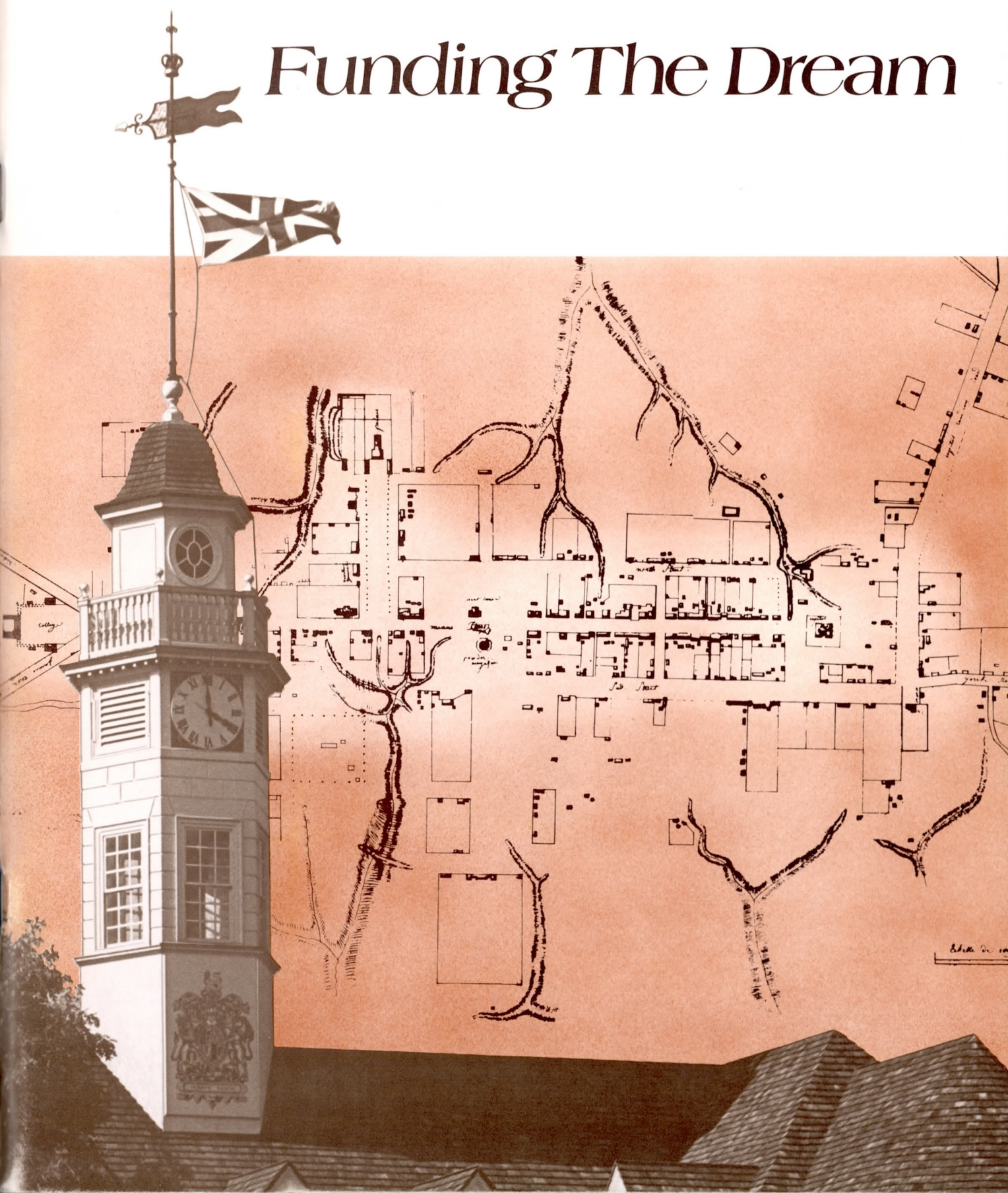


# Funding The Dream



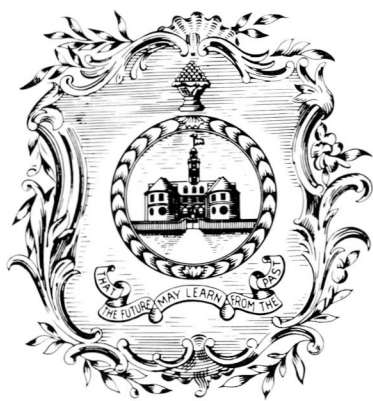


*COVER: Francis Nicholson, Williamsburg's first royal governor, designed the town's plan in 1699, making it one of America's earliest planned cities and one of the few specifically designed as a capital city. The original layout was still largely intact in 1782 when a French billeting officer drew a map of the town following the siege at Yorktown that ended the Revolution. The map and the cupola of the colonial capitol symbolize the dream and the realization of a restored eighteenth-century Williamsburg.*



# Funding The Dream

A REPORT FROM THE CHAIRMAN



The Colonial Williamsburg Foundation  
*Williamsburg, Virginia*



*The Reverend W. A. R.  
Goodwin and Mr. John D.  
Rockefeller, Jr.: men of vision  
and dedication.*



**A**S I submit the last of my annual reports after twenty-six years of service with the Colonial Williamsburg Foundation, my greatest reward lies in the knowledge that, in the midst of so much economic uncertainty, this premier preservation project is in a position to view the future with a confidence that might have seemed impossible a few years ago.

My confidence in this encouraging state of affairs stems from the maturing of plans long in the making and from the successful transition of management responsibility that has recently been accomplished. The adjustment that the institution has made, from the unstinting generosity of a dedicated benefactor to financial independence in a period of economic adversity, has come about through the careful identification of problems and an unswerving dedication to the permanence of the organization and the achievement of its goals. In these pages I want to trace this remarkable progress, which, in my mind, has allowed the vision of John D. Rockefeller, Jr., and the Reverend W.A.R. Goodwin to become a reality.

Mr. Rockefeller's dream, as the world preservation movement knows so well, was to preserve and restore the one salvageable colonial American capital. All-encompassing, his plan extended to an entire colonial city, the first on the continent to have developed from a well-designed and faithfully executed eighteenth-century town plan. From the beginning, Mr. Rockefeller had in mind a living community embracing the physical and intangible reminders of those great events to which so many of our nation's founders contributed. I believe he would have derived keen satisfaction from the maturity that the project has achieved, with its rich variety of aesthetic and educational appeals.

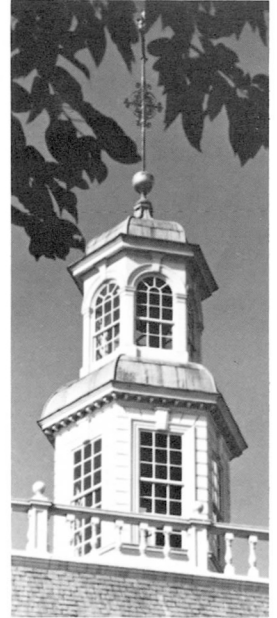
Understandably, my greatest satisfaction in my years in Williamsburg has been in witnessing Mr. Rockefeller's dream for Williamsburg come true, most specifically since the years following World War II when, from the beginning of my association with Williamsburg in 1953, I had the extraordinary personal pleasure of knowing and working with him.

## *The Dream*

Mr. Rockefeller's dream went beyond the bounds of an "outdoor museum" or an assemblage of static historical exhibits. The dream comes alive today through six interdependent appeals to the public mind and eye. While these appeals have become so familiar they seem almost commonplace to many of us, they exist and flourish as eloquent testimony of the tremendous resources of thought, substance, effort, and imagination that were necessary to bring them about:

### *THE ARCHITECTURE AND TOWN PLAN*

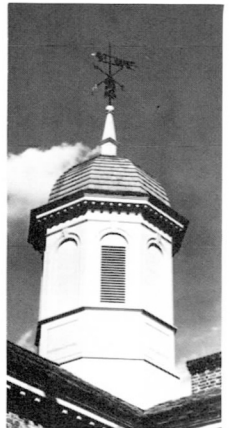
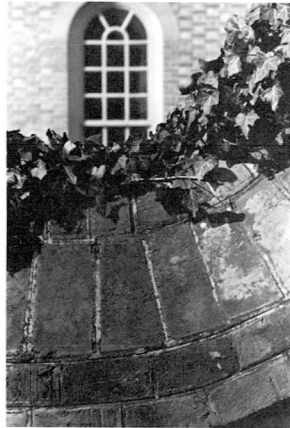
*The first – and perhaps to some the foremost – of these appeals is the architecture of the colonial city, representing nearly one hundred original eighteenth-century buildings, authentically preserved and restored, and some forty major structures reconstructed on their original foundations, as well as the unique town plan of 1699 prepared by Governor Francis Nicholson. Professor John W. Reys of Cornell University has stated that the approach of Virginia's second colonial capital "to environmental design is a great lesson Williamsburg has to teach – that . . . cities can be beautiful as well as functional. It is not the exact architectural styles . . . or the precise form of the city plan that should be imitated, but this fundamental approach to the problem of creating urban spaces defined by buildings of pleasing size, materials, and proportions."*





