

MARY BALDWIN

M A G A Z I N E

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Transformational Leadership

THE PRESIDENCY OF DR. PAMELA R. FOX

2003–23

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VOL. 34 NO. 1 WINTER 2023

Features

22 The Palmer College

A generous gift from Susan Nolan Palmer '67 has enabled MBU to launch a new named college that will overhaul current online learning experiences and add targeted new programs for nontraditional students.

26 Visionary Leadership

Mary Baldwin University celebrates Dr. Pamela R. Fox's transformational presidency as she prepares to retire in June 2023. Her two decades at the helm have been marked by trailblazing vision, collaborative action, and strategic evolution.

Departments

1 From the President's Desk

2 MBU News

College of arts and sciences named for renowned artist Betty Gold, new program eliminates tuition costs for low-income students, great start for MBU's doctor of nurse anesthesiology program, partnership with New York City's Eagle Academy, and more.

52 Class Columns

News and accomplishments from MBU alumni.

58 Alumni Profile

Dacrie Brooks '98 was one of New York's most respected PR professionals. Now she's using her skills to fight racial injustice.

Orchestrating the Crescendo

I hope you and your families are enjoying a joyous holiday season. In this 20th and final year of my presidency, I am deeply grateful for each of you. Gratitude is surely the wellspring for all to unleash mutual strength and spirit.

Over the past few months Dan and I have savored each of the traditions that mark our seasons at Mary Baldwin, including the 20th grand pumpkin display for Halloween, Founders Day, Family Weekend, and Christmas Cheer. Thanks to many of you for joining me in the Gratitude Tour, including our two virtual events celebrating our deep roots of 181 years and four decades of leadership with Dr. Tyson and myself. I enjoyed offering my musical tribute at the piano to alumni gatherings in North Carolina, Texas, and Richmond. I hope to share time with many more of you over the next few months.

When I announced my retirement on August 22, I highlighted that this time of transition reinforces the power of our community. Our place in this changing world is what we make of it. I view this time as a dash, not a period, signaling the anticipation of continuity. It is, drawing upon my musical foundation, a crescendo where we build to the future without loss of momentum.

During this year, we are living that dash, we are orchestrating the crescendo. We are negotiating our place in this time of rapid change since the pandemic began through constant analysis and frequent calibration. We are keeping abreast of how the changing trends are affecting each of our mission-serving populations — residential, online, and healthcare professionals. We are creating a new paradigm to ensure we can fulfill our mission of empowering inclusive leaders to create lives of purpose and professional success.

There are several critical aspects of our path forward driven by this crescendo, including living into our new strengthened and centralized university structure with three colleges (the Gold College of Arts and Sciences, the Palmer College of Professional Studies, and the Murphy Deming College of Health Sciences), supporting our students and alumni through the new McCree Center for Life Success, and a bold and authentic new brand promise. The Fox Futures Initiative continues to garner support to fuel our momentum.

As we confidently await the appointment of our 10th president, please join me as an active voice in this crescendo to the future. I offer my deepest appreciation and abiding affection to everyone in our extended Mary Baldwin family.



Pamela R. Fox
President



Legendary White House Correspondent April Ryan Gives Lecture

The second annual Teague Lecture brought legendary reporter and political analyst April Ryan — the White House's first Black, female correspondent — to campus last April to discuss her 25-plus year career on the frontline of American politics. Ryan served on the board of the White House Correspondents Association and has received countless accolades, including a 2015 NAACP Image Award, and a National Association of Black Journalists Journalist of the Year Award in 2017. Her talk centered around an assessment of the current state of American politics.



A Record-Setting Year

It was a stellar 2021–22 for MBU Athletics. The women's soccer team competed in the USA South Athletic Conference championship tournament for the first time since its creation in 2006, and advanced to the quarter finals. Men's basketball made history with its inaugural varsity season. And to cap off the year: USA South named a record-breaking 68 MBU student-athletes from 15 varsity programs to the conference's all-academic team.



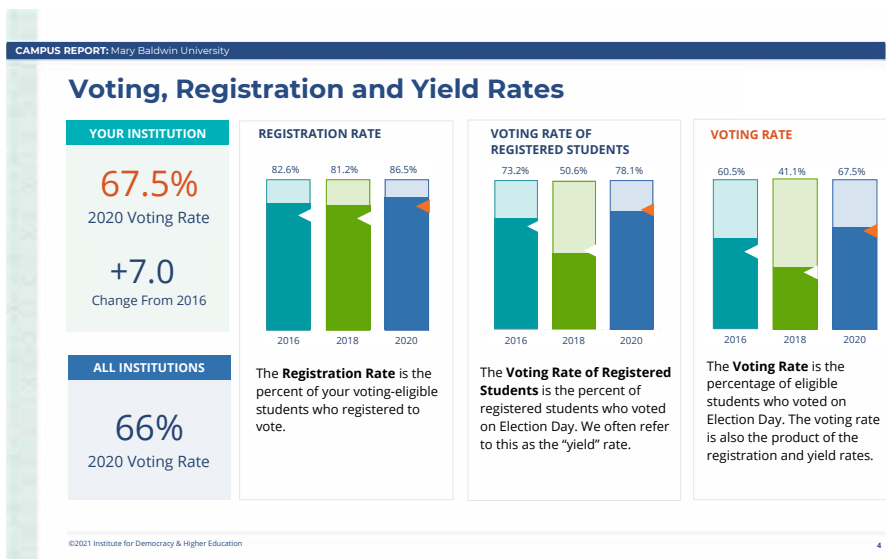


Texas Tour

MBU leadership visited alumni networks in Houston and Dallas in spring 2022 to share their vision for the university's future. Former Trustee Peggy Carr '67 and Randi Halsell '65 (pictured left with President Pamela R. Fox) hosted the Dallas gathering. There, Fox highlighted examples of MBU's ability to act as an opportunity engine and accelerator for student success, and celebrated sibling community leaders Margaret Hunt Hill '37 and Caroline Rose Hunt '43. Lynn DesPrez '70 hosted the Houston reception, where guests were excited to learn about new academic offerings like MBU's doctoral programs in nursing and nurse anesthesiology.

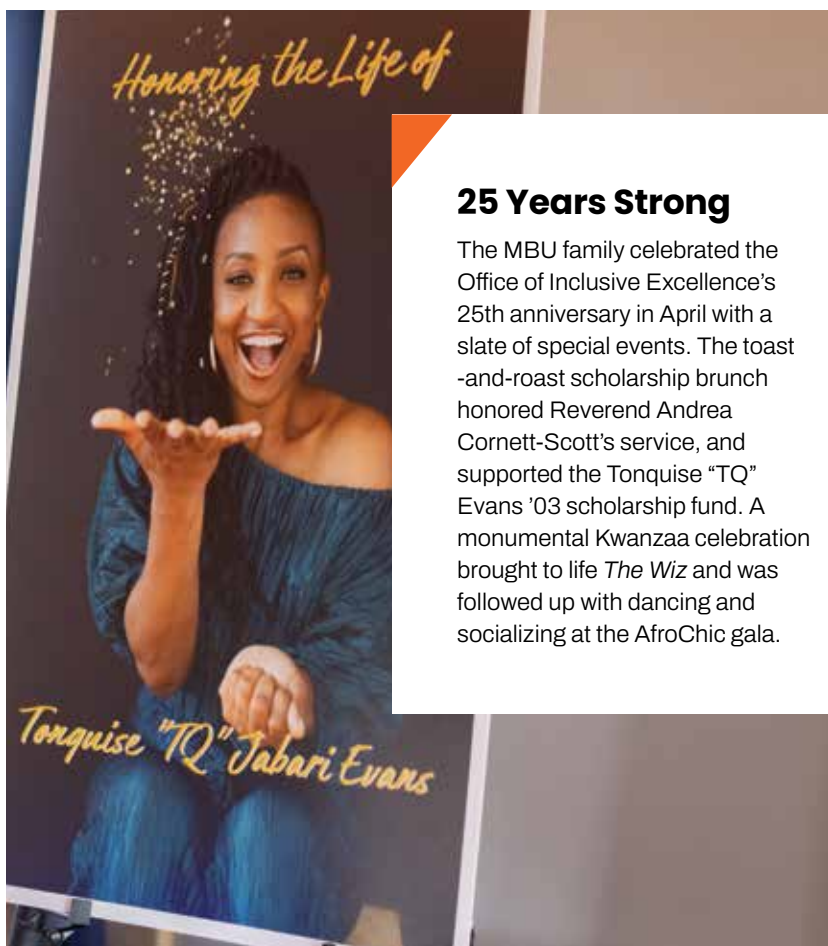
Students Rally Voter Turnout

A Tufts University National Study of Learning, Voting, and Engagement tracked a significant uptick in MBU student voter participation for the 2020 presidential election. The rate increased from 60.5% in 2016 to 67.5%, amounting to an additional 360 ballots cast. Students rallied voter turnout on campus with an educational, inclusive focus. They raised awareness of how to register and vote away from home, and provided nonpartisan information about key issues.



Igniting Change

More than 100 students from colleges throughout the Southeast converged on Staunton for the MBU-hosted 2022 Sullivan Foundation Ignite Retreat. Their goal? Learning to use business to drive social change. The annual event featured workshops on topics like understanding your passion, clarifying the problem you want to solve, and how to launch new projects. "The coaches challenged me to take risks and refuse to give up," said MBU attendee Alexis Dearmon '23. "I came away thinking that the only thing standing between me and my dreams is myself!"



25 Years Strong

The MBU family celebrated the Office of Inclusive Excellence's 25th anniversary in April with a slate of special events. The toast -and-roast scholarship brunch honored Reverend Andrea Cornett-Scott's service, and supported the Tonquise "TQ" Evans '03 scholarship fund. A monumental Kwanzaa celebration brought to life *The Wiz* and was followed up with dancing and socializing at the AfroChic gala.

Impact by the Numbers

MBU's community of donors made a profound difference in students' lives over the course of 2021–22. As the numbers show, gifts to the MBU Empowers Campaign help support the next generation of leaders through student support, program innovation, scholarships, and more. The university is grateful for donors' generosity last fiscal year, and their investment in Mary Baldwin's collective future.



STUDENT
SUPPORT

\$1.4
million

in unrestricted support
dedicated to critical student needs

190
students
received donor
funded scholarships



DOLLARS RAISED
TO SUPPORT
STUDENTS AND
MBU PROGRAMS

\$4.4
million



DONORS
EMPOWERING
STUDENTS

1,501
donors



MBU
DAY OF GIVING

\$466,043
from
527
donors



MBU EMPOWERS
CAMPAIGN
PROGRESS TO
DATE AND
COUNTING!

\$40
million

Physician Assistant Grads Net Perfect Record on National Certification Exams

The physician's assistant degree track (MSPA) at MBU's college of health sciences has achieved something remarkable: 100 percent of alumni have passed national certification exams on the first try since it launched in 2016.

The accreditation is comparable to the bar exam for lawyers, and serves as a gateway for employment. According to U.S. News & World Report, fewer than 18% of U.S.



Physician assistant graduates celebrate earning their white coats during a special May ceremony.



programs have logged 100% passage rates in the past five years. And that number would plummet if grads were only allowed one shot at the test (for many, it takes a few tries).

What makes MBU's MSPA program so extraordinary is that participants have all passed the first time. It's the only school in Virginia to achieve the distinction.

The track record — combined with about 95% of graduates landing "preferred jobs" within six months of graduation — has earned the program

what director Dr. Kent Diduch calls "a shining star reputation." It's now widely regarded as one of the nation's best, and alumni are highly sought after.

On one hand, "this shows we're following through on what we're promising students upfront, which is: 'We're going to prepare you and help you launch a great career,'" said Diduch. On the other, "It tells prospective students that, if they come here and put in the hard work, they can expect an excellent return on investment."

A Window into Harlem's Cultural History

Alumni explored the visual and material culture of the Harlem Renaissance through a three-part MBU mini-course sponsored by the Office of Alumni Engagement. Professors Kerry Mills, Dr. Amy Tillerson-Brown, and Dr. Craig Robertson illuminated the art, music, and literature that catapulted the Black cultural center to worldwide renown. For instance, Mills discussed Panel 40 of the *Migration Series* by Jacob Lawrence (pictured below) — one of a 60-painting series portraying the journey of more than a million African Americans from the rural South to the industrial North during World War I. (Photo credit: "The Migrants Arrived in Great Numbers." *The Museum of Modern Art, New York.*)



Professors (l-r) Kerry Mills, Dr. Amy Tillerson-Brown, and Dr. Craig Robertson



New Dean for MBU's College for Women

History professor and department chair Dr. Amy Tillerson-Brown has been named dean of MBU's College for Women. She plans to use the position to evolve and strengthen its founding mission of women-centered leadership development.

"Amy brings a wealth of experience and dedication to forging women-centered excellence to her new role," said MBU President Pamela R. Fox. "I'm thrilled that she'll be guiding the next chapter of this very special institution."

The dean's duties focus on developing and expanding the co-curricular experience of women on MBU's residential campus. Tillerson-Brown will look to encourage innovation in program design, and ensure continued

growth. She's currently conducting an assessment of existing programming and features, and developing a new multi-year strategic plan aligned with the university's evolving mission and goals.

Tillerson-Brown says she's excited about the unique opportunities that come with the role — particularly using the college to highlight and celebrate MBU's historic identity as a women's liberal arts institution.

"I look forward to working with students, alumni, and other stakeholders to develop a distinctive curriculum with co-curricular programming that will both distinguish the college for women and help transform the lives of those touched by [its] influence," she said.

"I look forward to working with students, alumni, and other stakeholders to develop a distinctive curriculum with co-curricular programming that will both distinguish the college for women and help transform the lives of those touched by [its] influence."

— Dr. Amy Tillerson-Brown, Dean of MBU's College for Women

Partnership with Virginia Western Community College Creates the State's Most Affordable Business Degree Track



Located in Roanoke, VWCC enrolls around 8,500 students.

A partnership with Virginia Western Community College (VWCC) has created the state's most convenient and affordable business degree track. But pulling it off wasn't easy.

Longtime MBU business professor Joe Sprangel worked hand-in-hand with VWCC business management professor Jeff Strom to devise innovations that would streamline processes and dramatically cut costs compared to other transfer and four-year programs. The resulting pipeline enables students to earn 84 credit hours from VWCC (instead of just 61), then finish with 36 at MBU. Synched

curriculum also ensures 100 percent of credits transfer — Strom says students typically lose about 10. Flexibility, convenience, and added cost savings can be unlocked through special hybrid and online course options.

VWCC Business, Technology, and Trades Dean Yvonne Campbell calls the partnership an “incredible win for our students.” The measures collectively reduce tuition to \$30,842 for the entire degree before grants and scholarships. That's significant, as U.S. News & World Report estimates average costs for similar in-state degrees at \$56,700.

Pipeline students can also earn MBAs faster and for less money. Curriculum tweaks help them earn up to six credits toward a master's while working on a BA or BS. The path lets them graduate a semester early and save \$3,900 in tuition — putting total costs for the pipeline MBA at \$19,500 vs. national averages of about \$33,500.

Sprangel calls the partnership “indicative of MBU's commitment to finding innovative solutions to workforce development and serving the educational needs of nontraditional college students.”

Plans for bringing similar options to more community colleges are underway.

