The 1998-2000 budget proposal that the College delivered last week to the Secretary of Education continues the drive for increased state funding for faculty salaries, student financial aid and technology support. In line with the recommendations of the State Council of Higher Education for Virginia (SCHEV), William and Mary asks for a 3.4 percent salary hike annually over the next three years to bring faculty salaries up to the 90th percentile of the College's peer group. It also seeks increased support for student financial aid to reach SCHEV's goal of meeting 50 percent of the demonstrated need of Virginia undergraduates.

The College's request for increased support for faculty salaries and financial aid will be submitted as part of a unified amendment from all Virginia's public colleges and universities.

"These budget initiatives have been accepted at the State Capitol," said Bobbi Ellis, chair of the Alumni House Expansion Committee, emphasized the challenge embodied by the new Alumni Center. More than $5 million in private funds was raised for the expansion, noted Ellis, and similar efforts must follow if the College is to remain "the greatest university in the United States."

Ellis specifically thanked Jim '60 and Bobbi '61 Ukrop, co-chairs of the Alumni Center Campaign, for demonstrated continued dedication to making the new facility a reality. The Ukrops' tireless promotion of the expansion not only attracted the necessary funding, but highlighted the strong feeling that alumni have for William and Mary, said College Rector A. Marshall Acuff '92. He added, "This is a special home for a noble group."

President Timothy Sullivan '86 closed the remarks by describing the uniqueness of William and Mary alumni. "With unbridled faith and absolutely no modesty," said Sullivan, "I proclaim the Society of the Alumni dedicated its expanded and renovated Alumni Center on Saturday morning."

Attended by several hundred alumni, administrators and friends of the College, the dedication ceremony featured speeches acknowledging the contributions of those who provided "the dream and the labor" to make the center a reality. Quoting Yogi Berra, Barry Adams, executive vice president of the Society, welcomed all those who "made this day necessary."

Chode Culp '65, president of the Society, issued a special welcome to those members of Kappa Alpha Fraternity whose house was purchased by the College in 1945 and has been the home of the Alumni Society since 1972. Culp recognized 11 members of the fraternity in attendance for being "among the last to turn off the light and to leave their fraternity house for a world at war in 1943" and invited them to be the "first alumni to walk into our new home on campus."

In other remarks, Joe Ellis '65, chair of the Alumni House Expansion Committee, emphasized the challenge embodied by the new Alumni Center. More than $5 million in private funds was raised for the expansion, noted Ellis, and similar efforts must follow if the College is to remain "the greatest university in the United States."

"With unbridled faith and absolutely no modesty," said Sullivan, "I proclaim the Society the finest alumni body in the land" with "America's greatest Alumni Center."

Sullivan added, "All of us are indeed a part of a golden age in the history of our College."

The dedication concluded with the cutting of the ceremonial ribbon, which in this case was a large green and gold bow. Falling to the ground, the bow revealed the William and Mary cypher that adorns the railing around Ukrop Terrace.

Fast Facts About The Alumni Center

- Expansion more than doubles space. Old facility could only accommodate 35 guests for dinner. New building can handle 130 guests.
- New center has four patios for outdoor events.
- Ground broken on expansion in 1995.

Students Greet Chinese Leader

William and Mary students were eyewitnesses to history this week, as China President Jiang Zemin stopped by Williamsburg on the way to a Washington summit meeting with President Bill Clinton.

After attending a musical performance in the Governor's Palace, Jiang acknowledged the applause of the students with a wave and a hearty, "Thank you." Earlier, 35 Chinese students greeted the official at the airport, and other students used Jiang's appearance to demonstrate their concern about the state of human rights in China.

President Jiang Zemin waves to William and Mary students (from left to right) Kristen Rhode, Olivia Chin, Joann Lu, Brandon Garry and Andrea Wong.

Photos by Bill Walker

New Alumni Center dedicated

"Welcome home."

Those words rang all weekend in the ears of the nearly 8,000 alumni and friends who returned to campus for Homecoming 1997, Oct. 23-26.

The grandest welcome of all, greeted the home itself when the Society of the Alumni dedicated the Alumni Center on Saturday morning.

Attended by several hundred alumni, administrators and friends of the College, the dedication ceremony featured speeches acknowledging the contributions of those who provided "the dream and the labor" to make the center a reality.

Quoting Yogi Berra, Barry Adams, executive vice president of the Society, welcomed all those who "made this day necessary." Chode Culp '65, president of the Society, issued a special welcome to those members of Kappa Alpha Fraternity whose house was purchased by the College in 1945 and has been the home of the Alumni Society since 1972. Culp recognized 11 members of the fraternity in attendance for being "among the last to turn off the light and to leave their fraternity house for a world at war in 1943" and invited them to be the "first alumni to walk into our new home on campus."

In other remarks, Joe Ellis '65, chair of the Alumni House Expansion Committee, emphasized the challenge embodied by the new Alumni Center. More than $5 million in private funds was raised for the expansion, noted Ellis, and similar efforts must follow if the College is to remain "the greatest university in the United States."

