

Colonial Williamsburg Today

NEWS AND FEATURES FROM THE COLONIAL WILLIAMSBURG FOUNDATION

At its annual fall meeting in November 1979, the Colonial Williamsburg Foundation Board of Trustees, acting at the request of Chairman Carlisle H. Humelsine, named President Charles R. Longworth to succeed Humelsine as Chief Executive Officer of the Foundation. Humelsine, who will reach mandatory retirement age for Foundation officers in 1980, noted that the move was a part of an established continuity of management procedure to guarantee the future direction of Colonial Williamsburg. Humelsine continues as Chairman of the Foundation. In the following messages, Humelsine and Longworth address the subject of leadership at Colonial Williamsburg.

AFTER 53 years of its own history, Colonial Williamsburg has emerged into yet another new and promising era in its management for the future.

At my suggestion, the Board of Trustees in November assigned the duties of Chief Executive Officer to Charles Longworth, who has been president and chief operating officer of Colonial Williamsburg for the past two years. I shall continue as Chairman of the Board, but this shift of the Chief Executive Officer role from me to Longworth assures the continuity of management of Colonial Williamsburg as I approach retirement next year as an officer. The transfer of operational, administrative, and executive responsibilities, which I first assumed in 1953, is now completed and Chuck Longworth is in full charge of all operations of Colonial Williamsburg. A new team, including some long-term, seasoned veterans who served with me for so many years, is bridging Colonial Williamsburg's management transition.



First 25 Years

As I reflect on the more than half-century of Colonial Williamsburg's history, it clearly divides itself into two chapters of roughly 25 years each.

The first quarter-century began in the mid-1920s when Mr. John D. Rockefeller, Jr., and the Reverend W. A. R. Goodwin met for the first time in Williamsburg. Dr. Goodwin carefully sketched his dream of restoring the eighteenth-century capital of the Virginia colony to its former glory. Mr. Rockefeller grasped the concept of a

AS Colonial Williamsburg enters 1980, the fifty-fourth year of the restoration, an additional and significant step has been taken in the transition in responsibilities for the Foundation's affairs. For two years I have had the opportunity to work with and learn from Carl Humelsine, whose creative and wise leadership has resulted in much of what we see and experience today as Colonial Williamsburg. The awesome accomplishments of his administration and the high standards of quality he set and maintained are a considerable inspiration to a successor! All of us who care about Colonial Williamsburg are fortunate that his devotion to the high ideals of Williamsburg's eighteenth-century history and to the high standards of the Foundation will be part of our future.



Carl Humelsine has effected our management transition with patience, grace, good humor, goodwill, and discipline.

His reelection as Chairman of the Board gives Colonial Williamsburg the continuing advantage of his leadership, counsel, and advice.

For me, Carl Humelsine's chairmanship is an opportunity to extend the personal pleasure and professional rewards of our close and productive working relationship.

CHARLES R. LONGWORTH

restored Williamsburg as a "beacon light of freedom to the world," and quickly came to share Dr. Goodwin's dream.

Soon the dream broadened to include Colonel Arthur Woods and Kenneth Chorley, both special advisors to Mr. Rockefeller. Woods served as Colonial Williamsburg's first President and later as its first Chairman of the Board of Trustees. He was succeeded as Chairman by John D. Rockefeller 3rd, and as President by Chorley.

This team of Rockefeller, Jr., Goodwin, Woods, Rockefeller 3rd, and Chorley steered the restoration project from the dream stage to reality. They initiated the physical revival of Williamsburg and shifted it into a period of intense activity to preserve the 88 surviving buildings of two centuries ago and to reconstruct those key structures that had fallen prey to the ravages of time.

World War II and the immediate postwar years blocked the progress of the late 1920s and '30s and early '40s. As the physical restoration resumed in the late 1940s, John D. Rockefeller 3rd inspired the thrust of Williamsburg as an educational institution as well as a revival of the physical setting of the Williamsburg of the 1700s. He championed the promotion of Williamsburg and its key role in the Revolution beyond the borders of the Historic Area. He called for Williamsburg-related publications, audiovisual materials, an aggressive public relations program, a liaison program with the Armed Forces, and programs to emphasize historical concepts, personalities, and events "that the future may learn from the past."

Second 25 Years

In 1953 the second era of Colonial Williamsburg's history began. John D. Rockefeller 3rd was succeeded as Chairman by his brother, Winthrop. I came to Williamsburg that year as Executive Vice President to understudy Kenneth Chorley, who played such a singular role in the first twenty-five-year period, and succeeded him as President in 1958. When Winthrop Rockefeller died in 1973, he was succeeded as Chairman by Lewis F. Powell, Jr., Associate Justice of the U. S. Supreme Court. Mr. Justice Powell by that time had served Colonial Williamsburg for 20 years as a trustee and general counsel. A new team had evolved to cover the management period from 1953 until recently.

This new era offered a magnificent opportunity to continue the physical restoration work of Williamsburg started during the previous era, and to build on the educational foundations laid by John D. Rockefeller 3rd.

Now it is time again for a retrospective view of the second chapter—the second 25 years of Colonial Williamsburg in action.

From my intimate relationship with Colonial Williamsburg during this 1953–1979 period, I can say that many of Colonial Williamsburg's crucial financial problems of the 1960s are solved or under control. We have also weathered the 1973 Arab oil embargo, the downturn in visitation in 1976, and we are taking definitive but, I believe, imaginative measures to combat the energy crisis, inflation, and escalating costs. We started a fund-raising program in 1976. Today 6,000 Americans are contributing to Colonial Williamsburg, and more who share the dream of a restored and strong Williamsburg will join in the future.

As this fundamental financial stability was being established, we were able to assure the physical comple-

tion of the Historic Area as foreseen by Mr. Rockefeller and Dr. Goodwin. For the few major projects not yet completed the properties and funds are in hand, and only time is required for their completion.