New Program Eliminates Tuition Costs for Low-Income Students

A new initiative has launched that eliminates 100% of tuition costs for incoming students from Virginia whose families earn less than \$60,000 a year.

Known as Access MBU, the program mirrors the university's historic mission to boost accessibility, inclusion, and social mobility for underserved populations.

“We believe the accessibility and affordability of a high-quality education should be based on a student's academic performance, talent, and character — not their finances,” said Vice President of Enrollment Management Matt Munsey.



Access MBU is the university's latest effort to boost social mobility.

He's spent the past year working closely with other administrators to secure institutional funding to supplement state and federal aid, and bring out-of-pocket tuition costs — and related debt after graduation — to zero for economically disadvantaged learners. The program is open to new residential and commuter students from Virginia.

“We're extremely excited to be able to offer this opportunity to future students,” said Munsey. “Our commitment includes giving them the support not just to enroll at MBU, but to be successful during their college experience and beyond — and we have a proven track record of following through on that commitment.”



High school seniors from the Eagle Academy — an all-male college preparatory system in New York City — visiting MBU in spring 2022.

Partnership Targets Education and Wealth Gaps Among Underserved Young Men of Color

A dozen or so young men sat in the Jane Miller Welcome Center sharing thoughts about their day on campus. They'd spent the past few hours meeting MBU professors, staff and students, visiting residence halls, classrooms and athletics facilities, grabbing lunch in the dining hall, coffee in the University Cafe, and more.

"Pick the word or phrase that best expresses how you feel right now?" said Associate Vice President of Student Engagement Dr. Learie Nurse, who was leading the discussion.

The graduating high school seniors paused before answering. Some wavered, struggling with emotions as they uttered words and phrases like: "Amazed," "surreal," "dream-come-true," "perfect," or "I just can't believe it."

The magnitude of their reactions stemmed, in part, from the way Mary Baldwin had rewritten expectations around what college would look like.

They'd grown up in New York City's roughest and most underserved inner boroughs. They'd imagined amphitheater classrooms crammed with hundreds of learners, professors

burdened with too many students to learn their names, noisy and sprawling urban campuses — the list goes on.

"I loved how beautiful everything was, how you could step outside a building and see so many trees and mountains," said Kwame Opoku, a star basketball player who intends to study criminal justice and become a lawyer. Meanwhile, "everyone was just so nice. They seemed genuinely glad to meet me and learn about my goals. You could tell they were sincere about helping me find a place here and succeed."

For these young men, the April visit inspired reflections about their academic journey. They were graduating from Southeast Queens Eagle Academy, which is part of a six-school, all-male college preparatory system that serves 4,000 of the most socioeconomically disadvantaged students of color in New York and Newark, New Jersey. Virtually all of them were slated to become the first in their family to pursue a college degree.

"Where I come from, a lot of people will laugh in your face if you say you plan to go to college — it's more normal to

drop out than graduate,” said Isaih Scotland, who plans to major in psychology and become a psychiatrist. “So, to be standing here right now, I feel like I’ve beaten the odds. It’s taken so much work and dedication. Honestly, it’s hard to let myself believe it’s real.”

Nine Eagle Academy graduates — including Opoku and Scotland — joined MBU this fall as part of the Class of 2026.

THE INNOVATIVE NEW PARTNERSHIP between Mary Baldwin and Eagle Academy was spearheaded by Jeffries and Vice President of Enrollment Management Matt Munsey.

The connection was initiated by MBU Board of Trustees chair Gabrielle “Gabby” McCree ’83, who introduced Jeffries to Yvette Vargas, head of development at Citizens Bank. Vargas was working on a social equity initiative seeking to create a program for young men of color that would help close education gaps and reduce barriers to their success. McCree knew Jeffries was passionate about that mission, and thought he’d be a perfect collaborator.

“I was a first-generation college student coming from a poor, single-parent household in a highly rural blue-collar area,” said Jeffries. He attended South Carolina University on a full-ride music scholarship — and convinced his siblings, and eventually his mother, to follow in his footsteps.

“I understand the power of a college education better than just about anyone,” Jeffries continued. “Getting a degree not only changed the trajectory of my life, it changed the trajectory of the lives of my entire family.”

Vargas invited him to join the project as a representative for MBU. It was there that he learned about Eagle Academy from an administrator that was part of the team. Listening to one another’s input at thinktank meetings led to discussions around forming a separate partnership.

“From the beginning, Mary Baldwin and Eagle Academy felt tailor-made for one another,” said Jeffries. “We have the ability to continue the amazing work they’ve been doing and make a dramatic impact on these students’ lives.”

Academy graduates are highly motivated students with a strong sense of professional direction. But they’re used to learning in a tight-knit community environment structured to meet the needs of kids living in areas suffering from higher rates of toxic family dynamics, poverty, substance abuse, and violence.

“This is a big deal,” said MBU Vice President of Student Engagement Ernest Jeffries. “We’re creating a pipeline where these students come here, get a great education, make a positive impact on our campus culture, and go home and tell their friends about us.”



Eagle Academy students chatting with Chief Diversity Officer Andrea Cornett-Scott at a 2022 welcoming event.

“These young men come from an extremely supportive and hands-on learning community — and one that is equally academically rigorous,” explained Jeffries. “They work incredibly hard and are driven in a way that’s awe-inspiring to see. They’re passionate about education and would be an asset to any university. But there is a caveat: They’re used to being treated more like family members than clients.”

That can make adjusting to a 50,000-plus-student university setting tough.

“It’s a culture shock that can be discouraging and do real harm,” said Jeffries. Existing bias and issues within the public higher education system can exacerbate the situation.

In fact, a recent study of U.S. public universities found Black students are about 250% less likely to earn a college degree than their white counterparts. Statistics for those coming from low-income, first-generation backgrounds are more grim: One in four will drop out within two semesters, and about 90 percent leave school without a degree within six years.

“When you look at the impact of this over the course of a

CONTINUED ON PAGE 10

“We’re creating a pipeline where these students come here, get a great education, make a positive impact on our campus culture, and go home and tell their friends about us.”

— Ernest Jeffries, MBU Vice President of Student Engagement

student's lifetime, the effects are devastating," said Jeffries.

U.S. bachelor's degree holders earn about \$900,000 more lifetime income and 75% more money annually than those without a degree. Education gaps have been a major contributor to Black families possessing less than 15% of the median wealth of white families nationally and being about three times less wealthy than Hispanic families.

"This partnership is all about closing that gap," said Jeffries. MBU is particularly suited for the task, because "we offer a highly personalized, highly hands-on academic experience that takes place within a learning community that's authentically familial."

With around 1,000 total residential students and a faculty-student ratio of 10:1, Mary Baldwin's size makes it virtually impossible for learners to ghost through their first semester. Inbuilt mechanisms help faculty, staff,

alumni supporters, and upper-level students cultivate relationships with incoming students and help them find their niche. Chief Diversity Officer Andrea Cornett-Scott has fast-tracked participation in one of the nation's

top programs for students of color — which graduates more than 95% of participants that complete first-year programming. Lastly, Jeffries and Munsey worked with University Advancement to create innovative financial aid packages that, in many cases, eliminate tuition-related costs for Eagle Academy students.

"All of this is exactly what these young men need to ensure they continue down the path to succeeding in high-impact careers," said Jeffries.

Opoku, Scotland, and

classmate Malakhi Thomas agree.

"It's crazy how at home I feel here," said Thomas, who plans to study psychology and go on to become a licensed therapist. "I have this feeling like, 'This is *right*, this is where I *belong*.'"



College of Health Sciences Launches New Nurse Anesthesiology Program

MBU's new doctor of nurse anesthesiology program is off to a great start: Its accreditation was confirmed on June 21, and a full cohort of 25 students started classes in August.

"This is a milestone achievement for both the Murphy Deming College of Health Sciences, and healthcare in this region," said associate professor and founding program director Dr. Johanna Newman.

Newman is a doctor of nursing anesthesiology practice (DNAP), has worked in a variety of hospital settings — most recently, UVA Health — sat on boards at the Florida Association

of Nurse Anesthetists and American Association of Nurse Anesthesiology, and served as assistant director for Florida Gulf Coast University's renowned DNAP program. She's spent the past year or so working with colleagues at MBU to prepare to launch under the umbrella of MBU's new doctor of nursing practice program.

"It's been a demanding process, to say the least," said Newman with a laugh. She recruited and hired two full-time professors, designed curriculum, applied for certifications, secured partnerships with numerous Mid-Atlantic hospitals, and more. "It's taken a ton of hard work, and we're proud of

what we've been able to accomplish."

The new program is one of just three in Virginia, and about 120 in the nation. Newman looked to parlay her acclaim in the field and Murphy Deming's shooting star reputation to generate national buzz. And it worked: She received more than 100 applications from throughout the United States.

"These students are extremely serious about their profession, and when they look at what we're offering, it's impressive by any objective standard," Newman said.

On one hand, students will study in an intensely hands-on



The inaugural class of nurse anesthesiology students began study in August.

environment with highly celebrated faculty like herself and Dr. Jennifer McPherson — a retired Navy commander who, among other accolades, served as chief nurse anesthetist at Fauquier Hospital and directed the Uniformed Services University of the Health Sciences School of Nursing in San Diego.

Mary Baldwin's location and professional partnerships also helped seal the deal.

"There's currently a major shortage of nurse anesthetists in the U.S.," said Newman. The RAND Corporation estimates total staffing shortfalls at more than 5,000, with impacts being almost exclusively isolated

to rural communities. For instance, residents in much of southwest Virginia often have to drive four to five hours for routine surgeries because area healthcare providers can't secure anesthesiologists.

This means students in the new program are in high demand. Accordingly, Newman has developed strategic partnerships with hard-hit hospital systems in Maryland, Virginia, West Virginia, and North Carolina that will provide premium medical experience and a pipeline for great jobs (average pay for CNAs is about \$200,000 a year nationally).

"We're going to be plugging these students into communities where

nurse anesthetists handle about 80 percent of primary care, which means they'll gain experience working as autonomous providers," said Newman. Most will field job offers prior to completing their degree. "This kind of opportunity is as hard to come by as it is attractive."

Newman plans to grow the program's annual cohort to about 35 and hire another two professors within the next few years. She hopes early successes will make that easy — and win the new MBU program bragging rights as the nation's best.



"This is a milestone achievement for both the Murphy Deming College of Health Sciences, and healthcare in this region."

— Dr. Johanna Newman, Associate Professor and Founding Program Director

The Kaleidoscope Curriculum



Betty Gold College of Arts and Sciences Dean Paul Menzer reflects on updating MBU's arts curriculum to better meet the needs of today's students

Words by Dr. Paul Menzer

You can live in a house so long you forget what it looks like — the walls and ceilings that box you in, the stairs that only carry you so far. Over time they come to seem less like manufactured constructs, more like natural occurrences. We lose the ability to see that our home dictates how we live.

A curriculum is like that. It's the habitation that holds the content we teach. And it's a house we invite our students to share. But because it's a home we have largely inherited, it can look as natural as a thing of nature — a tree, a leaf, a grassy field — like a fact of life.

But our curriculum is not a natural fact. It is manmade. And the label on it reads "Made in Germany." Because the way we house our disciplines, and the way we teach what lives there? That's rooted in the 19th century German research university.

So if we look with fresh eyes at our curriculum, we see it is *not* a natural fact, but a system of possibilities. Also, a system of constraints: The walls, ceilings, and stairwells that contain our academic lives.

Across the previous academic year, faculty in the college of arts and sciences took a long, hard look at this container through a project called "The Kaleidoscope Curriculum." We put required core courses under a critical microscope and examined their implications for our students.

What we found was an arts curriculum largely organized around periods, places, and people. We teach Baroque music, Flemish painting, the plays of Moliere, and so on. Setting the lens more widely: We teach drama surveys from the Greeks to the Renaissance, art surveys from the mannerists to the moderns, music surveys from pre-1600 to 1900.

These periods, places, and people have organized — but constrained — the Western arts curriculum for more than a century.

At first, the solution seemed simple. Teach art of the Arabian diaspora alongside the Gothics. Teach Japanese Noh drama in tandem with that of the English Restoration. Teach Brazilian Tropicália next to classical opera. Borrowing the words of Victorian poet Matthew Arnold: With enough time, a student would sample the "best that has been thought and said."

The problem is, that approach isn't practical. Even the most rigorous undergraduate education doesn't have enough time to take in the entire world. However well intentioned, the additive approach to curricular development founders on a central flaw: A curriculum beholden to coverage will *always* exclude certain art and artists. And it will exclude them *by design*.

What is called for is something more radical.

Call it a renovation to the house we grew up in. Because what is necessary is an approach to curricular redesign that exchanges coverage for concentration — an emphasis on technique, not content.

For instance, asking students to read a dozen great plays in a 12-week course won't make them well read. But teaching them to read one play *well* will. To paraphrase the old adage: Teaching students to attend closely is an education they'll remember long after they've forgotten the specifics of how they learned to do it.

An arts curriculum designed around techniques of attention also frees itself from the limitations of the "period, places, and people" principle. A course on portraiture need not limit itself to Western representation. A dramatic tragedies survey may roam from time to time. A class on choral music could draw from a limitless fountain of musical traditions. Courses can be organized around kinds of materials — forms, media, genres, themes, styles — and students trained to listen to the symbolic languages through which art speaks.

As such, this curricular work is a direct manifestation of one of Mary Baldwin's core goals: "Advance our

commitment to justice, equity, diversity, and inclusion.” Within academic affairs, our curriculum is the direct expression of that commitment, and we therefore have an ethical responsibility to consider its construction with deep seriousness.

And so the college of arts and sciences has already begun the work of moving away from obligatory coverage toward a more faceted curriculum — one that is *kaleidoscopic*, if you will. We chose the term because a kaleidoscope isn’t something you look *at*, but something you look *with*, and in doing so unlock a greater, hidden beauty. Similarly, as students proceed from course to course, a rich tapestry of multiethnic, multinational, multicultural, and multi-hued artistic expression steadily reveals itself. No art or artist is inherently excluded from its scope, because the kaleidoscope curriculum is inclusive *by design*.

In closing, I’d like to return to the opening metaphor.

Sometimes we live in a house for so long we grow complacent — we cease to consider that our needs might be better met. But with unclouded eyes, we realize that, with a bit of carpentry, an upper stairwell could open onto a new master suite, a dining room wall removed to make way for an eat-in kitchen and lounge. We see that, when we cease to view obstructions as impassable boundaries, they can open into a mansion of possibility.

Dr. Paul Menzer serves as dean and vice president of the Betty Gold College of Arts and Sciences. He is a nationally renowned Shakespeare scholar and has written numerous books, plays, essays, reviews, articles, and performance studies. He is the former president of the Marlowe Society of America and sits on the Shakespeare Quarterly editorial board.



MBU’s 2022 class of military officers was the largest in university history. A total of 18 ROTC cadets were commissioned into the Army, Navy, Air Force, and Coast Guard during Commencement weekend last May. Several unique assignments include training to be an intercontinental ballistic missileer and joining the crew of the USS Higgins, a destroyer stationed in Yokosuka, Japan. All of the graduates were part of the Virginia Women’s Institute for Leadership, and many completed the program’s advanced leadership certificate recognizing exemplary academic, physical fitness, and leadership achievements.