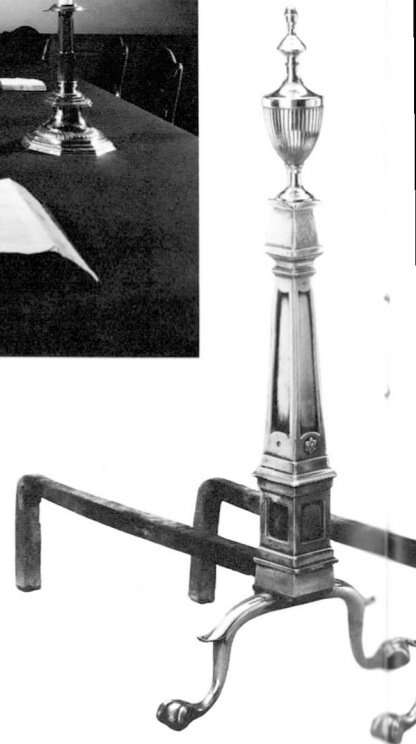
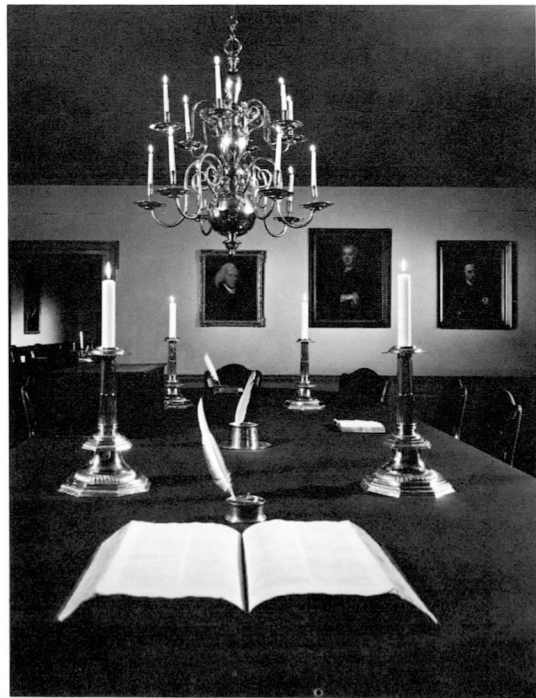


*The indigenous architecture of Williamsburg is reflected in the homes, shops, and public buildings of the town, their relationship to each other, and their myriad structural details. The result is an aesthetically pleasing, functional townscape.*



## THE COLLECTIONS

*The renowned collection of decorative arts and furnishings representative of English and American tastes in the seventeenth and eighteenth centuries is known throughout the world for its range, depth, diversity and quality. In more than two hundred period rooms in thirty-two exhibition buildings are displayed objects from a collection of more than fifty thousand items ranging from elegant silver, furniture, and furnishings made for the reigning governors to humble objects designed for use in kitchens and shops. Taken together, the collection would require many conventional museum galleries to house it and, in fact, could furnish a small town.*





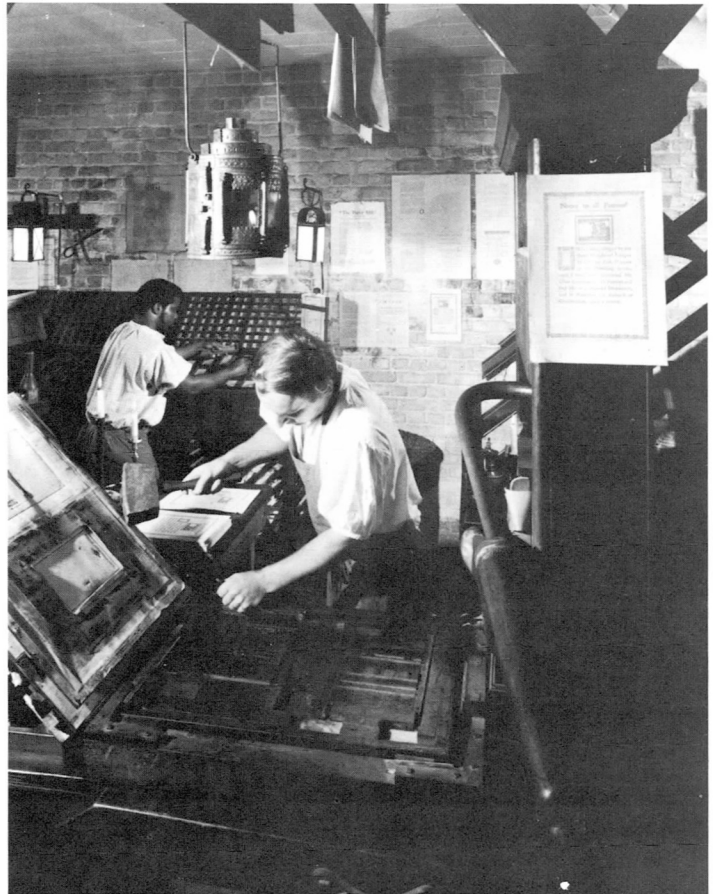


*Antique objects in the buildings – both grand and simple – are revealing reminders of colonial Virginian society. The furnishings, together with the buildings, provide an authentic and realistic setting for the interpretation of early life in the colony.*



## THE CRAFTS

*The preservation of the craftsman's art by means of an unsurpassed program of productive work by master craftsmen, journeymen, and apprentices ranks as one of the most effective illuminations of eighteenth-century culture in the restored city. Like the collection, the three dozen operating crafts, if exported intact to the mountains of North Carolina or Vermont, for example, would represent a major cultural and educational endeavor in their own right.*



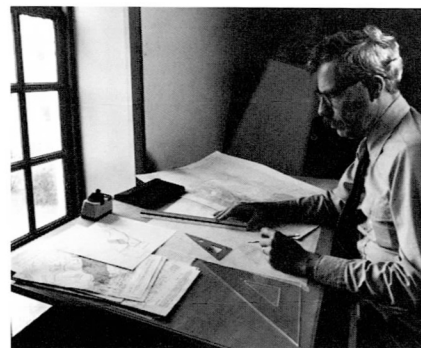
*The active practice of colonial crafts and trades by skilled artisans provides a vibrant human element in the depiction and perception of colonial Williamsburg.*





## THE RESEARCH PROGRAMS

*A pioneering effort when it was begun more than fifty years ago, the historical research of Colonial Williamsburg has become a model of its kind, offering guidance and assistance to innumerable preservation and other educational studies. Led by dedicated research scholars, architects, archaeologists, and curators, and already preeminent in its field, the program has been richly enhanced by the discovery of Wolstenholme Towne, the site of the seventeenth-century town near Carter's Grove plantation house.*





*Research in a variety of forms is both essential and never-ending at Colonial Williamsburg. Each interpretive program – from dramatic presentations to the reproductions of antique furnishings – begins and depends upon the fruits of research.*