William and Mary students were eyewitnesses to history this week, as China President Jiang Zemin stopped by Williamsburg on the way to a Washington summit meeting with President Bill Clinton. After attending a musical performance in the Governor's Palace, Jiang acknowledged the applause of the students with a wave and a hearty, "Thank you." Earlier, 35 Chinese students greeted the official at the airport, and other students used Jiang's appearance to demonstrate their concern about the state of human rights in China.

President Jiang Zemin waves to William and Mary students (from left to right) Kristen Rhode, Olivia Chin, Joann Lu, Brandon Garry and Andrea Wong.

Photos by Bill Walker

New Alumni Center dedicated

"Welcome home."

Those words rang all weekend in the ears of the nearly 8,000 alumni and friends who returned to campus for Homecoming 1997, Oct. 23-26.

The grandest welcome of all, greeted the home itself when the Society of the Alumni dedicated the Alumni Center on Saturday morning.

Attended by several hundred alumni, administrators and friends of the College, the dedication ceremony featured speeches acknowledging the contributions of those who provided "the dream and the labor" to make the center a reality.

Quoting Yogi Berra, Barry Adams, executive vice president of the Society, welcomed all those who "made this day necessary." Chode Culp '65, president of the Society, issued a special welcome to those members of Kappa Alpha Fraternity whose house was purchased by the College in 1945 and has been the home of the Alumni Society since 1972. Culp recognized 11 members of the fraternity in attendance for being "among the last to turn off the light and to leave their fraternity house for a world at war in 1943" and invited them to be the "first alumni to walk into our new home on campus."

In other remarks, Joe Ellis '65, chair of the Alumni House Expansion Committee, emphasized the challenge embodied by the new Alumni Center. More than $5 million in private funds was raised for the expansion, noted Ellis, and similar efforts must follow if the College is to remain "the greatest university in the United States."

Ellis specifically thanked Jim '60 and Bobbi '61 Ukrop, co-chairs of the Alumni Center Campaign, for demonstrated continued dedication to making the new facility a reality. The Ukrops' tireless promotion of the expansion not only attracted the necessary funding, but highlighted the strong feeling that alumni have for William and Mary, said College Rector A. Marshall Acuff '92. He added, "This is a special home for a noble group."

President Timothy Sullivan '86 closed the remarks by describing the uniqueness of William and Mary alumni. "With unbridled faith and absolutely no modesty," said Sullivan, "I proclaim the Society the finest alumni body in the land" with "America's greatest Alumni Center."

Sullivan added, "All of us are indeed a part of a golden age in the history of our College."

The dedication concluded with the cutting of the ceremonial ribbon, which in this case was a large green and gold bow. Falling to the ground, the bow revealed the William and Mary cypher that adorns the railing around Ukrop Terrace.

Fast Facts About The Alumni Center

- Expansion more than doubles space. Old facility could only accommodate 35 guests for dinner. New building can handle 130 guests.
- New center has four patios for outdoor events.
- Ground broken on expansion in 1995.
Candidates stump for votes at college

Don Beyer shakes hands with a supporter prior to the rally. Above right, sophomore Jim Finn (left) and junior Andrew Dyer, both members of the College Republicans, take advantage of a photo opportunity with Bob Dole.

Faculty salaries, financial aid, technology top budget initiatives

CONTINUED FROM PAGE 1.

been our priorities for the last several years," said Provost Gillian Cell. "They reflect our commitment to fulfilling the goals outlined in the Strategic Plan. SCHEV's recommendation that the state increase its support for faculty salaries and student financial aid confirms the statewide importance of these two issues." Anyone of those priorities focuses on making greater use of technology in the academic program and administrative operations. With the high-speed campus network now in place, the College plans to launch a comprehensive effort to expand technology training initiatives for both faculty and staff to support the use of technology in the College's ongoing business process reengineering effort (see article pg. 5). More than $3.8 million is requested from the state over the 1998-2000 biennium to support these initiatives as well as the replacement or upgrade of selected administrative computer systems.

"The College has invested heavily in technology infrastructure over the past three years," said Samuel Jones, vice president for management and budget. "Increased operating support is essential if we are to successfully transform both academic and administrative service delivery."

In addition to technology, William and Mary asks money to implement the final piece of the General Education Curriculum (GEC), that will provide all undergraduates with a research experience. Cell noted that several departments around campus are already stretched in their ability to provide this learning opportunity to a limited number of students.

"Obviously such a labor-intensive effort cannot be instituted for all undergraduates with our existing resources," said Cell.

The College requests more than $2.4 million to support the research component of the GEC as well as the Institute for Teaching and Learning and technical support positions within academic departments.

Other budget requests seek funding for a number of economic development and outreach initiatives, including the expansion of the Materials Processing Research Program and the William and Mary Peninsula Center. The College asks for approximately $400,000 to develop a program in the School of Education to train K-12 teachers to integrate technology into teaching.

More than $4.5 million is sought to increase budgets for nonacademic services, particularly funding for acquisitions in Swem Library.

"The library's budget can't keep pace with the costs of serials and periodicals which are rising at 11 percent annually," said Cell.

The College is also asking for $2.74 million for buildings and grounds maintenance and $400,000 for graduate and professional financial assistance.

In the capital outlay area, the priority remains the appropriation of $25 million for the expansion and renovation of Swem Library.

"The homework has been done and the foundation laid," said Stewart Gamage, vice president for public affairs. "The president has talked to so many people in Richmond (about the library), that they can now give our pitch for us."