A Powerful Namesake

Renowned sculptor and longtime university supporter Betty Gold lends her name to MBU's college of arts and sciences

Devoted Mary Baldwin supporter and internationally renowned sculptor Betty Gold has donated \$2.5 million to help the university streamline its academic structure and strengthen its focus on delivering an interdisciplinary, skills-based education centered in liberal arts traditions.

"The Betty Gold College of Arts and Sciences will ensure that the core majors of the liberal arts, sciences, and humanities, and a rich slate of interdisciplinary minors continue to be central to Mary Baldwin's mission," said President Pamela R. Fox in a statement announcing the gift. "An endowment will support the continued innovation of these core disciplines to adapt to focus on the biggest questions of our times, to lead in a digital world, and to support our faculty in ongoing currency of research and pedagogy."

The addition of the new, named college — along with the recently formed Palmer College of Business and Professional Studies, and the Murphy Deming College of Health Sciences in 2014 — completes an initiative to restructure the university's primary academic umbrella.

Gold College will be headquartered in Rose Terrace, which is listed in the



National Register of Historic Places. It was once home to MBU presidents in the 1930s, 40s, and early 50s; served as a dormitory for students; was the French House in the 1960s; and has accommodated faculty offices in recent years.

Gold College will serve as an umbrella for MBU's School of Visual and Performing Arts, School of Humanities and Social Sciences, and School of Science. Professor and former visual and performing arts dean, Paul Menzer, has been named its vice president and dean.

"It's hard to imagine a more appropriate name for the college of arts and sciences, since Betty Gold's work manifests the creativity of the arts, and



MBU is home to six of Betty Gold's large-scale outdoor sculptures; "Maasai Warriors" was the first to be installed at Murphy Deming College of Health Sciences in 2020.

the precision of the sciences," Menzer said. "It is therefore both a beautiful name, and an entirely fitting one. My colleagues and I wish to express our profound gratitude and abiding commitment to live up to it."

Gold has led a profoundly successful artistic career spanning more than 50 years. She rose to prominence in the early 1970s creating monumental, geometric works. She has since been featured in more than 130 major solo and group exhibitions at top art venues throughout the world. Her pieces can be found in 80 countries, and are housed in more than 75 notable permanent collections — including those of the Es Baluard Museu d'Art Contemporani in Palma, Spain, the Presidential Garden in Slovakia, South Korea's National Museum of Contemporary Art, the New Orleans Museum of Art, and many others.



Gold's four-part Corten steel sculpture "Chodo IX" was installed near the entrance to Francis Auditorium in 2013.

Gold has donated six large sculptures to MBU since 2000, making it home to the largest collegiate collection of her work. Despite never attending the university, she has become a steadfast ally — and her support was recognized in 2014 with an honorary doctoral degree.

"The first time I visited Mary Baldwin, I felt an immediate connection to the school," Gold said. "I'd always dreamed of going to college, but when I was young, girls just weren't encouraged to go to school to become artists. I've had a wonderful, successful life as a professional artist, but sometimes I wonder: 'What if I'd had the chance to go to a place like Mary Baldwin when I was young?' Maybe things would have turned out different [and for the better]."

Gold hopes that her sculptures and financial support will help MBU

inspire future generations of artists and students to be creative and ambitious in pursuing their dreams. She says this applies to young women in particular.

No one should have to look back and "ask herself 'What if?'," said Gold. She says that, at MBU, students are empowered to discover "there are no limits to what [they] can become."

Accordingly, Gold recently named Mary Baldwin the recipient of a special collection of personal artworks and complete artistic memorabilia spanning her 40-year development as an artist.

Her sculptures, paintings, textiles, and other works will be displayed in Rose Terrace and other campus buildings associated with the new college. The artist's archive will create a destination for artists and scholars interested in researching Gold's work and career, and a hotspot for art tourism. A dedication ceremony is slated to be held upon the arrival of the

works in April 2023.

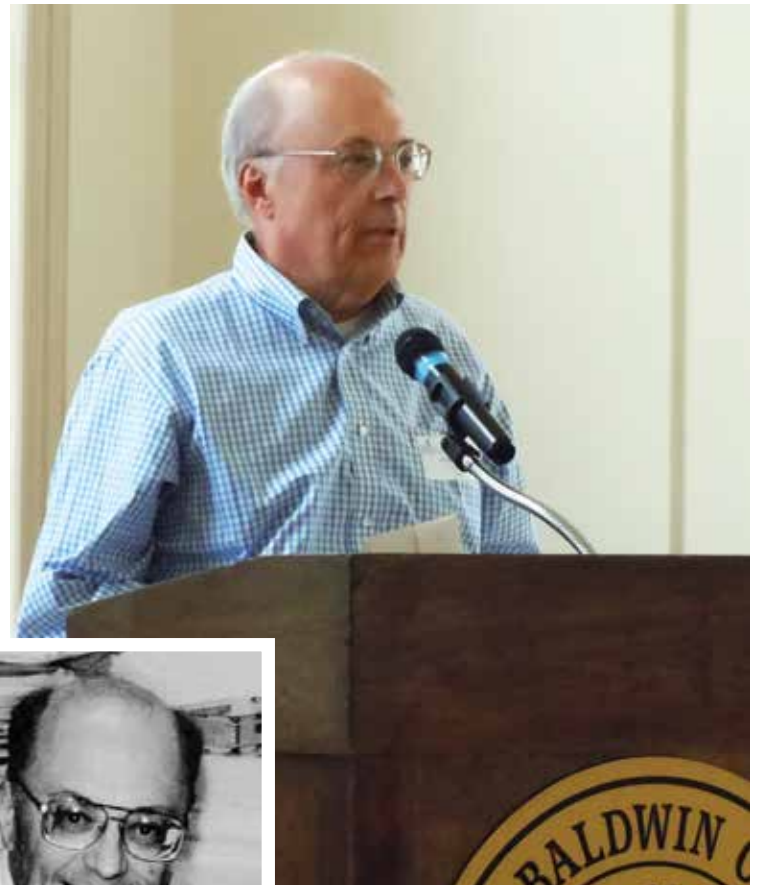
Fox acknowledged the symbolic power of Gold's support when announcing the new college during her annual State of the University address. There she called the naming of an academic college "one of the highest and most distinctive honors."

"It is reserved for discrete individuals whose values align best with the specific college, and whose name would bring distinction and increased credibility to programs," Fox continued. "Your corpus of work as an artist truly embodies what the power of art and science, culture and humanities, and timeless transcendent concepts inspire. It is with deep gratitude and pride that I can say Mary Baldwin students will get to know your story, draw inspiration from it, and relate it to their creative journeys for generations to come."

IN MEMORY

Kenneth “Ken” Keller

*Beloved history professor emeritus
and university supporter*



Retired Mary Baldwin professor Dr. Kenneth W. “Ken” Keller loved American history — and devoted 30 years of his life to sharing that passion with students. He passed away at the age of 78 in early January at the University of Virginia Hospital in Charlottesville.

Keller began teaching history at Mary Baldwin in 1981, and was later named chair of the department. He was also a fierce champion of the Phi Beta Kappa Society. His gregarious personality, encyclopedic knowledge of American history, seemingly inexhaustible love of learning, and unflagging commitment to Mary Baldwin’s betterment made him a campus pillar.

Keller served as marshal for President Pamela R. Fox’s 2004 inauguration ceremony and the two formed a close bond soon thereafter.

“I came to deeply value Ken’s advice, and sought it on all important matters of policy and innovation,” said Fox. Even when responses presented “more questions than solutions, he delivered [them] in a warm voice, and always concluded with his distinctive smile.”



Keller arrived at Mary Baldwin highly recommended. He’d earned a PhD in American colonial history from Yale University, published dozens of scholarly articles, and tallied 11 years of pedagogical experience at Ohio University and Ohio State University. The opportunity to teach smaller classes that focused on student interaction lured him to the Virginia mountains.

His former MBU colleagues and students agree: Keller had a gift for bringing the past to life in riveting detail. To do it he used comedy, storytelling, sing-alongs, surprise show-and-tell sessions with historical artifacts, trips to museums, and more.

“Students, storytelling, and books were at the heart of Dr. Keller’s world as a historian,” said history professor and colleague of 24 years Mary Hill Cole. His office overflowed with floor-to-ceiling bookshelves, which were themselves lined with tall piles of volumes. But that was only the iceberg’s tip: The entire second story of his home was also devoted to books.

Keller’s specialty courses about women in colonial America, Lewis and Clark, the West, and the indigenous peoples of North America won him a legendary reputation.

“It was obvious [Dr. Keller] loved being in the classroom, that he had a genuine passion for the material,” said Sarah Brooke Malloy ’99, who majored in history and is now a museum curator. The enthusiasm was infectious: “It made you excited to come to class and excited to learn. Frankly, it’s hard to imagine Mary Baldwin without him.”

Patricia “Patty” Westhafer

Passionate professor emerita of education

Dr. Patricia “Patty” Westhafer joined Mary Baldwin in 1984 after spending 15 years in the public school system. As a professor in the education program, she was known for sharing her professional expertise with students and customizing curriculum to better equip them for classroom specialties. Westhafer passed away last February at Augusta Health in Fishersville at the age of 75.

“The only way I know to describe Patty’s pedagogy is passionate,” said late MBU Professor of Education Alice Waddell. “She saw her position as an opportunity to make an impact on the future through the development of teachers. She was loving and friendly to everyone in her sphere, and her students adored her.”

Through the years Waddell and fellow colleagues developed a deep admiration of Westhafer’s seemingly unquenchable thirst for the latest research around learning and instructional delivery. They were inspired by how she routinely went the extra mile to nurture students and maintain relationships well after graduation.

“Patty was the epitome of a ‘teacher’s teacher,’” said retired master of arts in teaching director, Carole Grove, who co-founded that program with Westhafer. “She touched many lives in her long career — and I know those young people have paid that passion forward by touching the lives of countless others.”

Westhafer retired from Mary Baldwin in 2010 after 26 years of service. Her accomplishments were many, but included chairing the

education department, receiving a prestigious Mednick Fellowship from the Virginia Foundation for Independent Colleges, and establishing a free tutoring program that connected disadvantaged students in local public schools with MBU teachers-in-training.

Reflecting on Westhafer’s innumerable contributions to Mary Baldwin, President Pamela R. Fox remembers a conversation about the challenges and rewards of launching the master’s program.

“Patty said, ‘When we live and treat all others with honor and respect, the teachers we train honor their students,’” recalled Fox. “‘And this is a predicate for children’s success in school, and a foundation of honor and integrity for their lives.’ Patty did everything in her

power to ensure our program reflected that ideal.”

Fox, Waddell, and Grove agree that Westhafer was wildly successful in achieving her mission. They call the skilled, compassionate, and talented teachers Mary Baldwin’s education program has helped to produce her life’s work.



IN MEMORY

Anne Ponder Boyd '61

The Mary Baldwin community is saddened by the loss of dedicated lifelong supporter Anne Ponder Boyd '61. She passed away peacefully in her Dallas home on August 14.

Boyd grew up in El Paso, Texas, and graduated from Mary Baldwin with a degree in chemistry. She went on to serve as chair for the university's first board of visitors from 1970-80, and on the Board of Trustees from 1979-90. During that time she held a variety of leadership roles, including chairing the Development Committee, Nominating Committee, Executive Committee, and the New Dimensions II advancement campaign. She was also instrumental in helping to pave the way for the establishment of the Virginia Women's Institute for Leadership.

Mary Baldwin officially recognized Boyd's unflagging devotion to her alma mater at Homecoming 2016, presenting her with an Emily Wirsing Kelly Leadership Award — which honors alumni who have gone above and beyond in both their daily lives and in service to MBU.

Boyd was a cattle rancher by primary profession, co-owning and managing the Kennedy Ponder Ranch with other family members. She also loved the written word,



and founded the celebrated literary publishing company, Pressworks, to promote award-winning Texas authors and the Texana genre in general. Her passion for astronomy led to a visiting professorship at the University of Texas.

Community service and advocacy around women's rights issues were major hallmarks of Boyd's life. Highlights include serving as community vice president for the League of Women Voters, founding president for the Texas Women's Foundation in Austin, president of

the Women's Foundation of Texas, member of the University of Texas Chancellor's Council, board member for West Dallas Community Centers, founding member of the Texas Publishers Association, and more.

In a statement, family members eulogized Boyd as "the life of any party, a teller of taste-free jokes, lover of laughter ... good samaritan, naturalist, and staunch women's rights advocate."

She is survived by her husband of 17 years, Dr. Charles Boyd, two adult children, and four grandchildren.

Dr. Alice Waddell

Longtime assistant professor of education



Mary Baldwin mourns the passing of longtime assistant professor of education, Dr. Alice Waddell, who died Nov. 8, 2022, at the University of Virginia Medical Center at the age of 71.

"Alice is remembered for the joy she found in guiding her students to fulfill their potential as teachers and community leaders," said President Pamela R. Fox. "We're so grateful that she was a part of our university community. I valued her engagement and wise input, and reflect on the many educators she inspired through her passion for learning, service, and engagement."

Waddell joined Mary Baldwin in 2004 as a high-performing education professional with a proven track record of success.

The Lexington native started her career as a middle school civics teacher after graduating with a political science degree from Radford College. She went on to earn a master's degree from James Madison University, and doctorate in educational administration from Virginia Tech, then spent the next 15 years working as a principal for several Rockbridge County elementary schools.

Waddell's colleagues praised

her for building a tight-knit family atmosphere, fostering a nurturing culture of student support, and transforming schools into some of Virginia's best. Her efforts were recognized in 1998 with principal of the year awards from both the National Association of Elementary School Principals, and the U.S. Department of Education National Distinguished Principals program.

Waddell came to Mary Baldwin as a supervisor of student teachers in 2004. Her wealth of expertise and skill as an instructor quickly led to a role teaching education courses — especially those in elementary, middle, and secondary methods. She also served as an esteemed advisor and mentor for students in graduate-level education programs, as well as alumni as they pursued teaching careers.

"Alice wanted her [current and former] students to be the best teachers in the field, and therefore held them to the highest of expectations," said Dr. Pamela Bailey, associate dean and director of MBU's School of Education.

Waddell believed in teaching by example. Pupils and colleagues say her devotion to the profession and preparing the educators of tomorrow

was as obvious as it was infectious. She also played a key role in helping guide Mary Baldwin's education program.

"Alice was tremendously dedicated to researching [the state of public education in Virginia], assessing where the needs were, then looking for ways that MBU could be a leader at meeting them," Bailey said.

For instance, ongoing shortages of qualified teachers inspired Waddell to spearhead the effort to create the Provisional License Teacher Certificate Program.

"Alice's legacy will be the manner in which she taught her students how to be good teachers simply through modeling it to them in her university classrooms," said retired graduate teacher education program director, Carole Grove. "Alice has touched countless lives, and she will live on in those that practice the art of teaching as she taught them. They, too, will touch lives for the future. ... We are all better for having known her, and will miss her immeasurably."

Waddell is survived by her husband, Finley "Brud" Waddell II, son, Finley Waddell III, brother, Robert Moore and his wife Kathy, and by a large extended family.

Welcome Arrival

Students return without pandemic restrictions for the first time since 2019

The start of MBU's 181st academic year saw smiles all around.

MBU welcomed 297 new undergraduate students to the main campus in Staunton — and another 70 online. Fall classes for 315 graduate students at the college of health sciences in Fishersville began in August.