## THE GARDENS

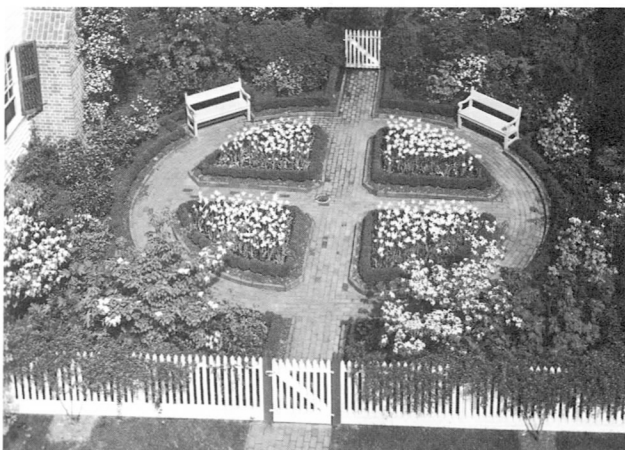
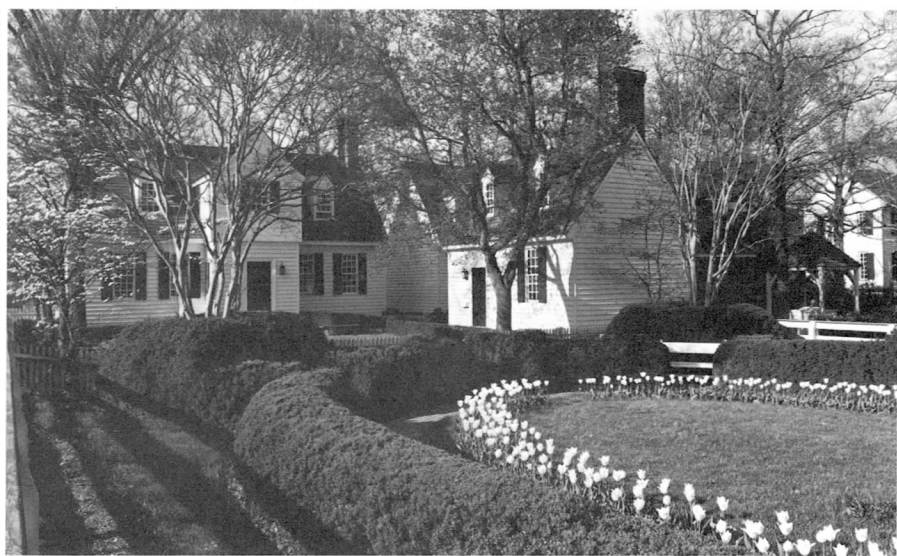
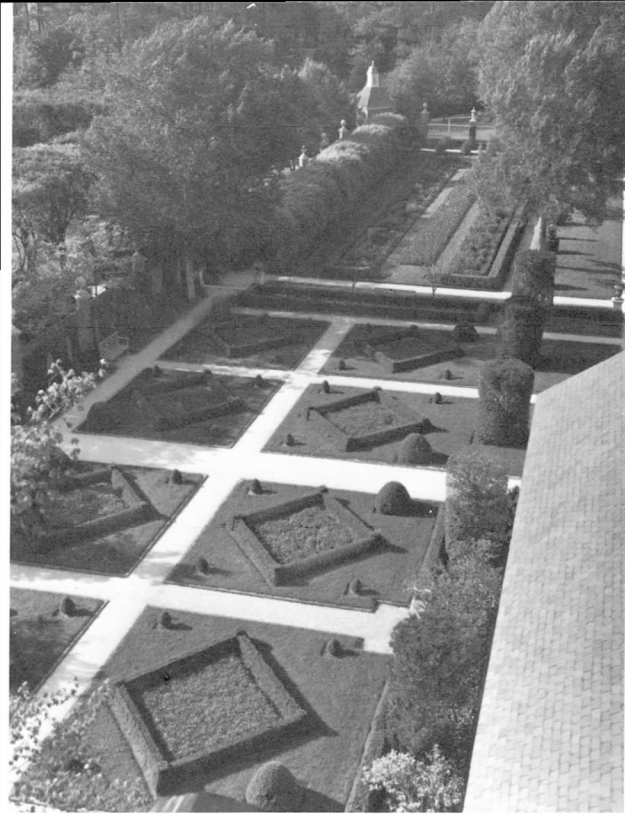
*The gardens of Williamsburg, whose symmetry and beauty endow ninety acres of the Historic Area, range from simple herb and kitchen gardens to the stately walled gardens of the Governor's Palace. Enjoyed by millions of American and international visitors, the gardens of Williamsburg have been included by British horticulturist Peter Coats, author of the definitive work Great Gardens of the Western World, as one of the six great gardens in the Western Hemisphere.*



*The well-ordered gardens and greens of the Historic Area give the buildings they surround scale and impact. For some, the ever-changing landscape scene is the town's most appealing attraction.*







## THE TEACHING OF HISTORY

*The Williamsburg setting is the backdrop to a unique exercise in the teaching of history, ably accomplished through the interpretation of the lives of eighteenth-century men and women who lived and worked here before and during the Revolution. The heroic drama of George Washington, Thomas Jefferson, Patrick Henry, George Mason, Peyton Randolph, Edmund Pendleton, George Wythe, and their colleagues is only part of an interpretive story that deals as effectively with the lives of merchants, craftsmen, teachers and students, and slaves and masters. The portrayal of so rich a mixture undoubtedly qualifies as the culmination of the vision from which Mr. Rockefeller's undertaking began.*



*People – well-versed hostesses, escorts, craftsmen and women, dramatic performers, militiamen, and others – bring the town alive with their presentations. Encounters with the interpretive staff give visitors insights to their heritage.*



### *Related Efforts*

No undertaking of such diversity and magnitude could have developed without attention to related efforts in parallel directions: the Abby Aldrich Rockefeller Folk Art Center, where the extensive pioneer collection of Abby Aldrich Rockefeller is preserved along with an increasingly important assemblage of folk art objects and materials; Carter's Grove plantation, representing a typical and important element in the social and economic life of the tidewater region in the eighteenth century; and Bassett Hall, for many years



the Williamsburg residence of Mr. and Mrs. Rockefeller, Jr., and of Mr. and Mrs. Rockefeller 3rd, now preserved as a document of the life and style of these generous benefactors — these great institutions contribute to the breadth and depth of the Williamsburg experience. Joining them in a few years will be the DeWitt Wallace Decorative Arts Gallery, the gift of DeWitt Wallace, co-founder of *The Reader's Digest*, which will bring to the American public for the first time the opportunity to view and to study the entire collection of seventeenth- and eighteenth-century English and American furnishings maintained by the Foundation. A museum of historical archaeology is in the planning stage.

### *Mr. Rockefeller's Commitment*

Obviously, all this did not come into being without substantial human effort and financial support. From the beginning, Mr. Rockefeller had assembled a team of scholars, architects, builders, and administrators dedicated to the pursuit of his dream and had seen that the staggering cost of the undertaking never went wanting. In the years following World War II, the financial resources of the Foundation continued to depend largely upon his generosity and seemed almost unlimited. At the same time, the work of preservation and reconstruction was pressing forward, thrusts into new educational directions were being made, and, inevitably, the administration of the vast and diverse project was becoming more complex. A management study had been undertaken by the firm of Cresap, McCormick and Paget, and, by 1953, a sweeping reorganization of the two corporations then constituting the enterprise awaited implementation.

By the middle of the 1950s, Mr. Rockefeller had contributed about \$60 million to the project, and both he and Kenneth Chorley, then president of the organization, were eagerly looking forward to the completion of the works of restoration that remained to be done. They had begun to contemplate a schedule of work implying additional expenditures well in excess of \$20 million. Although by that time more than \$65 million had already been expended since the inception of the project thirty years earlier, the securities given by Mr. Rockefeller, besides producing annual income, had grown in value to the extent that, even after that level of expenditure, about \$48 million in unexpended funds remained on hand. By the time of my own retirement as chief executive officer, the endowment made possible by Mr. Rockefeller and the income from it, along with other gifts made before his death in 1960, had provided funding for restoration and reconstruction of properties, furnishings,



*The Abby Aldrich Rockefeller Folk Art Center offers visions of a later American era.*



land and property purchases, and support facilities representing a value well in excess of \$200 million.

My first concerns, then, upon arriving in Williamsburg, were the reorganization of operational and administrative functions in accordance with the recommended plan and the establishment of a longer-range outlook for financial stability. With the guidance and support of fellow trustees Vanderbilt Webb, Webster S. Rhoads, Jr., and H.M. Stryker, the first proposal for a permanent endowment was submitted to Mr. Chorley and to Mr. Rockefeller and, gaining their approval, to the Board of Trustees, where it was adopted in November 1956. Essentially, the plan made available funds for the \$20 million capital program on Mr. Rockefeller's future schedule, and reserved about \$48 million in unexpended gifts and pledges from Mr. Rockefeller, Jr., as the endowment, the annual income from which was to be made available to meet annual operating deficits and to fund future capital programs on a selected and more extended schedule.

When Mr. Rockefeller, Jr., died in the spring of 1960, much had therefore been accomplished. The core of the project had been completed: Capitol Square, Palace Green, and many of the structures on Duke of Gloucester, Francis, and Nicholson streets. The Waller Street neighborhood east of the Capitol had been restored, the Information Center and the Motor House complex had been completed, a number of important projects within the Historic Area had been undertaken, and the film *Williamsburg – The Story of a Patriot* was being shown continually at the Information Center. The film was directed by George Seaton, distinguished screen writer and director, who won two Academy and many other awards, and who served for many years as a Trustee of Colonial Williamsburg. Plans for further improvements at the Inn and Lodge were under consideration. Still, the restoration remained incomplete in many important aspects.

At the same time, rising exhibition building attendance, particularly in the summer months, was causing the number of exhibition buildings and craft shops in the Historic Area to become less and less adequate in terms of providing a satisfactory experience for the Williamsburg visitor; also, uncontrollable seasonal fluctuations were beginning to pose genuine financial difficulties for the hotels and restaurants.

As the Foundation lacked capital resources of its own outside of the permanent endowment to resolve these problems, Mr. Rockefeller had begun to consider, shortly before 1960, the gift of an additional \$8 million to the Foundation, which was intended to fund a number of needed projects. His death occurred while this program was being reviewed and before a decision on the gift was reached.