Further, properties protecting the Historic Area have increased from a few hundred to nearly 3,500 acres; major highways, protected entrances, and traffic controls have been established.

Carter's Grove and Bassett Hall, outstanding eighteenth-century homes, each with large acreages, have been transferred to Colonial Williamsburg.

Research into all aspects of colonial history and heritage, decorative arts, architecture, and archaeology has expanded to a position of leadership in preservation activities.

Colonial Williamsburg's archaeological program has achieved both national and international distinction, and its most recent accomplishment has been the dramatic discovery of Wolstenholme Towne at Carter's Grove.

Colonial Williamsburg's collections of English and American antiques of the seventeenth, eighteenth, and nineteenth centuries rank among the world's finest. The Abby Aldrich Rockefeller Folk Art Center had some 400 objects in the 1950s. It now has 1,800 objects, and with the 125 high quality art additions from Bassett Hall, the Center is unparalleled in its collection and research.

Thirty-three films, 800 slide subjects, 10 recordings, and many other audiovisual productions have been developed.

Colonial Williamsburg's licensed reproductions program, its excellent hotels and restaurants, its special events—all of its programs and facilities are woven together into a unique visitor attraction of worldwide interest.

As I look over the past quarter-century and more, I feel that the hallmark of Colonial Williamsburg is quality—quality in all of its operations—quality that requires dedicated vigilance.

Third Era

The new leadership now embarks on what I am certain will be an exciting and satisfying era for Colonial Williamsburg.

Charles Longworth is eminently qualified to guide Colonial Williamsburg in its next period of growth and achievement.

He is a magna cum laude, Phi Beta Kappa graduate of Amherst College, and he has a master's degree from the Harvard graduate school of business administration. He had experience in advertising and marketing before returning to Amherst College as assistant to the president and development officer.

Longworth then joined in a pioneering educational effort by participating in developing the concept of Hampshire College. From that concept he shared in its establishment, its financial footing, its construction, and its continuing status as a leader in independent and dynamic studies. In 1971 he was elected President of Hampshire College. All along the way, of necessity, he was forced into a twin effort of strict financial management and fund raising along with guiding the educational curriculum.

When the Trustees met this fall to review two years of progress in the continuity of management, they were unanimous and enthusiastic in their approval of Longworth as the new chief executive officer for the Foundation.

Longsworth now assumes direction of Colonial Williamsburg's broad programs and operations. He understands the unmatched available opportunities Colonial Williamsburg offers to promote history and heritage through new efforts in presentation and interpretation and other educational thrusts.

After two years of working with Charles Longsworth, I am confident of a great future for this fine institution under his capable and imaginative leadership.

CARLISLE H. HUMELSINE

(Reprinted by permission from the November 21, 1979, edition of THE VIRGINIA GAZETTE.)

A 'few things' recalled from Carl Humelsine's 26 years

By W. C. O'DONOVAN

After 26 years of running Colonial Williamsburg, Carlisle H. Humelsine moved this week from his spacious, elegant office in the Goodwin Building across the hall to the smaller office he occupied originally in 1953. "So I've moved only about four feet in all those years," he said the other day over breakfast at the Williamsburg Inn.

He has moved considerably further, of course, in the past quarter-century.

During World War II Humelsine was a young Army officer serving as principal staff assistant to Gen. George C. Marshall, accompanying the legendary author of the Marshall Plan for postwar relief in Europe on his trips abroad to international military and political conferences. He prepared General Marshall's daily briefings for those conferences and rose to full colonel at the age of 29.

After the war, the two men went their separate ways as Humelsine joined the State Department under Secretary James F. Byrnes. He handled the Foreign Service and headed 11 other operations. Humelsine and the general had a reunion when Marshall became Secretary of State, for he retained Humelsine on his personal staff. Humelsine went on to serve under Secretary Dean Acheson, rising to Assistant Secretary of State and one of only two Deputy Undersecretaries. (The other was Dean Rusk, with whom he still keeps up now that Rusk is retired though still teaching at the University of Georgia.)

Humelsine's premature retirement as Colonial Williamsburg's chief executive officer is not so much a reflection of his wanting to get out as it is of his faith in the ability of Charles R. Longsworth. "I had been planning my retirement for some time and worked with the executive committee to get a new president in early enough in the game to see if he would work out. He's done a good job, so why wait? You can't have two bosses in a place. He's been running the place since the day he arrived."

That was even more the case when Humelsine came to town in 1953. He was hired away from the State Department to become executive vice president and resident officer. The president, Kenneth Chorley, maintained his offices in New York City. "Chorley was about 60 at the

time and I was hired with the commitment that when he retired at 65 I would become president." That's exactly what happened in 1958. Humelsine yielded the presidency in November 1977.

Colonial Williamsburg has gone through significant growth in the past 26 years. Asked what his proudest accomplishment has been during that period, Humelsine said, "I have been most pleased with the physical completion of the Historic Area. That's what Mr. Rockefeller (Jr.) wanted to see, and you have to get a sense of satisfaction that it has been accomplished. The last missing link just fell into place with the authorization to restore the Public Hospital and turn it into a decorative arts gallery." It will cost \$3.5 million and is the biggest of several projects under way.

"It all won't be in place for another five or six years, but the land is available for all of this. The places themselves are available and the money is available, some of it earning interest along the way."

Humelsine said the piecing together of the Historic Area and surrounding greenbelt protection acreage is "way ahead of schedule. We own all but the two Armistead properties, the Masonic Lodge, and Bruton Parish Church, which I hope will be a property owned and used by its congregation forever. I never would have thought ten years ago that we'd be in such good shape."

Along the way, the Foundation has managed to secure the invaluable Providence Hall property, and just last year was given the 600-acre Bassett Hall home and property by Mr. and Mrs. John D. Rockefeller 3rd.

"Other than the restored area accomplishments, I am most satisfied with the protection of the Historic Area. I started to work on the greenbelt just about the time I got here. We're pretty well protected when you consider the urban nature of the area."