Students brought an array of backgrounds, interests, and perspectives to campus, affirming Mary Baldwin's commitment to providing a diverse and inclusive campus experience:

- 74% in-state, 23% out-of-state, 3% international
- 71% female, 27% male, 2% did not disclose gender
- 50% students of color
- 25% first-generation college students

A new initiative this year immediately connected undergraduate students with dedicated success coaches, who helped them craft custom success plans based on academic interests and career goals. They then worked to plug learners into pertinent university offerings and student/alumni networks, introduce them to like-minded peers and faculty mentors, and plan to hold frequent check-ins to monitor progress throughout their academic journey.





Major Gift Launches New Named College and Expands Offerings for Nontraditional Learners



A generous gift from organizational psychologist and retired financial services human resources executive Susan Nolan Palmer '67 has enabled Mary Baldwin to launch a new named college: The Palmer College of Professional Studies will overhaul current online learning experiences and add targeted new programs for nontraditional students.

"We're going to build on MBU's extensive track record of innovation to deliver cutting-edge online and hybrid educational experiences that prepare students to meet the needs of the new economy, and help them graduate into jobs," said Palmer College Sr. Vice President and Dean Will Webb.

In 1977 Mary Baldwin became Virginia's first institution of higher education to offer degree tracks that catered to nontraditional learners. Participants studied at satellite centers positioned throughout the state while continuing to work and raise families. Accelerated classes, skills-based training for workplace promotability, and enhanced flexibility were hallmarks.

"We're going to help these students discover what they're passionate about, teach them related skills, and help plug them into great jobs with great employers."

— Susan Nolan Palmer '67

Webb calls MBU's new Palmer College a similar evolution for the digital age.

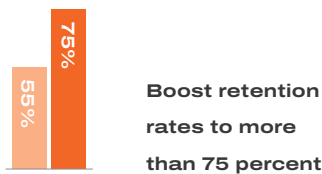
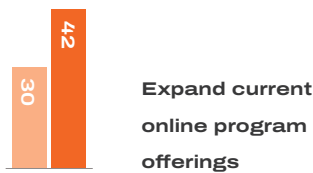
Programming will focus on meeting areas of high workforce demand like teaching, social work, criminal justice, marketing, and business administration. Online classes will be formatted to maximize flexibility for working students. But Webb — who's spent the past 15 years helping revolutionize online learning methods with industry titans like Southern New Hampshire University (SNHU) — says the true selling point will be MBU's quality of delivery.

"We're creating a learning experience that's going to redefine what's possible in and outside the

classroom, by creating an education platform for the future of work," he explained.

A team of purpose-recruited, specially trained faculty, support staff, and online education experts will deliver an intimate and highly personalized digital learning experience designed for today's on-the-go lifestyle. Partnerships with local, regional, and national businesses and organizations will bring further value for students. A series of interprofessional workplace co-ops will provide on-the-job experience, opportunities to test classroom concepts and discuss outcomes, and a means to develop skills for target jobs. These

<<< early goals



*National averages

relationships will be tailored to create a talent pool for employers — and an employment pipeline for graduates.

“We’re going to do more than simply educate students then wish them luck in the job market,” said Palmer, who teaches human capital in the University of North Carolina at Chapel Hill’s weekend executive MBA program. “We’re going to help these students discover what they’re passionate about, teach them related skills, and help plug them into great jobs with great employers.”

The named college is the latest in a long line of Mary Baldwin innovations supported by Palmer. Major contributions include creating an annual undergraduate scholarship for residential women business majors in 2013, providing financial backing to launch a one-of-a-kind social impact focused MBA program in 2016, and sponsoring an annual entrepreneurship competition for MBA

students that awards seed money and comprehensive startup packages to winners.

“Susan views her philanthropy almost as ‘fuel’ that helps Mary Baldwin grow, expand, and innovate,” said Vice President of University Advancement Chuck Davis. “She thinks carefully about her gifts from the perspective of a talented executive coach or business person, with an eye toward affecting the maximal positive impact on the lives of our students.”

Palmer earned a PhD in industrial and organizational psychology from North Carolina State University and held executive level positions with Fortune 100 companies like Wells Fargo and Prudential. She says her interest in MBU’s success stems from her own undergraduate experience.

“My time at Mary Baldwin was amazing for so many reasons,” she said. On one hand, she made lifelong friends. On the other, “the education I received was what, more than anything, enabled me to complete my graduate degree and lead a successful corporate and academic career.”

Palmer says peers and professors at MBU encouraged her to think both strategically and outside the box, to embrace feedback and setbacks as learning opportunities, to communicate at a high level, and to have confidence in her problem-solving skills.

“That came in very handy,” said Palmer. Particularly as she entered a male-dominated industry and often found herself “sitting in executive boardrooms where I was the only woman.”

Palmer was also a nontraditional student. She completed her doctorate 14 years after graduating from MBU and “truly appreciates what it takes to continue to work while earning a degree.”

She has looked to pay her experiences forward by maintaining a close relationship with MBU. And

that relationship goes beyond financial benefaction: Palmer has been a member of the university’s Alumni Board, spearheaded executive-level committees around advancement and academic affairs, and sits on the Board of Trustees.

“Susan believes deeply in Mary Baldwin’s capacity to change the lives of our students for the better, and her support of that mission is extensive,” said President Pamela R. Fox. Palmer’s assistance and strategic input has been particularly valuable during pivotal moments in the university’s development. And this is one of those moments: “The Palmer College will be a cornerstone of Mary Baldwin’s future.”

Early goals include growing MBU’s overall student population by more than 75 percent — from about 2,000 to 3,500 — and having more than 1,000 students complete workforce co-op programming by 2028. During that time the university aims to expand current online offerings from 30 to 42 programs, and boost retention rates to more than 75 percent (national averages are about 55%, according to U.S. News & World Report).

“This is an exciting time for us,” said Webb. “We’re in the process of creating what will be one of — if not the — top student-centered, digitally driven educational experiences in the region.”

That’s particularly important as emerging trends in higher education show today’s college students prefer attending schools that are closer to home, but also want greater convenience around learning options.

“We see a unique opportunity for MBU to bring this platform to our very own backyard — creating real opportunities right here in Virginia to connect students and employers, and help solve the ongoing national workforce crisis,” said Webb.

Palmer College

Attracts
New Talent
to MBU

And they're building one of higher education's most workforce oriented and student-centered online learning experiences.



Will Webb is leading the charge to revamp MBU's online offerings and align the Palmer College with the needs of tomorrow's students — but he isn't doing it alone.

Arriving at MBU he quickly reached out to veteran online learning colleagues at major U.S. universities that have “big ideas, are hungry for innovation, and understand that student outcomes are the real benchmark for success.”

For them, helping to build a groundbreaking new opportunity engine where every facet of the learning experience is designed to drive and accelerate those outcomes was like being handed the keys to the Wonka Chocolate Factory.

Below, we talk with Webb's leadership bench about their professional backgrounds, what attracted them to Mary Baldwin, and some of what they hope to achieve.



Bridget Stearns

SENIOR DIRECTOR OF BUSINESS,
STRATEGY, AND OPERATIONS

What convinced you to join MBU? What made the opportunity so exciting?

When Will asked me if I'd like to become a key collaborator in an entrepreneurial organization at a really pivotal moment, I jumped at the opportunity to help create something new and different.

Mary Baldwin is at an inflection point in its history. It has both the institutional longevity — 180 years! — and size to be able to move quickly to establish itself as a preferred workforce partner. What that means is creating talent pipelines that will serve students by placing them in up-and-coming jobs, and benefit employers by filling a sorely needed gap in their workforce.

As an alum and former employee of a university with the nation's largest co-op network, and having experience partnering with top companies to create talent solutions to support their next generation of leaders, I can attest there's a critical gap between the way most higher ed institutions prepare students for the workforce and what employers actually need. This leaves a wide open lane for a small, agile, fast-moving education provider like MBU to disrupt the status quo and take advantage of an untapped opportunity.

What do you think is going to be particularly special about taking classes through the new Palmer College?

Palmer College was intentionally founded to support workforce readiness. Our core demographic is working professionals who're juggling job responsibilities, family, and personal commitments in addition to classes. These students can often feel overwhelmed and forgotten in a traditional university setting — or worse, taken advantage of to turn a profit. Not only are we going to make sure that doesn't happen, we're going to make sure they're getting an education that prepares and plugs them into the kinds of career opportunities that inspired them to go back to school in the first place.

We've already commissioned and performed job market research specific to Virginia and identified some major opportunities. For instance: About 65 percent of children entering kindergarten today will likely wind up working in jobs that don't currently exist. That's a staggering statistic! It means employers are already becoming desperate to find talent with relevant skills and experience, and the problem is projected to get worse as time goes on.

That's where we come in. Right now, we're simultaneously reimagining our portfolio of degrees and certificates, and changing the way we connect with students to support their academic success and professional development goals. We're also starting to engage with employers in Virginia and surrounding regions to create opportunities to connect employers and students, and pivot toward the future of work.

How does that look? We've been — and will continue to be — extremely thoughtful in designing our degree programs to have real-life applications and emphasize connections to professional skills. We're in the process

of creating unique opportunities like internships for college credit, where learners will get a taste of working in their desired field while accelerating their trajectory toward graduation and developing cutting-edge skills that are highly marketable and highly in-demand.



Sarah Cochran

ASSISTANT VICE PRESIDENT OF
LEARNING EXPERIENCE

What made you want to join MBU?

When Will approached me about this role, what got me to say yes was the opportunity to build something amazingly special from scratch. The culture was such a big factor too: It was like I was joining this fast-paced mini startup within a university that has the respect and support to move things forward remarkably quickly.

In my experience, this kind of environment is ideal — but virtually impossible to find. Working at other institutions, the most frustrating element was dealing with the crazy amounts of red tape and political hoops to implement simple changes and move good ideas forward. MBU's size inherently limits that. But the overwhelming support of the administration really fasttracks things. They're pushing us to bring our best ideas — even those that involve brand new ways of doing things — to the table.

Here, everyone is wearing multiple hats and working together to create something unprecedented. Can it be stressful? Oh yeah. But here's the reality: Am I ever going to get another opportunity to exercise this degree of creativity again? Probably not.

You referenced the project's uniqueness several times. Give us an example of something that's going to make MBU's online learning experience really stand out?

When I think of our future online courses, I imagine this special balance that delivers a consistent experience *while* building close connections between faculty and learners. For instance, I have no desire for us to be like some of the bigger schools, where professors have to follow generic course templates that are intended to ensure learners all have the same course experience. But in practice, this approach can leave students feeling disengaged, and alienated from peers and professors alike.

MBU is a small school that focuses on delivering incredibly individualized, engaging, and hands-on student experiences within an authentic learning community. That's desirable. Let's capitalize on that.

So, if you're taking online classes from Mary Baldwin, not only are you going to get high-quality courses, you'll also get a professor who's bringing real-world experiences, professional context, and expertise to the material. There's going to be engaging synchronous activities, internships, co-ops — and everything will be tied to workforce readiness. Everything inside the learning experience will center around the question: "How will this help me level-up professionally and achieve my goals?" A big part of that mission is helping students connect with mentors and expand their professional network in a truly meaningful way.

VISIONARY LEADERSHIP

Celebrating Dr. Pamela R. Fox's transformational presidency

On Father's Day 2014 — opening day for the new Murphy Deming College of Health Sciences — President Pamela R. Fox walked through the front doors and greeted health sciences graduate students in the college's inaugural classes. It was the realization of many years' worth of work.

"That was truly a shining moment for me," Fox said. "I had several family members with me, including my own father. I saw the excitement and determination in our students' faces at the beginning of this new chapter, knowing that they had decided to enroll in programs, in a building that didn't yet exist at the time. And I thought back to standing in the same exact spot with Mrs. Smith when it was just a bare field."

Seeing possibility is a defining feature of Fox's presidency, as is her ability to empower others to share in collaborative visions of Mary Baldwin's future. On a chilly March day two years prior, Fox and lead donor, Bertie Murphy Deming Smith '46, stood together in that bare field and envisioned what the college of health sciences could be, and inspired the entire community to take part in making it a reality.

"Many times during my tenure, I have focused on the fulcrum, of finding the place between where we are and where we could go," Fox said.

The way that Fox has balanced reality and aspiration, realism and optimism stands out over the course of her 20 years as president, even as she prepares to retire on June 30, 2023. The two decades with her at the helm have been ones of trailblazing vision and action, set against the backdrop of rapid change and disruptions in higher education.

"When we convinced Pamela to join us in 2003, we knew our future as a small liberal arts institution within an ever-evolving educational landscape would be challenging," said Claire "Yum" Lewis Arnold '69, former chair of the MBU Board of Trustees. "Pamela has met Mary Baldwin's enormous challenges with extraordinary focus, unbounded energy, contagious enthusiasm, critical thinking, intelligent creativity, and visionary leadership, all grounded in realism, healthy self-awareness, and self-deprecating humor. Not only has she successfully led multiple transformational initiatives, she's managed to do so while staying true to our mission and laying a solid foundation for her successors to

continue our journey of intelligent evolution. She is an inspiration and a role model for leading positive change."

'A hinge of history'

Fox's tenure stands at a unique inflection point in the university's history.

When she arrived in 2003, she became close to every prior Mary Baldwin president since 1957: Samuel Reid Spencer, William Watkins Kelly, Virginia L. Lester, and Cynthia Haldenby Tyson. They provided her with a wealth of knowledge and first-hand experience of both the institution and the job at hand. Spencer especially was an early champion of Fox, and became her mentor.

"Knowing these presidents makes my time in office a hinge of history," Fox said. "I've had the great fortune to bridge tradition and innovation, continuity and change." Her tenure is itself history-making, as the longest since founder and namesake Mary Julia Baldwin's 34 years as seminary principal from 1863 to 1897.

Fox additionally knew many of the late donors and namesakes for campus buildings, and experienced the ranks of Mary Baldwin's esteemed faculty members from the mid-century



This moment is a crescendo.



Fox announced her retirement at the annual State of the University address on August 22.

onward. Fox also immersed herself in institutional history, and is the university's de facto authority on historical context and counterpoints. In her office, she keeps the four published Mary Baldwin histories at her fingertips, and considers them a constant resource and guide.

Professor Emeritus Roderic L. Owen — who recently retired after 41 years of service — served as the faculty representative on the 2002 presidential search committee. He was one of the first to welcome Fox and her husband, Dan Layman, to Mary Baldwin, giving them a ride to Staunton from the Charlottesville airport. They went on to collaborate on many initiatives over the years, including program development for the education department, the Virginia Women's Institute for Leadership, and the Spencer Center for Civic and

Global Engagement.

"Dr. Fox made it a point to understand the unique character and history of Mary Baldwin in depth," Owen said, "and she created ways to stay true to our institutional mission while nurturing creativity and a spirit open to change."

Drawing upon the university's core — what she calls the Mary Baldwin DNA — has been vital to Fox. Throughout 20 State of the University addresses, she presented bold innovations and long-term visions, but they were always rooted in student empowerment and preparing future leaders to navigate a changing world.

"Dr. Fox has consistently exhibited strength and confidence, and her annual presidential messages have always offered not only hope (cast in musical metaphors!), but also specific plans for expanding and improving

MBU," Owen said. "She captured the spirit of Mary Baldwin and channeled our collective identity into her leadership of future planning."