Other capital initiatives include the renovation and selected expansion of the College's science facilities, the residence hall renewal project and underground utilities renovation.

Gov. George Allen will submit his budget proposals for Virginia's colleges on Dec. 19. His successor and the General Assembly will have the opportunity to make amendments when the legislature convenes in January.

Don Beyer shakes hands with a supporter prior to the rally. Above right, sophomore Jim Finn (left) and junior Andrew Dyer, both members of the College Republicans, take advantage of a photo opportunity with Bob Dole.

"The homework has been done and the foundation laid," said Stewart Gamage, vice president for public affairs. "The president has talked to so many people in Richmond (about the library), that they can now give our pitch for us."

Other capital initiatives include the renovation and selected expansion of the College's science facilities, the residence hall renewal project and underground utilities renovation.

Gov. George Allen will submit his budget proposals for Virginia's colleges on Dec. 19. His successor and the General Assembly will have the opportunity to make amendments when the legislature convenes in January.

by Paul E. Olson

Rain dampens 'Into the Streets'

Although rain forced the cancellation of most activities associated with the third annual Into the Streets day on Saturday, Oct. 18, more than 80 students took part in three public service activities around the area, including a CropWalk to raise money to fight hunger. Lynda Robb, co-chair of the America's Promise public service campaign, showed up to offer her support for the students' efforts. At left, Travis Patton, president of the Student Assembly, presents Robb with a William and Mary sweatshirt.

Tuition due date changed

Parents of students at the College may soon be getting a break on their federal income tax because of a change instituted by President Timothy Sullivan. Sullivan has changed the deadline for the payment of second-semester tuition for most students from December 1997 to Jan. 8, 1998, to enable qualified taxpayers to take advantage of new tax regulations.

The tuition due date for graduate students enrolled in arts and sciences, education, and marine science programs will continue to be later in January.

Effective January 1998, federal law enables some individuals to deduct portions of the interest they pay on educational loans. The maximum deduction will be $1,000 in 1998 and $1,500 in 1999. In addition, the new law enables some taxpayers to claim tax credits for tuition payments, as well as making penalty-free withdrawals from IRA accounts for educational purposes.

"When the parent of one of our current students called my attention to the changing law and the possibilities it opened, I began to look into the matter," said Sullivan. "After consideration, we decided to change the due date to enable those parents who qualify under federal law to take advantage of the new regulation."

In making the announcement, the College stressed that taxpayers should consult their own tax consultants to determine eligibility for the deduction.
FIPSE Grant To Support Electronic Teaching Initiative In English Department

The U.S. Department of Education has awarded a three-year grant of more than $175,000 to support an electronic teaching initiative in the English department titled "Whitman, Dickinson, and Teaching American Literature with the New Technologies." The grant from the Fund for the Improvement of Post-Secondary Education (FIPSE) will promote the development of an electronic database for the World Wide Web on these two poets and an accompanying CD-ROM featuring questions, assignments and other teaching tools. Ken Price, professor of English and American studies, is the co-director of the project with Martha Nell Smith of the University of Maryland.

In addition to the database, the grant will fund three summer workshops involving 11 faculty members.

Former U.S. Ambassador to Yugoslavia

Former U.S. Ambassador to Yugoslavia Warren Zimmermann will discuss the perplexing challenge of building a lasting peace in Bosnia in a public lecture on Monday, Nov. 10, at 7:30 p.m. in the McGlothlin-Street Hall auditorium.

"My thesis is that the Yugoslav catastrophe was not mainly the result of ancient ethnic or religious hostilities, nor the collapse of communism at the end of the Cold War, nor even of the failures of the Western countries," wrote Zimmermann in Origins of a Catastrophe: Yugoslavia and Its Destroyors, a book published in 1996.

"Yugoslavia's death and the violence that followed resulted from the conscious actions of nationalist leaders who co-opted, intimidated, circumvented, or eliminated all opposition to their demagogic designs," wrote Zimmermann.

Zimmermann is currently the Kathryn and Shelby Cullom Davis Professor at Columbia University. His speech is the second in the McSwain, Harris, McCoy Lecture Series. The lecture series is sponsored by the Wendy and Emery Reves Center for International Studies.

HACE Seeks Donations For Holiday Drives

The Hourly and Classified Employees Association has selected two charity projects for the upcoming holiday season and is seeking donations from members of the College community.

HACE has committed to fill 50 stockings for senior citizens with inexpensive items for the Salvation Army's Christmas Stocking Project. All donations, either stocking stuffers or monetary contributions, should be received by Nov. 19.

HACE is again sponsoring a Holiday Food Drive to benefit College employees who may need a helping hand during the holidays. Collection boxes for canned and dried goods will be set up at various locations across campus.

For more information about the drives, contact Sandy Wilms at 221-1257, Selma Blair at 221-3108, Violet Chalkley at 221-0217 or Ruth Graft at 221-1252.

News Moves To Thursday Pub Schedule

The William and Mary News has been moved permanently to a Thursday publication date. The deadline for submission of items will remain the Friday before publication. Publication dates remaining for the fall semester are Nov. 13, Nov. 20 and Dec. 4.

school of law

ACLU President, Former MP To Tackle Privacy Laws

Since the death of Diana, Princess of Wales, governments around the world have been debating the adoption of laws to protect the privacy of public figures. In the UK, the green paper, a document released in July, deals with the topic. The green paper is subject to a spirited discussion in Willmsburg, when two internationally known officials with differing views of the issue appear at the School of Law.