*The Information Center, opened in 1957, has introduced millions of visitors to the Historic Area.*

## *A New Era Begins*

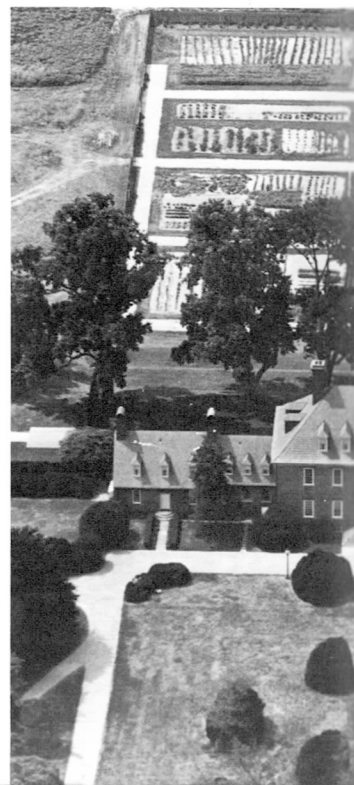
In his will, Mr. Rockefeller had expressed his abiding interest in the work at Williamsburg and his hope that the permanence and enrichment of the program he had begun there would be kept in mind by Rockefeller Brothers Fund, one of his principal beneficiaries, so turning to Rockefeller Brothers Fund was a natural step for Colonial Williamsburg. In sympathetic response to the needs of the Foundation, two grants of \$2 million each, in 1962 and 1966, were made by Rockefeller Brothers Fund and were used to attack the problems of that day. The grants made possible the furnishing and opening to the public of a number of restored original buildings — the Peyton Randolph House, Wetherburn's Tavern, and the Wren Building at the College of William and Mary, as well as other important work in the Historic Area, such as the reconstruction of the Anthony Hay Cabinet Shop — and the archaeological investigations of the seventeenth-century John Custis property on Francis Street. Also, the Foundation was able to purchase the Methodist Church property in Merchants Square and the 1930 courthouse located on the site of the eighteenth-century Nicholas-Tyler House that adjoins Market Square.

During the same years, primarily through the use of borrowed funds, the Conference Center and the West Wing of the Williamsburg Lodge were built to alleviate the problem of low winter occupancy in the hotels. Somewhat later, the Cascades Wings and the Cascades Restaurant in the Motor House area were built, largely intended to accomplish the same purpose. Still later, the Providence Hall Wings at the Williamsburg Inn were completed. These investments proved to be extremely effective, improving annual occupancy rates from about 70 percent to nearly 90 percent and, at the same time, providing the Foundation with some of the most efficient and adaptable conference facilities in the nation that attract distinguished clientele from all parts of the country and the world.

In this period, the purchase of Carter's Grove plantation by Sealantic Fund, a philanthropic organization supported by Mr. Rockefeller, Jr., during his lifetime, was financed by Rockefeller Brothers Fund and was opened to the public by the Colonial Williamsburg Foundation working under a management contract with Sealantic. Owing to a concern for the economic viability of Carter's Grove as an historic house open to the public, Sealantic continued to hold title to the property for five years. Satisfied that operation of the plantation would enhance rather than encumber the Foundation's financial operations, the property, along with its furnishings,



*The Wren Building,  
America's oldest academic  
building still in use, today  
greet visitors as well as  
students.*



was given to the Foundation in 1969, all outstanding purchase obligations being underwritten by Rockefeller Brothers Fund. Its addition has proved to be of special significance, enabling the Foundation to augment its interpretation of the Virginia economy and culture by means of a nearby plantation and, thereby, to put in proper context the development of the small capital city of the largest of the American colonies.

By the end of the 1960s, too, the sprawling buildings of Eastern State Hospital had been purchased by the Foundation. This permitted the removal of the patients from the dilapidated structures to newly constructed and well-equipped facilities on the outskirts of the city. This also gave promise to the future reconstruction of the public hospital building, the first institution in America to provide care and treatment of the mentally ill. Also, a number of important properties surrounding the Historic Area had been acquired to provide invaluable and permanent protection from inharmonious encroachments.

By means of the Rockefeller Brothers Fund grants, and as a result of our own initiative and financial commitment, the Foundation had substantially improved its position and seemed well prepared to meet the decade of the 1970s.

### *The Uncertain Seventies*

In 1973, exhibition building admissions exceeded one million, three times greater than visitor attendance in 1953. The local economy directly reflected this growth and became heavily dependent upon this seemingly endless pattern. During the twenty-year period, for example, the number of guest rooms in the Williamsburg area increased from less than one thousand to more than seven times that number and businesses peripheral to the local tourist industry proliferated. The aura of success and prosperity, however, was not without its mixed blessings for Colonial Williamsburg and imposed new operating and financial burdens on the entire organization. Staff and facilities were expanded again to meet the rising needs of the public.

The news of record-breaking attendance has not always been fully understood by some who, understandably, have failed to perceive the nature of the problems that soaring annual attendance can produce. Aside from the strain on facilities and staff personnel, not to mention the experience of the serious and interested visitor, greater numbers than can be accommodated in the Historic Area pose an increasingly higher financial difficulty for the Foundation. Unlike the Smithsonian Institution, the National Gallery of Art, or

*The home of Peyton Randolph, president of the First and Second Continental Congresses, opened to the public in 1968.*



*Carter's Grove plantation depicts nearly four hundred years of American life and looms large in Colonial Williamsburg's future.*

the Virginia Museum of Art, for example, whose operational costs are largely borne by government appropriations, the Colonial Williamsburg Foundation was created and has been consistently supported by private funds.

As the Foundation depends more heavily upon admissions income than any other single source of revenue, greater numbers of admissions would seem to promise improved financial conditions. However, the cost of the rich and meaningful endeavors that I have already described cannot be met by admissions revenue and must be substantially subsidized. As facilities and staffing requirements are enlarged to meet attendance growth, the gap between total revenues and total expenses simply becomes even wider if the high standards of quality and authenticity are to be maintained.

Consequently, upon entering the seventies, one of our major concerns was the combination of annually increasing admissions and rising costs attendant upon that phenomenon. Accordingly, we began to formulate plans to solve that problem. In the late fall of 1973, however, a totally unexpected event posed an even more dramatic threat to the fortunes of the Foundation: the Arab embargo of oil exports to the United States resulted in an interruption of normal gasoline supplies. Until the embargo was lifted in early 1974, travel patterns became so distorted that attendance dropped at some times more than 50 percent, creating a problem significantly more pressing than rising attendance.

At the outset of 1973, just before the oil crisis, we had limited the Information Center-Historic Area bus service to purchasers of admission tickets. The effect of that step had been to increase the purchase of admissions, as well as to provide greater availability of the service to visitors purchasing admission to the exhibition buildings. As a result, 1973 had been an excellent year. The peak of Bicentennial travel ended the boom in travel business abruptly in mid-1976, and, as the seventies wore on, the national economy began to feel the combined effect of unprecedented inflation and uncertain energy supplies.

It was during that period that plans fundamental to the permanence and financial stability of the Foundation in the years ahead began to take shape. We first realized that an active funds development program was needed to enlist broad financial support from the American public, individuals, corporations, and foundations. We saw that an intensive examination of our financial footing was needed to provide more enduring solutions to economic change. We recognized that pedagogical techniques and educational emphases were changing and that a new appraisal of the substance and effec-



*The Providence Hall wings at the Williamsburg Inn meet the needs of conference and family visitors alike.*







*The Williamsburg Conference Center has become a modern Williamsburg landmark since opening in 1966.*

tiveness of our Historic Area programs was necessary.

Fortunately for the impetus of a funds development program, a number of important gifts had just been received. Noteworthy among them were the DeWitt Wallace gift of \$5.2 million for the DeWitt Wallace Decorative Arts Gallery, Colonel and Mrs. Miodrag Blagojevich's gift of more than \$2 million in seventeenth-century American furnishings and real estate, and an unrestricted gift of \$100,000, followed by annual contributions from the Annenberg Fund. Earlier in the decade, we had also received, as a legacy, a gift of \$5 million from Martha Baird Rockefeller, who had shared so fully her husband's enthusiasm for the work at Williamsburg. Her bequest greatly strengthened our opportunity to acquire certain important properties. Over the years, Colonial Williamsburg has established a greenbelt of more than 3,000 acres to protect the environment of the Historic Area. This protective area, at the same time, permits a substantial opportunity in the future for the development of land to help fund the requirements of Colonial Williamsburg's educational program while maintaining proper protection of the Historic Area.

### *Goals and Programs*

In three years' time, between 1976 and 1979, the funds development program saw annual unrestricted cash gifts to the Foundation increase from about \$85,000 to more than \$725,000, and the number of annual donors increased from fewer than 250 to more than 6,000. In that same period, generous benefactors have made gifts of objects valued at \$3,053,833. In fact, the value of objects donated to the Foundation since its inception totals more than \$10,000,000. Today, the on-going program to continue to obtain important objects for the collections and to enlist the financial assistance of individuals, corporations, and even government in support of the work of the Foundation, and to broaden public knowledge of its aims and activities, is fully underway.