Among his first acquisitions of greenbelt was the Route 132 corridor from Route 143 to the Information Center. "We even paid for the causeway across Queens Creek." The purpose of the corridor was to eliminate the potential for commercial growth of motels and restaurants on the

main route into the Information Center. When he came here, Colonial Williamsburg owned fewer than 500 acres. Today it owns 3,300.

One site the Foundation bought and then eventually sold was Kingsmill, purchased originally in the 1950s for \$500,000 to preclude unsightly industrial or commercial development. Humelsine was a key figure in attracting Anheuser-Busch to the area in the late 1960s. He was convinced the company could broaden James City County's tax base without jeopardizing the aesthetics of the community. A chief provision dating back to the 1950s was that Colonial Williamsburg would retain a corridor for access to Carter's Grove plantation, and last year the \$1 million Country Road was opened to the public.

What would Humelsine's own epitaph be? "I think the most I want to be remembered for is the development of an organization that represents quality. I think that's the hallmark of Colonial Williamsburg. If you talk to anybody about Williamsburg, they see this as a quality effort. You look at the quality of the collections, the quality of the personnel, the physical setting, the quality of the maintenance, the quality of the hotels—this is the image of Williamsburg to visitors and the primary reason for our success."

Can that quality survive? "It has to survive if we are to survive. I'm confident the new leadership under Chuck Longworth will continue that quality, and hopefully embellish it."

He added, "I think I've helped fulfill the dream of Mr. Rockefeller and Dr. Goodwin. I have no apologies. I've accomplished a few things."

"No apologies" also means Humelsine has no regrets over any missed opportunities—at least not for the record. Perhaps his biggest frustration was not getting public support in the community to shut off Francis Street so he could expand the Historic Area to accommodate increasing numbers of tourists.

That was during the mid-1970s when it was thought the 1976 Bicentennial would tax Colonial Williamsburg's resources to the fullest, thereby taxing tourists' patience. Today, Humelsine sees a silver lining to the Bicentennial bust.

"I'm really pleased that the growth of exhibition building visitation has tapered off. We were worried and concerned that we'd approach 2 million. This was before the energy crisis. It would have been difficult to cope with, bringing with it the threat of lower standards and capabilities."

The correlative plan to build satellite interpretive centers on the periphery of the Historic Area was shelved when the Francis Street closing didn't work out. "I would be more satisfied with a million to a million and a quarter visitors annually. If and when substantial visitation increases occur, some of these new developments such as the decorative arts gallery and Bassett Hall will help relieve the physical pressure on exhibit buildings."

Some of his other ambitious plans met with community opposition over the years. Among them was the closing of Merchants Square to vehicular traffic, enhancing the roadway as a pedestrian plaza instead. "What do you think would happen if I tried to open up Merchants Square to traffic again? They'd tar and feather me, just as they wanted to do when I first set out to close it."

For Humelsine, the future of Colonial Williamsburg looks as promising as the past.

"I see an archaeological museum in our future, and I see an expansion of our folk art museum in the future. We will provide a richer experience, with wider potential for handling visitors.

"I see tremendous expansion of visitation at Carter's Grove. We've abandoned the master plan idea of making it just an eighteenth-century plantation. Carter's Grove is just bound to turn into an all-day experience." He was referring to the surprise discovery of a fortified compound of the 1619–1635 period which verified the earliest Indian massacre of colonists in the New World.

Plans to open the Lightfoot House as an exhibition building have been scrapped, but the restoration of the Nicholas-Tyler House on the site of 1930s Courthouse will proceed. The nearby Tyler office and kitchen (formerly the city public library) will be converted into hotel rental units at a cost of \$375,000.

Bassett Hall will be opened to the public in a limited fashion with a separate ticket structure. The house is too small and its furnishings too fragile to accommodate heavy visitation. "There is a maximum number of people it can handle at any given time."

Humelsine is proud of his executives, who fall into three generations of past, present, and future. Among those who have retired whom he spoke warmly of were Duncan Cocke, A. Edwin Kendrew, Charles E. Hackett, John Graham, Thomas G. McCaskey, I. L. Jones, Jr., John D. Green, Robert Evans, Edward Alexander, and the late Richard Talley. Those who will be retiring in a few years include Mildred Layne, Donald J. Gonzales, Rudolph Bares, Jr., Alden R. Eaton, and Harold A. Sparks. The future is in the hands of Longworth, Roger F. H. Leclere, Sebastian J. DiMeglio, Peter A. G. Brown, Graham Hood, Beatrix T. Rumford, Roy E. Graham, James R. Short, Ivor Noël Hume, Burleigh Cruikshank, Jr., Robert C. Birney, D. Stephen Elliott, Norman G. Beatty, and F. Roger Thaler.

"I've been blessed with a superior group of associates. There's a lot of talent in this place."

There's no way to catalog the thousands of things Humelsine has been involved in with the restoration over the years. Many of them are taken for granted today, such as the painstaking puzzle of greenbelt that he has put together to protect the Historic Area.

Some of his environmental ideas started out small, such as the three magnolia trees planted in front of the Williamsburg Inn circle. "Polly Stryker, the mayor, was very upset about that at the time because he said it blocked his view of the Inn from Francis Street. But that's exactly what it was supposed to do. We didn't want people to have to see the front of this relatively modern building while walking in the Historic Area."

"That's one of the things I'm going to miss around here, the chance to change something on the spot when I feel it's necessary. Now I'll have to go through channels, talk to the new president." A wry smile crossed his face, suggesting subtly that he still has pretty good clout at the top.

With that, Carl Humelsine bid goodbye to his breakfast guest. He set off walking to work so he could move back into his 1953 office, just four feet and 26 years away from the chief executive suite.

GIFTS FROM GENEROUS AMERICANS

Highlight Year at Colonial Williamsburg

AMERICANS have assumed a stewardship role in the development and perpetuation of Colonial Williamsburg that dates almost to the beginnings of the restoration.