When she arrived in 2003, Fox was an accomplished musician, professor, dean, and administrator of Miami University of Ohio. The institution she was hired to lead was a small liberal arts women's college with great potential. In the intervening years, Mary Baldwin has innovated many times, meeting challenges and seizing opportunities, and transformed into a vibrant, thriving university.

"Her keen intellect, entrepreneurial courage, matchless energy and determination, as well as a heart for our mission, enabled her to evolve into the role of a university president with grace and gallantry," said current Board Chair Gabrielle G. "Gabby" McCree '83.

2003-2022
TOTAL GRADUATES
7,323

Undergraduate	5,091
Graduate	1,680
Professional	551

FIRST GRANTED IN 2017



Beloved traditions during MBU's 2022 Orientation Weekend included the Virginia Women's Institute for Leadership Induction Parade (left), and Convocation (above).

Transformational times

Fox has spearheaded these major innovations and they are numerous: launching a successful new branch campus and college for healthcare professionals, transitioning from a college to a co-ed university, emphasizing a strong commitment to diversity and access to higher education, and overseeing record

enrollment with the matriculation of MBU's largest incoming classes against a backdrop of daunting admission trends for private institutions, to name a few.

"Dr. Fox has charted a path to success for the next generation of students through innovative programmatic changes, executed with remarkable speed and success,"

said McCree.

The strategic evolution has always been student-focused, and future-focused for Fox. MBU now aims, for example, to empower inclusive leaders among three distinct populations of students: residential, online, and healthcare professionals. Support structures and academic pathways geared toward career

readiness will enable each population to achieve pre-professional goals and graduate into strong first jobs.

Fox's leadership guided the university to flourish despite an ever-changing higher education landscape. Points of MBU's evolution during her tenure include:

- Envisioning and opening the Murphy Deming College of Health Sciences in 2014, offering the institution's first doctoral degrees and expanding onto a branch campus in Fishersville with a new, state-of-the-art facility that has spurred significant economic development in Augusta County.
- Enabling the collaborative process that created two iterative and highly successful strategic plans.
- Adding more than 30 new degrees or programs with a career focus, in the areas of nursing, business, health sciences, social work, autism studies, and more.
- Spearheading two of the largest fundraising campaigns in MBU history and personally securing the institution's future with transformational and record-breaking gifts from alumni Bertie Murphy Deming Smith '46 and Paula Stephens Lambert '65.
- Overseeing major campus improvements and construction, including extensive renovations to Pearce Science Center, the construction of SMA Worth Field to support the rapid growth in athletic programs, improvements to the Alumnae House, and the opening of a new Center for Student Success.
- Creating the Samuel and Ava Spencer Center for Civic and Global Engagement in 2007 to emphasize the importance of service learning and enrich student opportunities for local and global engagement.
- Cultivating diversity, equity, and inclusion at MBU, including creating a social justice coalition, naming a chief diversity officer, supporting 25 years of the Office of Inclusive Excellence, and supporting a residential campus of more than 50% students of

color. During Fox's tenure, MBU has been highly rated among national college rankings for social mobility. The commitment to diversity was one Fox brought to her presidency, as symbolized in the West African "chain link" Adinkra that was a key theme in her April 2004 inauguration ceremony.

- Bringing to Mary Baldwin — and to Staunton — the Heifetz International Music Institute, a famed summer training program for exceptional young string musicians. She showed steadfast support for the arts community including the American Shakespeare Center; made possible the installation of public sculptures by renowned global artist Betty Gold; and introduced to the community the work of international artists Srinivas Krishnan and Claudia Bernardi. Holding the rank of professor of music at Mary Baldwin, Fox often graced the community with piano performances.
- Nurturing and expanding Mary Baldwin's cherished traditions, including the Capstone Festival, a tradition from the seminary days, and Apple Day, with a return to the orchard and focus on community service.
- Receiving the award of Honorary Alumna status by the Alumni Association in 2010.

Fox also elevated the prestige and recognition of MBU and Staunton throughout the region and nation, and dedicated time to significant community service, including appointments to the boards for the American Shakespeare Center, Frontier Culture Museum, and the Woodrow Wilson Presidential Library. She is a member of Rotary International; and the Greater Augusta Regional Chamber of Commerce named Fox its Citizen of the Year in 2012.



Fox and members of executive staff collaborate at the Administration Building.

**"I view this time of
presidential transition
as a dash — not a period.
A dash signals an
anticipation of continuity."**

— DR. PAMELA R. FOX



In 2012 visionary supporter and donor Bertie Murphy Deming Smith '46 visited the future site of the Murphy Deming College of Health Sciences with Fox. Smith's \$15 million contribution made possible the college's creation, and she stands as MBU's most generous benefactor in history.

The chamber honor stemmed from Fox's role in establishing two major community benefits that year: announcing that MBU would found a college of health sciences, and partnering with the Heifetz International Music Institute.

Institute founder and then-director Daniel Heifetz — himself an acclaimed concert violinist — made the decision to move from Brewster Academy in Wolfeboro, New Hampshire, to Mary Baldwin's Staunton campus in 2011. He

attributes much of his excitement and confidence in that choice to Fox.

"It was President Fox's broad vision, intellectual brilliance, warmth, and humanity that convinced me that this partnership was meant to be," Heifetz said. "She understood the importance of the arts as fundamental to the success of all other academic endeavors."

Heifetz and Fox formed a productive working relationship in the intervening 11 years, and spent "many hours

discussing ways in which the Heifetz Institute's programs and students can be a source of inspiration for the MBU student community." That same sense of reciprocal collaboration and devotion to the greater good drives her leadership across the region and beyond.

In addition to community involvement, Fox is also regarded for her advocacy work on the state level and national higher education stage.

"Her leadership of Mary Baldwin

is far longer than the typical tenure for college presidents, and she stands in seniority among college and university leaders across Virginia," said Owen. "She is also exceptionally well informed about developments and trends in higher education across the nation, and indeed served in leadership positions on regional accreditation and national higher education boards."

That service included representation on the board of directors for the National Association of Independent Colleges and Universities, American Council on Education, Council of Independent Colleges in Virginia, the USA South Athletic Conference, and the Virginia Foundation of Independent Colleges.

A shared commitment

"With humility, I have been extraordinarily honored to lead and serve alongside each of you,"

"Dr. Fox made it a point to understand the unique character and history of Mary Baldwin in depth, and she created ways to stay true to our institutional mission while nurturing creativity and a spirit open to change."

— PROFESSOR EMERITUS RODERIC L. OWEN

Fox wrote in a message to the MBU community, announcing her retirement. "We have worked together with shared commitment to maintain our momentum with devotion to the mission, legacy, and promising future of Mary Baldwin University."

That sense of community and collective effort lies at the heart of Fox's approach to leadership. For two decades, she has worked side by side with individuals across many different affiliations: the Board, executive staff, faculty, staff, students, alumni, and

community partners. Fox considers the shared commitment and goodwill over 20 years to be her greatest source of pride about her tenure.

The foundation of Fox's leadership style goes back to her training as a classical musician and musicologist. She started playing the piano at age 5, and pursued becoming a professional concert pianist until she suffered an injury to her right hand during a senior-year performance. She changed course to study musicology, earning her PhD in the field from the University



With Dr. Paul Menzer, dean and vice president of the Gold College of Arts and Sciences.



Health Sciences Honor

In April 2015, the Board of Trustees surprised Fox by proclaiming that the teaching and instructional wing at the Murphy Deming College of Health Sciences would bear her name.

A plaque near the entrance of the wing pays tribute to her efforts: "In recognition of her extraordinary vision, exceptional leadership, and deeply personal dedication to Mary Baldwin University — qualities matched by her gracious manner and caring heart — the Board of Trustees names the Teaching and Instructional Wing for Dr. Pamela Fox, ninth president of Mary Baldwin, who was essential to the establishment of the Murphy Deming College of Health Sciences and in positioning the entire institution for a thriving future."

of Cincinnati, College Conservatory of Music.

The nature of classical performances has a clear corollary in the presidential role for Fox: they both are highly collaborative but also rely on individual skill; they put a myriad of parts together into a cohesive whole. Throughout her career, some of her defining skills have been synthesis, composition, and putting the pieces together.

"I have always tried to take the pieces and propose a balance of individual and collective, and create something that's greater than the sum of its parts," she said. "Vision combined with execution, and art with science are at the core of how I approach leadership."

Fox viewed Mary Baldwin itself as a collaborative composition, and she

has championed creativity, discipline, and diligent execution across the years. This clear intent and vision inspired the community with ideas and innovations to meet challenging market trends while maintaining the university's mission.

"It takes a leader with the most extraordinary qualities to guide an institution through such times and remain true to its mission," said Jane Harding Miller '76, former chair of the Board of Trustees. "Pamela has been such a leader, and while the Mary Baldwin of today looks quite different from that of 20 years ago, she has safeguarded its mission and spirit."

Moving from a high-level, strategic mindset to close attention to detail, especially in the realm of finances, also comes naturally to Fox.

"It was something I struggled with

early on," she said. "I used to think that work was linear, that you had to start at the beginning." But she soon learned that she has a knack for intense multi-tasking.

"Now I'm constantly working on 10 projects in my mind. I'll put something on the back burner, and when I come back to it fully, things always seem clearer."

She delves into financial reports and spreadsheets with a musician's eye, coalescing individual figures into an understanding of the entire enterprise. If one aspect is off key, so to speak, it has an effect on the whole arrangement.

Former Trustee and financial services expert Welly Sanders contributed his business acumen to Mary Baldwin for six years, from 2003 to 2009, including service on



2007 graduates named Fox an honorary member of their class (far left). With tennis legend Venus Williams (above), and Mary Baldwin artist-in-residence and master percussionist Srinivas Krishnan (left).

the Board's finance and business, and endowment committees. In formal meetings and impromptu conversations, Fox's own financial savvy was ever-apparent. It bolstered every major project that MBU undertook, and often allowed the administration to categorize university plans as ambitious, but achievable.

"Among her many talents, Dr. Fox enjoys a rare combination: the ability to think strategically as well as the ability to actually realize her visions," Sanders said. "Her plans have always been informed by preparation, feasibility, and consensus. Their realization has resulted from her determined, consultative leadership. Dr. Fox fairly personifies success, and for the last 20 years Mary Baldwin has been the beneficiary of her

remarkable efforts."

Another boon to Fox's management of detail is her photographic memory. She attributes this skill to her identity as a musician, as well, because it's similar to holding an entire score — sometimes close to a hundred pages of music — in one's head. Musicians have to cultivate this skill of snapshotting the whole composition from a young age.

Living the presidency has been both a joy and a challenge for Fox. There have been lonely, difficult moments and long hours inside her office in the Administration Building when she would arrive at 4:30 a.m. and leave close to midnight.

But the moments she carries with her revolve around connecting with others, and with their ideas.

"Pamela's ability to explore ideas without self-imposed limitations is one of her unique qualities," said Heifetz. "Her first reaction to an idea was never an immediate 'no,' but always 'interesting, let's look into it.' Pamela truly listens and engenders a deep sense of trust, being heard, and valued."

Fox points especially to times spent around the table in the dining room of the President's House. Looking back over her 20 years, she thought of nearly 50 important decisions and flashes of inspiration that happened there.

She connected with women leaders who came to speak at MBU like tennis superstar Venus Williams and the late prime minister of Pakistan Benazir Bhutto; gathered executive staff to tackle pressing issues; and

"Pamela's ability to explore ideas without self-imposed limitations is one of her unique qualities. Her first reaction to an idea was never an immediate 'no,' but always 'interesting, let's look into it.' Pamela truly listens and engenders a deep sense of trust, being heard, and valued."

— DANIEL HEIFETZ, FOUNDER, HEIFETZ INTERNATIONAL MUSIC INSTITUTE

welcomed students with Layman for holiday cookie parties.

"Dr. Fox has served as an inspirational leader to a host of students, academic administrators, and leaders, exhibiting dignity and strength while making herself accessible in a manner reflecting Mary Baldwin's long standing commitment to personal growth and individual development," said Owen.

The dining room table was also where MBU's highly successful social work program was born. It was where the plan for Murphy Deming College of Health Sciences was laid out to Smith as the lead donor and namesake.

It was this idea-generation and "roll up your sleeves" mentality that grabbed the attention of Will Webb, senior vice president and dean of the Palmer College of Professional Studies, who joined the university last year.

"When I was first approached about the opportunity to join the leadership team at MBU I knew about the rich legacy of the institution and its history," Webb said. "But I was immediately struck by the entrepreneurial energy that resonated from the president — in both the way she understands the at-times rapidly changing environment of the higher education landscape, and in how she has led the university to new opportunities with such a lasting impact."

Presidents are faced with near constant shifts. Daily agenda items can range from facilities planning and faculty meetings to donor thank yous and student athletic events. On a broader scale, they are faced with predicting trends and making decisions across the tumultuous higher education landscape. All of the required demands, duties, and rapid pivoting led retired U.S. Navy Admiral General and then chancellor of the University of Texas System William McRaven to declare in 2018 that "the toughest job in the nation is the one of an academic- or health-institution president." And that was before the pandemic supercharged transformations already underway in higher education, such as online learning and digital access to robust educational experiences.

"As Board chair, I have a unique

VIRTUAL ENGAGEMENT OPPORTUNITY: Our Distinctive Trajectory

Join Dr. Pamela R. Fox for a special engagement opportunity during her final year as MBU president. The university community is invited to explore MBU's ethos of innovation and creativity. Dr. Fox will share wisdom, insight, and forward-looking plans with attendees, plus fun facts and behind-the-scenes anecdotes! Held virtually, via Zoom.

7 p.m. on January 24

President Fox will be joined by the deans of Murphy Deming College of Health Sciences, Gold College of Arts and Sciences, and Palmer College of Professional Studies to share how Mary Baldwin is preparing to meet the changing needs of learners in the dynamic global economy.

Register at alumni.marybaldwin.edu

perspective into Dr. Fox's work," said McCree. "I have witnessed orchestration that requires laser focus, being attuned to top strategic issues while managing the day to day, wrestling with unforeseen obstacles, and charting a course by peering beyond the horizon. Behind the scenes, our conversations reveal daily sacrifices, an ever-creative mind moving at warp speed, a highly disciplined work ethic, a sharp business acumen, as well as an ability to translate complex trends of society, industry, and higher education into appropriate action. I have witnessed first hand how Mary Baldwin is always front and center for Dr. Fox. And in all circumstances I can always count on her integrity, dignity, grace, and on our shared commitment to transforming lives, student success, and lifelong learning."

Fox Futures

Investment in MBU's innovation was continually made possible by Fox's fundraising skills — both for immediate and impactful growth as

well as to nurture the endowment.

As a small university, student enrollment matters greatly to MBU's bottom line. During periods of enrollment fluctuation or national challenges such as the Great Recession or pandemic, effective fundraising makes all the difference in Mary Baldwin's ability to meet student needs and provide the opportunities they require to excel in college and beyond.

As the university's chief fundraiser, Fox has piloted campaigns, crystalized messaging, traveled extensively, and inspired donors throughout her 20 years. She is gifted at effectively capturing and conveying the value of an MBU education — a value that impacts both the students themselves and society as a whole — to donors who share her abiding love for Mary Baldwin, and her profound belief in the power of the university's offerings. Their generosity often meets her vision to create transformational benefits for MBU.

