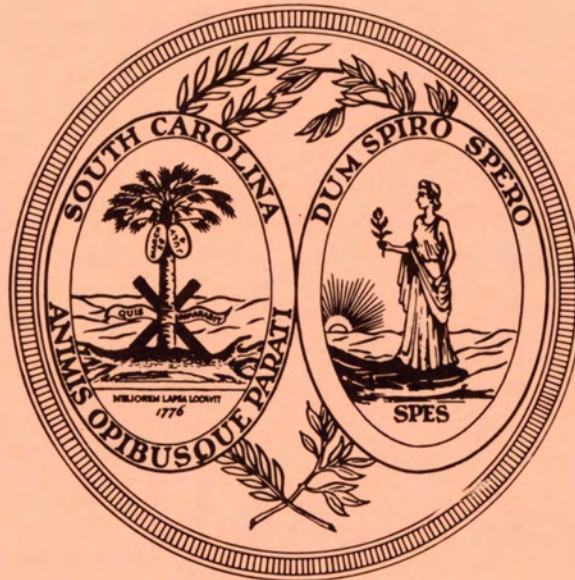


**THE CITADEL
THE MILITARY COLLEGE OF
SOUTH CAROLINA**



**ANNUAL REPORT
1992-1993**

Printed Under The Direction Of The
State Budget And Control Board

THE CITADEL

ARCHIVES AND MUSEUM

HIGHLIGHTS

The South Carolina Commission on Higher Education approved the cooperative M.A. in English program with the College of Charleston. Six students have been accepted into the program for the Fall 1993 semester.

A total of 648 degrees were awarded at the May and August commencements. These included 415 undergraduate degrees and 233 graduate degrees. Former President Ronald Reagan delivered the May commencement address to a very enthusiastic audience.

The Citadel Development Foundation funded The Citadel's 1993-94 grant request in the amount of \$2,152 million. These funds support conferences, seminars, research, faculty development and many other activities that enrich the academic life of the College.

Minors in five disciplines were approved by the Academic Board. These were Mathematics/Computer Science, History, Psychology, Political Science, and Physics. The addition of these minors will provide additional breadth to the academic experiences of cadets.

The Evening College experienced its highest enrollment ever with over 3500 students enrolled during the year. The number of graduate degrees awarded was also the highest ever.

Financial assistance to students increased by \$1,078,591 for a total of \$8,062,225. This represents an increase of 15% and the highest total of student aid ever provided by The Citadel.

The Daniel Library significantly increased its computer and networking resources. Students and faculty may now search the library of all major libraries in the state and nation, and in many countries. This new capability will significantly enhance the research ability of both students and faculty.

A revised Citadel Master Plan was approved by the Board of Visitors which could easily signify the start of major construction operation not seen since the initial construction of The Citadel campus in 1922.

Final plans were drawn up for the first of four new barracks on the campus that will ultimately cost in the neighborhood of \$50 million to complete.

The campus facilities continue to be maintained in a superlative manner notwithstanding a continued lack of operating and maintenance funds caused by reduced formula funding by the state. The Citadel had to look at new and innovative ways of saving funds, such as energy conservation and the use of transportation gas.

Bond Hall was almost completed during this period under somewhat dire circumstances when the original contractor went bankrupt, requiring the surety to complete the project.

Fiscal Year 1992-93 continued the downward trend in funding for Higher Education in South Carolina which started in Fiscal Year 1989-90. Fiscal Year 1992-93 was initially funded at only 76.5% of the Commission on Higher Education Formula. That was then reduced by a 4% cut from the Budget and Control Board in August following a South Carolina Supreme Court decision which advised that the Budget and Control Board could not make more selective reductions on an agency-by-agency basis but could only assess the same level of reduction to all agencies. The final level of funding for The Citadel was only 73.49% of the CHE Formula. As a result of this extremely low level of funding, the lowest for Higher Education in at least ten years, The Citadel had to take unusual measures to absorb the cuts and still provide the quality academic offerings required. The college continued its hiring delay of 16 weeks; we further cut non-personnel support areas such as supplies, travel, and contractual services; and we continued strict controls over energy use in an effort to reduce utilities costs. As a result of these severe budget reduction measures, the college was able to finish the fiscal year "in the black."

The college's annual audit for FY 91-92 was conducted by the State Auditor's Office. The auditors gave an "unqualified opinion" on the financial statements.

The Citadel Trust became an entity in FY 91-92 and its first audit occurred during FY 92-93. The audit firm of Mclean and Moise audited the financial statements of the Trust and gave it an "unqualified opinion." The Trust reimburses The Citadel for effort expended by Citadel personnel on its behalf.

Auditors contracted by the State visited The Citadel to audit federal programs. They found no problems with the college's implementation and management of federal grants and contracts.

The Vice President for Finance and Business Affairs and the Controller began the groundwork for the issue of bonds to support the barracks restoration project.

The Controller served on the statewide regulatory relief committee. This committee was established by the Council of Presidents and worked to help prepare revisions to various State laws and regulations in order to reduce the workload currently imposed on college and university staffs.

The Citadel's purchasing staff continues to perform in an exceptional manner within its local procurement authority of \$30,000. The purchasing staff processed 79 Invitations for Bid (IFB), 5 Requests for Proposals (RFP), and 2,683 purchase orders for \$10,385,373 worth of goods and services. The Citadel purchased \$76,141 worth of supplies and services from minority businesses during this fiscal year.

The Citadel continues to benefit from its designation as a Service Educational Activity (SEA) by the Department of Defense. This designation permits the college to gain priority access to Department of Defense surplus property at minimal cost to the college. The Citadel obtained property valued at more than \$70,440 this fiscal year to include heavy equipment, general maintenance supplies, and other equipment.

The provider of the cadet dress uniforms, Thorngate Uniforms, Inc., of Philadelphia--went out of business in November 1992 after some 36 years of making The Citadel's uniforms. The college had to locate and contract with a new company. Following an extensive search, The Citadel contracted with Ippoliti, Inc., of Philadelphia to be the new vendor. The Ippoliti firm has been in the uniform business for more than 30 years. Ippoliti has produced prototypes which have been approved by The Citadel Uniform Board and are now in production for the Class of 1997.

The new Frank W. Munnerlyn Snack Bar facility was completed and held a grand opening during Corps Weekend in March. Increased revenues reflect the Customers' satisfaction with this improvement. The old facility will now be renovated to become part of the Gift Shop. Renovation plans have begun; the newly expanded and remodeled Gift Shop will open during second semester of the 93-94 school year.

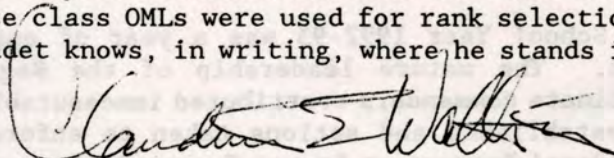
LTC Ralph P. Earhart, Controller, graduated from the South Carolina Executive Institute. The program is run by the State Human Resources Division of the Budget and Control Board and is designed to give state executives a better grasp of public administration.

Maj. William D. Brady, Jr., Director of Procurement Services, and Mrs. Betty Sandifer, Senior Budget Analyst, completed the second of three years of the College Business Management Institute (CBMI) sponsored at the University of Kentucky by the Southern Association of College and University Business Officers (SACUBO). The institute prepares finance and business affairs staff members for positions of increased responsibility in their specialty areas.

Having served The Citadel faithfully for 36 years, James Rampey retired from The Citadel Barber Shop as of February 1993. In honor of his extensive service to the Corps of Cadets, The Citadel Board of Visitors authorized the placement of a plaque naming The Citadel Barber Shop for Mr. Rampey.