Given the example of Mr. John D. Rockefeller, Jr., who provided the funds for restoring the colonial capital of Virginia, private citizens, corporations, and foundations have supported Colonial Williamsburg's educational and cultural programs with remarkable and tangible generosity.

Donations of antique items for the exhibition buildings in the town's Historic Area have been important additions to an unrivaled collection of early English and American furnishings. These items, in turn, have made possible a fuller interpretation of the colonial era.

In recent years, Americans have shown their support in even more dramatic fashion with contributions to help meet the Foundation's operational expenses and to undertake major expansions and enrichments in its capital projects and programs.

FINANCIAL GIFTS

During 1978 nearly 4,000 people and organizations made gifts, grants, and pledges totaling over \$6,185,000 to the Foundation. The number of donors was a record for the Foundation. Equally impressive is the growth in the number of donors and in the total amount of funds given or committed since the program began in 1976, when fewer than 250 donors gave approximately \$50,000. By the end of 1978 more than \$14.5 million had been given or pledged to Colonial Williamsburg and its work.

The largest gift in 1978 was a \$4 million commitment by the Rockefeller Brothers Fund for use in a major revitalization of the Historic Area. Included in the program is the removal of the former courthouse, built in 1932 on South England Street, and reconstruction on that site of the Nicholas-Tyler House and dependencies to complete the eighteenth-century appearance of Market Square; reconstruction of the associated outbuildings at the Peyton Randolph and James Anderson properties to permit development of complete, thematic interpretive programs; a refurnishing of the Governor's Palace to reflect more accurately the influence of British colonial governors on early America; and alteration or reconstruction of appropriate buildings as eighteenth-century merchandise shops in the Historic Area to broaden interpretation of the intense business activity of the colonial town.

The Foundation also received an additional commitment of \$750,000 from DeWitt Wallace, who in 1976 pledged \$4 million for a major renovation of the Information Center. Other major gifts for specific projects included funds from the Charles E. Merrill Trust for conversion of the Norton-Cole Stable in the heart of the Historic Area to a contemporary classroom for educational groups, and additional funds from A-T-O Inc. for further development facilities at the Powell-Waller property to accommodate in-depth student programs.

Archaeological work continued at Carter's Grove plantation during 1978 through the financial support of the National Geographic Society. The discovery in 1977 of an English settlement dating to the early seventeenth century was the subject of a major article in the June 1979 issue of *National Geographic* magazine.

In addition to the remarkable major gifts for specific purposes, the Foundation last year received \$756,000 in



THE RECONSTRUCTED store of John Greenhow, eighteenth-century merchant, will again be opened to the public for the sale of merchandise in 1980. The project is being funded by the Rockefeller Brothers Fund grant and is part of an effort to reflect the active mercantile life of the colonial city.

unrestricted gifts and grants. Included in the unrestricted figure was \$300,000 of Colonial Williamsburg's \$450,000 three-year National Endowment of the Humanities challenge grant. The amount of unrestricted gifts increased from \$84,000 in 1976 to nearly \$442,000 in 1977.

In response to the growing number of outstanding gifts to the Foundation, the Raleigh Tavern Society, a public group dedicated to the continuing financial support of Colonial Williamsburg, was formed in 1978. Society membership is open to those making annual unrestricted gifts of \$2,500 or more. Although not required, pledges of \$25,000 in yearly increments of \$2,500 are encouraged. Life membership in the Society is accorded those contributing \$100,000 or more. By the end of 1978, the Society included more than 25 members who contributed a total of \$149,000 to the Foundation during the year.

Society funds will be used to help preserve and complete the 173-acre Historic Area, to create new educational and cultural programs for visitors, and to enhance preservation and interpretation of history through crafts, music, drama, films, and publications.



ADDITIONAL FUNDS for the development of facilities for in-depth student programs on the grounds of the Powell-Waller House were provided by A-T-O Inc. in 1978. The gift was among major donations received for specific projects.



THE EARLY seventeenth-century settlement of Wolstenholme Towne at Carter's Grove plantation may have looked like this preliminary rendering by artist Richard Schlecht that appeared in the June 1979 issue of *National Geographic* magazine. National Geographic Society grants funded Colonial Williamsburg archaeological work that led to the rediscovery of the lost settlement in 1977. (©1979 National Geographic Society). The site was interpreted to visitors for the first time in the summer of 1978.

GIFTS TO THE COLLECTION

Antique objects given to the Foundation during the year had a total appraised value of nearly a quarter of a million dollars. In reality, the value of these surviving documents of the past is incalculable. The items of furniture and furnishings shed new light on the personal and public lives of Williamsburg's early residents. In many cases, the objects fill important gaps in the Foundation's knowledge on a particular subject.

The range of objects given in 1978 is enormous — from small decorative articles to an entire library. Like pieces in a large puzzle, each added to the understanding of the social history of Williamsburg. Space allows only a sampling of the diversity of the items received.

Heading the list of major gifts to the Colonial Williamsburg collection was a rare collection of 329 antique volumes once owned by the Prentis family of Williamsburg. It represents the largest remnant of a local eighteenth- and early nineteenth-century library yet obtained by the Foundation. Among these valuable books are volumes possessed by some of Williamsburg's best known colonial residents, including a complete set of works of Shakespeare previously owned by Virginia's last royal governor, the Earl of Dunmore. Once the books are restored they will be returned to the Governor's Palace, from which they were removed to be sold at public auction in 1776. The collection was the gift of Mrs. Blanche Miller Webb of Charlottesville, Virginia, and Dr. and Mrs. Joseph Prentis Webb of Central Lake, Michigan.



A COMPLETE set of the works of Shakespeare, once owned by Lord Dunmore and sold at public auction in 1776, was included in a library of 329 antique volumes given to Colonial Williamsburg last year. Five of the six Shakespeare books contain Dunmore's bookplate like the one shown here. The library once belonged to the Prentis family of Williamsburg and was given to the Foundation by Mrs. Blanche Miller Webb of Charlottesville, Va., and Dr. and Mrs. Joseph Prentis Webb of Central Lake, Mich.

