan Bukzin Memorial Bone Marrow Drive, which she credits with developing her leadership skills and ability to market and raise money for a cause in which she believes.

Heffernan’s marketing skills are used every day as she updates Five Marys Farms’ Instagram feed, blog and YouTube channel. The interesting challenge of being far away from the hustle and bustle of the city while still staying connected and in the public eye was explored in a commercial that Five Marys Farms made with Verizon in 2016.

Being connected to the internet despite being in a remote location is important to Heffernan as she builds their business. Every minute is documented — scroll through Five Marys Farms’ social media and you can almost feel the crisp wind blowing from the mountains over the grassy pastures, the sun rising into a clear blue sky, the dirt roads underfoot as you cross through wide-open spaces.

“I’m really thankful we’re doing it in this day and age. We wouldn’t have the business that we do if it weren’t for social media,” Heffernan says. “You have to be willing to share a lot, but it’s worth it to build these relationships with people all over the country who really feel like they can know their farmer.”

Five Marys Farms is selling more than just meat; they are selling a personal relationship with the farmer — in this case the family of farmers — who raises the meat you eat. They are creating a sense of trust with their customers that the meat they order is raised ethically.

“It’s important that we all care for the animals, that they have a great life until their one bad day,” Heffernan says. “It’s not just about having a good story, but also a good product.”

Heffernan and her daughters ship meat nation-wide on dry ice weekly, but they also sell branded merchandise and books. In addition to her cook-books, Heffernan is writing “They Can Do It: What I Learned About Raising Kids By Moving to the

PHOTOS COURTESY OF FIVE MARYS FARMS

“GOOD THINGS TAKE TIME, BUT IT’S WORTH IT.”

Country,” which explores how self-reliant children can be when adults let them be, she says.

Her children are involved in every aspect of life on the ranch: feeding the animals, moving them in and out of pastures, assisting with the animals’ daily care, and taking care of each other, even cooking dinner in the evenings. They attend the local school but also learn through their practical experiences each day on the farm.

Their family is front and center in everything the Heffernans do; while they thought they might build a new, larger house at the ranch, they found they enjoy living in close quarters in the 780-square-foot ranch house on the property. The children are featured in posts and videos about the farm, and drawings from the younger Marys are even on the shipping boxes. It’s all about creating a “family” of Five Marys Farms customers who connect with each other and the farm.

“The idea of shopping local is huge but it’s not always feasible. There aren’t always small farms in close proximity to a lot of people, so the ability

to feel like they’re a part of what we do is huge,” Heffernan says.

William & Mary alumni are part of this family as well.

“Even living remotely, thanks to social media, I’ve become more in contact with so many alumni all the way across the country that are now our customers,” she says.

Heffernan hopes to return to William & Mary next year with her family for Homecoming & Reunion Weekend to introduce them to the university that was so formative for her.

In the meantime, though, alumni are welcome to come explore the ranching lifestyle for themselves. Retreats for women, mothers and daughters, and on themes like “cooking and cocktails” — described as “glamping meets the Food Network” — allow the family to share their rural paradise with others.

It’s all about sharing that real story behind your food, Heffernan says. For the five Marys at Five Marys Farms, that story is lived and shared every day.

— CLAIRE DE LISLE

FAMILY AFFAIR: *The Heffernan family — Mary, Heff, and four daughters named Mary who go by nicknames — raise livestock on their farm, pack their meat products by hand and sell specialty meats through their website all over the country through the mail.*



PHOTO COURTESY OF FIVE MARYS FARMS



Courtly Conduct

WILFORD TAYLOR JR. J.D. '78 REFLECTS ON LIFE FROM THE BENCH

ALUMNI PROFILE Presiding over Hampton's 8th Circuit Court, Judge Wilford Taylor Jr. J.D. '78 has seen everything. From minor traffic offenses to drug cases and murder trials, Taylor has seen the worst, and the best, of humanity from the bench. In his willful optimism, he perceives those most difficult cases as his biggest opportunities to be an agent of change.

"My philosophy on the bench has always been to look at the person, and look at the law, and be as fair as I can," he says. "I always try to consider how I can best get through to the person standing in front of me, within the law."

That even-handed approach will be sorely missed. Judge Taylor stepped down on Nov. 30, 2017, after 32 years on the bench. The first full-time African-American judge in the Hampton court system, he initially served as a district court judge for 10 years before moving to the circuit court. Members of his staff and the community alike say his approach on the bench is unparalleled.

"He displays an empathy toward plaintiffs that is exemplary," says Gloria Oduyoye, a William & Mary law student currently serving an externship under Taylor's direction. "He really looks at each person and tries to put himself in their shoes."