School Year 1992-93 was a year of quality performance by the Corps of Cadets. The mature leadership of the Regimental Commander, his staff and subordinate commanders contributed immeasurably to smooth operations. Objectives were established and actions taken to enforce them, as a result of the Cadet Commanders' Retreat at Santee Cooper Conference Center this past August. The new Cadet 24-Hour Schedule was implemented smoothly with several small adjustments. The Corps' performance and general morale were enhanced throughout the year and their enthusiastic support of the varsity athletic teams narrowed the gap between the Corps Squad athletes and the Corps. Sensitivity training was accomplished in September. The Regiments' XO's (Regimental, Battalion and Company) were trained to conduct periodic open discussions to prevent, identify, and resolve interpersonal conflicts. This process of discussion and surfacing sensitivity problems has been very effective and is imbedded to ensure long term emphasis. The Blue Book continues to serve as a basic guide for standards of conduct for the Corps of Cadets, and continued to be favorably accepted by the Corps. Additions and changes made this School Year will be included in "Change 1" to be printed this summer and an updated copy issued to Freshmen. Returning upper classmen will be issued the changed pages to insert in their copy. The Training Cadre's approach of being "firm but fair", of setting the example, and treating freshmen with dignity, continued throughout the School Year.

Emphasis in training was placed on establishing priorities and achieving a proper balance between military, academics, physical, and extracurricular activities. The Corps' performance during parades and reviews was outstanding. Their attention to uniform detail and marching precision has improved significantly. Physical Fitness Tests were conducted in August. The new Citadel Physical Fitness Test (CPFT) encourages each cadet to score as high as he can rather than just meeting the minimum. The company averages are now included in the intramural championships. Morning Room Inspections continued to be conducted by the Cadet Chain of Command, members of the Guard, Tactical Officers, and the Commandant on a routine basis. The number of Saturday Morning Inspections was increased so that nine were held this year versus five last year. The commandant's meetings with Tactical Officers prior to each SMI to discuss inspection standards have proven to be successful in improving these inspections. The Commandant's Inspection in November was extremely successful. The zero tolerance policy regarding drugs continues to be enforced. The Alcohol Abuse Program initiated in School Year 1983-84 continued this School Year. Fourth Class attrition, for all causes during School Year 1992-93 was 18.8% (118 of 627), compared with 20.3% (126 of 622) for School Year 1991-92, and 21.6% (139 of 645) for School Year 1990-91. Cadet leaders continued a concerted effort to exercise positive leadership and "personalize" the Fourth Class System by requiring the Cadre to show special interest in each freshman's grades, personal problems, and family matters. The reported "hazing" cases, for the most part, were reported by cadets, and were correctly handled by the Cadet Chain of Command. This shows improved maturity of the cadet leadership and their support of the college's regulations. The punishment of those found guilty of hazing has sent a strong deterrent message to the rest of the Corps. Rotation of Cadet Corporals was again implemented in January. Peer evaluations were done by each class, on their own class and those classes above them (i.e., Freshmen rated Freshmen, Sophomores and Juniors), used the following criteria: Demonstrated Leadership in support of The Citadel Regulations, Military Bearing, Acceptance of Responsibility, Communications Skills, Decisiveness, Judgement, Physical Conditioning, Initiative, and Team Player. Evaluations were combined into one Order of Merit List (OML), and these class OMLs were used for rank selection and selection for rank boards. Each cadet knows, in writing, where he stands in his company OML.



Claudius E. Watts III
Lieutenant General, USAF, Retired
President

TABLE OF CONTENTS

	Page
Synopsis of the History of The Citadel.....	4
Organization	
Board of Visitors.....	5
Administrative Staff.....	7
Academic Department Heads.....	10
Organizational Chart.....	12
I. Academic Affairs	
A. General.....	13
B. Biology.....	20
C. Business Administration.....	22
D. Chemistry.....	24
E. Civil Engineering.....	25
F. Education.....	28
G. Electrical Engineering.....	29
H. English.....	31
I. History.....	33
J. Mathematics/Computer Science.....	34
K. Modern Languages.....	35
L. Health and Physical Education.....	37
M. Physics.....	39
N. Political Science.....	41
O. Psychology.....	44
P. Evening College and Summer School.....	53
Q. Enrollment.....	55
R. Admissions.....	55

S.	Student Aid Programs.....	56
T.	Scholarships.....	59
U.	Information Resources Management (IRM).....	61
V.	Daniel Library.....	63
W.	Archives-Museum.....	66
X.	Greater Issues and John C. West Lectures.....	67
Y.	Honor Committee.....	67
Z.	Writing Center.....	68
AA.	Honors Program.....	69
BB.	Counseling Center.....	70
CC.	Student Activities.....	73
II.	Facilities and Construction	
A.	General.....	76
B.	Accomplishments.....	76
C.	Capital Improvement Projects.....	77
D.	Physical Plant.....	79
E.	Public Safety.....	83
III.	Finance and Business Affairs	
A.	Finance.....	89
B.	Auxiliary Service Activities.....	91
C.	Personnel Action.....	93
D.	Financial Review of Operations for Fiscal Year 1992-93..	94
E.	Financial Statements and Notes.....	97
IV.	Military Affairs	
A.	General.....	124
B.	State of Training and Discipline of the Corps of Cadets.	124
C.	Special Activities.....	133

D. Department of Military Science.....	138
E. Department of Aerospace Studies.....	140
F. Department of Naval Science.....	141
V. Administration	
A. Personnel Services.....	144
B. Affirmative Action.....	154
C. Postal/Distribution Services.....	154
D. Administrative Services.....	154
E. Records Management.....	156
F. Necrology.....	157
G. Religious Activities.....	158
H. Development and Governmental Affairs.....	161
I. Alumni Affairs/Publications/Placement.....	163
J. Public Relations and Governmental Affairs.....	169
K. Summer Camp for Boys.....	169
L. Athletic Affairs.....	171
M. Internal Auditor.....	174

SYNOPSIS OF THE HISTORY OF THE CITADEL

The Citadel, The Military College of South Carolina, is situated on a beautiful campus between Hampton Park and the Ashley River. From 20 December 1842, when the legislature of South Carolina passed an act providing for the establishment of The Citadel, to September 1922, the college was located on Marion Square. Erected as a state arsenal after the Denmark Vesey slave uprising in 1822, this fortress was called The Citadel. It was garrisoned by Federal troops, then by state troops, until they were replaced in March 1843 by 20 students who comprised the first Corps of Cadets.

In 1833, The Arsenal in Columbia was established and it, along with The Citadel, was a part of the South Carolina Military Academy. In 1845, The Arsenal became a subsidiary school which took only freshmen, and The Citadel continued as a four year college. The Arsenal burned in 1865 and was never reopened.

On 9 January 1861, cadets of the Corps drove back the Star of the West from the entrance of Charleston Harbor. On 28 January 1861, the Corps was made a part of the military organization by legislative act, and helped emplace and guard artillery on James Island, performed guard duty in Charleston and suffered several casualties in engagements with Union troops at Tulifinny Creek near Yemassee Station on 7 and 9 December 1864.

The operation of the college was suspended when the buildings on Marion Square were occupied by Federal Troops from 18 February 1865 until April 1879.