During those years, our own financial staff undertook comprehensive evaluations and forecasts for our analysis. For the purpose of independent and objective appraisal, we sought the assistance of Cambridge Associates of Boston, a consulting firm experienced in the study of similar institutions. The Cambridge studies reinforced the findings and proposals of our own staff, and it became clear that major shifts in our financial planning strategy were indicated.

At the same time, I instituted an intensive review of our interpretive program by a small, select staff committee



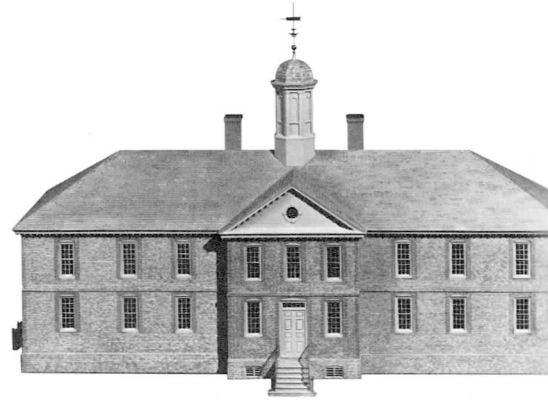
*The Cascades Restaurant and Meeting Center adds a new dimension to the Foundation's visitor facilities.*

charged with instructions to consider every field of our teaching endeavors. No concepts or former practices were barred from frank and realistic reevaluation. In particular, the committee was urged to study the possible development of cluster exhibitions, featuring both exhibition buildings and craft operations, and to review the craft program in general, examining opportunities for enhancing the recognition of master craftsmen through special exhibitions of their work. The committee was directed to consider the possibility of increasing the number of eighteenth-century stores on Duke of Gloucester Street to reflect more accurately the economic activity of the early city. It was especially asked to review the substance and quality of efforts to portray the role of blacks in the colonial society and to devise a curriculum for dealing openly and frankly with the difficult problem of slavery.

The committee's report, *Teaching History at Colonial Williamsburg*, suggested a whole array of new directions and techniques, challenged the cost effectiveness of some of our teaching methods, and confirmed the concept of cluster exhibits utilizing discrete exhibition areas for the better experience of the visitor. So persuasive has the report been, in fact, that its findings and conclusions formed not long afterward the basis for a new request to Rockefeller Brothers Fund for assistance in implementing the changes it suggested.

With these fundamental elements of long-range planning securely established, I, as chief executive officer, was then able to turn to another important requirement, the orderly transition of executive management. By the mid-seventies, Lewis F. Powell, Jr., Chairman of the Board, was nearing the time of mandatory retirement from the Board of Trustees, and I was within a few years of retirement as an officer. With so broad and fundamental a transition of policy and objectives underway, a well-conceived plan for the transfer of executive responsibility became particularly significant. My search was rewarded when we selected Charles R. Longworth as the individual most qualified to assume the presidency. Over a period of three years, the executive responsibilities turned over to Mr. Longworth as president of the Foundation included, of course, the implementation of the new policies and objectives aimed at achieving long-range financial stability, improved educational programs, and the building of broad philanthropic support. My confidence in the achievement of these goals rests upon my confidence in Mr. Longworth and the team of executives, managers, supervisors, and other employees so actively committed to it. Just as the officers, the staff, and the entire group of remarkable employees of the Foundation have been responsi-

*Bassett Hall, the Williamsburg home of Mr. and Mrs. John D. Rockefeller, Jr., and Mr. and Mrs. John D. Rockefeller 3rd, was given to Colonial Williamsburg in 1979. This home, dating to 1750, is open to the public.*





*The DeWitt Wallace Gallery for the Decorative Arts will incorporate the reconstruction of the Public Hospital of 1773, the first public institution of its kind in America.*



*Carter's Grove Country Road gives visitors to the plantation a rare and scenic introduction.*

ble for successes in the past, the new team of able and dedicated people will succeed in meeting the challenges of these and future years.

Happily, funds are in hand for two major elements of our new goals. For broadened emphasis in the field of decorative arts, the funding of the DeWitt Wallace Decorative Arts Gallery is assured; for the enrichment of our teaching programs in the Historic Area, the recent grant of \$4 million by Rockefeller Brothers Fund enables us, by revising the furnishings plan of the Governor's Palace, to interpret the eighteenth-century role of that important building more authentically, to reconstruct the Nicholas-Tyler House overlooking Market Square, and to expand and complete the preparation of the Peyton Randolph property and the James Anderson eighteenth-century armaments complex for presentation to the public.

The difficult and sometimes frustrating decade of the 1970s brought other changes distinguished especially by their sense of loss. Winthrop Rockefeller, Chairman of the Board of Trustees for nearly twenty years, died in 1973. He was closely associated with the activities of the Foundation during that period. His will expressed his long-cherished and special interest in the full development of Carter's Grove plantation, the acquisition of which had received his active participation and support, and resulted in a grant of \$3 million from the trustees of his estate, making that development possible.

A tragic accident in 1978 took the life of John D. Rockefeller 3rd, chairman for some fourteen years prior to the term of his brother Winthrop. During his tenure, he inspired the thrust of the restoration project as an educational institution, emphasizing the promotion of Williamsburg and its key role in the American Revolution beyond the borders of the Historic Area. At his death, the Bassett Hall property, inherited from his father, was given in its entirety to the Foundation by the members of his family. The importance of this transfer to the future of the Foundation cannot be overestimated, since it represents a gift of an important eighteenth-century house, about 600 acres of land, and furnishings consisting of prized objects of art and antiques valued in excess of \$5.2 million.

The death in 1979 of a third brother, Nelson A. Rockefeller, ended the warm and always supportive role he had consistently played in respect to gifts and grants to the Foundation. The other brothers, Laurance and David, along with their sister, the late Mrs. Jean Mauzé, also have supported the project in many ways.

## *Future Support*

It has become abundantly clear in this report that during the course of the last fifty-three years, members of the Rockefeller family have endowed the work at Williamsburg with a magnificent and remarkable generosity, affecting not only the programs of this Foundation but contributing importantly to the growth of the American preservation movement in general. In round figures, the Foundation has received about \$91 million from the Rockefeller family and Rockefeller family-sponsored foundations and trusts.

This substantial gift, creating and enriching the institution it was intended to benefit, has proved to have been a timely and prudent investment as well. The annual operations of the Foundation now require expenditures of more than \$60 million, the source of which is almost entirely dependent upon the sale of services and goods to the public. The assets of the Foundation are impressive: a renowned collection of decorative arts rivaled by few, an assemblage of historic and protective properties of steadily increasing

*Carlisle H. Humelsine, John D. Rockefeller, Jr., and Kenneth Chorley during Mr. Rockefeller's visit to Williamsburg in 1958.*





value, a group of successful hotel and restaurant properties, a generous endowment producing a vigorous return, and operating reserves designed to protect the Foundation from sudden or unexpected adversity.

In large measure, however, the assets of the Foundation, magnificent and irreplaceable as they may be, are not the kind that produce sustaining revenues; in fact, most of our assets require painstaking and elaborate care and maintenance and represent very substantial financial obligations. The realistic and prudent financial policies practiced by the Foundation will always need to be supplemented by the support of many thousands of Americans who share the inspiration of Williamsburg. Their involvement is essential if the Foundation is to continue to maintain and nourish the national treasure that has been entrusted to it. Our task is to perpetuate the standards of excellence and enlightenment established by Mr. Rockefeller while keeping the cost of visiting the Historic Area and its many exhibitions within the reach of a diverse public.

Dr. W.A.R. Goodwin referred to the Williamsburg project as "intangible, but real; invisible, but ever present; the spirit of days of long ago that haunts and hallows the ancient city, a spirit that stirs the memory and fires the imagination." Mr. Rockefeller lived his life with the hope that Colonial Williamsburg, in his words, would "ever stand as a beacon light of freedom."

The future of the national treasure that they created and nourished now rests with the American people.

Carlisle H. Humelsine  
*Chairman,*  
*The Colonial Williamsburg Foundation*

# Summary of the year 1979

## Financial Support of Operations

The financial condition of the Foundation has remained strong, despite unrelenting inflation and uncertain energy supplies that have weakened most sources of operating revenues and, at the same time, increased its costs of operations.

In 1979, the operating properties of the Foundation produced \$52 million gross income. Valued for record purposes at \$74,435,355, these properties consisted primarily of the Historic Area and the adjoining lands and real estate improvements located in the city of Williamsburg.

Invested securities valued at \$84,768,702 (on December 31, 1979) produced dividends and interest of \$5,243,016 and \$3,367,834 in realized net capital gains.