ACLU President Nadine Strossen, former Member of the British Parliament the Hon. John E. D. Browne, will meet to discuss "Privacy vs. Freedom of the Press." The event, moderated by former Presidential advisor Stephen Hess, a senior fellow at the Brookings Institution, is free and open to the public.

Co-sponsored by the law school and the Wendy and Emery Reves Center for International Studies, the public discussion is considered to be especially topical today, in the wake of the worldwide debate over media restrictions that has followed the death of Princess Diana.

Strossen, a professor of law at New York Law School, was elected president of the ACLU's National Board of Directors in 1991. A graduate of the Harvard Law School, she teaches Constitutional law, federal courts and international human rights, and was recently included in Profiles in Power: The 100 Most Influential Lawyers in America. Strossin is also the author of several books, including the 1995 Defending Pornography: Free Speech, Sex, and the Fight for Women's Rights.

Browne, a Conservative who served in British Parliament from 1980 to 1991, was the sponsor of the 1989 Protection of Privacy Bill. Currently managing director of Falcon Financial Management, Ltd., Browne was educated at Sandhurst, the British military academy, and earned master's degrees from Cranfield Institute of Technology and Harvard Business School.

Hess is the author of 15 books and has taught at Harvard and Johns Hopkins Universities. A former speech writer for President Eisenhower and President Nixon's Deputy Assistant for Urban Affairs, Hess was the national chairman of the White House Conference on Children and Youth before coming to the Brookings Institution in 1972.

On Nov. 4, one night after "Privacy vs. Freedom of the Press," Browne is also scheduled to discuss the future of the British monarchy following the British royal family's problems. That lecture is scheduled at 7:30 p.m. in the Reves Center.

'Judges' Consider Affirmative Action

Supreme Court Preview addresses landmark case

Affirmative action as America knew it was changed last Friday night in a landmark decision at the School of Law. It would have been if the court had been real instead of part of the school's 10th annual Supreme Court Preview.

In the most court case, "judges" voted 6-2-1 that the action taken by school board in 1989 were unlawful when the board laid-off one white high school teacher and voted to keep an equally qualified black teacher on hand for this year's 10th anniversary of its "commitment to affirmative action," the board terminated Taxman.

"Privacy vs. Freedom of the Press," case considered by the mout court, however, that generated some of the weekend's liveliest debate. The high-profile case was based on events that occurred in May 1989 when the board of education of the township of Picataway, N.J., laid off a white teacher, Sharon Taxman. State law required that school boards lay off teachers on the basis of seniority, but Taxman and the other teacher voted for the layoff; a black woman, were tied for seniority and had similar credentials. On the basis of its "commitment to affirmative action," the board terminated Taxman.

Taxman filed an employment discrimination claim with the Equal Employment Opportunity Commission and the United States filed a Title VII claim in the U.S. District Court for the District of New Jersey, in which Taxman intervened as a plaintiff. In the suit, Taxman claimed that the board's action violated Title VII of the 1964 Civil Rights Act, which bars employers from discriminating based on race.

A federal district court ruled for Taxman and awarded her $144,660 in back pay, and the U.S. Court of Appeals for the 3rd Circuit ruled for Taxman last year.

In appearance, the school board has called the case a "lightning rod in a stormy national debate" over interpretations of Title VII. At issue in the closely watched case is whether race can be used as a key factor in employment decisions to foster diversity when there is no claim or evidence of past discrimination.

According to Joan Biskupic, who covers the Supreme Court for The Washington Post and served as a journalism intern this summer in the post of chief justice, the case 'has brought renewed attention to the issue of whether employers can take race into account in order to foster diversity in the workforce. How the case is decided could affect the race-based policies of all employers, including private companies with voluntary affirmative action programs.

'We affirm, we will effectively be changing affirmative action as we know it,' she told her colleagues on the bench before Friday's court decision.

In real life, Taxman got her job back in 1995 after another teacher at the school took early retirement, but she has continued to sue for back pay for the two years in which she was unemployed, and has become a symbol of what is sometimes termed reverse discrimination.

by Peggy Shaw

"How the case is decided could affect the race-based policies of all employers."

— Joan Biskupic

OCTOBER 30, 1997
A recent study published by the National Committee for Quality Assurance seems to confirm what many of us in the health maintenance organization (HMO) world have long suspected: in some cases, medical care provided by HMOs just doesn't measure up. The Committee—which is funded by large employers and the HMO industry—found striking examples of poor care. While HMOs tout preventive medicine, for instance, only 65 percent of them ensure that all members under 2 years of age are properly immunized, and only 62 percent of HMO heart-attack patients who could benefit from taking beta-blocking medications are given the potentially lifesaving prescriptions.

While everyone grumbles about declines in the quality of medical care, few do anything about it—with the notable exception of an interdisciplinary team of professors from William and Mary's School of Business Administration. Over the past seven years, Professors William Geary, James Olver, Lawrence Ring, Robert Solomon, and Godwin White have developed an award-winning program that helps physicians learn to use advanced management techniques to deliver first-class medical care in a cost-efficient manner.