Taylor's empathy was clearly shaped by his surroundings. A native of the Hampton, Va., area, he was raised by his father, Wilford Sr., a mail carrier and chef, and his mother, Zenobia, a Hampton Institute (now Hampton University) graduate and school teacher, alongside three siblings. He describes his parents as expecting the best and wanting the best for their children.

In those days, despite the 1954 *Brown v. Board of Education* decision handed down by the U.S. Supreme Court, Hampton was heavily segregated. Taylor remembers a childhood marked by separate entrances, public accommodations and water foun-

tains. In 1965, however, the Taylors had enough and decided that if young Wilford was going to get the best, he could only do it at predominantly white Hampton High School. That year, he became one of the first of a group of African-American students to integrate that institution. Although he initially preferred to remain at all-black Phenix High School with his friends, he still says he enjoyed his time at Hampton.

"I was on the football team, and we were winning games, so my experience at Hampton High School was a good one," Taylor says. "There were some white students who didn't want us there, but for the most part, I was treated well."

Taylor then attended Hampton Institute on an ROTC scholarship, which required him to serve three years in the military. After graduating in 1972, he went on active duty that September, mere months after President Richard Nixon signed an order halting further troops from going to Vietnam. Instead of going to war, Taylor spent his three years of service at Fort Lee, simultaneously earning a master's degree from the University of Richmond. He had a finance job in the military and loved

it. He was prepared to spend his life in the service, all set to go to a new assignment in Korea, when fate intervened.

"I fell in love with my wife, Linda," he says. "Needless to say, I wasn't going to Korea."

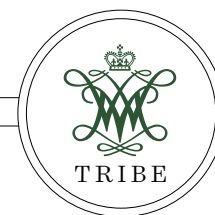
Taylor left active duty and went into active reserves. He went straight into law school at William & Mary, where he developed a love of trial law that remains with him to this day. He started Scott and Taylor with Bobby Scott, who went on to serve in Congress, and developed a reputation as a successful trial lawyer. Within a few years, Taylor's name was circulated as a possibility for the Hampton District Court. The Virginia General Assembly appointed him to the bench in 1985 — he



JUSTICE: Judge Wilford Taylor Jr. J.D. '78 presides over Hampton's 8th Circuit Court.

PHOTO COURTESY OF JUDGE WILFORD TAYLOR JR. J.D. '78

“MY PHILOSOPHY ON THE BENCH HAS ALWAYS BEEN TO LOOK AT THE PERSON,
AND LOOK AT THE LAW, AND BE AS FAIR AS I CAN.”



was a precocious 35 years old. The average age of a new judge is 60.

“I was very young, but that didn’t mean I wasn’t qualified,” he says. “I had a good record and I had experience. The powers that be saw that.”

Indeed, Judge Taylor’s record has been stellar, with the vast majority of his decisions affirmed on appeal. He considers surviving as a judge for 32 years and being re-appointed his greatest achievement. One of his biggest concrete accomplishments was helping to institute the so-called “Drug Court.” Created in 2001, this program offers people convicted of drug-related offenses an alternative path to jail by focusing on rehabilitation instead of punishment.

“Those people are only resorting to criminal activity because of their underlying addictions,” Taylor says. “If we eliminate the addiction, we eliminate the source of the criminality. And it works!”

Indeed, Taylor says that the overwhelming majority of participants do not return to his courtroom. The program has been so successful that Hampton also instituted a veteran’s court, designed

to deal with offenders from a military background. The drug court concept has since caught on all over Virginia, and is now a mainstay of the commonwealth’s legal system.

With this legacy in place, Taylor steps down serene in the knowledge that he has done his best and helped as many as he could. Even in retirement, though, he intends to stay as busy as ever. He plans to continue as a substitute judge for the Hampton Circuit Court, in addition to teaching classes at William & Mary Law School and Hampton University. He has also joined a mediation firm, where he will help settle civil disputes on a part-time basis. Additionally, he plans to attend seminary and culinary school.

Most importantly, he wants to dedicate more time to his family, especially his 3-year-old grandson, Carter.

“I want to go to his soccer games and anything else he has going on,” he says fondly. “For so many years, I had to say no because of work. I never want to say no to my family again.”

—SARA K. ESKRIDGE

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Traditions Weekend | April 20-22, 2018

Class of 1968, Olde Guard & Boyle Legacy Society members are invited to attend William & Mary’s inaugural Traditions Weekend, celebrating our alumni and the rich traditions we share. Learn more at wmalumni.com/traditions-weekend.





What Is Alumni Engagement?

DISCOVER THE MANY PROGRAMS OFFERED BY THE ALUMNI ASSOCIATION

The Alumni Association offers something for every member of the Tribe. In Part 2 of our series, we profile six members of the alumni engagement team who create and facilitate programming and opportunities for alumni nationwide. All these great opportunities can be found at wmalumni.com.