In addition to operating properties and investments, cash and working capital reserves, receivable accounts, and inventories and supplies represented another \$24 million in assets at year's end.

*Fiscal policies and operations.* For the last several years, an objective of the Foundation has been to balance its operating revenues and operating costs in order that investment income may be applied to selected capital projects carrying forward its preservation and educational programs and to working reserves essential to the continuity and long-range stability of its operations.

In 1979, operating revenues (including restricted and unrestricted gifts and contributions to operating programs) fell \$196,599 short of meeting the balanced budget goal, a direct result of the sudden gasoline shortages in midsummer that drastically curtailed normal travel patterns and adversely affected virtually all sources of operating revenues. Without promptly instituted operating economies, the budget imbalance would have been far more severe.

The cost (\$17,361,956) of maintaining, operating, and presenting to the public the exhibition buildings and other Historic Area and related facilities, together with a broad range of educational and historical programs, exceeded the income (\$11,645,118) from admissions, related sales, and pro-

ceeds from other historic and educational programs by \$5,716,838.

This operating deficit, together with corporate, administrative, and maintenance costs of \$1,960,486 for all operations, was largely funded by net income from hotel and restaurant operations of \$3,257,375 (after applicable federal income taxes), and net income from (1) Craft House and mail order operations of \$1,775,932, (2) Merchants Square and other real estate rental operations of \$388,849, (3) interest on short-term working capital reserves of \$1,058,857, and (4) restricted (\$273,736) and unrestricted (\$725,976) gifts.

An operating deficit of \$196,599 remained after all such sources of income had been applied. This deficit was met from income derived from invested securities owned by the Foundation.

*Invested securities.* Invested securities of the Foundation are held in three separately managed and administered funds (\$84,768,684 combined market value on December 31, 1979). A major portion of the annual income from these funds is applied to the annual operating deficit of the Foundation. The balance of the annual income from these funds is committed by the board of trustees of the Foundation for major capital projects.

Since early 1972, the Foundation has followed a policy of withdrawing annually from the Endowment Fund (\$71,358,138 market value on December 31, 1979) a sum equal to 5 percent of the average market value of the Fund for the twelve calendar quarters preceding each annual valuation on September 30. The purpose of the withdrawal formula (replacing the former practice of withdrawing dividend and interest income) is to permit greater flexibility in the management of Fund securities, to provide a predictable annual flow of funds to operations, and to help preserve the basic value of the Fund.

In 1979, the 5 percent calculation resulted in the transfer of \$3,218,148 from the Endowment Fund, which was applied to the budget shortfall, to various capital expenditures, and to the strengthening of working reserves. Actual interest and dividend income from Endowment Fund securities exceeded the five percent limit by \$1,225,112, which was retained and, with realized net capital gains on 1979 security transactions, was reinvested in the Fund.

In recent years, the balancing of annual operating budgets has become essential, allowing investment income to constitute a margin of protection against unforeseen adversities as well as the opportunity to continue the work of preservation and restoration that operating funds would



*Governor Winthrop Rockefeller of Arkansas, chairman of the Colonial Williamsburg Foundation for nearly 20 years.*



*Supreme Court Justice Lewis F. Powell, Jr., (right) with Williamsburg Mayor Vernon M. Geddy, Jr., in 1976. Justice Powell served the Foundation as chairman, trustee, and general counsel for over two decades and continues as chairman emeritus.*

never be sufficient to sustain. Working capital reserves have been consistently strengthened to permit greater continuity of operations during annually experienced loss periods and provide a higher degree of employment stability for the staff. A development program was established to encourage greater sharing by individuals and corporations of the operating and capital costs of the institution. Stricter measures for financial and budgetary accountability were initiated.

Without these and other similar measures, the current period of unprecedented inflation and uncertain gasoline supplies would have been far more difficult. Depending so heavily upon the continued availability of discretionary income that supports its revenues from admissions, sales of crafts and publications, and hotel and restaurant operations, the Foundation is inevitably exposed to higher and more volatile risks than those felt by more typical nonprofit institutions when dollar erosion becomes endemic and when travel itself is inhibited by fuel shortages.

Understandably, therefore, rigid budget management, aggressive building of reserve funds, and preservation of the purchasing power of endowment dollars, as well as increasing dependence upon charitable gifts and contributions, are fixed elements in the Foundation's outlook into the future.

The strength of its financial condition in the midst of current uncertainties is largely attributed, too, to the support and generosity of thousands of contributors and donors whose gifts, large and small, enable the Foundation to move forward its educational goals to enrich its interpretive mission in ways that would not otherwise be possible.

Lastly, the fuller development of its own revenue-producing possibilities, in ways complimentary and supportive of its primary functions, offers further promise of a future as boundless in accomplishment as the past fifty-odd years.

## *Staff*

Alden R. Eaton, vice president and director of Construction and Maintenance, retired at the end of 1979 after thirty-four years of service to the Foundation. Mr. Eaton was intimately involved in the development and maintenance of Colonial Williamsburg's gardens, greens, and other properties. At the time of his retirement, he was responsible for the administration and direction of the departments of Building Construction, Building Maintenance, Electronics, Landscape Construction and Maintenance, Mechanical Operations and Maintenance, and Purchasing and Estimating. Lloyd E. Bell, formerly director of planning and property management in



the division, was named deputy director of Construction and Maintenance prior to Mr. Eaton's retirement.

Robert C. Birney, formerly director of planning, was elected vice president and director of Preservation, Research, and Planning, replacing James R. Short, who was named senior program officer, a new position. The action gave new emphasis to several key areas of concern to the Foundation and, at the same time, strengthened the management of a number of educational activities and the organization's planning processes.

Miss Beatrix T. Rumford, director of the Abby Aldrich Rockefeller Folk Art Center, was elected vice president and director of Museums. Her new duties include development and administration of a museum and public exhibition program at Bassett Hall in addition to her responsibilities as director of the Folk Art Center. The Museum Operations Division was renamed Historic Area Programs and Operations Division with Peter A. G. Brown continuing as vice president and director.

Roger F. H. Leclere, vice president and director of Finance and Corporate Affairs, was elected to also serve as treasurer of the Foundation.

D. Stephen Elliott was elected secretary of the Foundation. He formerly served as associate secretary. He also continues as executive assistant to the president. Miss Mildred Layne was designated as secretary to the Board of Trustees.

Ernest J. DeSamper, formerly director of the Press Bureau in the Division of Public Affairs, was named director of Travel and Group Marketing, a new position. The department was organized in the office of the Senior Vice President to encourage individual and group tours to Colonial Williamsburg. Randall J. Foskey, formerly national institutional sales manager for Busch Gardens, St. Louis, Mo., was named director of the Press Bureau.

In a reorganization in the Architects Office, Donald J. P. Evans was named director of project coordination, John L. Zeiders was named director of architectural projects, and Clyde D. Kestner was named director of engineering.

Dennis A. O'Toole was appointed to the newly created position of deputy director of Museum Operations, having formerly served as director of Group Visits and Educational Programs. Mrs. Mary Ann Brendel, formerly adult visits coordinator, was named director of Group Visits.

William A. Tramosch was appointed director of interpretive education, a new position. Mr. Tramosch, formerly coordinator of interpretation and training at Old Sturbridge Village, Sturbridge, Mass., is responsible for the training and education of the Foundation's more than three



*Mr. and Mrs. Rockefeller, Jr., at the local USO during World War II.*

hundred interpreters. Mrs. Gladys L. Looney, administrative assistant to the director of Museum Operations, assumed the new position of director of museum administration.

James E. Hisle, resident manager of the Williamsburg Lodge, was appointed general manager of the Lodge. He succeeded Peter G. Henry, who resigned.

In the Division of Personnel Relations, Samuel E. Oots was named director of Safety and Security, succeeding Elliott W. Jayne, who retired. Ms. Bonnie A. Devine was appointed to the newly created position of Affirmative Action director. Hubert Alexander, Personnel Relations' coordinator for the Foundation's hotel and restaurant division, was promoted to the position of director of Employment.

Frederick L. Fortin was promoted to assistant treasurer, having formerly served as director of Accounting. H. Baron Whitaker, Jr., manager of General Accounting, was named controller of the Foundation.

A total of twenty-eight Colonial Williamsburg employees were honored in 1979 for twenty-five years of service to the organization, including the following individuals: John S. Billups, Williamsburg Lodge banquet waiter; Loren R. Bryan, Mechanical Operations machinist; Joseph C. Cauthorn, Commissary ice cream specialist; Carrie Chambers, Laundry garment finisher; Myrtle Chapman, Williamsburg Lodge inspectress; Maude E. Cowles, Williamsburg Lodge housekeeper; Ernest J. DeSamper, director of Travel and Group Marketing; Virginia Dollar, Finance and Corporate Affairs senior dining room cashier-trainer; I. Matilda Dorrier, Finance and Corporate Affairs senior accounting clerk; Hancy L. Hachett, Williamsburg Lodge housekeeper; Vange Hill, Motor House bell captain; Rudolph Holmes, Goodwin Building mail clerk; Johnny House, Williamsburg Inn Utility; Lelia B. Hundley, Building Maintenance day custodian.