In seminars from Minneapolis to Houston and San Diego to Norfolk, the William and Mary team is teaching physicians management practices that are helping them improve the quality of care and control mounting costs.

A Teachable Moment

"For years, physicians have said, 'I focus on medical things, and leave management to others,"' reported William Geary, one of the finance instructors of the William and Mary team. "But now doctors are realizing that how they manage has a direct impact on the quality of care they can offer."

What led to this "teachable moment," the instant when physicians are willing to try new concepts? Team member Ring said that answering that is easy: "When your income is declining and you're working more hours, it tends to get your attention very quickly."

Physicians are clearly hungry for a change. As managed care affects larger portions of the nation's health care, the former "cottage industry" of individual practices is rapidly being absorbed into large managed-care networks. These networks can and often do limit the fees they pay doctors, just as easily as they have reduced hospital stays for new mothers.

"Physicians went from operating in an environment where there was plenty of money, to one in which resources are limited," explained Solomon, the team leader. "They realized they had to adjust. That's where we come in."

A Team Approach

"Several of us had been teaching medical professionals in the executive MBA program," said Solomon, "and we began to see the need for a program designed specifically to help physicians adapt to the new environment. We put together a two-day program that introduced doctors to systematic management methods."

As larger managed-care networks began to develop, the team realized that they had to work within these systems to reach an audience that could truly change medical practice. "We developed a more extensive program for the physicians that we've enrolled in the business school's MBA program," said Ring.

Physician Motivation

Most of the participants in the seminars have been identified by their practices or hospitals as leaders of tomorrow—those who will become directors of medical departments, chiefs of the medical staff or group practice executives. They're talented, willing to change, and above all, committed to improving patient care.

According to Solomon, concern for patients is actually one of the prime motivations for learning the new skills. "They want to manage the financial factors as a way to improve patient care, and use financial resources where they make a real difference."

Doctors also have a natural receptivity to the techniques and material offered in the seminar. "Physicians are scientists, and because of that, they're quite analytical. What we do is open doors, and give them a chance to think about how they can apply management practices to improve health-care delivery," said Solomon.

As an example, he cited the way that statistical studies of mortality rates associated with certain procedures can be used to determine which treatment options have the highest likelihood of success. Once doctors see what such an approach can do for their practice, they are often hooked on the practice.

Equally valuable is an understanding of marketing. Given the overcrowd of hospital rooms and the intense competition that has developed among hospitals to fill beds, physicians who serve in leadership positions are being asked to develop ways to make their hospital's services more attractive to and better known by the public.

Although the marketing, financial, and management segments of the program are valuable, perhaps the most critical element of the seminar is one designed to encourage physicians to become agents of change within their organizations—by probing, encouraging and leading their colleagues to understand changing conditions and adapt their practices to them. These and other concepts form the core of Solomon's The Physician Manager's Handbook, published in 1997.

In the era of managed care, physicians are learning how to combine quality service with astute business practices.
f oc u s  o n  t e c h n o l o g y

Realizing 'A Different Kind Of Curriculum'

College moves to meet the challenge of integrating teaching and technology

Tucked away one recent Thursday morning in a small room in Swem Library, Professor of Anthropology Tomoko Hamada began class by introducing a group of students—one at William and Mary and another half a world away at Keio University in Japan.

In what is certain to become a more widespread practice in the near future, Hamada is among a handful of faculty who are using the College's new high-speed computer network to develop innovative approaches to teaching. For Hamada, who is teaching a course this semester entitled "People and Cultures of East Asia," a $200 camera and a package of widely-available software allows her to bring together students from both universities through video teleconferencing. The interactive sessions are part of a larger effort by Hamada and Keio University professors to promote collaboration between the students using the Internet and the World Wide Web.

For most of Hamada's students, this is their first exposure to the electronic classroom. "You really learn a lot more in a class where you interact with people and faculty to collaborate outside the classroom," said sophomore Tiffany Hill. "That's the kind of thing we'll be seeing a lot more of in the very near future," said Aebersold. "As the network's potential is realized, there's going to be much more association and cooperation between faculty and students, and among students themselves."

Realizing that existing staff resources are inadequate to support the technology needs of the College, Aebersold has begun an extensive review of the three divisions that comprise information technology to determine ways that their services can be better streamlined to meet the computing needs of faculty, students and staff. One of the biggest changes already made has been to bring all the engineers in technology services, the computer center and telecommunications under one centralized authority. Aebersold added that further restructuring of the organization may happen.

Use of the campus network, especially by students, has grown phenomenally since all the residence halls became fully wired late last spring. Some 1,000 students were connected to the campus network at the end of last semester. That figure more than doubled to 2,200 users this month or roughly half of the on-campus student population.

"The bulk of students currently wired to the network are freshmen and sophomores," said Aebersold. "We expect 75 percent of students will be wired by this time next year."

Students, 70 percent of whom have their own computers, are using the network for a variety of applications, including conventional web browsing, sharing printers and game playing. Increasingly, they're also using it for academic purposes—to register for courses, check their grades and interact with faculty.