Paula Stephens Lambert '65 and Fox share a bond that dates



back to 2004, when the newly appointed president met the culinary entrepreneur in Lambert's company kitchen. They grew close over the years, and Lambert has been a dedicated donor to the university, recently contributing an extraordinary \$12.5 million gift to help secure MBU's future.

"I am lucky to live in Dallas, the home of important Mary Baldwin alumni Lyda Bunker Hunt, Margaret Hunt Hill, and Caroline Rose Hunt," said Lambert. "Because these important and generous ladies lived in Dallas, Pamela came each year to tell the alumni about the changes and advancements at Mary Baldwin. I kept in touch with the school and with

Pamela, and funded two travel/study abroad scholarships per year. Plus I have left the majority of my estate to Mary Baldwin. I love being able to help the school and its students."

The living legacy of gifts like those from Lambert, the Hunt family (MBU's dining hall is named after Lyda B. Hunt), and many more can be seen daily at the university through its students. Fox connects the Mary Baldwin of these distinguished alumni with the Mary Baldwin of today, affirming that the MBU experience is at its core ever-lasting: the university shows every student how to make the most of their potential.

"Pamela has been an extraordinary leader at Mary Baldwin," said Lambert. "Throughout her tenure, she has been an innovator, a problem solver, and an advocate. She shepherded Mary Baldwin into the 21st century with grace and dignity while adapting to today's world."

As Fox prepares for her retirement, the Office of University

Advancement is partnering with alumni, university supporters, and the MBU Board of Trustees to honor her own legacy through a special fundraising effort.

The Fox Futures Initiative will advance key academic programs, establish career-focused interdisciplinary curriculum, dramatically strengthen endowments, and fund campus improvements. It will also establish, thanks to lead donors Don and Gabby McCree, an innovative Center for Life Success that will offer premium professional and life-skills advising to drive student success from move-in day, to graduation, and beyond.

At the opening of the university in late August, MBU announced nearly \$7.5 million in new gifts from the Fox Futures Initiative, including significant gifts to name and endow the Palmer College of Professional Studies, the Betty Gold College of Arts and Sciences, and the McCree Center for Life Success.



Another mainstay of Fox's presidency has been her cats: she and Layman brought eight with them upon arrival at Mary Baldwin. Myla (left) is one of their two current Abyssinians.

In her last State of the University address, Fox called upon a striking metaphor to describe her presidency's final year:

I view this time of presidential transition as a dash — not a period. A dash signals an anticipation of continuity.

You have indulged my musical metaphors; our first strategic plan was titled Composing Our Future, and many of my 19 state of the university addresses called forth compositional quotes and musical works to frame our moments in time.

This moment is a crescendo.

A crescendo grows more intense as it progresses. My favorite in classical music is the bridge between the third and fourth movements of Beethoven's Fifth Symphony. In popular music, my favorites are the end of the Beatles' "A Day in the Life" and "Bohemian Rhapsody" by Queen. Spotify has a ready-made crescendo playlist if you want to explore this for yourselves!

Mary Baldwin will not suffer a diminuendo or a loss of momentum. I will be here with you over this next year as we confidently implement these plans and search for our next president.

A celebration to honor Fox will be hosted by the Board of Trustees on April 13. Higher education executive talent firm Academic Search will partner with the MBU presidential search committee and Board of Trustees to conduct the search to find the university's next president with a goal of naming a successor in spring 2023.





Display Captures Presidential Impact



A gold shovel from the Murphy Deming College of Health Sciences groundbreaking. Mary Baldwin magazine covers since 2003. A 175th anniversary lapel pin. The first strategic plan, *Composing Our Future*. Design mockups for numerous construction projects. Over 80 photographs. A new display brings together these mementos and more from the past 20 years.

Amber Ocasio '14, MS '22, administrative coordinator for the President's Office, curated the exhibit, and considered it an opportunity to tell the story of Fox's tenure in a unique way. It took over two months to complete, and features contributions from many faculty and staff.



"I wanted to create a space where people could see Dr. Fox's impact in both the big and little ways," Ocasio said. "Our founder Rufus Bailey could have been talking about her when he said, 'in every place she moves, she is a radiating point of influence.' Let us all treasure these last few months with our ninth president."

To Live in Time

THE FOX YEARS, 2003-23



April 2003:

Dr. Pamela R. Fox named the ninth president of Mary Baldwin, officially starting her tenure on July 1.

April 2004:

Fox's formal inauguration ceremony was held. She took the oath of office from Claire Lewis "Yum" Arnold '69, then-chair of the Board of Trustees; her husband, Dan Layman, and his family; and her late parents.

July 2004:

The Board of Trustees unanimously endorsed the 10-year strategic plan, Composing Our Future, a broad collective effort to establish milestones for Mary Baldwin's future.

2004-05:

Bertie Murphy Deming Smith '46 made a gift of \$6.5 million to inspire participation in funding the goals of Composing Our Future. A portion of her gift restored and revitalized buildings throughout campus.

March 2005:

Fox guided the Mary Baldwin community to create and adopt the pledge of inclusivity, now recited annually at the opening of the university every August.



“Today by our collective presence and united purpose, we visibly affirm our intention to live out purposeful lives in connection to other people driven by deep recognition of our interdependence with others.”

(SPENCER CENTER OPENING CEREMONY)

“The most exciting moments of orchestration, rehearsal, and performance ahead will happen naturally from our creativity ... We seek to harmonize our efforts and join our voices.”

(2004 STATE OF THE UNIVERSITY)



October 2005:

Student leaders collaborated with Fox to re-envision the annual Apple Day tradition, returning students to the orchard with a special focus on community service.

2005–07:

Sweeping campus improvements are executed through the “Transforming Our Environment” initiative.

May 2006:

Fox helped revive the Capstone Festival, a tradition from the seminary days, to focus on celebrating excellence in student research and scholarship.

October 2007:

The Spencer Center for Civic and Global Engagement opened, named after former Mary Baldwin President Samuel R. Spencer Jr. and his wife, Ava.

Fall 2008:

The nationally accredited bachelor of social work program was founded. It's gone on to become one of MBU's most popular undergraduate majors. Fox oversaw the addition of more than 30 new degrees and programs during her tenure.

“Composition — whether prose, poetry, painting, architecture, or academic strategic planning — is a process and product of intentional construction. So through our conversations this year, we will work as an empowered, confident, and responsible community to compose our future in the next critical decade of opportunity for Mary Baldwin.”

(2003 STATE OF THE UNIVERSITY)

“There will be music everywhere — not only on this campus, resonating from the dormitories, but all around the city in incredible, inspiring performances.”

(2012 MARY BALDWIN MAGAZINE)



April 2011:

Major renovations of Pearce Science Center began to improve research space for students and faculty.

March 2012 :

Fox was named the Greater Augusta Regional Chamber of Commerce Citizen of the Year.

April 2012:

A special ceremony was held at the future site of the College of Health Sciences to honor lead donor and namesake Bertie Murphy Deming Smith '46. MBU also attained accreditation from SACS as a doctoral institution in 2012, paving the way for health sciences offerings.

Summer 2012:

The Heifetz International Music Institute — a summer program for exceptional young students of violin, viola, and cello — began its residency at Mary Baldwin.

October 2012:

Ever Ahead: The Campaign for Mary Baldwin enters its public phase with an \$80 million goal, the largest Mary Baldwin has ever raised in a single effort.





2014:

Fox guided the strategic plan Mary Baldwin 2020 from conception to completion, including 18 months of collaborative input from the Mary Baldwin community. This iterative and flexible blueprint has evolved into the current Board-approved strategic plan for MBU 2025 and Beyond.

June 2014:

The Murphy Deming College of Health Sciences opened in a new, state-of-the-art building on MBU's first branch campus in Fishersville. The Board of Trustees named the instructional wing in Fox's honor at the official dedication ceremony in April 2015.

2015:

The major in health sciences was added to MBU's offerings, and included built-in pathways for undergraduates to continue their studies at Murphy Deming and other top graduate schools.

2016:

The Master of Business Administration Program was founded, thanks to generous support from Susan Nolan Palmer '67. The 100% online program focuses on best equipping its students for career growth and marketability.

August 2016:

Mary Baldwin celebrated its 175th anniversary and publicly launched its new name of "Mary Baldwin University" in a ceremony on Page Terrace.



"Our vision evoked emotion, challenged a sense of urgency, and blew a certain trumpet of animated action. The true link between vision and this transformed reality is our collective imagination."

(MURPHY DEMING DEDICATION CEREMONY)



2016–17:

The Alumnae House underwent extensive renovations during MBU's 175th anniversary year.

Fall 2017:

MBU welcomed its first group of residential undergraduate men to campus.

December 2017:

The bachelor's degree in Autism Studies & Applied Behavior Analysis (ABA) was founded to address one of the most significant and growing needs in education. It was the first program of its kind in Virginia.

January 2018:

The Center for Student Success opened, bringing together fundamental student resources in a creative, engaging space in Grafton Library.

August 2018:

The SMA Worth Field was built as a revitalized platform for MBU's soccer program and the Virginia Women's Institute for Leadership.



“We are MBU. Let’s launch that spirit. Revel in our successes. Relish our history. Celebrate our 175 years of foresight, courage, and commitment. See possibility everywhere, our potential for the future.”

(2016 STATE OF THE UNIVERSITY)



Fall 2018:

Men’s club soccer debuted as the first men’s athletics team in MBU history. Over the next few years, the university began varsity play in men’s soccer, track and field, cross country, baseball, basketball, and tennis.

April 2018:

MBU announced the largest gift in its history — \$25 million from Bertie Murphy Deming Smith ’46, demonstrating her continuing profound belief in her alma mater’s future.

August 2019:

Another set of major renovations were completed in Pearce Science Center, funded by contributions from the E. Rhodes and Leona B. Carpenter Foundation and Mary Baldwin’s Class of ’67.

March 2020—present:

MBU navigated the COVID-19 pandemic under Fox’s leadership. Residential students departed campus on March 11, 2020, but were welcomed back safely for in-person classes the following fall. In spring 2021, MBU was one of the first universities in the state to require the COVID vaccine, and the community went on to achieve a 94% vaccination rate.

July 2020:

Fox created the Coalition for Racial and Social Justice at MBU to coordinate and elevate diversity, equity, and inclusion efforts in the wake of George Floyd’s murder.

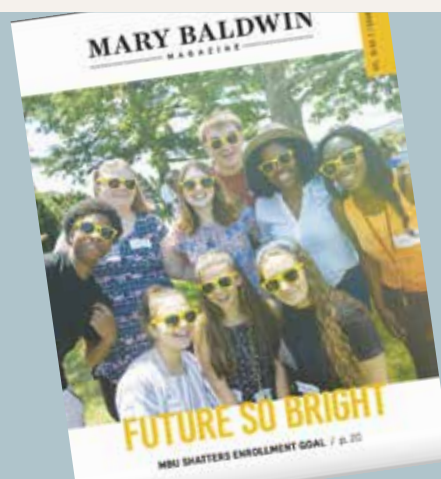


“Mrs. Smith remains a visionary advocate whose leadership and philanthropy have, over and over again, nourished our mission and turned aspirations into reality.”

(GIFT ANNOUNCEMENT CEREMONY)

“Inclusive leadership is our mission for our time, in that it represents a powerful nexus of not only what our post-pandemic world demands but what our mission can lead in providing.”

(2020 STATE OF THE UNIVERSITY)



Fall 2020:

MBU welcomed its largest incoming class in university history for the second year running.

January 2021:

The Doctor of Nursing Practice Program was founded to prepare advanced practice nurses, and increase access to expert healthcare both nationally and in the local community. William H. Goodwin, Jr., and Alice Tolley Goodwin '66 contributed a transformational \$5 million gift to support the program.

August 2021:

Fox named the university's first chief diversity officer to expand DEI efforts and resources across the enterprise as a member of the president's executive staff.

October 2021:

Paula Stephens Lambert '65 donated \$12.5 million to the university — one of the most significant gifts in its history. The gift also launched a new chapter of the MBU Empowers campaign.

“We aspire to propel Mary Baldwin forward to meet the life needs of our students and the urgency of social mobility and equity. We will bring together our far-reaching evolution of the past decade and forge a centralized synthesis — one that is outwardly focused, all-university, data-driven, multidisciplinary, and that above all else realizes that graduation is not a finish line.”

(2022 STATE OF THE UNIVERSITY)



May 2022:

The Palmer College of Professional Studies was launched with a generous gift from Susan Nolan Palmer '67. The college focuses on providing cutting-edge online and hybrid educational experiences that prepare students to meet the needs of the new economy.

Summer 2022:

Fox announced a new centralized academic structure centered upon three academic colleges: The Betty Gold College of Arts and Sciences; the Palmer College of Professional Studies; and the Murphy Deming College of Health Sciences.

October 2022:

MBU introduced Access MBU, one of the most recent examples of the university's ongoing commitment to affordability and social mobility.

2023:

Fox plans to retire at the end of June in 2023.





Steadfast Partner

Dan Layman's dedication, kindness, and expertise mark the past 20 years at MBU and beyond

When the Heifetz International Music Institute was looking to relocate its prestigious summer program in 2011, President Pamela Fox and her husband, Dan Layman, saw a once-in-a-lifetime opportunity for Staunton. Heifetz's chosen community would become the summer home for some of the most promising young string musicians in the world, as they learned unique communication skills through musicianship and put on stirring performances and concerts.

The couple quickly sprang into action. Layman garnered extensive community support for the move, and Fox provided leadership for housing the institute, its students, rehearsals, and performances on Mary Baldwin's campus. In conversations and meetings, they both emphasized how the world-class program would enhance Staunton's cultural offerings, demonstrate the community's commitment to the arts, and become a powerful draw for residents and visitors alike.

A year later, after the first successful Heifetz residency, their joint work and personal efforts garnered an official proclamation from the Staunton City Council. Former Mayor Lacy B. King cited "deep appreciation for the vision, the encouragement, and the support of Dr. Pamela

Fox and Mr. Dan Layman and their invaluable contribution in helping to bring the Heifetz International Music Institute and its superb group of talented and dedicated musicians to Staunton.”

The way Fox and Layman helped orchestrate Heifetz's relocation — through hard work, lightning-fast response, strong connections, and focus on future benefit — is indicative of their steadfast partnership and abiding commitment to the Mary Baldwin and regional community.

During the 20 years the couple has called Staunton home, Layman has been continually recognized for devoted and instrumental civic leadership in both official and volunteer capacities.

One of Staunton's landmark cultural institutions, the American Shakespeare Center (ASC), also honored him in 2012 for exceptional service as board of trustees chair. That year he received the distinguished Robin Goodfellow Award, which recognizes fundamental contributions to ASC's mission of making the joys of Shakespeare accessible to all.

ASC co-founder and MBU professor emeritus Ralph Alan Cohen recalled Layman's impact on the Blackfriars community:

Dan Layman was chairman of the board of the American Shakespeare Center for two consecutive two-year terms, and anyone who knows Dan will understand what I mean when I say he brought us an endless supply of cheerfulness, positivity, and hard work. That would be high praise for a board chair of any theatre company at any time, but Dan was in charge during the recession of 2008, when 20% of theatres went out of business, and his calm belief in us saw us through to the decade of our greatest stability. The company gave Dan its Robin Goodfellow Award named for Shakespeare's magic maker in *Midsummer Night's Dream* because “good fellow” is what we care most about in the people we honor. But Robin Goodfellow's other name is “Puck,” and the twinkle in Dan's eyes, whether at a Blackfriars show or a board meeting, made us feel that he was thoroughly enjoying the magic he made for the ASC. In his goodwill and kindness, Dan is an inspiring emblem of this remarkable community at its best.