Also, Morris Jackson, Information Center senior projectionist; Helen Jones, Laundry guestwork finisher; William F. Jones, Christiana Campbell's Tavern waiter; John A. Knepper, Building Maintenance carpenter; Roger F.H. Leclere, vice president and treasurer-director, Finance and Corporate Affairs; Percy L. Mason, Commissary baker; Sadie Parson, Museum Operations kitchen interpreter; Rufus Piggott, Building Maintenance day custodian; Hilda B. Potter, Building Maintenance day custodian; Charles E. Spencer, Landscape gardener foreman; Thomas L. Smith, Building Maintenance carpenter; William H. Strong, Landscape gardener foreman; Frederick Tucker, Christiana Campbell's Tavern waiter; Joseph F. Webb, Automotive Shop assistant supervisor.



*John D. Rockefeller, Jr., and sons David, Nelson, Winthrop, Laurence, and John 3rd.*





## *Taxes*

The Colonial Williamsburg Foundation, as a nonprofit educational organization, is exempt from the payment of federal income taxes in accordance with Section 501(c) (3) of the Internal Revenue Code (with the exception of net income derived from the operation of the Williamsburg Inn, the Williamsburg Lodge, The Motor House, the Cascades Restaurant, the Cafeteria, the Ham Shop, and the Williamsburg Theatre, which is taxable to the same extent as that of any other such business enterprise). The organization is classified as a publicly supported foundation, in accordance with Section 509(a) (2) of the Code. Gifts and contributions made to the Foundation are tax deductible.

The Colonial Williamsburg Foundation paid real estate taxes to the city of Williamsburg on all properties it owned, with the exception of the major exhibition buildings. The Capitol, Governor's Palace, Raleigh Tavern, Wythe House, Peyton Randolph House, Wetherburn's Tavern, James Geddy House and Shop, Brush-Everard House, Gaol, Powder Magazine, Courthouse of 1770, Information Center, Abby Aldrich Rockefeller Folk Art Center, Market Square, and Palace Green are all exempt from taxation under Virginia law, but are subject to a service charge by the city of Williamsburg which amounted to \$10,591.06 in 1979.

Taxes of \$308,000 paid to the city of Williamsburg during the year amounted to 25.7 percent of all real estate taxes collected in the city in 1979. Taxes paid to the adjoining counties of James City and York on properties subject to prevailing real estate taxes totaled \$61,379 for the year.

## *Audits*

The books of the Colonial Williamsburg Foundation are audited annually. For 1979 the audit was performed by the independent public accounting firm of Coopers & Lybrand.



*The Williamsburg neighbors and friends of Mr. Rockefeller Jr., attend a community memorial service at Bassett Hall's "great oak" following his death in 1960.*

## TRUSTEES

December 31, 1979

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*Washington, D.C.*

DAVID BRINKLEY  
*Washington, D.C.*

CHARLES L. BROWN  
*Princeton, N.J.*

RICHARD E. BYRD  
*Berryville, Va.*

JOSEPH C. CARTER, JR.  
*Richmond, Va.*

JOSEPH F. CULLMAN 3rd  
*New York City*

WILLIAM M. DIETEL  
*New York City*

J. RICHARDSON DILWORTH  
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ALAN SIMPSON  
*Little Compton, R.I.*

CARLISLE H. HUMELSINE, *Chairman*  
*Williamsburg, Va.*

LEWIS F. POWELL, JR., *Chairman Emeritus of the Board*  
*Richmond, Va.*

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Alan Simpson, *Chairman*, William M. Dietel, Ralph W. Ellison, Carlisle H. Humelsine, Charles R. Longworth, George D. O'Neill, Edgar F. Shannon, Jr.

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CHARLES R. LONGSWORTH  
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ROGER F. H. LECLERE  
*Vice President*

BEATRIX T. RUMFORD  
*Vice President*

HAROLD A. SPARKS  
*Vice President*

F. ROGER THALER  
*Vice President*



## Board of Trustees

The affairs of the Colonial Williamsburg Foundation are managed by a Board of Trustees consisting of distinguished Americans from a variety of fields. The Board sets overall policies and elects corporate officers who have ultimate responsibility for the execution of Board policies and administration of the affairs of the Foundation.

Trustees, who serve without remuneration, bring invaluable expertise and experience to the management of the Foundation and its varied, complex operations. At the close of 1979 the following twenty individuals were serving on the Board of Trustees:



CARLISLE H. HUMELSINE is the fifth chairman of the Board of Trustees, assuming the position in 1977. He previously served as executive vice president beginning in 1953 and as a trustee, president, and chief executive officer beginning in 1958. As assistant to Army Chief of Staff General George C. Marshall during World War II, Mr. Humelsine subsequently joined the Department of State where he was deputy undersecretary and assistant secretary of state and served under four secretaries of state. He is Chairman Emeritus of the National Trust for Historic Preservation, a Regent of the Smithsonian Institution, vice president and a member of the Board of Trustees of the National Gallery of Art, a member of the Board of Trustees of the National Geographic Society, and a member of the board of directors of a variety of business organizations.



DR. DANIEL J. BOORSTIN, historian, educator and author, is The Librarian of Congress. He has previously been the director of the National Museum of History and Technology of the Smithsonian Institution. Before that, he was Distinguished Service Professor at the University of Chicago, where he taught for twenty-five years. Dr. Boorstin is a prolific author and has lectured widely throughout the world. The first two volumes of his trilogy, *The Americans*, were awarded the Parkman and the Bancroft Prizes. In 1974 he was awarded the Pulitzer Prize for History for the third volume, *The Americans: The Democratic Experience*. He has served as a Trustee since 1969.



DAVID BRINKLEY is a nationally known news correspondent for the National Broadcasting Company. A lifelong journalist, Mr. Brinkley's career includes experience as a newspaper reporter, bureau manager for United Press, and over twenty-five years with NBC News. He is the recipient of broadcast journalism's coveted Peabody Award, duPont Award, and many others. He has been a member of the Board of Trustees since 1966 and serves as chairman of the Raleigh Tavern Society.

CHARLES L. BROWN is chairman of the board and chief executive officer of the American Telephone and Telegraph Company. He joined AT&T in 1946 and held twenty-three different positions in ten cities with the parent organization and its affiliates prior to assuming his current position in 1979. Mr. Brown holds directorships with E.I. duPont de Nemours Company and the Chemical Bank in New York, among others, and is a trustee for New York City's Presbyterian Hospital. He became a Colonial Williamsburg Trustee in 1979 and serves as chairman of the Development Committee.



RICHARD E. BYRD is a Virginia orchardist and real estate executive. He is president of Harry F. Byrd, Inc., one of the largest apple growing operations in the world, and manages the Byrd family real estate business. He is a direct lineal descendant of the three William Byrds who played important roles in the development of eighteenth-century Williamsburg and Virginia. He became a member of the Board of Trustees in 1975.



JOSEPH C. CARTER, JR., is managing partner in the Richmond law firm of Hunton and Williams and is the Foundation's general legal counsel. He also serves as a director of Garfinckels, Brooks Brothers, Miller and Rhoads, Inc., Virginia Federal Savings and Loan Association, and GMD Investment Corporation. Mr. Carter's civic work includes service as a member of the Richmond Public Library Board and as a trustee of the Medical College of Virginia Foundation and the University of Virginia Patent Foundation. He has served as general counsel since 1972 and joined the Board of Trustees in 1977.



JOSEPH F. CULLMAN 3RD is chairman of the executive committee of Philip Morris, Inc., vice president of the International Tennis Hall of Fame, trustee of the New York State Natural and Historical Preserve Trust, and the American Museum of Natural History. He is also president of the International Atlantic Salmon Foundation and he serves as chairman of the executive committee of the World Wildlife Fund in addition to serving on the National Board of the Smithsonian Associates. Mr. Cullman received the National Urban League's Equal Employment Opportunity Award in 1972. He is a director of a number of national and international business boards, including IBM World Trade Europe/Middle East/Africa Corporation, Levi Strauss Company, and the Ford Motor Company. He was elected as a Trustee in 1973.