By next year, Aebersold plans to set up a new system for running applications over the campus network. This will be especially beneficial, he said, to students and faculty who need access to programs such as WordPerfect which are now only available in computer labs on campus.

Aebersold is bracing for a significant surge in network activity over the next two to three years, particularly as more people get involved in video teleconferencing. To prepare for this growth, the College upgraded its connection to the Internet from a T1 to a T3 line over the summer. The T3 connection is 28 times faster and can carry 25 times more information than it is currently handling during peak usage hours.

Aebersold acknowledges that many obstacles must be overcome before the potential of the campus network can be realized. He firmly believes, however, that William and Mary has the means, and, more importantly, the commitment to be a model institution in the use of technology.

"There's a huge pent-up need to make better use of technology and we are going to address it," said Aebersold. "We're among the best in the country for academics. There's no reason why we can't also be among the best in integrating technology into the curriculum."
Homecoming '97

'There's No Place Like Home'

Highlights from Homecoming 1997

President Timothy Sullivan '66 and Clyde Culp '65, president of the Alumni Society, present engraved silver plates to Chad Carr and Karen Silverberg, senior representatives of the Homecoming Court, at half-time during the Tribe-Villanova football game.

More than 3,200 people toured the new Alumni Center throughout Homecoming weekend. The building was completely wrapped in a green ribbon.

Waving to the crowd during the Homecoming Parade down Duke of Gloucester Street, Jack Borgenicht was the grand marshal for Homecoming 1997 festivities.

Members of Phi Kappa Tau fraternity show their enthusiasm for the float that they shared with Delta Delta Delta sorority. Thirty-one student groups participated in the Homecoming Parade. The William and Mary Choir won first place for the best float.

Senior rushing back Alvin Porch (2) ran for 123 yards, 23 carries and one touchdown in the Homecoming game against #1-ranked Villanova. The Tribe lost the game 20-13.

The William and Mary Choir celebrated its 25th anniversary Saturday night at Phi Beta Kappa Memorial Hall. Former members, including Vice President for Student Affairs Sam Sadler '64 (third from left), joined the choir in several songs.

In background, Michael Albert, whose mother attended William and Mary, was among the many children who participated in the weekend of Homecoming fun.

The annual Green & Gold Alumni game features the Tribe's swim & diving team playing against former members of the Tribe swimming and diving team.

Page design by PIO

OCTOBER 30, 1997
Doctors Learn Better Business Practices

CONTINUED FROM PAGE 4.

Ronald Monar’s ‘91 reads the Endowment Association’s resolution honoring Shabazz while Laura Ross Miller looks on.

"Young physicians need to understand that there are analytical methods that can help them determine the most effective treatment regimens, and they need to keep cost in mind as an ever-present factor of their practice," said the oncologist.

The unanimously passed resolution included a seminar that he decided to enroll in William and Mary’s executive MBA program, and he completed degree requirements in September. Like many grateful students, he gives a great deal of credit to his instructors. "It’s wonderful to know that there are such brilliant people as Bill Geary and Bob Solomon working to improve the community."

The Prognosis For Health Care

Is America’s health care system on its death bed, or are the prospects bright for a full recovery? According to Solomon, the prognosis is "I’m very optimistic," said Solomon. "The nationwide changes that have been occurring are already improving the quality of care. Doctors are committed to finding out what works and what doesn’t. There are still some docs who haven’t gotten the wake-up call but many of them have awakened to the new reality and are adjusting to change."

Just as in many fields, the future depends on education, and the team from Tully Hall is clearly leading the way with new methods to help physicians adapt. In recognition of this fact, they were recently awarded the Partnership Award for outstanding service by VHA, Inc.—not just for a group of professors who are just trying to teach old docs new tricks.

by Bill Walker

FOR RENT

Jamestown 1007—5 BRs, 1 1/2 BA’s. Owner’s own home. Excellent upstairs. Open floor plan, hardwood floors, bookshelves, crown molding; new baths and kitchen. 2-car garage finished, self-cleaning oven, fridge with ice maker; decor recently updated. $1250. Call 221-3253 (evenings) or 221-2631 (days). 253-1132 or 221-6451.

FOR SALE

1972 Ford F100 pickup, new engine, recent paint and upholstery, AT, PS, PB, AM/FM cassette, orig radio. Excellent condition, must see. $5,900. Call 221-2957 or 872-1195 (after 6 p.m.).

1996 Nissan 200SX, black, spoiler on back, optional, AM/FM cassette, AC; cruise control. Excellent condition and priced at best offer. Call John at 221-3522.


1996 Nissan 200SX, black, spoiler on back, optional, AM/FM cassette, AC; cruise control. Excellent condition and priced at best offer. Call John at 221-3522.

FOR RENT

Jamestown 1007—5 BRs, 1 1/2 BA’s. Owner’s own home. Excellent upstairs. Open floor plan, hardwood floors, bookshelves, crown molding; new baths and kitchen. 2-car garage finished, self-cleaning oven, fridge with ice maker; decor recently updated. $1250. Call 221-3253 (evenings) or 221-2631 (days). 253-1132 or 221-6451.

FOR SALE

1972 Ford F100 pickup, new engine, recent paint and upholstery, AT, PS, PB, AM/FM cassette, orig radio. Excellent condition, must see. $5,900. Call 221-2957 or 872-1195 (after 6 p.m.).