On 2 October 1882, The Citadel reopened with an enrollment of 185 cadets. In 1910, the name of the college was changed to The Citadel, The Military College of South Carolina. The City Council of Charleston, during the administration of Mayor T. T. Hyde, gave the state the present site of the college in 1918. In the fall of 1922, the college began operating at its new location with almost 300 cadets. Today the Corps of Cadets, 2000 strong, continues as an all-male corps, as has been the case traditionally from its establishment in 1842.

ORGANIZATION

Board of Visitors

Colonel James E. Jones, Jr., Chairman, '58 (1994)
P. O. Drawer 9018
Greenville, South Carolina 29604

Colonel John M. J. Holliday, Chairman Emeritus, '36
Galivants Ferry
South Carolina 29544

Colonel Leonard C. Fulghum, Jr., Vice Chairman '51 (1996)
P. O. Box 20608
Charleston, South Carolina 29403-0608

Colonel Thomas C. Vandiver, Vice Chairman Emeritus, '29
P. O. Box 1029
Greenville, South Carolina 29602

Colonel William F. Prioleau, Jr., '43 (1994)
Barringer Building, Suite 608
Columbia, South Carolina 29201

Colonel James M. Leland, Jr., '52 (1996)
270 Berry Tree Lane
Columbia, South Carolina 29223

Colonel David S. Boyd, Jr., '62 (1993)
P. O. Box 9018
Greenville, South Carolina 29604

Colonel John A. McAllister, Jr., '80 (1993)
305 N. Main Street
Abbeville, South Carolina 29620

Colonel James W. Bradin, USA, Ret., '58 (1995)
Star Route 5, Box 104-E
Beaufort, South Carolina 29902

Colonel Larry J. Ferguson, '73 (1995)
1918 Ashley Hall Road
Charleston, South Carolina 29407

Colonel Julian G. Frasier III, '59 (1996)
P. O. Box 1696
Sumter, South Carolina 29151

Colonel Stephen D. Peper '78 (1995)
426 Channel Creek Court
Mt. Pleasant, South Carolina 29464

Colonel William E. Jenkinson III '68 (1998)
P. O. Box 669
Kingstree, South Carolina, 29556

EX OFFICIO

The Honorable Carroll A. Campbell, Jr.
Governor of South Carolina
P. O. Box 11369
Columbia, South Carolina 29211

Major General T. Eston Marchant
Adjutant General of South Carolina
1 National Guard Road
Columbia, South Carolina 29201-4752

Dr. Barbara Nielsen
State Superintendent of Education
1006 Rutledge Building
1429 Senate Street
Columbia, South Carolina 29201

Colonel James R. Woods
Secretary to the Board
8 Wappoo Creek Place
Charleston, South Carolina 29412

Colonel S. Marshall Sanders, '20
Secretary Emeritus
750 Arcadian Way
Charleston, South Carolina 29407

Administrative Staff

Office of the President

President...Lieutenant General Claudius E. Watts III, USAF, Ret.

Executive Assistant to the President.....

Colonel Floyd W. Brown, Jr., USAF, Ret.

Director of Public Relations.....Major Rick Mill, USMCR

Director of Development and Governmental Affairs.....

Lieutenant Colonel Ben W. Legare, Jr., USA, Ret.

Director of Alumni Affairs and Placement.....

Lieutenant Colonel Henry A. Kennedy, Jr.

Director of Personnel and Administrative Services.....

Lieutenant Colonel Lee V. E. Martin

Director of Public Safety.....Colonel George B. Stackhouse III

Coordinator of Chaplaincy Activities.....

Colonel Floyd W. Brown, Jr., USAF, Ret.

Internal Auditor.....John H. Hartwell

Executive Vice President

Executive Vice President and Dean of the College.....

Brigadier General George F. Meenaghan

Dean Emeritus.....Major General Wallace E. Anderson

Dean of Undergraduate Studies.....Colonel Issac S. Metts, Jr.

Admissions and Recruiting.....Major Wallace I. West

Administrative Dean and Registrar.....

Lieutenant Colonel Ronald F. Gaskins

Assistant Registrar and Records Manager.....

Captain Carla DeMille

Dean of Graduate Studies.....Lieutenant Colonel David H. Reilly

Director of Evening College.....Major Patricia B. Ezell

Director of MBA Program..Lieutenant Colonel Ronald M. Zigli

Director of Library Service.... Captain Zelma G. Palestrant

Vice President for Facilities and Construction

Vice President for Facilities and Construction..... Colonel Robert H. Barton, Jr., USA, Ret.
Director of Physical Plant...Lieutenant Colonel David A. Schottler
Resident Construction Engineer.....Mr. William Heaner

Vice President for Finance and Business Affairs

Vice President for Finance and Business Affairs..... Colonel Calvin G. Lyons, USA, Ret.
Controller.....Lieutenant Colonel Ralph P. Earhart
Budget Officer.....Major Gary E. Cathcart
Accounting Manager.....Ms. Patricia L. Dennis
Director/Procurement Services.....Captain William D. Brady, Jr.
Treasurer.....Commander Robert L. Howell, USN, Ret.
Surgeon.....Dr. H. Clay Robertson III

Commandant of Cadets

Commandant of Cadets.....Colonel Roy F. Zinser, USA, Ret.
Deputy Commandants.....Colonel John B. Creel, Jr., USMC
Colonel James G. Scott, Jr., USAF
Colonel Roy F. Zinser, Jr., USA
Assistant Commandant of Cadets...Colonel Harvey M. Dick, USA, Ret.
Director of Student Activities..... Lieutenant Colonel Lawrence E. McKay, Jr., USA, Ret.

Director of Athletics

Director of Athletics.....Mr. Walter Nadzak, Jr.
Director of Brigadier Club.....Mr. J. Stannard Hurteau

Auxiliary Activities

Director/Laundry and Dry Cleaning.....Mr. Don Mayfield
Director/Tailor Shop/Dry Cleaning Plant.....Mr. Gerald A. Murray

Director/Dining Services.....Mr. William Z. Zemba
 Manager/Print Shop.....Mr. William J. Stricklin III
 Manager/Cadet Store.....Mr. Tommy B. Hunter
 Manager/Canteen Services.....Mrs. Vera W. Mims

Colonel Harold W. Askins, Jr.
 B.S., The Citadel
 M.S., Clemson
 Ph.D., Purdue University
 Professor and Head, Department of Electrical
 Engineering

Lieutenant Colonel Mark A. Bedenase
 B.A., Millsaps College
 M.A., Ph.D., Duke University
 Associate Professor and Head, Department of Business
 Administration

Colonel Joel Carl Berlinghoff
 B.S., Boston College
 M.S., Ph.D., University of Rochester
 Professor and Head, Department of Physics

Major James Randal Blanton
 B.S./B.A., Indiana State University
 Ph.D., Texas A & M
 Associate Professor and Acting Head, Department of
 Chemistry

Colonel Charles Edward Cleaver
 B.S., Eastern Kentucky University
 M.S., Ph.D., University of Kentucky
 Professor and Head, Department of Mathematics and
 Computer Science

Colonel John B. Creel, USMC
 B.A., The Citadel
 M.S., Naval Postgraduate School
 Professor and Head, Department of Naval Science

Lieutenant Colonel Ollie Robert Easley
 B.A., Carver College
 M.A., Ph.D., University of North Carolina
 Associate Professor and Head, Department of Modern
 Languages

Lieutenant Colonel Alfred J. Finch, Jr.
 B.S., University of Georgia
 Ph.D., University of Alabama
 Professor and Head, Department of Psychology

Academic Department Heads

Colonel Larry H. Addington

A.B., M.A., University of North Carolina

Ph.D., Duke University

Professor and Head, Department of History

Colonel Harold W. Askins, Jr.