KATIE LOWE Did you attend Homecoming & Reunion Weekend this year? Katie Lowe was working hard behind the scenes to ensure an enjoyable experience for everyone. As director of alumni programming and special events, Lowe organizes and executes engagement opportunities for alumni, family and friends by coordinating events and activities on and off campus. She comes to William & Mary from positions at the University of Maryland and the CAA Conference.

"I grew up in this area, so being able to be home and work with alumni who are so passionate makes executing events a joy: from Homecoming & Reunion Weekend for over 5,000 people to a council meeting for 20," she says. "Every event is as important as Homecoming, and we have a great staff here at William & Mary that allows us to put on high-quality events time and time again."

VALERIE WILKINS M.ED. '08 Have a son or daughter in high school? Valerie Wilkins M.Ed. '08 can help you through the admissions process as your child prepares for college. As the alumni admissions associate, she runs programs such as William & Mary Admission Volunteer Network, which brings together alumni and parents to help prospective students and families learn more about W&M. Her hybrid role between the Office of Undergraduate Admission and the Alumni Association allows her to work closely with families and connect interested students to alumni both near and far. Wilkins also uses Alumni Admissions Webinars to reach families virtually and assist with the admissions process.

"My favorite event of the year is Alumni Admission Weekend," she says. "It's great to see parents and students alike engaged in learning more

about what can be a daunting process. When I see their sighs of relief, I know I've done a great job. That's what it's all about, adding value to the lives of our alumni at every stage of life."

Want to volunteer to recruit brilliant, talented students to William & Mary? Sign up at the Volunteer Portal, wmalumni.com/volunteer.

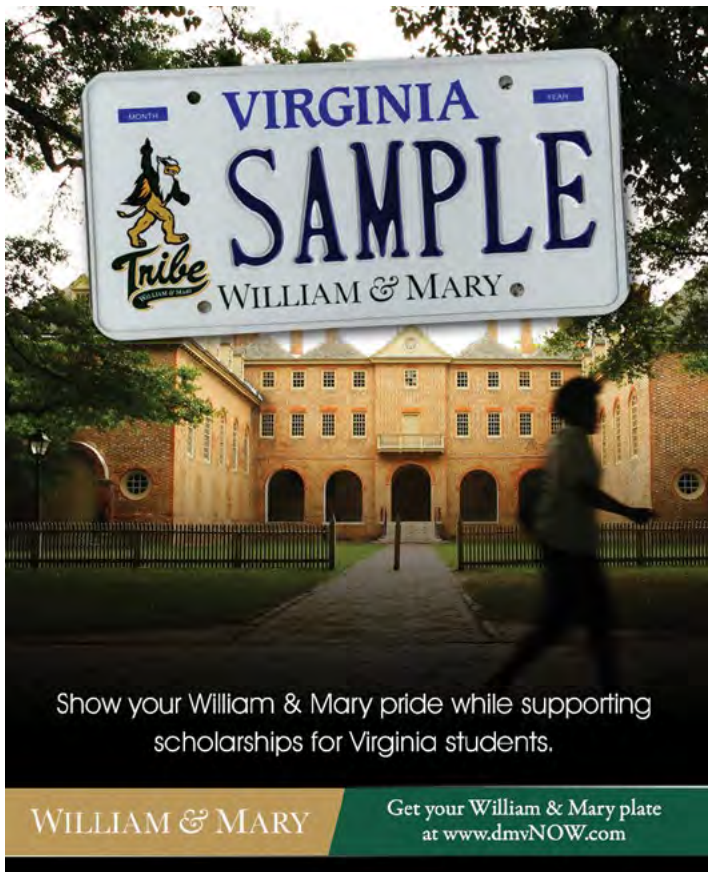
SCOTT HALE As assistant director of volunteer management, Scott Hale is your go-to guy for volunteering with William & Mary. On the Volunteer Portal (wmalumni.com/volunteer) there are dozens of opportunities available on campus, nationwide and online. Browse by area of impact (student affairs, fundraising, Arts & Sciences, etc.) or search based on your area and availability. Hale will help you match your talents to the needs of the Tribe. His mission is to connect alumni to ways they can help others and stay engaged with the university.

"I've never had alumni say they don't want to help out with something. Everyone wants to give back in some way," Hale says.

Through his work placing volunteers, Hale has met many interesting alumni, collaborated with experts in their fields, and learned from professors, students, and alumni alike.

"I like working with all different types of people and seeing the whole gamut of William & Mary experiences," Hale says. "I've helped alumni do everything from speaking on a panel to wearing waders and cleaning up Crim Dell."