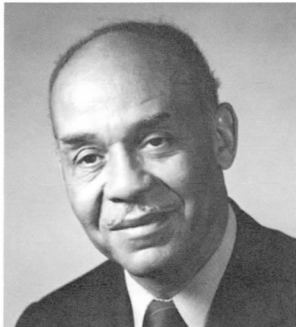
WILLIAM M. DIETEL is president of the Rockefeller Brothers Fund. He also is chairman of the Winrock International Livestock Research and Training Center in Morrilton, Arkansas. His trusteeships include the Wooster School, Danbury, Connecticut, New York City Public Library, and the Cooperative Assistance Fund. He has served on the history faculty at the University of Massachusetts, the humanities faculty at Amherst College, and was principal of the Emma Willard School in Troy, New York, for nine





years. He was named to the Board of Trustees in June 1979 and serves as chairman of the Educational Programs and Policies Committee.

J. RICHARDSON DILWORTH is chairman of the board of Rockefeller Center, Inc., and senior financial advisor of the Rockefeller Family. Mr. Dilworth is a director of R.H. Macy and Co., International Basic Economy Corporation, Chase Manhattan Bank, and the Chrysler Corp. He is a vice chairman of the Metropolitan Museum of Art, a member of the Council on Foreign Relations, and a Trustee of the Yale Corporation, Rockefeller University, and the Institute for Advanced Study at Princeton University. He was elected a Trustee in 1964.



RALPH W. ELLISON is a noted author, writer, and lecturer. His novel *Invisible Man* was selected in a 1965 poll as the most distinguished novel written between 1945 and 1965 and was widely acclaimed as a profound treatment of the black in American life. He is a former Albert Schweitzer professor in the humanities at New York University and is now professor emeritus. Mr. Ellison is a former trustee of the John F. Kennedy Center for the Performing Arts, a member of the American Academy of Arts and Letters, and a charter member of both the National Council of Arts and Carnegie Commission on Educational Television. He was named a Trustee in 1970.



THE HONORABLE SHIRLEY M. HUFSTEDLER is United States Secretary of Education, a post she has held since December 1979 when the Department of Education was created. She has held a number of judgeships in her career, including circuit judge of the U.S. Court of Appeals for the Ninth Circuit. Secretary Hufstедler was a trustee of the California Institute of Technology, Occidental College, and the University of Southern California Law Center. She was elected to the Board of Trustees in 1976.



L.W. "BILL" LANE, JR., is chairman of the board of the Lane Publishing Co., producers of *Sunset* magazine, books, and films, and is a noted spokesman and leader in the fields of ecology, preservation, and tourism. He is a former United States Ambassador and member of seven national government commissions — two of which were appointed by the President — involved in environmental and travel-related activities. Mr. Lane is a member of the Secretary of the Interior's National Parks Advisory Council and recipient of the Secretary of the Interior's Conservation Award. He serves on several corporate boards and became a Colonial Williamsburg Trustee in 1973.



CHARLES R. LONGSWORTH is president and chief executive officer of the Colonial Williamsburg Foundation. Prior to coming to the organization in 1977, Mr. Longsworth served as president of Hampshire College in Amherst, Massachusetts, which he helped found in 1965. He previously served as chairman of Hampshire

College Educational Trust and as vice president and secretary of the college. Earlier in his career he was associated with Amherst College, Ogilvy and Mather advertising company, and Campbell Soup Company.

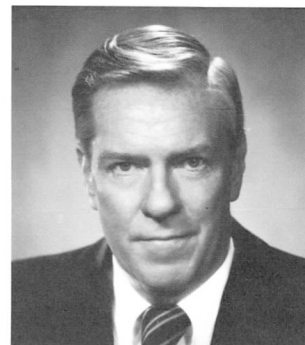
T. JUSTIN MOORE, JR., is chairman and chief executive officer of the Virginia Electric and Power Company in Richmond. He holds a law degree from the University of Virginia and was active in the field of law before joining the utility industry in 1967. He is a director of Philip Morris Incorporated, Central Fidelity Banks, Inc., and a member of the University of Richmond Board of Associates. He was elected to the Board of Trustees in 1969 and chairs the Compensation Committee.

ABBY M. O'NEILL is active in a variety of Rockefeller family and educational affairs. She is chairman of the board of Greenacre Park Foundation and Bradford College and serves as a trustee of the International House and the Visiting Nurses Association of Oyster Bay, New York. Mrs. O'Neill is the granddaughter of the late John D. Rockefeller, Jr., who provided the funds and personal leadership for the restoration of Williamsburg to its eighteenth-century appearance. She has been a member of the Board of Trustees since 1966 and is chairman of the Properties Committee.

GEORGE D. O'NEILL is president of Meriwether Capital Corporation in New York City. He is a director of Anatar Industries, Financial General Bankshares, Inc., and is a trustee of Vassar College. He is active in a number of other business, civic, and educational organizations. He was elected to the Board of Trustees in 1966 and serves as Chairman of the Audit Committee.

GEORGE PUTNAM is chairman of the Putnam Management Company, Inc., and is president of each of the Putnam Group of Mutual Funds. He also serves as treasurer of Harvard University and is chairman of the Harvard Management Company. Mr. Putnam is a trustee of a number of organizations, including Wellesley College and Massachusetts General Hospital, president of McLean Hospital, and is a member of the Harvard Corporation. He also serves as a director of several large corporations. He was elected a Trustee in 1975.

DONALD K. ROSS is president and chief administrative officer of New York Life Insurance Company in New York. He is a trustee of Con Ed and director of Munich American Reinsurance Company and Munich Management Corporation. He also serves as chairman and director of the New York Life Fund. Mr. Ross, who chaired the Board's Compensation Committee, was elected a Trustee in 1973, and is chairman of the Finance Committee.







DR. EDGAR F. SHANNON, JR., president of the University of Virginia from 1959-1974, now serves as Commonwealth Professor of English at the university. A noted scholar in the field of nineteenth-century English literature, Dr. Shannon has taught at Harvard University and was a Fulbright Research Scholar and a Guggenheim Fellow. He holds a number of official positions with a variety of educational organizations and is author of *Tennyson and The Reviewers* and numerous journal articles. He became a Trustee in 1975 and chairs the Board's Nominating Committee.



DR. ALAN SIMPSON, president emeritus of Vassar College, is a distinguished educator and author. Educated at Oxford University, he held a Commonwealth Fellowship at Harvard University. After teaching at St. Andrews University, Scotland, and serving in the Royal Artillery, he joined the faculty of the University of Chicago in 1946, becoming Thomas E. Donnelley Professor of History and Dean of the College. He was president of Vassar College from 1964 to 1977. He is the author of *Puritanism in Old and New England*, and *The Wealth of the Gentry, 1540-1660*, and has edited (with his wife, Mary Simpson) *Diary of King Philip's War 1675-76*, and *Letters of Jane Welsh Carlyle*. He became a Trustee in 1970 and serves as chairman of the Executive Committee.

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GEORGE SEATON, 1911-1979



George Seaton, noted Academy Award winning motion picture director and writer and Colonial Williamsburg Trustee for more than twenty-one years, died on July 28, 1979. In a memorial resolution, the Board of Trustees noted that Mr. Seaton, chairman of the Audiovisual and Nominating Committees, "devoted his time and rare talent to conveying the meaning of Colonial Williamsburg to untold millions through the visual arts and played a vital role in the production of *Williamsburg - The Story of a Patriot*, which evokes a special sense of patriotism and understanding of the American past." The resolution was presented to Mrs. Seaton during the November 1979 meeting of the Board of Trustees. Later in the day, Trustees and officers of the Foundation and their spouses joined Mrs. Seaton, retired officers, and Williamsburg friends of George Seaton at a memorial service of music and readings at Bruton Parish Church.



THE RALEIGH TAVERN  
SOCIETY MEMBERS  
1978-79

The Raleigh Tavern Society includes friends of Colonial Williamsburg who make unrestricted gifts of cash or securities valued at \$2,500 or more during the year. Members are encouraged to pledge \$25,000, of which \$2,500 or more is payable annually.

Life membership in the Society includes those individuals whose total gifts to Colonial Williamsburg exceed \$100,000, or \$150,000 given through an irrevocable deferred gift such as a life income trust or similar arrangement.

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*Radnor, PA*
- \* Col. and Mrs. Miodrag Blagojevich  
*Williamsburg, VA*  
Mr. and Mrs. William H. Brady, Jr.  
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- \* Mr. and Mrs. DeWitt Wallace  
*Mount Kisco, NY*

\*Life Members

# GIFTS to Colonial Williamsburg

## *An Acknowledgment to Many Generous Contributors*

Space prohibits listing the more than six thousand donors to the Foundation during 1979. Following is a list of the individuals and organizations who made gifts valued at \$100 or more during 1979. To all of its contributors, Colonial Williamsburg expresses deep appreciation.

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- Dr. and Mrs. F. S. Abuzzahab  
*Minneapolis, MN*
- Mrs. Robert T. Adlam  
*Milwaukee, WI*
- Mr. James Adler  
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- Dr. J. W. Allgood  
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*Design:* Richard J. Stinely and George A. Crawford, Colonial Williamsburg.

*Printed in the United States of America  
by W. M. Brown & Son, Richmond, Virginia*