B.S., The Citadel

M.S., Clemson

Ph.D., Purdue University

Professor and Head, Department of Electrical
Engineering

Lieutenant Colonel Mark A. Bebensee

B.A., Millsaps College

M.A., Ph.D., Duke University

Associate Professor and Head, Department of Business
Administration

Colonel Joel Carl Berlinghieri

B.S., Boston College

M.S., Ph.D., University of Rochester

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Ph.D., Texas A & M

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Chemistry

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B.S., Eastern Kentucky University

M.S., Ph.D., University of Kentucky

Professor and Head, Department of Mathematics and
Computer Science

Colonel John B. Creel, USMC

B.A., The Citadel

M.S., Naval Postgraduate School

Professor and Head, Department of Naval Science

Lieutenant Colonel Ollie Robert Emory

B.A., Catawba College

M.A., Ph.D., University of North Carolina

Associate Professor and Head, Department of Modern
Languages

Lieutenant Colonel Alfred J. Finch, Jr.

B.S., University of Georgia

Ph.D., University of Alabama

Professor and Head, Department of Psychology

Colonel Charles Lindbergh, USAF, Ret.
B.S., The Citadel
M.S., Ph.D., Oklahoma State University
Professor and Head, Department of Civil Engineering

Lieutenant Colonel Zelma G. Palestrant
B.A., Ohio Dominican College
M.S.L.S., Kent State University
Associate Professor and Director of Library Services

Lieutenant Colonel Philippe E. Ross
B.S., M.S., McGill University
Ph.D., University of Waterloo/Woods Hole Oceanography
Institute
Professor and Head, Department of Biology

Colonel James G. Scott, USAF
B.S., The Citadel
M.B.A., Ball State University
Professor and Head, Department of Aerospace Studies

Colonel John P. Smyth
B.S., M.S., Indiana State University
P.E.D., Indiana University
Professor and Head, Department of Health and Physical
Education

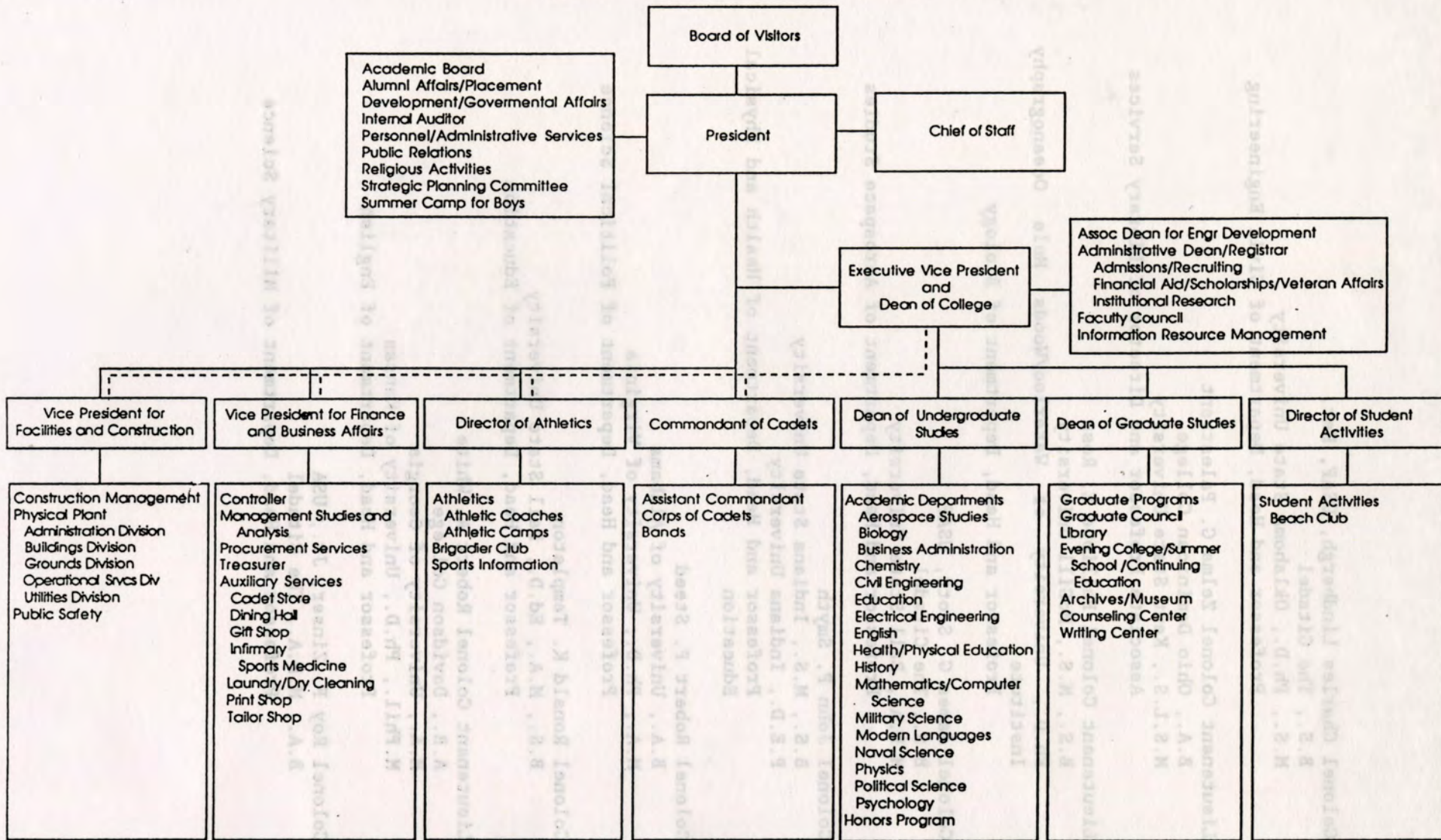
Colonel Robert P. Steed
B.A., University of Alabama
M.A., Ph.D., University of Virginia
Professor and Head, Department of Political Science

Colonel Ronald K. Templeton
B.S., M.A., Ed.D., Ball State University
Professor and Head, Department of Education

Lieutenant Colonel Robert A. White
A.B., Davidson College
M.A., University of Georgia
M.Phil., Ph.D., University of Kansas
Professor and Head, Department of English

Colonel Roy F. Zinser, Jr., USA
B.A., M.B.A., The Citadel
Professor and Head, Department of Military Science

The Citadel Organization and Function Chart



The President maintains direct line to Corps of Cadets

----- coordination

I. ACADEMIC AFFAIRS

A. General

1. Admission & Enrollment

Enrollment for Fall 1992:

Cadets

4th Class	567
3rd Class	473
2nd Class	466
1st Class	390

1896

Day Students 47

Veteran Students 118

Evening Undergraduate 120

Graduate Students 1526

1811

Total 3707

2. Academic Leadership

Dr. David H. Reilly joined The Citadel at the beginning of the 1992-93 academic year as Dean of Graduate Studies and Professor of Education and Psychology.

Captain John S. Coussons, Professor of History, will chair the Faculty Council for the academic year 1993-94, replacing Major Peter A. Mailloux.

MGEN George F. Meenaghan, Executive Vice President and Dean of the College, retired at the end of the academic year 1992-93 after serving the institution for 14 years. BGEN R. Clifton Poole will assume the position of Vice President for Academic Affairs and Dean of the College early in August 1993.