With wide-ranging support, Layman also contributed to additional local civic groups and cultural organizations, including the Staunton Downtown Development Association, Greater Augusta Regional Chamber of Commerce, Frontier Culture Museum, Historic Staunton Foundation, and more. Layman's professional leadership extended to the Board of Directors of the Center for Nonprofit Excellence and the founding Advisory Board of the Virginia Funders Network.



Fox and Layman at the groundbreaking ceremony for Murphy Deming College of Health Sciences in October 2012.

Closer to campus, Layman personally and professionally supported the university's strategic advancement and success in a critical period of evolution during Fox's presidency.

He put his considerable development and fundraising expertise — forged through 14 years of experience at Miami University in Ohio, where he departed in 2003 as senior director of development — into the service of Mary Baldwin. At the special request of the Board of Trustees, he accepted the role of campaign director of leadership gifts in 2009, and then advanced to associate vice president of institutional advancement.

It was a vitally important time for Mary Baldwin's fundraising team, and Layman helped lead the repositioning of the Ever Ahead campaign — the largest in MBU history at the time — including its public launch on campus and across the United States in October 2012. On the very same day, he also orchestrated the groundbreaking ceremony



A devoted supporter of Mary Baldwin, Layman connected with many alumni and donors over the years, including Helene Cortez Harrison '48 (left) and Bertie Murphy Deming Smith '46 (right). He currently serves as president and CEO of the Community Foundation of the Central Blue Ridge (middle).

for the Murphy Deming College of Health Sciences, when institutional leaders, generous donors, community stakeholders, and public officials joined faculty and staff in a large tent on the building site in Fishersville.

Layman was also instrumental in securing funding to renovate the Pearce Science Center, gifts for founding Murphy Deming, and other significant components of Ever Ahead, which went on to achieve its \$80 million goal.

Even before his official position at Mary Baldwin, Layman stood as a committed partner to Fox in garnering support for the university.

Esteemed alumna and donor Caroline Rose Hunt '43 visited campus in 2006, and the couple hosted her for breakfast in the President's House dining room. Hunt remarked at the time how, "We have a presidential duo, for Mary Baldwin could not have expected to have two outstanding leaders as a committed couple at the helm."

Indeed, Fox and Layman frequently traveled together to alumni gatherings across the country, including the annual President's Council meetings in Dallas, hosted by Hunt, and visits with Bertie Murphy Deming Smith '46 in Louisiana.

A beloved presence on campus, Layman devoted thousands of hours to attending community events, sports games, performances, celebrations, and traditions.

For many years, he invited students to the President's House for Halloween pumpkin carvings and holiday cookie parties, where he baked gingerbread squirrels for decorating.

In 2013, Layman was named president and CEO of the Community Foundation of the Central Blue Ridge, a charitable organization that distributes grants, scholarships, and awards to numerous organizations and individuals in Staunton, Waynesboro, and Augusta, Highland, and Nelson counties. Hundreds of local donors support the foundation's work, benefitting their hometowns and bringing aid to neighbors in need.

"No one could have been a more dedicated or effective member of the Mary Baldwin community," former Board of Trustees Chair Jane Miller '76 told the *Mary Baldwin Magazine* in 2013. "Dan served with great distinction. He now has a wonderful opportunity to take up a position that will be personally and professionally fulfilling and in which he can make a real difference for the community he has grown to love since moving to Virginia."



As CEO, Layman helps individual and corporate donors explore how they can accomplish their philanthropic objectives through the foundation, and also connects leaders of local nonprofit organizations with advice, resources, and opportunities.

And he has been widely recognized for excellence and impact since assuming leadership of the Community Foundation. In 2021, the 600-plus member organizations of the Greater Augusta Regional Chamber of Commerce (GARCC) named Layman the Citizen of the Year. They highlighted his extensive civic participation, and how he inspires others toward positive change with dedication, optimism, and collaboration.

The GARCC especially commended the foundation's work to launch a pandemic relief fund immediately after the world-wide shutdown in 2020. The fund began with a \$100,000 donation and generated more than \$1.8 million in aid — far eclipsing an initial goal of \$250,000.

In response to the pandemic's difficulties, Layman and his team tirelessly spearheaded efforts to forge creative partnerships, create relief programs for those living on the

financial edge, and increase equitable access to essential services. They worked with the Staunton-based ARROW Project to provide free or reduced-cost mental health services, and helped the local United Way and YMCAs implement emergency childcare offerings. MBU also worked with the foundation to house family and senior clients of the Valley Mission in Tullidge Residence Hall, where they could follow social distancing and isolation guidelines.

"Dan is one of those guys that's doing so much — he's juggling so many balls but never hesitates to lend an ear or offer advice to anyone that's trying to make a positive impact on the

community," said GARCC President Courtney Thompson. "He never brags or seeks the spotlight. He's a leader that leads from behind and lets others take the credit."

True to form, Layman accepted the Citizen of the Year award on behalf of his team and workers at partner organizations that made their relief effort possible.

With Fox retiring, Layman intends to continue his work leading the Community Foundation, and the couple's strong partnership will continue to make a positive impact on the local community and beyond, for many years to come.



With members of the Hunt family at the dedication ceremony for the Margaret Hunt Hill Bridge in Dallas, named in memory of renowned philanthropist from the Class of 1937.



The final message for MBU's annual Halloween pumpkin carving — a tradition Layman started — featuring a record 125 pumpkins.

Class Columns

The following alumni updates cover the period since the last *Mary Baldwin Magazine* was published in Winter 2022. This edition's class notes are organized by category, then by decade. Submissions are edited for length. We hope the streamlined reading experience will most effectively celebrate all of our alumni's news and accomplishments!

Do you have a class note to share? Reach out to the Office of Alumni Engagement at alumni@marybaldwin.edu or 540-887-7007.

Accomplishments, Celebrations, Milestones

1960s

CATHERINE "KIT"

Kavanagh '62 writes: "In August 2021, I had the pleasure of hosting an 80th birthday celebration for those of us who missed out in 2020 due to the pandemic. Among the guests were my fellow Richmond Mary Baldwin alumni, **PRIOR MEADE Cooper**, **SHIRLEY FILE Robbins**, **KENT SEABURY Rowe**, and **JANE LEWIS COLEMAN Balfour**. It was such fun belting our Class of '62 song to the smiling group. After all these many years, we've still got the school spirit!"

ANNA KATE REID Hipp '63

enjoyed an 80th birthday trip in April to visit her sister in New York, and also reports that she spends a lot of "beach time" at Pawleys Island in South Carolina. Last year, she spent Christmas in Santa Fe with her sister and oldest child, Mary,

and took several short trips to the North Carolina mountains.

KEENE ROADMAN Martin '63

writes: "I turned 80 in November, and my daughter and son arranged an 80th birthday celebration for me in December. It was one of the highlights of my life." She took an August trip to Jackson Hole, Wyoming, with her family, and is currently serving as chair of the Assistance League San Antonio Literary Ladies Book Club.

SUSAN THOMPSON

Timmons '64 is an accomplished artist, and recently exhibited her paintings at the Lynchburg Art Club and Gallery.

PAULINE DOVE Lamal '65

is pleased to inform us her name will grace a new art gallery at the Central Piedmont Community College of Charlotte, North Carolina. The Dove Gallery also honors the memory of her sister Selma, who attended Mary Baldwin. Pauline served as a professor at Central Piedmont for 30 years and also chaired its visual arts program.

2010s

CAIT HENCK '12 purchased an old converted church as a home for her partner and their fur babies, including a new kitten named Valentine.

CEARRA MECHEM Nocera '12

recently bought a home and relocated from Maryland to South Carolina in April 2021.

Births and Marriages

2000s

TIFFANY SHUMACK

Goggans '02 shares that she had a baby boy, Asher, in September 2021. He joins big sister Charlotte to complete their family.

JULIA MESSER-CROTEAU '06

and Bradley L. Croteau, Esq., are pleased to announce the April 2022 birth of their daughter, Claire Elizabeth Croteau.

2010s

JACKIE MILLER McKean '12

welcomed a son, Issac, on October 18, 2021. She is currently an adult mental health case manager with Valley Community Services Board.

MYKAEL OUTEN-Kurth '12

welcomed baby Finnegan on July 20, 2021.

TIFFANY PARSHALL '12 and her partner welcomed their first child, Nova, in 2021.

KATIE NADEAU Rocci '12

welcomed baby Beckett in February 2021.

ASMA SHETHWALA YU '12 had her third baby boy with husband Xiao Yu in April of 2022.

Career Achievements

1960s

PAULA STEPHENS Lambert '65

shares that *Food & Wine* magazine has named her business, the Mozzarella Company, one of the top 50 U.S. cheesemakers.

1970s

CAROLYN BASS

Armentrout '70 is now a docent at Wytheville's Edith Bolling Wilson House.

NANCY NODINE Robinson '74

writes that she still lives in Montgomery, Alabama, but has retired as the state's division director of microbiology. She is blessed with nine grandchildren — six girls and three boys, ages nine years to four months.

KIMBERLY BAKER Glenn '79

writes that she is now the rector of Grace Episcopal Church in Kilmarnock.

1980s

LISA Saul '81 received a BS in medical technology, and worked in hospital labs and in open heart surgery, but then pivoted to earn a

cosmetology license. She opened a nontoxic salon 30-some years ago before being green was trendy. Now she works part time in her salon, and runs a plant-based hair color company.

GAYLA Dodson '84, a 2010 MBU athletics Hall of Fame inductee for basketball, celebrated her retirement after 29 years of service as director of public works for the City of Atlanta.

2010s

LISA CRAIG '12 was recently promoted to team supervisor of the State Hospital Discharge Planning Program for the City of Virginia Beach in December 2021.

KRITTIKA KRISHNAN '12 recently moved back to Austin, Texas, and purchased a home after a few years in the northeastern U.S.

She has since landed a dream job with Apple as a data scientist.

BRITTANY LEDBETTER '12

recently transitioned out of active duty after nearly 10 years in the Army. She has settled in Marlow, Oklahoma, and serves in the state national guard as an officer candidate school instructor. She also landed a dream job as a taproom manager and event coordinator at Kockendorfer Brewing Company.

ANNAMARIE Losh '12 recently bought a home on the same street where she grew up. She is currently working in the Waynesboro Public Schools preschool center.

REBECCA RUDOLPH '12 has been promoted to a management-level position within a prominent health consulting firm. She now advises a group of professional

women and helps guide them to success.

News

1950s

ELAINE BALDWIN '56 visited her four great grandchildren in North Carolina last October.

MARY MARGARET BEALE

Black '56 reports that all is well with her.

BETTY BOYER Bullock '56

shared that she phoned classmates and, sadly, 19 of their numbers were disconnected. "So, if you know how to contact any '56ers, please let me know. I think it would be wonderful for us to commend and share our joy about their achievements. I'm still in the same southwest Florida assisted living facility, and am loving the easy life. I seem to be

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CLASS COLUMNS

busy all the time, but have no big things to pass along.”

NANCY PAYNE Dahl ’56 finds that keeping up with her three children and eight grandchildren makes for a very busy and wonderful life.

SUE DOZIER Grotz ’56 and Art went on cruises around the Caribbean, to Alaska, and around the Chesapeake Bay. They visited with children and grandchildren between trips, then put their boat back in the water in early August to sail locally with their cruise club.

SHIRLEY PERKINS

Jezierski ’56 and her husband are doing well and living in the house they have loved for 57 years. Both are retired and Shirley continues to sing in the choir.

DIANE McCLENNEY

Macrae ’56 and her husband live in northern coastal Florida and walk to the beach every day. Good health, great neighbors, and loving children that visit often make a happy life for them.

MARTHA STOKES Neill ’56 has moved into a nursing facility.

REID STRICKLAND

Nottingham ’56 writes that she has been holding her own very well.

SUSAN ANDES Pittman ’56

writes that her recovery from surgery to repair knee caps injured in a fall is going well. She says it’s been a long haul, but she’s now finally up and moving around — albeit slowly.

ELLEN GIBSON Shaw ’56 had a great time visiting Ireland in 2019.

CLARE TROTI Stephens ’56

and Hugh had a good visit with their daughter, where they took joy in reliving old memories.

1960s

TERRY LEE Alexander ’63

shared that she worked as a member of her county’s community emergency response team on COVID mitigation — handling issues like driveby events to hand out virtual learning school supply packets, boxed meals for those in need, and helping out in vaccination clinics. She also traveled to Sicily and southern Italy in October with a group from the Virginia Museum of Fine Arts.

MARY “CARPIE” GOULD

Coulbourn ’63 shares that she and Tom are still living in Richmond. Two of the couple’s three children live close by with their families. Mary plays bridge weekly and enjoys golfing. Her granddaughter, Mary Carpenter Ottley, got married in September.

SHEARER TROXELL Luck ’63

writes that she helps with the poverty aid organization Circles, and participates in both book groups and Sunday school classes on Zoom. Last year brought great sadness to her family, as they lost her sister Emily (Class of ’62) to renal failure. Her son’s youngest child has been named state volleyball player of the year, and will attend Randolph-Macon on academic scholarships while playing volleyball.

GINNY MAXWELL ’63

stays busy with online duplicate bridge and keeping track of her grandchildren: One just graduated from the University of Virginia; the other is attending University of North Carolina Chapel Hill.

HONEY BESSIRE Morris ’63

writes that she and husband Larry moved to San Francisco — into an Outer Richmond area neighborhood that’s two blocks from Golden Gate Park — to live with their youngest son, Jim, and his family. Larry was diagnosed with late-onset Alzheimer’s four years ago. They’re enjoying spending time with teenaged granddaughters Ella and Tessa.

MINTA MCDIARMID Nixon ’63

writes that Cobbs and she are still active, and their grandchildren are grown. The oldest will be married next October. One graduated from the University of Virginia, and works remotely for Sass from Charlottesville. Another graduated from the University of North Carolina Chapel Hill, and now works in Austin, Texas, for General Motors. The last two are juniors in college at Georgia and Alabama.

SANDRA “SANDY” DINGESS

Potter ’63 shares that she and Brad moved from Connecticut to Naples, Florida, 19 years ago. They’ve spent the past 8 years in a retirement community in Ft. Myers near Sanibel Island. Their son, Brook, lives in Boston. Ty and his family live in Benicia, California. Their grandchildren, Katie and Will, attend Chapman University in Orange, California.

ANN APPLETON Recesso ’63

shares “Chuck and I both turned 81 this year and, though generally healthy and active, feel our age.” She stays busy with quilting for her church, and volunteering at both Ronald McDonald House and Meals on Wheels. Her great love is reading.

EMILY DETHLOFF Ryan ’63

shares that she phoned friends instead of sending cards last Christmas: “It was an uplifting experience and I highly recommend it.”

Save the Date

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JANET "JAN" HADDRELL

Connors '65 writes that she traveled to Cape Cod in June and to Iceland in August. She also visited Richmond to see classmates and friends.