1996 Nissan 200SX, black, spoiler on back, optional, AM/FM cassette, AC; cruise control. Excellent condition and priced at best offer. Call John at 221-3522.

Oct. 30

The William and Mary Symphony Orchestra presents its annual Halloween benefit concert at 8 p.m. in Phi Beta Kappa Hall. Murman's student, "Norderau" (1925) will be shown, with accompaniment by the orchestra. During intermission, a costume contest will be held and prizes from area merchants will be awarded. Admission is $5; $3 for those in costume. Proceeds go to the orchestra's private lesson scholarship fund. 221-1069.

Nov. 2, 14

Pianist Christina Nielson and jazz pianist Harrison Smith will present "Two Pianos: Jazz and Classical," as a feature of the Ewell Concert Series at 4 p.m. on Nov. 2. They will be followed on Nov. 14 at 8 p.m. by a performance of the W&M Middle Eastern Music Ensemble. Both events will be in the Ewell Recital Hall and are free and open to the public. 221-1071.

Nov. 7

The Budapest Strings, featuring flutist Paula Robison, will perform at 8 p.m. in Phi Beta Kappa Hall (see below). General admission is $20 and tickets are available in Campus Center Building 203 between 8:30 a.m. and 4:30 p.m. 221-3276.

Nov. 7, 8

An anniversary concert of music by the great 15th-century composer Dunay and Ockeghem will be given by the William & Mary Early Music Ensemble at 8 p.m. in the Great Hall, Wren Building. The event is free and open to the public. 221-1055.

Nov. 15

The William and Mary Women's Chorus will hold a candlelight concert at 8 p.m. at Bunton Parish Church. Admission is free; doors open at 7:30 p.m. 221-1071.

speakers

Oct. 30, Nov. 13

The American Culture Lecture Series presents David Bradley, Frances L. and Edward L. Cummings Visiting Professor of American Studies, who will speak on Oct. 30 at 5 p.m. in Tucker 120 on "The Bonds of Hypocriticism." Rosemarie Thomson, from Howard University, will speak on Nov. 13 at 5 p.m. in James Blair 205. Her subject will be "The Beauty and the Freak: Spectacles of Embodiment in American Culture." 221-1275.

Oct. 30 and Nov. 4, 6

Sheila Silver, professor of music at the State University of New York, Stony Brook, and Andrea and Charles Bronstein Distinguished Visiting Professor in Judaic Studies, will give the last in her series of lectures on Oct. 30 at 5:30 p.m. in Ewell 134. She will also discuss and play excerpts from her work, Gavota. The Judaic Studies lecture series continues on Nov. 4, when Rabbi Michael Pinitz of Norfolk speaks on "Theology of Conservative Judaism." and on Nov. 6 when Jeffrey Goreck of Yeshiva University discusses "The Varieties of Orthodox Judaism Today." Both of these lectures are at 11 a.m. in Morton 200. 221-3325.

Oct. 30 and Nov. 6, 13

Christopher Wren Association/Town & Gown brown bag luncheons are from noon to 1:30 p.m. in Chesapeake Room A & B, University Center. On Oct. 30, Elizabeth Jones, CNU professor, discusses "Mythology in Art." Jack Edwards, member of the James City County Board of Supervisors, will speak on Nov. 6 on "Ways James City County and the Williamsburg Area are Changing." Cindy Habama, professor of history, will be the Nov. 13 speaker and her topic will be "Migrant Workers." 221-1365.

Nov. 3

ACLU President Nadine Strossen and former Member of Parliament John E. D. Browne will discuss "Privacy vs. Freedom in the 60s" at 7:30 p.m. in Room 103 of the School of Law. The event is free and open to the public. (See article on pg. 3) 221-3804.

Nov. 4

The future of the British monarchy in the wake of the royal family's problems will be the topic of a lecture by former conservative MP for Parliament John E. D. Browne at 7:30 p.m. in the Reeves Center. 221-5950.

Nov. 6

In a lecture sponsored by the department of modern languages, Terrell Morgan will speak on "Copied with (Linguistic) Stereotypes." Languages minors in Spanish and English. The program begins at 8 p.m. in Washington 201. 221-5676.

Nov. 8

Ken Wheaton, assistant professor of English, will be the English Club speaker at 5 p.m. in Tucker 215. His subject will be "Shelley's Funeral." 221-9229.

Nov. 10

Former U.S. Ambassador to Yugoslavia Warren Zimmermann will discuss the challenge of building a lasting peace in Bosnia at 7:30 p.m. in McColloch-Sweat Hall auditorium. (See item pg. 3).

Nov. 13

In conjunction with the current Muscarelle Museum exhibit, "American Painting from the Tweed Museum," J. Gray Sweeney, curator of the exhibit and professor at the College of Fine Arts, Atlantic University, will lead a gallery talk on Nov. 13 at 2 p.m. at the museum. A second gallery talk, "A Look at American Art in the Tweed Gallery," will be given on Nov. 15 at 5:30 p.m. by Alan Wallach, Ralph W. Kirk Professor of Art and Art History, chair of the art and art history department and professor of American studies. 221-2705.

exhibits

Muscarelle Museum

Through Oct. 7


Andrews Gallery

Through Oct. 30

An exhibit of drawings and paintings by Visiting Professor of Theatre and Speech Christian Harris, titled "Wallflowers," will be on display. 221-2576.