3. Academic Tenure and Promotions

Upon recommendations of the Committee on Academic Tenure, Promotions, and Awards, the President approved the following faculty members for:

a) Tenure as:

Assistant Professor

Captain Elba M. Andrade

Captain Gardel Feurtado

Captain Albert E. Gurganus

Captain Stephanie Hewett

Captain Russell O. Hilleke
Captain Aquila R. Lipscomb
Captain Lyle V. McAfee

Associate Professor

Lt. Colonel Zelma G. Palestrant
Major Stephen J. Silver
Major Susan A. Simmons

Professor

Lt. Colonel Alfred J. Finch

b) Academic Promotions

Professor w/Rank of Lieutenant Colonel

Major James Michael Alford, Associate Professor of
Business Administration
Major Linda K. Elksnin, Associate Professor of
Education
Major Dennis J. Fallon, Associate Professor of Civil
Engineering
Major James S. Leonard, Associate Professor of English
Major Sherman E. Pyatt, Associate Professor of Library
Science
Major David S. Shields, Associate Professor of English
Major Susan A. Simmons, Associate Professor of
Business Administration

Associate Professor w/Rank of Major

Captain Elba M. Andrade, Assistant Professor of Modern
Languages
Captain Andre H. Deutz, Assistant Professor of
Math/Computer Science
Captain Gardel Feurtado, Assistant Professor of
Political Science
Captain Albert E. Gurganus, Assistant Professor of
Modern Languages
Captain Russell O. Hilleke, Assistant Professor of
Physics
Captain Lyle V. McAfee, Assistant Professor of
Chemistry

4. Faculty/Staff Military Promotions

The following members of The Citadel faculty and staff were recommended to the Executive Vice President by their respective department heads and approved by the President for military promotions, effective with the Fall Semester 1993 to:

Colonel

LTC John W. Gordon, Professor of History
LTC James P. May, Professor of Chemistry
LTC James K. Shelton, Professor of Education
LTC David A. White, Professor of History

Lieutenant Colonel

Major Patrick R. Briggs, Professor of Physics
Major Hughes B. Hoyle, III, Professor of Math/Computer
Science

Major

Captain Joseph W. Epple, Jr., Assistant Professor
of Electrical Engineering

5. Excellence in Teaching Awards for 1992-93

Recipients for Excellence in Teaching Awards for 1992-93 were nominated by students and after review by the screening committee, recommendations for the awards were presented to the President for approval. Presentations of the James A. Grimsley, Jr. and Self Award were made during the Undergraduate and Graduate Commencement ceremonies in May.

James A. Grimsley Jr. Award for Undergraduate Teaching
Excellence

Colonel David H. White, Jr.
Professor, History

Self Award for Graduate Teaching Excellence

Colonel Jimmy Magoulas
Professor, Education

6. Faculty Updates

a. New Permanent Faculty for 1993-94

BIOLOGY

CPT Keith E. Murphy, Assistant Professor

CHEMISTRY

CPT Suzanne T. Mabrouk, Assistant Professor

EDUCATION

CPT Sharon V. Balcome, Assistant Professor

MODERN LANGUAGES

CPT Guy Toubiana, Assistant Professor

PSYCHOLOGY

MAJ Julie Ann Lipovsky, Associate Professor

MAJ Conway F. Saylor, Associate Professor

b. Faculty/Senior Staff Who Retired in 1992-93

Faculty and senior staff members who retired at the end of academic year 1992-93 and were awarded Emeriti status for their many years of devotion and loyal service to the college are:

Major General George F. Meenaghan, Executive Vice
President and Dean of the College

Colonel Alva Ray Ballentine, Professor of Chemistry

Colonel William Lane Harris, Professor of History

Lt. Colonel Herschel C. Hudson, Associate Professor of
Political Science

7. CDF Assistance

The Citadel Development Foundation funded The Citadel's 1992-93 grant request in the amount of \$2.152 million dollars. Funds from the foundation supported scholarships, grants, faculty development and research, seminars and conferences, cadet travel, and recognition of faculty achievement.

Allocations under the Academic Impact Fund continued to support worthwhile efforts aimed at enriching the academic experiences of our students. Primary examples included: travel expenses of four cadets and an advisor for their trip to Russia with the primary purpose to initiate contacts for longer term exchanges for cadets and faculty; initial hiring of an internationally renowned Physicist as a distinguished visiting professor of Physics; matching funds for grants received by two professors in the department of psychology used to establish offices and purchase necessary equipment; purchase of equipment for implementation of a Reality Oriented Physical Experience Services (ROPES) program; and production of a recruiting film for The Citadel engineering programs to be used by the Engineering 2000 program in high schools across the nation.

8. Undergraduate Degrees

In the 1992-93 academic year, The Citadel awarded the following degrees:

Undergraduate:	May 1993	August 1992
<u>Bachelor of Arts</u>		
Chemistry	2	1
English	16	3
History	30	7
Mathematics	4	3
Modern Languages	8	3
Political Science	62	2
Psychology	13	1

<u>Bachelor of Science</u>		
Biology	22	1
Chemistry	0	0
Computer Science	8	0
Education	8	3
Mathematics	1	0
Physical Education	12	3
Physics	2	0
B.S. in Business Administration	153	19
B.S. in Civil Engineering	16	0
B.S. in Electrical Engineering	<u>11</u>	<u>1</u>
TOTALS	368	47

Graduate Highlights

Degrees	May 1993	August 1992
Education Specialist	5	0
M.A. in Teaching	25	6
M.A. in Education	12	18
M.B.A.	33	9
M. of Education	88	34
M.A. History	3	0
TOTALS	166	67

9. Summer School Report

The overall enrollment (actual student count) shows a 28 percent increase over 1992. The various student types reflect the following changes:

- 1) Cadet enrollment up 20 percent
- 2) Transient, day, veteran, and evening enrollment is down 14 percent
- 3) Graduate enrollment is up about 44 percent
- 4) Course enrollments are up 20 percent

Comparative data for Summer Session I and Evening registration enrollment figures for the past 4 years:

	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>
Cadets	422	355	354	287	343
Other Undergrads	339	286	263	274	235
Total Undergrads	<u>761</u>	<u>641</u>	<u>617</u>	<u>561</u>	<u>578</u>
Total Graduates	776	776	789	842	1217
TOTAL	1537	1417	1406	1403	1795

Credit hour production for 1993 compared to the past four years is as follows:

	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>
Credit hours	6691	6096	6143	6098	7743

10. New Academic Programs

Minors in a number of areas of study including Math/Computer Science, History, Psychology, Political Science, Physics, and Concentration in Accounting in Business Administration were approved by the Academic Board for implementation with the Fall 1993.

The Commission on Higher Education approved the proposed joint program leading to a Master of Arts degree in English for implementation in Fall 1993 in a joint program at The Citadel and the College of Charleston. Provisions to this program are:

- a) no unique cost or other special state funding be required or requested;
- b) the Master of Arts in Education (English) at The Citadel be terminated upon implementation of this joint program; and
- c) a revised "Plan of Agreement" be submitted by 1 August 1993, that addresses the reporting of student credit hours for funding purposes in a manner consistent with Commission policy.

11. SACS SELF-STUDY 1993-1994

Overview

The Citadel Self Study formally began on 20 February 1992 with an organizational meeting of the Self Study Steering Committee. By July 1993, most departmental self studies have been completed and reports have been submitted by all principal committees. Although all the deadlines originally set have not been met, there have been no serious delays, and preparation of the Institutional Self Study Report is well under way. A revised timetable for the completion of the Self Study is included below. At the outset, it was planned for the Visiting Team to be on campus in March 1994, but scheduling difficulties led to arrangements for an earlier visit at the end of February. Even so, no problems are anticipated in having the final report finished well ahead of the Visiting Committee's arrival.