ANN MEBANE Levine '65 took a trip to Crozet in December to visit her daughter and family, and drove to the Lynchburg area to visit Thomas Jefferson's Poplar Forest. She invites classmates to join the Class of '65 Zoom Book Club, held once a month.

KATHRYN "KATHY" RICE

Knowles '67 encourages her classmates, Angels in Disguise, to share their input and opinions on keeping their class notes online, and/or communicating via email. She looks forward to the virtual class meeting, and hopes for much virtual hugging and laughing, and to remember their days in Hilltop, Bailey, Memorial, Woodson, and all the rest.

1970s**DEVON HIXENBAUGH**

Sloan '70 writes that everything is good in Tucson, and that she's staying busy volunteering with the visitor center, historical society, and homeowners association.

CATHERINE "CATHY" PIERCE STRINGFELLOW '71

moved to Rio Rancho, New Mexico, in 2007, and loves her Pueblo revival style house with views of the Sandia Mountains. After attending a local hot air balloon event in 2009 she fell in with a community of balloonists as a crew member. She and her hot air balloon pilot partner, who lives in England, spend several months each year traveling around the southwest and the world. Cathy's daughter, Kate, lives in Greensboro, North Carolina, with her husband and their 19-month-old son. Her son, Ryan, and his wife live in Lake



Oswego, Oregon, and now have two sons, aged 5 and 2.

BRENDA GREER Horseman '74

and Bernie sold their Charlottesville home in August and have since been full time RV-ing. They've visited family and traveled throughout the Southeast, Florida, and Texas.

KATHERINE "KATY" COLVILLE

Reid '74 is looking forward to getting back into her workouts, spinning, and swimming. She is recovering from a total knee replacement surgery in January. She's excited to announce the engagement of her son, Jeremy, to Melissa. They're planning a wedding for May 2023.

REBECCA BIEN Sullivan '74 is still keeping young with volunteering at the local fire and rescue, quilting, kayaking, and Zumba.

CLAIR CARTER Bell '76 and her husband, Tom, celebrated the marriage of their son, Thomas G. Bell III, to Mary English Saunders on June 19, 2021. The couple

bought a home in Atlanta; he works for Bessemer Trust, while she works remotely for United Service Organizations. **MARYKAY SCHORN Stainback '76 and LEE JOHNSTON Foster '75** gave a bridal shower for Mary in May 2021.

1980s**KATHERINE JACKSON**

Anderson '80 writes that each of her three sons moved into new houses this year, and that she has a granddaughter on the way.

LAURA REED Bivans '80 writes that she retired in 2020 and is currently helping to care for her parents. She and Dave took a safari trip to South Africa, then went to Paris. She also became a grandmother — with daughter **MARGARET BIVANS Fogle '10** giving birth to Caroline on June 6, 2022.

TINA GRAHAM Creger '80 and her husband, Jimmie, are busy with two rental properties, a long term rental home in Glen Allen, and a

vacation home in Kitty Hawk. They have been retired for a while, and are looking forward to travel plans in Wyoming and Montana.

TORI GOODWIN Hardy '80

shared that she's enjoying life with five grandchildren. Her son got married this past year, and her husband Waller retired. Her latest hobby is the botanical arts — i.e. creating out of plants — and she's hoping to do some traveling in the near future.

LISA PETTY '80 is living happily in Jacksonville, Florida, with her mom.

MARY CATHERINE MITCHELL

Amos '81 lives in Charlotte, North Carolina, with Allen, her husband of 41 years.

VAUGHAN SULLIVAN

Noack '81, EVA DILLARD '81, ANN POTTER '81, NITA ANN KNIGHT Klein '81, MARY CATHERINE MITCHELL Amos '81, and LIZA NASH Taylor '81, all Mary Baldwin class of 1981 friends, enjoyed their

Jackson '59, August 25, 2021

ALYS OWSLEY '59,
November 29, 2021

**JULIA SUE STAFFORD
SWIFT '59**, February 12, 2022

**PATRICIA "PATTY" PETIT
Streater '59**, March 29, 2022

1960s

**MIRIAM "LYN" MATHEWS
Perrin '60**, June 15, 2022

**ANN LEE ALEXANDER
Cook '62**, July 21, 2022

EMILY TROXELL Pepper '62,
November 19, 2021

**JOAN "JOANNIE" JACKSON
Childrey '63**, January 9, 2022

**ELIZABETH "LIZ" FISHER
Harris '63**, May 4, 2022

**ANNE MACON CLEMENT
RIDDLE '63**, September 30, 2021

**MARGARET COLE
Chappell '64**, February 8, 2022

**ELIZABETH "KI" SHINNICK
Caldwell '67**, February 26, 2022

**MARGARET JENNINGS
Metz '67**, March 7, 2022

**CECELIA "CELIA" BURNS
Travis '67**, March 21, 2022

ANNE WALKER Milliken '68,
November 5, 2021

1970s

LELIA THIERMANN Taylor '70,
March 20, 2022

VIRGINIA BELL Trice '71,
January 15, 2022

**ELIZABETH "ANNE" COLEMAN
Knopp '74**, September 20, 2021

BEVERLY FIELD Clement '75,
April 1, 2022

**ELIZABETH "BETH" WEEKS
Sellers '76**, July 12, 2022

**ANITA LOEB KIRACOFÉ
Heatwole '79**, June 28, 2022

1980s

ELIZABETH Locher '80,
May 29, 2022

LISA Petty '80, March 11, 2022

**MARY LOU GODERRE
Simeone '83**, January 1, 2022

**KAREN ANDERSON
Hartman '88**, July 2, 2021

**NANCY ROYAL OLSON
Ohlinger '89**, December 29, 2021

1990s

GINGER JENNINGS Hecht '95,
February 9, 2022

2000s

KIMBERLY NICOLE Carroll '05,
January 11, 2022

ROSS HAMILTON Hosaflook '08,
December 29, 2021

**YARDLEY REBECCA
Dubois '18**, June 7, 2022

**BETTIJO "BJ" GOBLE
Coffey '19**, January 19, 2022

DOMINIQUE Lawrence '20,
January 24, 2022

FACULTY/ TRUSTEES/ FRIENDS

Former Trustee and Advisory
Board of Visitors member, **Helen
Kleberg Groves**, May 6, 2022

Former Mary Baldwin history
professor of 30 years, **Dr. Kenneth
W. Keller**, January 9, 2022

Former professor and senior
member of the education
department, **Dr. Patricia C.
Westhafer**, February 20, 2022

Our condolences to **SARAH
"SALLY" LIVINGSTON
Brown '63** and Lee on the death of
their daughter, Sarah Brown Tyree,
December 30, 2021

Our condolences to **MELANIE
WALTHALL Chambliss '65** of
Prattville, Alabama, on the loss
of her husband, Bobby, to cardiac
arrest on January 6, 2022



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Pursuit of Passion

Dacrie Brooks '98 was one of New York's most respected PR professionals. Now she's using her skills to fight racial injustice.

Prepping for her keynote address at MBU's Homecoming 2022 Dacrie Brooks '98 reflected on her career's recent full-circle journey.

She'd spent more than 20 years establishing herself as one of New York's most respected media relations executives. She held positions with top agencies and routinely placed articles about business clients in national outlets like *Fast Company*, *TIME*, *Forbes*, and the *Wall Street Journal*. Then 2020 happened — and everything changed. Fueled by the 2020 police murder of George Floyd, she altered course and began doing nonprofit communications work that examined socio-economic and racial injustice.

Before that, she reveled in generating results that yielded more revenue for her clients.

"It was my job to convince some of the world's biggest magazines to publish stories about high-profile CEOs, the next big tech startup, you name it," said Brooks. From a certain perspective, it was all about impacting the bottom line.

But as director of communications for The Marshall Project, a Pulitzer Prize winning nonprofit newsroom covering criminal justice, she gets "to use my skills and talents to educate people about all that is wrong with mass incarceration, and in my own way, push back against systemic injustices by sharing compelling stories about the lives of some of the most marginalized people in the United States."

Addressing Mary Baldwin students and alumni, Brooks emphasized the effect that shift in professional focus has had on her life and personal well-being. She's fired up about going to work in the morning. She goes home knowing she's helping to amplify and give a voice to the voiceless. She wants to do her part to make the world a better, more equitable place to live.

"We need to understand that we don't need to compromise who we are as people to thrive in the world," said Brooks. Consumer culture has deified income and materiality — but the calculus of happiness includes more than dollars and cents.

"Yes, we should demand to be paid what we're worth," Brooks continued. But we can't let fear about not making enough money "steer us away from our passion and keep us from using our authentic voice. We have to own our own voice and our own narrative, and we have to use our voice to write a narrative that brings meaning and fulfillment to our lives."

Do that, says Brooks, and money will come.

Brooks' work with The Marshall Project marks a return to the kinds of issues that inspired her to go into communications in the first place. Her interest in race-related inequities stemmed from a Naval transfer that relocated her family from San Antonio to Virginia Beach when she was about 12.



"The area where we'd lived in San Antonio was historically Black, and the city is known for its predominantly hispanic and Mexican American culture," said Brooks. So, moving to a majority-white city and neighborhood brought "a culture shock. I'd never experienced what it meant to be seen as a so-called 'minority.'"

The effects were amplified at age 15 when her parents enrolled her in Cape Henry Collegiate, one of the state's most prestigious college preparatory schools.

"There was a huge expectation for me to be the first person in my family to graduate from college," said Brooks. "My parents wanted to open doors that hadn't been available to them, and, to their credit, refused to take no for an answer."

The institution had a near-perfect matriculation rate, but was almost exclusively white. Brooks was one of just two or three Black students in a secondary school population of about 400. There was also a radical



Dacie Brooks '98 posing with her family in 2018.

socioeconomic divide — which visits to friends' houses made glaringly clear.

Most of her classmates lived in a world characterized by lavish homes, luxury cars, maids, chauffeurs, personal chefs, trust funds, fine art, and international vacations. Family connections virtually guaranteed professional success, and the promise of inheritance made it unnecessary. They were oblivious about the realities faced by rising middle class Americans, much less those living paycheck to paycheck.

"It was like stepping into an alternate universe," said Brooks.

Trying to process "the gulf between their lives and mine" led to journaling and a passion for journalism. She began thinking of herself as a kind of sociological observer and documentarian.

Brooks could see how intergenerational affluence created disproportionate opportunities, and was determined to take advantage of her access. She parlayed her writing talents into a position with the school's prestigious newspaper. Clips and staff recommendations landed her an internship covering high schools

for the state's largest daily print news outlet (now *The Virginian-Pilot*).

The paper was then under pressure to diversify their newsroom and coverage. Brooks capitalized by pitching stories that offered readers a window into the day-to-day realities of marginalized and underserved groups.

"It was an amazing experience," she said. Brooks got to be part of a real newsroom, work with pro editors, cover a beat, and more. "It inspired me to want to major in communications and pursue a career as a storyteller."

Brooks was introduced to MBU through an act of loving motherly espionage.

"I had this romantic idea of going to school in New York, but she wanted me to be financially responsible and at least consider other options," said Brooks.

Her mom packed her in the car under a forgotten pretext and the two headed west toward the Virginia mountains. Arriving in Staunton, Brooks fell in love with the campus's historic buildings, grassy hillsides, and towering trees. She toured classrooms and dorms, talked to professors and students, and thought: 'This is where I belong.'

The emphasis on life-enriching, highly personalized learning felt familiar. Brooks enrolled as a communications major and started classes in fall 1995.

At MBU she wrote for the campus newspaper while working as a freelance higher-ed correspondent for the *Virginian-Pilot*. Instructors challenged her to broaden her intellectual horizons, think outside the box, and express herself in writing with meticulous attention to detail.

Brooks remembers late English professor Dr. Joseph Garrison in particular.

"We have to own our own voice and our own narrative, and we have to use our voice to write a narrative that brings meaning and fulfillment to our lives."

— DACRIE BROOKS '98

"He was stringent and challenging — just hypercritical about writing, and being thoughtful when you're communicating," she recalled with a laugh. Garrison helped her learn "the power of painting a picture and inviting readers in to experience a story versus simply focusing on relaying facts through exposition."

She calls the storytelling approach foundational and "wildly helpful for my career."

Brooks took heavy course loads and graduated in three years. She went to work for a Virginia Beach marketing firm — hated it for 10 straight months — and decided to take a leap of faith. By early 2000 she'd moved to New York, found an apartment, landed a job at a tech-savvy startup PR firm, and quickly made a name for herself.

"I realized I was really good at writing short pitches and getting editors to pay attention to my clients," said Brooks.

Consistent successful placements led to personal relationships with senior editors at top media outlets. Soon she was ushering client CEOs through private tours of offices belonging to the *New York Times*, *Fortune*, *TIME*, and more.

Then came 9/11. Watching the twin towers burn through the windows of a neighboring highrise was terrifying. Trying to evacuate the building and escape the city while four months pregnant, even more so.

"After that, I didn't want to stay because I had two young kids," said Brooks. "We didn't feel safe."

She sent out a flurry of job applications, accepted an offer from

an integrated marketing agency in Maryland — and spent the next six years climbing the corporate ladder. But over time the work came to feel arbitrary, unfulfilling. Monetary success alone wasn't making her happy: Brooks needed a sense of professional purpose.

"I started dreaming about moving back to San Antonio," she said. "I decided I was going to find a way to make that happen that wouldn't compromise my career."

Brooks called her former New York PR firm boss in 2008 to pick his brain about the possibility of working remotely. He hired her as a senior media relations specialist on the spot.

Brooks was seeking a major change when she joined The Marshall Project in early 2022. Following media coverage of George Floyd's murder and the social upheaval it provoked led her to reflect on racial inequities within the communications industry — and realize she wanted to use her skills to fight for justice.

"Leadership within the organizations I worked for and with throughout my career was always very white," said Brooks. While there are plenty of Black men and women in the field, "they have to work five or six times harder to succeed [compared to white colleagues] ... It's one thing to say you're serious about diversity, equity, and inclusion, another to actually follow through."

Brooks discovered The Marshall Project in late 2021 while researching organizations that push back against racial injustice. Its mission impressed

her: Leveraging powerful, unbiased journalism to expose abuses and affect a more fair, transparent, humane, and effective criminal justice system. Then she learned about its workplace culture.

"In nearly 25 years I'd never been with a company where it felt safe to bring my whole self to work," said Brooks, a mother of three who identifies as a Black queer woman. Nor had she experienced a workplace where diversity "was seen as a vital asset that should be systematically pursued, supported, and celebrated."

She says it's been amazing to work in an environment where about half of all employees identify as people of color. Reporting to a highly respected Black female journalist that used to work for the *Wall Street Journal* is a bonus.

And the job itself?

In just a handful of months Brooks has already helped spearhead a campaign to expose a Louisiana juvenile detention center that was locking kids in shackles in solitary confinement for 23 hours a day for weeks on end. The privately owned facility also provided no mental health or educational services. Public outcry from Marshall Project reporting resulted in both a shutdown and statewide regulatory legislation.

"It's hard to quantify how excited and grateful I am for this opportunity," said Brooks. She gets to be part of a team of highly motivated individuals "that produce tenacious, hard-hitting investigations that significantly impact people's lives for the better both now and in the future."



"Our place in this changing world is what we make of it. I view this time as a dash, not a period, signaling the anticipation of continuity. It is, drawing upon my musical foundation, a crescendo where we build to the future without loss of momentum."

— PAMELA R. FOX