The Foundation's collection of ceramics was enriched with a number of important gifts in 1978. Included were 28 pieces of Worcester porcelain presented by Mr. and Mrs. Samuel M. Clarke of Chicago as a part of an ongoing gift from their important collection; an English delftware punch bowl decorated with a blue and manganese chinoiserie landscape design and an inscription similar to ones found during archaeological excavations on several Williamsburg sites, acquired through funds given by Mr. and Mrs. Stanley Stone of Milwaukee, Wisconsin; a pair of Bow porcelain sweetmeats similar to a shell sweetmeat (probably made by the same manufacturer) excavated at the Prentis House property in the Historic Area, a gift of Mrs. Webster Rhoads of Richmond, Virginia; a miniature Chinese export tea service, just one of several gifts made to the Foundation last year by Mr. and Mrs. William C. Schoettle of Bay Head, New Jersey; and a pair of blue and white transfer-printed and hand-painted fruit baskets of about 1780, a gift of Mr. and Mrs. Henry Clay Hofheimer of Norfolk, Virginia.



A BUTTER DISH with cover and stand was one of 28 pieces of Worcester porcelain presented to Colonial Williamsburg by Mr. and Mrs. Samuel Clarke of Chicago as a part of an ongoing gift from their important collection of Worcester. A number of other important pieces of porcelain were given to the Foundation in 1978.

A number of significant silver items were given to Colonial Williamsburg, including a mug of baluster form with the initials "LB" engraved on the outside. The mug once belonged to Lucy Burwell, wife of Colonel Nathaniel Burwell of Carter's Grove plantation and of Carter Hall plantation in Clarke County, Virginia. This attractive mug is a welcome addition to the Foundation's small collection of pieces with a Burwell family history and to its holdings of Virginia-made silver. It was the gift of Mrs. Lindsay Hay of Arlington, Virginia.

Another 1978 silver gift with a Burwell family connection



An Inventory of the Personal Estate of his Excellency
 Lord Botetourt ~~as taken the 24th of Octo. 1770~~
 taken the 24th of Octo. 1770
 Dining Room
 1 black Turk stand
 12 wax tapers
 1 "

Cash found in the house
 2 Leather Seating chairs
 1 Card Table Mahogany
 1 Walnut W. ing Table
 1 " " " " " " " "



1781, 25 Feb.
 Schedule of Losses sustained by the Earl of Dunmore,
 His Majesty's late Governor of the Colony of Virginia.
 N. 1. 500 acres of land in high cultivation with valuable
 orchards, known by the names of Polo Wells and "

TWO OF THE important documents being used in the refurbishing of the Governor's Palace are the inventory of the personal possessions of Lord Botetourt, Virginia's royal governor from 1768 to 1770 (above), and a "Schedule of Losses" submitted by Lord Dunmore, Virginia's last royal governor, following the Revolutionary War. A portion of the Rockefeller Brothers Fund gift is financing the refurbishing project.



AMONG HISTORIC AREA projects being funded by the \$4 million gift of the Rockefeller Brothers Fund will be the reconstruction of the outbuildings on the grounds of the Peyton Randolph House to permit development of a comprehensive, thematic program on the site.

was a pair of tripod salts last owned by a direct descendant of Colonel Burwell. These handsome items were made in London around 1760 and were purchased with funds given by the Antique Collectors' Guild of Richmond, Virginia.

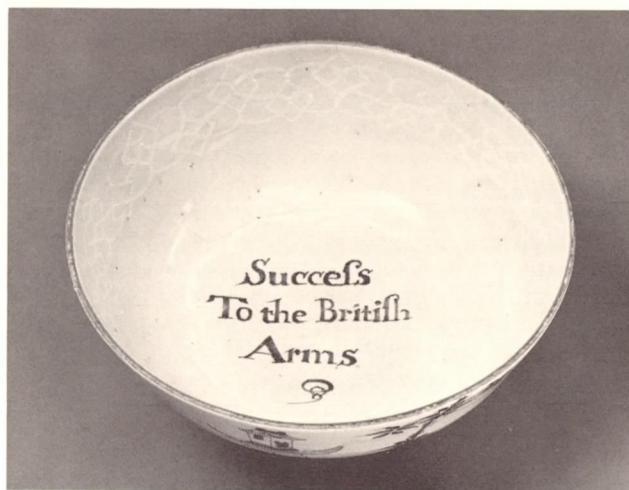
Among other silver objects received was a pierced breadbasket made by the London silversmith William Plummer around 1767–1768, a gift of Mr. and Mrs. Joseph H. Hennage of Chevy Chase, Maryland, and three pieces of fused silverplate of the variety that arrived in Virginia in the early 1760s and became very popular in America through the early decades of the nineteenth century, gifts of Mr. and Mrs. Oliver F. Ramsey of Williamsburg.

Clay P. Bedford, noted antique firearms collector, and Mrs. Bedford presented Colonial Williamsburg with two of its most valued gifts in 1978. The first was a fowling piece made about 1720 that adds a new dimension to the Foundation's arms collection and is an appropriate accessory to the Governor Spotswood era of Williamsburg. The weapon was made by W. Hutchinson of London, who also made a rifle in the collection that once belonged to Lord Dunmore, the last royal governor of Virginia.