Data Collection and Departmental Self Studies

As planned, the Steering Committee designed and distributed surveys to all campus constituencies (except the alumni whose responses to a massive 1991 questionnaire were already available.) Responses to surveys sent to Faculty, Administrators, members of the Board of Visitors, Undergraduate Evening College Students, Graduate Students, and Cadets have been incorporated into departmental self studies and principal committee reports as appropriate. Department heads, deans and senior staff members have received copies of pertinent findings; and all survey results have been made available to the entire campus community in both the Self Study Office and the Daniel Library.

Self Studies were received at the end of the fall semester 1992 from eleven of the fourteen academic departments (including the Daniel Library); from each of the three ROTC departments; from the Writing Center; and from The Citadel Honors Program. Reports were not submitted by the departments of biology, business administration, and physics. The sixteen reports received were detailed and thorough and provided invaluable information to the principal committees as they prepared their campus-wide analyses. Each department will be asked to provide a brief update of its report at the end of fall semester 1993. Both the 1992 departmental self study and the 1993 update will be on file in the Self Study Office for review by the Visiting Team.

Committee Reports

The Self-Study Director and the Self-Study Editor will devote July and early August to preliminary editing with the aim of having a final draft of the entire report for close analysis and discussion by the Steering Committee late in August. Incorporating suggestions from the Steering Committee, the principal committees will make final revisions to their chapters in September. Final editing will be done in October and early November. The report will be printed and mailed to Visiting Team members by early to mid-January.

Revised Self Study Timetable

July 1993 to Conclusion of Self Study Process

July-August 1993	Preliminary Editing of Draft Reports
Late August 1993	Steering Committee Analysis of Entire Draft Report - Draft Report Available for College-Wide Review
September 1993	Final Report Prepared by Steering Committee
October 1993	Final Report Edited
November 1993	Preliminary Visit by Chair of Visiting Committee
December 1993	Final Report Printed
January 1994	Report Mailed to Visiting Team Members
22-25 February 1994	Visiting Team on Campus
March-June 1994	Report Received from Visiting Team; Response Prepared by Steering Committee*

*The Steering Committee has been assigned responsibility for preparing the institutional response to the Visiting Team's report. This was not made clear in the Self Study Proposal submitted to the Commission on Colleges in July 1992.

B. Biology

The Department of Biology offers an undergraduate major leading to the degree of Bachelor of Science. The program provides a strong background of required core courses and the flexibility of free electives to allow the student to pursue a broad education in the liberal arts and sciences. The number of majors increased over the past year to approximately 180, due to a large freshman class. Twenty-one Biology majors graduated, seven of whom have been accepted into various graduate and professional programs. The Department also offers two masters degrees in conjunction with the Department of Education. Twenty Biology majors were enrolled in graduate courses in the Fall 1992 semester, thirty-five in the Spring 1993 semester, and twelve in the first 1993 summer session.

In the Fall 1992 term the Department initiated a new internship program in Environmental Sciences. Four undergraduate students received hands-on research experience with the South Carolina Department of Wildlife and Marine Resources (SCDWMR). In the Spring 1993, the program grew, with five students interning with SCDWMR, four with the U. S. Army Corps of Engineers, and two with the National Marine Fisheries Service. The program is the first of a number of initiatives intended to enhance the preparation of Biology majors who intend to pursue careers in fields other than the health professions.

Dr. B. Joseph Kelley, Jr., was on sabbatical leave for the Fall 1992 semester. Dr. Alix G. Darden was appointed as an adjunct professor for the Fall 1992 semester, and Dr. N. Gayle Sauer was appointed as an adjunct professor for both the Fall 1992 and the Spring 1993 semesters. Dr. Frank Seabury, Professor, passed away on 12 November 1992, and Mr. Rex K. Skanchy, Laboratory Manager, passed away on 26 March 1993. After a national search, Dr. Keith E. Murphy of Laramie, Wyoming, accepted a tenure-track position as Assistant Professor and will join the department in August 1993.

Biology faculty were active professionally this past year. Dr. T. Clark Bowman continued to pursue research on how to improve the level of experimental content in the teaching of Biology in area high schools. Dr. Dennis Forsythe had two articles published in peer-reviewed journals. He also published two technical reports and presented three papers at scientific meetings. Dr. Forsythe received a research grant from the U. S. Department of the Interior, led three ornithological expeditions, and served as a consultant to industry on three environmentally related projects. Dr. B. Joseph Kelley, Jr., served as Principal Investigator on a Sea Grant research project on environmental effects of pipeline excavation.

Dr. Richard Porcher presented numerous scientific lectures to outside groups. He completed work on a major book, *Wildflowers of the South Carolina Lowcountry*, which will be published by the University of South Carolina Press. Dr. Porcher led ecological tours for numerous citizen groups, served as a consultant on several environmental projects, and received three federal research grants and one state agency grant. He also served on the Scientific Advisory Board for the South Carolina Nature Conservancy. Dr. Philippe Ross published two scientific articles, three book chapters and one technical research report. He presented eleven papers at national and international scientific meetings and gave ten invited seminars at academic and government institutions. He chaired a session on sediment toxicity at the Thirteenth Annual Meeting of the Society of Environmental Toxicology and Chemistry, chaired a session at an international meeting in Lisbon, Portugal, and was Program Co-chair and session chair at the Third International Conference on Aquatic Ecosystem Health. Dr. Ross served as Principal Investigator on two ongoing federal research grants and received a new research grant from the Microbics Corporation. He continued to serve as Senior Scientific Advisor to the U. S. Environmental Protection Agency's Great Lakes National Program Office, was named to the editorial board of Lewis Publishers, and was elected Associate Editor of the *Journal of Aquatic Ecosystem Health*. He continued to serve as Secretary of the Aquatic Ecosystem Health and Management Society, and continued as a member to the Technical Advisory Committee of the National Oceanic and Atmospheric Administration's Coastal Oceans Program.

Dr. Gerald Runey continued his research on gametogenesis in nematode worms and attended the annual meeting of the American Society of Parasitology. He continues to serve as campus wide pre-med coordinator, and continues his role as Faculty Athletic Representative to the National Collegiate Athletic Association and the Southern Conference. Dr. F. Lance Wallace received research grants from the Citadel Development Foundation (CDF) and the University of South Carolina's International Center for Public Health Research. Dr. Wallace continues to serve as Curator of the Dominick Moth and Butterfly Collection.

The Tau Nu Chapter of the Biology Honor Society, Beta Beta Beta, was chosen as the outstanding chapter in the Southeastern Region for the fifth consecutive year, and Rex Skanchy was chosen as the outstanding chapter advisor, also for the fifth consecutive year. Cadet John Wolfe served as Southeastern Region Vice President.

The students and faculty of the Department of Biology are deeply grateful to Mr. Skanchy and to Department Administrative Specialist Ms. Beverly Powell for their tireless efforts and compassionate assistance throughout the past year. The Rex K. Skanchy Scholarship Fund was established in March 1993, and its corpus had reached \$8,000 by the end of the fiscal year.

C. Business Administration

The Department of Business Administration welcomed 172 new freshman majors last fall, an increase over last year's 124 entering business majors. This past May, 156 seniors received their Bachelor of Science in Business Administration degree.

After years of anticipation, the Bond Hall Renovation project is finally coming to its completion. We should be able to move into our new facilities by the end of July. Our offices and most of our classrooms will be located on the second and third floors of the newly renovated section of Bond Hall. Two case study classrooms plus a large lecture classroom will be on the first floor. We are looking forward to our new setting with modern classrooms for our students and new furnishings for the faculty and staff. After two years of life without an elevator or any nearby restroom, we can't wait to enjoy those amenities we often take for granted!