Nov. 1 through Nov. 13

Larry Barber, visiting assistant professor in art and art history, will exhibit her paintings and drawings. An opening reception will be held on Nov. 6 from 5 to 7 p.m. in the gallery. 221-1857.

colloquia

Oct. 31

A physics colloquium at 4 p.m. in Small 123 will feature guest speaker Rick Field of the University of Florida. His subject will be "Capturing the Higgs in a Neural Net." 221-5000.

Nov. 14

Kenneth Pargament, professor of psychology and director of clinical training at Bowling Green State University, will speak at a psychology colloquium at 5:30 p.m. in Millington 211. His topic will be "God Help Me: The Psychology of Religion and Coping." 221-9872.

seminars

Oct. 31 and Nov. 7, 14

The fall seminar series continues at VIMS on Oct. 31 when Gary Whiting from Christopher Newport University speaks on "The Role of Wetlands in Global Warming." On Nov. 7, Larry Mayer, from the University of Maine, will speak on "Bioavailability of Sedimentary Organic Matter." He will be followed on Nov. 14 by Ron Ente, University of Massachusetts-Boston, who will speak on "Patterns of Species and Genetic Diversity in the Deep Sea." Seminars are at 5:30 p.m. in Waterman's Hall. (606) 443-7011. Professor Michael Calger of Virginia Polytechnic Institute will speak on "Efficient Routes to Polypropionate" at a chemistry seminar on Oct. 31. On Nov. 7, Professor Berhardt Wunderlich of the University of Tennessee will be the seminar speaker. His subject will be "Modulated Calixarenes: A New Method to Study Reversible and Irreversible Processes." And on Nov. 14, Professor Gary Wescott of Virginia Commonwealth University will speak on "Ring Conducting Polymers: Applications in Fuel Cells and Batteries." All seminars are at 3 p.m. in Rogers 221-2548.

Nov. 12

"Petrogenesis of Siliciclastic Sediments in a Modern Arid Clime" will be the subject of a geology seminar presentation by Christopher Fedo of George Washington University at 4 p.m. in McColloch-Sweat Hall.

miscellaneous

Oct. 31

A plant sale will be held from 10 a.m. to noon in Millington Hall lobby.

Nov. 3, 17 and Dec. 9

President Timothy Sullivan will host a series of luncheons at the President's House to give students an opportunity to meet with him informally in groups of 10. The lunchees begin at noon and last about an hour. Students may sign up by contacting Grill Sairs at 221-1065 or via email to gswear@facstaff.wm.edu.

Nov. 7

A panel discussion on the current exhibit at the Muscarelle Museum, "American Painting from the Tweed Museum" and "Memories of Brooklyn: Photographs by Dinanda Nooney," will be held at 5 p.m. at the museum, followed by an opening reception for the exhibits at 6 p.m. Free and open to the public. 221-2703.

Nov. 7, 21

The William and Mary School of Law will hold information sessions for individuals interested in learning more about the school's programs, application procedures, admission and financial aid, career services and curriculum. The sessions will be from 9 a.m. to 1 p.m. and include a tour of the school, observation of a class, presentations by administrators and faculty and a question-and-answer period. 221-3785.

Nov. 12

The Office of Property Control will conduct an auction of surplus equipment at Eastern State Hospital Building, 221-9517.

Nov. 12, 24

President Timothy Sullivan has reserved office hours especially for students to discuss issues that concern them (or just to chat). These hours, the President's Open House, are from 4 to 5 p.m. Individual students or small groups may reserve a minute presentation by calling Grill Sairs at 221-1065 or via email to gswear@facstaff.wm.edu.

sports

Nov. 1

Men's and Women's cross country. CIAA Championships Field hockey vs. James Madison. 1 p.m.

Women's soccer vs. James Madison. 2 p.m.

Nov. 14

Men's tennis, Rosek East Regional; ITA Women's Fall Inductions; McCormack-Nagelsen Tennis Center

Nov. 6

Volleyball vs. Norfolk State. 7 p.m.

Nov. 7

Men's soccer vs. UNC-Wilmington. 7:30 p.m.

Nov. 10

Men's basketball vs. George Washington (exhibition game). W&M Hall. 7:30 p.m.

Women's tennis vs. tennis lessons clinic begins. McCormack-Nagelsen Tennis Center. 221-7378.

Nov. 15

Basketball vs. Richmond, Zable Stadium, 1 p.m.

For additional information and locations, call 221-3368.

Budapest Strings Performs Nov. 7

The Budapest Strings began as a septet formed by seniors at the Franz Liszt Music Academy in Budapest. Now a 16-member ensemble, the group will perform as part of the William and Mary Concert Series on Nov. 7 at 8 p.m. in Phi Beta Memo¬ral Kappa Hall. Paula Robison, who has been called the "First Lady of the flute," will be the featured soloist. Together they promise an enjoyable evening of chamber music with particular emphasis on works of their Hungarian countrymen. Turke and Bartok. See item under performances for ticket information.

—Flutist Paula

Robison

O c t o b e r 3 0 , 1 9 9 7