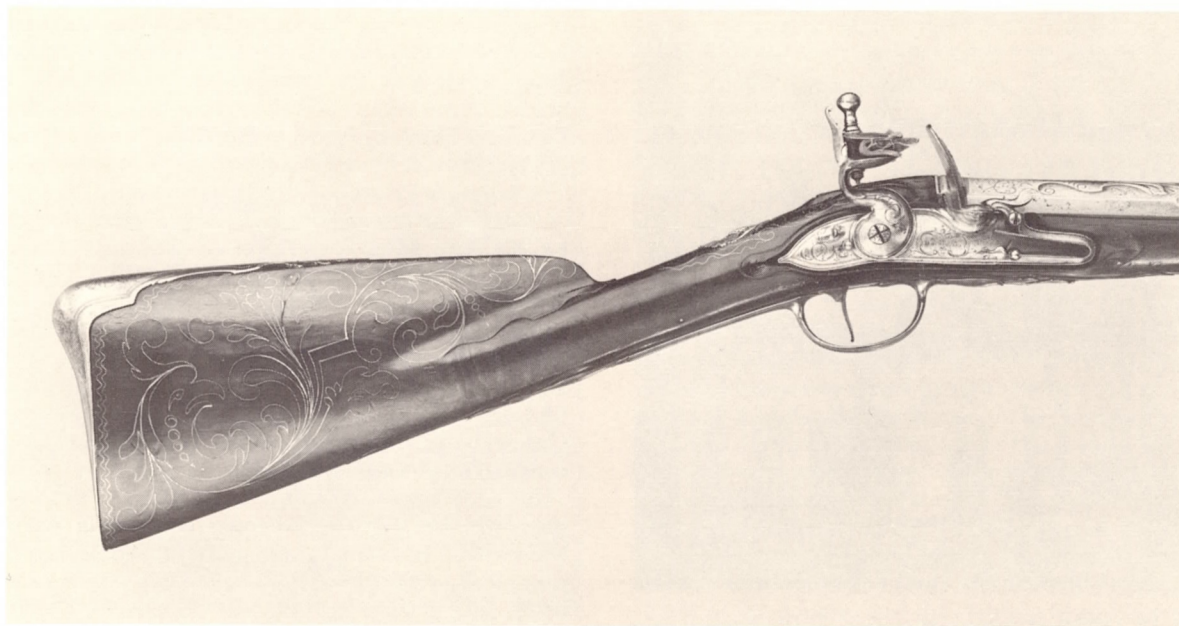
The second firearm is a musket dating from the 1690s. It fills a chronological void in the Foundation's important collection of British arms.

Since it was opened in 1950 by Colonial Williamsburg, the Pasteur-Galt Apothecary Shop has exhibited many examples of medical equipment used by Dr. John Minson Galt in the original shop and by some of his descendants who also were doctors. These objects had been on loan from Dr. Galt's descendants until they were presented to Colonial Williamsburg in 1978 as a gift by Mrs. Anne Kirby Black of Wellesley Hills, Massachusetts, to assure their continuous display in the shop where many of them were

used in the eighteenth century. The collection includes three certificates of John Minson Galt, more than one hundred medicine bottles and boxes—some with their original contents intact—cases of surgical instruments, and many other tools for making and dispensing medications and for use in surgery.



FUNDS FROM Mr. and Mrs. Stanley Stone of Milwaukee permitted Colonial Williamsburg to acquire this English delftware punch bowl with an inscription similar to ones found on several sites in Williamsburg. A bowl of this type logically would have been used in Williamsburg in the 1750s when colonists still considered themselves loyal British subjects and there was considerable interest in the Seven Years' War.

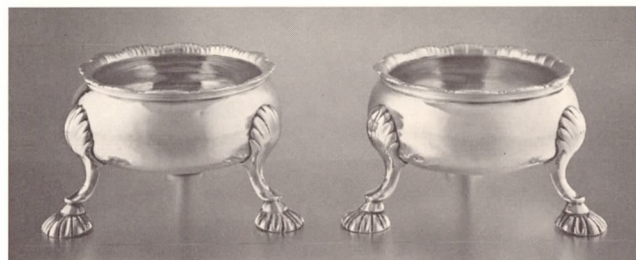


THIS EXQUISITELY decorated fowling piece, made about 1720, is one of the best of its type in existence. It is by the same gunsmith who made an outstanding rifle in the Colonial Williamsburg collection that once belonged to Lord Dunmore, Virginia's last royal governor. The fowling piece was a gift of the noted antique firearms collector, Clay P. Bedford, and Mrs. Bedford.

Mrs. Black also donated a fragmentary set of bed hangings made from copperplate-printed cotton in a design showing George Washington being crowned by Fame. This textile helps fill a void in the collection of upholstery study documents and has a history of having been used in Williamsburg on a bedstead already in the Foundation's collection.

Two other fine accessions in 1978 were a length of "Norwich-worsted," brocaded with flowers and dating from the 1760s, a gift of J. Lloyd Hyde of Old Lyme, Connecticut, and a 1770 silk quilted petticoat with a tradition of having been imported from London and worn by Mrs. Gabriel Galt of the noted Galt family of Virginia.

Several fine textiles were also gifts to Colonial Williamsburg during the year. F. Schumacher, Inc., of New York donated a group of printed and woven documents for study purposes. Significant among this large group of textiles are two eighteenth-century brocaded silks woven in the Spitalfields area outside of London and several pieces of Indian mordant painted cotton that were used as upholstery at some time in the eighteenth century — a conclusion based on evidence of nail holes.



ADDITIONS last year to a growing collection of objects associated with Carter's Grove included important silver items once belonging to early plantation residents. A silver mug engraved with an ornamented cypher "LB" for Lucy Burwell, wife of Colonel Nathaniel Burwell, was given to the Foundation by Mrs. Lindsay Hay of Arlington, Va. A pair of tripod silver salts last owned by a direct descendant of Colonel Burwell were given by the Antique Collectors' Guild of Richmond, Va.



A LARGE NUMBER of eighteenth-century medical items once owned by Dr. John Minson Galt in Williamsburg were given to Colonial Williamsburg last year by Mrs. Anne Kirby Black, a descendant of Dr. Galt. The medicine bottles, boxes, surgical instruments, and other tools are on exhibit in the Pasteur-Galt Apothecary Shop in the Historic Area.