Our MBA program continues to thrive; 34 students received their Master in Business Administration degree last May. Since the inception of the MBA Association (student and alumni organization) in early 1990, membership has increased from 61 to 260 members. The following MBA graduates and/or current students have held the office of President of the MBA Association:

Mr. Robert Council - 1989-1990
Mr. J. Regan Walters - 1990-1991
Mr. Stephen Johnston - 1991-1992
Mr. Gerry Williams - 1992-1993
Mr. Peter Kouten - 1993-1994

This spring the MBA Association compiled a Résumé Book of students and alumni and sent it to major corporations. Several Citadel MBA alumni were hired as a result of this effort.

Awards were established to honor the outstanding MBA student and the outstanding MBA professor at graduation ceremonies each year. The first awards were presented at the May, 1993 graduation. The recipient of the Outstanding Professor Award was Dr. Ronald M. Zigli, Director of the MBA Program. The outstanding MBA student award went to Mr. Robert M. Markiewitz.

An MBA Association newsletter is prepared and distributed three times per year. It profiles an alumnus and a professor in the business department and it also updates members on departmental happenings other general news issues.

The business faculty continues to be very active in faculty development and scholarly activities. Many professors have had articles or papers published in academic journals and various other publications. Several faculty members received Citadel Development Foundation (CDF) research grants, and many also received CDF Faculty Development Awards. Members of the Business Department faculty and staff received training certification after participating in an

internal program provided by The Citadel on the subject of OSHA Hazard Communication Standards.

Among the many activities that the *Center for International and Regional Development*, under the directorship of Dr. George S. Vozikis, has been involved in 1992-93 are these:

The *Center* was a co-sponsor and participant in the 2000 Training & Retraining Committee Skills Fair, which attracted more than 2,000 participants. This fair was designed to provide people with information about job skills which will be expected of workers in the year 2000 and where job training is available. A booth staffed by Lt. Col. Pat Ezell, Dr. Ronald Zigli, and Dr. William Sharbrough displayed the educational opportunities available at The Citadel.

Dr. Vozikis, Col. George B. Stackhouse, Lt. Col. Zelma Palestrant, and Dr. Steve J. Silver became members of the Charleston Trident Community Traffic Safety Program Steering Committee, a group whose purpose is to improve traffic safety in our community by significantly reducing accidents, injuries, deaths, and resulting economic losses.

The Center hosted two Israeli representatives, the Honorable Amnon Nuebach, Minister of Economic Affairs, and Sherwin Pomerantz, President of E.P.I, Ltd., at The Citadel, during their visit to the S.C. World Trade Center seminar on "Doing Business in Israel." The center also sponsored the visit of a former research analyst for the Soviet Ministry of Foreign Affairs, Dr. Stan P. Petters, to The Citadel.

As Citadel representatives on the "In Defense of Charleston" Committee, organized by the Charleston Trident Chamber of Commerce, the *Center* has been involved in attempting to preserve the Navy presence in Charleston, and at the same time offering alternatives in the event the Navy leaves the area. Also appointed to the Mayor's Task Force, Dr. Vozikis and Dr. Silver have made media appearances to discuss the effects of and alternatives to the Navy Base closure in Charleston. Dr. Vozikis and Dr. Silver are members of the Headquarters Committee, City of Charleston, which focuses on attracting and retaining business investments in the peninsula.

In a joint venture involving the Charleston Trident Chamber of Commerce's Center for Business Research, Dr. Donald L. Sparks, and Dr. Steve Silver, the "Trident Area Purchasing Managers Survey" was devised and sent to companies in the tri-county area. Modeled after the Purchasing Manager's Index (PMI) of the National Association of Purchasing Management (NAPM), the survey identifies purchasing patterns of local companies. Based on a weighted average of new orders, production, employment, supplier delivery time, and inventories, the responses reflect higher, lower, or unchanged variations compared to the prior month--thereby offering an insight to the economic well-being of our region.

The business department also involves students in various scholarly activities. Seven cadets attended the February meeting of the Charleston Chapter, American Production & Inventory Society (APICS). The program was titled "Organize for Action" and was presented by Sarah Wenzel, CPIM. The cadets were accompanied by Maj. Mike Alford, Associate Professor of Business Administration and Past President of the Chapter. The Chapter provides support to The Citadel by furnishing publications to the Daniel Library and a cash honorarium to a graduating senior each year.

The Department of Business Administration's *Wall Street Journal* Award for this past year went to Steve Basch, a magna cum laude graduate and varsity baseball player.

This past spring, the following business faculty members were promoted and/or awarded tenure effective with the beginning of the Fall, 1993 semester:

- Professor J. Michael Alford - Promoted to Professor
- Professor William C. Sharbrough - Promoted to Associate Professor
- Professor Stephen J. Silver - Awarded Tenure
- Professor Susan A. Simmons - Awarded Tenure and Promoted to Professor

In other personnel news, the business department has filled The Francis C. Hipp Chair by naming Dr. Robert J. Williams to a two-year appointment.

Dr. Dorothy P. Moore was awarded a full-year sabbatical for the academic year 1992-93. Dr. Donald L. Sparks was awarded a sabbatical for the Spring, 1993 semester.

D. Chemistry

Although the number of students majoring in chemistry has declined nationwide in recent years, the enrollment in this department has stabilized in the 15-25 range. There were two students who graduated during the year, leaving fifteen continuing upperclassmen. Of those graduating, one has been accepted to dental school and the other is continuing to seek a position in either medical or pharmacy school.

Several members of the faculty continue to be active in research. The department received three CDF Research grants and four CDF Faculty Development grants. The faculty presented a total of three papers at professional meetings during the year.

During the year, CPT L.V. McAfee was approved for tenure and promotion to Associate Professor, effective with the beginning of the fall semester.

The department continues to make progress in developing the mandated assessment plan. This year a plan was developed, and implementation has begun. It is expected that preliminary results will suggest ways in which the basic plan can be improved, and these will be integrated into a revised plan.

Because of the major construction work taking place in Bond Hall again this year, and the resulting displacement of classes and faculty offices, Byrd Hall has been called upon to relieve much of the need for classroom space. The result is an enormous increase in the use of this building. Every classroom is being used almost every hour of the working day, and the normal "wear-and-tear" on the facilities has increased dramatically. It is clear that some major renovation will be needed in the near future. Additionally, in a step to remedy certain safety problems that were brought to light this year, the department head was able to secure funds through the Executive Vice President's office to install eyewash stations in the instructional laboratories and laboratory preparations rooms.

Some significant changes in the faculty will occur during the next academic year. COL Ray Ballentine, who has been on the faculty for thirty-seven years will retire on 30 June 1993. COL Ballentine's slot in Organic Chemistry will be filled by Dr. Suzanne Mabrouk, who will join the faculty as Assistant Professor.

The continuing problem of staffing has become a worrisome one. In the past we had the services of a full-time adjunct professor; and, if estimates of the size of the entering freshman class prove accurate, we shall need one for the 1993-94 academic year if we are to decrease the sizes of our classes to a level more appropriate for a school our size. Approval for hiring an adjunct professor or opening a new position, however, has not been given, and probably will not be forthcoming due to budget constraints. If such permission is granted, a person will have to be located on very short notice, and this has proved to be difficult from past experience. Developing a solution to this problem during the 1993-94 academic year will be one of this departments goals.