MICHAEL STEELMAN Based in William & Mary's D.C. Metro office, Steelman helps alumni across the globe network, share and learn through an evolving web of opportunities, connections and



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medicine, allowing for an experience that enhances
your total body wellness?
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TEAMWORK: *Michael Steelman, Valerie Wilkins M.Ed. '08, Scott Hale, Katie Lowe, Donna Coggins and Val Cushman work together to provide a variety of programming for alumni.*



ALUMNI ENGAGEMENT CONTACT INFORMATION

Katie Lowe
kflowe@wm.edu

**Valerie Wilkins
M.Ed. '08**
vtbrow@wm.edu

Scott Hale
shale@wm.edu

Michael Steelman
masteelman@wm.edu

Donna Coggins
dcoggins@wm.edu

Val Cushman
vjcushman@wm.edu

events. As director of alumni career management and professional networks, Steelman helps alumni with individual career needs and has hosted more than 70 professional development events in the past two years. A number of these events are free and online, such as the very popular Online Networking Hours and live webinars featuring alumni speakers on a variety of career management topics, including career transitions, innovation, landing a dream job and more.

Want to get involved? Consider setting up a Tribe @ Work network to connect you with fellow alumni at your workplace. Help host or lead a discussion at a future Breakfast & Business Cards event in your region to bring together alumni for industry-focused networking and discussion. Looking to hire, find a job yourself, or share your expertise with fellow alumni? Check out Steelman's latest initiative, the W&M Switchboard. All of these programs and more can be found at wmalumni.com/onenetwork.

"I love connecting people to help strengthen our W&M community and enhance the professional needs of alumni," Steelman says. "Connecting alumni with alumni and watching partnerships form and new doors be opened, is why I do what I do."

DONNA COGGINS As assistant director of business development, Donna Coggins helps alumni and members of the William & Mary community connect with each other and the world in new and exciting ways. Coggins arranges Alumni Journeys adventures, including cruises, walking tours, safaris and more. Recent trips have explored Southeast Asia, the Peruvian Amazon, and the Mediterranean. In 2018, alumni and friends will explore India, Costa Rica, Iceland, Cuba and even Antarctica! More than 3,000 people have participated in Alumni Journeys since the program began. Coggins enjoys matching

people with travel opportunities and hearing the amazing stories alumni bring home.

Back at the Alumni House, Coggins also helps arrange events including weddings, parties and conferences.

"It's an amazing bond you make with people on the most important day of their life," she says. "You work with them sometimes for over a year to make their dream come true. And then to have a bride look over at you during the reception and smile, so happy that everything is the way she wanted, it is so meaningful," she says.

She is looking forward to making more magical events come to life in the renovated and expanded Alumni House, to be completed in fall 2019.

VAL CUSHMAN In 2018-19, William & Mary is commemorating the 100-year anniversary of coeducation. As director of Alumnae Initiatives, Val Cushman is tasked with inspiring, encouraging and empowering alumnae to give time, talent and treasure in support of faculty and students at William & Mary. To do so, she plans programming and communications that help connect William & Mary women with their alma mater and each other.

One of the programs Cushman is spearheading is the upcoming William & Mary Women's Weekend, Sept. 21-23, 2018. Alumnae, students, faculty, family and friends will fill campus and participate in activities and programs focusing on personal, professional and interpersonal growth.

"Meeting and getting to know the many accomplished women graduates of W&M is inspiring," Cushman says. This milestone and the W&M Women's Weekend are providing a great opportunity to amplify the network and voice of women from different backgrounds to come together to celebrate one another."

— CLAIRE DE LISLE

PHOTO: JENNIFER HUGHES

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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.

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To learn more and support this project, visit forthebold.wm.edu/alumnihouseexpansion

A portrait of Prof. Debbie Bronk, a woman with short blonde hair and black-rimmed glasses, smiling. She is wearing a blue and white patterned blouse and a pearl necklace. The background is a blurred outdoor scene with green foliage and a body of water.

**“Universities are where the future
is formed through passion and
creativity. Ideas and innovation
require private support to flourish.”**

*— Prof. Debbie Bronk,
Moses D. Nunnally Distinguished
Professor of Marine Science*

Debbie Bronk knew at an early age that she wanted to study the ocean like Jacques Cousteau. “When I was 6 years old,” she recalls, “I started collecting sea shells; I still have the collection. I take it with me when I talk to school kids.”

Debbie is proud to be a faculty member at William & Mary’s Virginia Institute of Marine Science (VIMS), where she notes, “We excel at translating our growing knowledge into solutions to real-world problems.”

By supporting VIMS through her estate plan, Debbie is doing her part to assure that this critical work will continue to move forward. “I’m happy knowing I will be helping the next generation of students build a life in science and make the world a better place to live.” And as far as Debbie is concerned, there is no better gift than that.

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

Kirsten A. Kellogg ’91
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A wide-angle photograph of the Chicago skyline at night, taken from across a body of water. The Willis Tower is the most prominent building, with its top illuminated in purple and white. Other skyscrapers are lit up with various colors like yellow, white, and blue. The lights reflect on the dark water in the foreground.

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