FOLK ART GIFTS

Friends and supporters of the Abby Aldrich Rockefeller Folk Art Center's program were also extraordinarily generous in 1978. Early in the year, a superb pair of merganser decoys by an unidentified carver were added to the collection as the bequest of Edward S. George of Riverside, Connecticut. Mr. and Mrs. John Staub of Houston, Texas, donated a sprightly theorem painting featuring a bouquet of flowers in a striped pot. It was featured on the cover of the magazine *Antiques* in May 1961. Painted on fine linen rather than the usual paper or velvet, the unusual stencil composition is believed to have been done near Conway, Massachusetts, about 1820.

The Folk Art Center published its profusely illustrated *A Checklist of American Coverlet Weavers* in June 1978, the result of a five-year research project funded, from start to finish, by Mr. and Mrs. Foster McCarl of Beaver Falls, Pennsylvania. The *Checklist* provides biographical and technical information on over 900 weavers and is intended to aid those who wish to identify the maker, provenance, or pattern of a coverlet woven on a loom with a Jacquard attachment. To celebrate the book's appearance, the McCars enriched the display in the museum's Craft Gallery by adding nine coverlets, two butter molds, and an unusual steel toasting fork.

In addition, two volumes of remarkable watercolor drawings by the York, Pennsylvania, folk artist Lewis Miller were presented in memory of George Hay Kain by two of his sons. A 96-page sketchbook entitled *Landscapes in the State of Virginia, 1853* was donated by Dr. and Mrs. Richard M. Kain of Louisville, Kentucky, while a 146-page companion volume, *Orbis Pictus*, drawn in 1849, was the gift of Mr. and Mrs. William H. Kain of York, Pennsylvania. Many of the drawings depict Virginia towns and everyday life in the 1850s and include several sketches of great rarity



THIS UNUSUAL theorem painting, done on fine linen rather than the usual paper or velvet, was given to the Abby Aldrich Rockefeller Folk Art Center last year by Mr. and Mrs. John Staub of Houston, Tex. The unsigned painting was probably done near Conway, Mass., around 1820.

and importance that describe the role of blacks prior to the Civil War. Other scenes reveal a wide range of popular mid-nineteenth-century themes, some based on firsthand observation by the artist and others derived from printed sources or published accounts.

OTHER DEVELOPMENTS

Among other important developments in 1978 were actions resulting from a number of management studies directed toward improved operating efficiencies and a broadening of the Foundation's financial base.

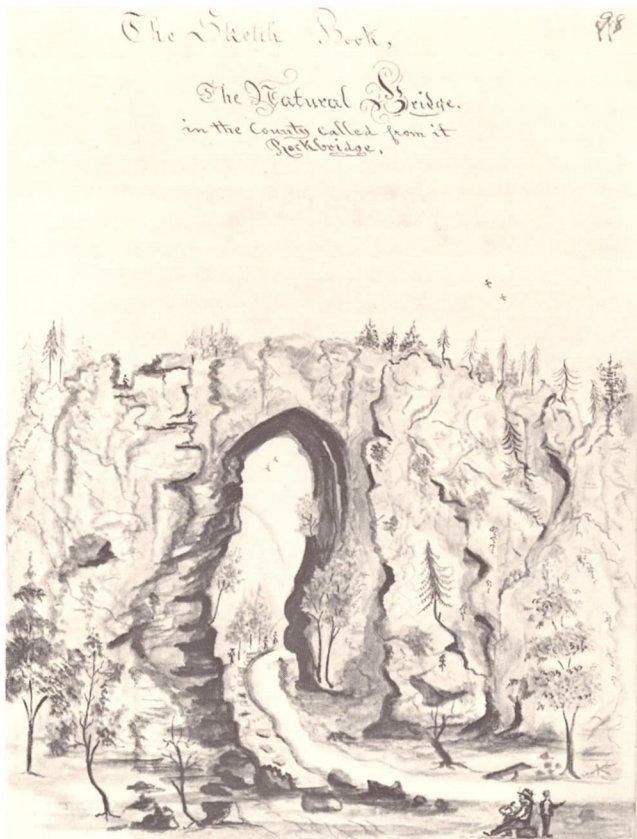
Cambridge Associates of Boston, Massachusetts, a management consultant firm to a number of leading educational institutions, recommended several internal measures to improve productivity and achieve financial equilibrium. The Foundation subsequently adopted as its major financial goals for the future the maintenance of the purchasing power of the endowment fund, maintenance of physical properties in perpetuity, growth of income and expenses at the same level, and balancing the annual operating budget. By year's end, significant progress toward these goals had been made.

An important factor in the financial achievements realized in 1978 was the adoption of a new budgeting procedure with the assistance of the Coopers & Lybrand financial accounting firm. Entitled "Financial Equilibrium Planning," the procedure is a form of zero based budgeting and is designed to reexamine fundamental assumptions about expenditures, to force evaluation of Colonial Williamsburg activities in order of priority, and to enlist active participation in budget planning and thinking from a wide range of management personnel.

A stronger, more manageable maintenance program for the irreplaceable Historic Area and other Foundation properties was adopted in 1978 as the result of recommendations by Groover Engineering Company of Atlanta, Georgia. Actions taken included a partial reorganization of the Construction and Maintenance Division and a broadening of its capabilities, placing increased emphasis on planned maintenance, and efforts to increase top management's awareness of maintenance standards and needs.

An important step toward broadening the organization's financial base was the beginning of a study of Merchants Square and its future development. Ben Thompson and Associates, the noted architectural and real estate development firm of Cambridge, Massachusetts, was retained in 1978 to draft a master plan for the modern shopping facility located between the Historic Area and the College of William and Mary. Objectives of the plan include a major expansion of retail space, the strengthening of Merchants Square as the center of the modern city of Williamsburg, the addition of a variety of new dining experiences, a provision for a broader variety of products and services, the development of a more attractive and exciting environment in the square, and the creation of additional evening and year-round appeals.

These and other developments, combined with the remarkable generosity of so many thoughtful Americans in 1978, brought new assurances for a long-term future for Colonial Williamsburg.



TWO VOLUMES of remarkable watercolor drawings by the nineteenth-century folk artist Lewis Miller were presented to the Abby Aldrich Rockefeller Folk Art Center in memory of George Hay Kain by two of his sons. Shown here is a view of Virginia's noted Natural Bridge from the volume entitled *Orbis Pictus*.

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*deceased July 28, 1979

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Donald J. Gonzales, vice president and director of Public Affairs since 1958, was named senior vice president of the Foundation. Norman G. Beatty, assistant director of Public Affairs, was named director of Public Affairs.

Rudolph Bares, Jr., vice president and director of Cor-

porate Services, was appointed to the new position of vice president and director of Construction Programs.

Burleigh (Pete) Cruikshank, Jr., former director of Corporate Personnel for the Gillette Company, was named vice president and director of Personnel Relations to succeed Mills Brown.

Robert Birney, a former vice president at Hampshire College, was appointed director of Planning for Colonial Williamsburg. In this post, Mr. Birney assisted the officers and staff in reviewing and establishing Foundation objectives, programs, and policies.

D. Stephen Elliott, formerly assistant secretary of the Foundation, was elected associate secretary while continuing to serve as executive assistant to the president.

Forrest W. Williamson, former associate director of the Brown Fund at Brown University, was named director of Annual Giving, a new position in the Division of Development.

Gary L. Edwards was promoted to the newly established position of director of Employee Relations and Benefits. Pamela A. Reiss assumed the newly established position of director of Wage and Salary Administration.

Jean Van Tol succeeded Derek J. R. Smith, who resigned from the Foundation, as director of Budget Administration. Dale Loudenback was promoted to the position of director of Data Processing.

James Miles was promoted from resident manager to general manager of the Williamsburg Inn, and Peter G. Henry succeeded William L. Cini as general manager of the Williamsburg Lodge.

Douglas E. White was promoted to the position of director of Real Estate Operations. Allen Fink, director of Hotel Services, retired and was succeeded by Royce Cottingham, former director of Mechanical Operations and Maintenance. Fred Mayfield then assumed the post formerly held by Mr. Cottingham.

A total of thirty-six Colonial Williamsburg employees were honored in 1978 for twenty-five years of service to the organization, including the following individuals: Blanche Adcock, Williamsburg Lodge pantrywoman; Rudolph Bares, Jr., vice president and director of Corporate Services; Ruth Billups, Laundry utilityperson; John W. Bowden, Landscape equipment operator; Charles S. Brown, Building Maintenance assistant foreman; Peter A. G. Brown, vice president and director of Museum Operations; William L. DeMatteo, staff master craftsman; Harold O. DeWitt, director of employment; L. Perry Dutton, Williamsburg Lodge assistant manager; William A. Edwards, Building Maintenance night working foreman; Paul I. Garnett, Collections preparator; Inge Gettings, Motor House desk clerk; Alton Hedgepeth, Bus Operations dispatcher; Helen D. Hudson, hostess supervisor; Carlisle H. Humelsine, chairman of the board; William E. Jacobs, director of Purchasing and Estimating; Gertrude R. Johnson, Information Center lead center desk attendant; Walter E. Johnson, Landscape gardener; James J. Jones, Landscape construction foreman; Wilbert Jones, Williamsburg Lodge projection supervisor.

Also, Jacob E. Keyser, Coach Operations and Livestock superintendent; Willie M. Lawson, Williamsburg Lodge insectress; Ray W. Martin, manager of Film Distribution; Percy Mason, Commissary baker; Hillery M. McAllister, Building Maintenance paint foreman; Walter Dale Nelson, Building Maintenance carpenter; Harry S. Oliver, mail clerk and chauffeur-messenger; Lloyd N. Payne, Jr., security officer; Everett J. Raynes, Jr., assistant director of Landscape; Pinkey B. Robinson, Chowning's Tavern pantryperson; Burton L. Rogers, plant engineer; Virginia G. Roseberg, Public Affairs administrative assistant; Thomas

B. Schlesinger, director of News Services; Catherine T. Smith, Williamsburg Lodge section housekeeper; Joseph Webb, auto mechanic; Dorothy W. Williams, Costume Shop supervisor.

COST OF OPERATIONS

During 1978 the cost of all operations of the Colonial Williamsburg Foundation (presenting its educational and interpretive program, providing necessary services and facilities for the accommodation of the visiting public, carrying forward current works of historic preservation, and maintaining its properties) amounted to \$50,904,610.

Income during 1978 (derived from admissions to the exhibition buildings, sales of Craft House and craft shop merchandise, books, and films, the rental of residential and other properties in and near the Historic Area, and from the furnishing of facilities and services to the public) amounted to \$50,104,502.

The resulting operating deficit of \$800,108, combined with debt and other long-term obligations, was funded by investment income of \$3,065,025 from the permanent endowment of the Foundation and \$443,000 in unrestricted charitable contributions. The balance of \$2,350,758 was used for carrying forward the educational programs of the Foundation.

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.

Taxes of \$368,109 paid to the city of Williamsburg during the year amounted to 25.8 percent of all real estate taxes collected in the city in 1978. Taxes paid to the adjoining counties of James City and York on properties subject to prevailing real estate taxes totaled \$50,499 for the year.

AUDITS

The books of the Colonial Williamsburg Foundation are audited annually. For 1978 the audit was performed by the independent public accounting firm of Coopers & Lybrand.

GIFTS to Colonial Williamsburg

An Acknowledgment to Many Generous Contributors

Space prohibits listing the nearly four thousand donors to the Foundation during 1978. Following is a list of the individuals and organizations who made gifts valued at \$100 or more during 1978. To all of the contributors, Colonial Williamsburg expresses its deepest appreciation.

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