Overall, the department is strong and well able to make its contribution to the mission of the college. It has a strong curriculum, a dedicated faculty, and the BS program continues to be approved by the American Chemical Society. It seems in good condition, therefore, to move forward confidently to face the problems of the future.

E. Civil Engineering

Civil Enrollment in civil engineering continue to increase. One hundred and seventy students were enrolled in the Civil Engineering day program during the 92-93 academic year. This included 61 freshmen. Following national trends, these enrollment levels remain somewhat reduced from the average level of the past ten years. Twelve cadet seniors, three veterans and one evening

civilian students graduated in May 1993. Most significantly, the one evening civilian student, Mr. Johnny Askins, was the first civil engineering evening student to graduate from The Citadel. Two additional seniors are expected to graduate in August 1993, including another evening engineering student. This student will also establish a precedent. Ms. Cathy Tumboli will be the first woman civil engineering student to graduate from The Citadel.

Engineering cadet recruitment was given special emphasis. An engineering student video recruitment tape was produced which featured an introduction by President Watts and comments by Bubba Kennedy, Executive Director of the Alumni Association. A copy and accompanying letter from the Associate Dean of Engineering Program Development, Colonel Charles Lindbergh was sent to each cadet applicant. In addition, a special recruiting association was formed with the Alumni.CAPP recruiting organization under the joint leadership of its President, Mr. Jim Moseley and Colonel Lindbergh. The alumni effort and recruiting video tape appear to have been successful as 78 high school seniors are expected to enter the Corps of Cadets this Fall as Civil Engineering students.

During the academic year, all veteran students were required to transfer to the evening college to complete their degree requirements. This change was readily accommodated with the excellent cooperation of all persons involved.

The evening engineering program continues to develop. An agreement was signed by the Presidents of The Citadel, Trident Technical College, Horry-Georgetown Technical College, Orangeburg-Calhoun Technical College, and the Technical College of the Lowcountry establishing the Lowcountry Coalition for Engineering Education. For the first time ever, a non-cadet student can earn a civil or electrical undergraduate engineering degree without leaving coastal South Carolina. In addition, a comprehensive assessment of evening engineering progress directed by the President was conducted which showed that the program was progressing very well and should be institutionalized. This decision by the President is pending.

The department has continued to lead Engineering 2000, a community-integrated assessment of the engineering and engineering-related education requirements of the Lowcountry. Based upon study results, the Associate Dean of Engineering Program Development advised the Commission for Higher Education that The Citadel was placing under special study its possible needs to request approval for a north area teaching facility, an undergraduate mechanical engineering degree and a master of engineering degree in engineering management. The study effort has now been extended in cooperation with the business/education/government sector to establish a manufacturing engineering and engineering technology base sufficient to upgrade the regional workforce and to recruit and upgrade industries. The recently announced closure of the Charleston Naval Shipyard and the Charleston Naval Base lend considerable priority and support to this initiative. In cooperation with other

educational institutions and government, a major grant is being requested to permit a considerably expansion of engineering and technology education within Coastal South Carolina.

There were no changes in permanent faculty. Major Dennis J. Fallon was appointed Department Head to replace Colonel Charles Lindbergh who will continue to serve as Associate Dean of Engineering Program Development. Major Fallon was also promoted to Full Professor. Captain John A. Murden was extended for his fifth year of tenure track appointment. Professor T.R. Dion was promoted to the military rank of Lt. Colonel. Because of continued shortfalls in state funding, the Colonel Louis S. LeTellier Distinguished Visiting Professor of Civil Engineering remained unfilled. Available funds were continued to be used to support Dr. Harry C. Saxe, an earlier chair holder, as visiting professor for another year. Civil engineering faculty members continued to support the Clemson Graduate Civil Engineering Program at The Citadel which is directed by Dr. Jim Nelson.

The faculty continued to be strongly involved in professional development. Colonel Lindbergh continued his work in national as well as state mitigation of natural hazards through improved building standards, technology and practice. He continued to actively support efforts to strengthen existing schools and legislation that would mandate building codes and certified building officials statewide. He assisted the State of Florida in its recovery from Hurricane Andrew. This service included serving on the Metro Dade County Building Code Task Force. He was appointed Chairman of the national Wind and Flood Committee of the Applied Technology Council. Lt. Colonel Dion continued to finalize a textbook to be published soon by the McGraw-Hill publishing company. Majors Kenneth P. Brannan, Russell H. Stout, and Dennis J. Fallon continued to serve the American Society of Engineering Education, Southeastern Section. All have achieved high offices and contributed important papers on quality engineering education. Colonel Thomas J. Anessi continued to serve as Faculty Advisor to the ASCE student chapter. Captain Murden continued to serve as an academic advisor to one of the cadet companies.

The student chapter of the American Society of Civil Engineers completed another successful year. Again, the chapter won a national ASCE commendation award usually awarded to those chapters rated within the top several percentage points.

This was The Citadel's sesquicentennial year. As part of the celebration, the Department conducted several special programs during Corps Day week, including one panel discussion by civil engineering alumni and another by distinguished practitioners. Two internationally renown civil engineers also served as guest speakers; Dr. Charles Thornton, Thornton-Tomasetti Engineers, and Mr. Henry Michel, President, Parsons-Bircherhoff Consulting Engineers. In addition, two "Greater Issues in Civil Engineering" seminars were conducted as is the custom.

F. Education

Programs in teacher education have continued to attract a substantial enrollment, particularly at the graduate level. During this academic year enrollment in all teacher education graduate programs have experienced modest growth. In Fall 1991, head count enrollment of 1200 students equalled the previous year. Spring 1992, saw a substantial increase in graduate enrollment to 1426. These figures are quite satisfactory to the teacher education unit given the relatively high enrollment figures of previous years. Growth is at least one measure of the quality of programs. The "market place" has indicated a Citadel education at the graduate level is to be prized. The Department of Education takes pride in this achievement. Enrollment at the undergraduate level has also increased during this year. Cadet enrollment for Fall 1993 will be approximately 80 students. This represents a near doubling in cadet enrollment in teacher education over the last three years.

Students in teacher education are required because of state certification and state approval standards to complete examinations at the beginning of some programs, Education Entrance Examination for initial certification programs, and National Teachers Examination at the conclusion of other programs which certify in South Carolina. Citadel students have done well on these examinations. Typically for the Education Entrance Examination approximately 90% of our students pass this test at the inception of their programs. National Teachers Examination pass rates vary somewhat from program to program but in excess of 90% meet the state standard for these examinations. The Assessment of Performance in Teaching evaluation program is utilized for those students doing student teaching and seeking to acquire an initial teaching certificate in South Carolina. More than 95% of our students reach the state standard on this criterion for certification.

The Department has lost one faculty member this year through resignation. The Department has been able to replace this person. Dr. Sharon Balcome will join the faculty in August as an assistant professor primarily assigned to teaching in the program in counselor education. We are delighted with this addition to the faculty. The Department of Education, however, continues to be substantially understaffed. Using the formula of the Commission on Higher Education, the Department is typically approximately six faculty short. This is a serious problem for the Department and one that must receive institutional attention in the near term. The Citadel cannot operate quality graduate programs with excessive utilization of adjunct faculty.

The program developed at Burke High School to prepare, through a special program, at risk high school youngsters for college and employment continues to prosper. The publicity from this highly successful and innovative program continues to be positive. This outreach program of the Citadel's teacher education unit is a exemplar of how colleges can work with public schools in order to make a difference in the quality of educational opportunity. Ms.

Carol Byrnes is continuing to work with this program quite successfully.

At the present time, The Citadel is paying the cost of this program, since outside funding from the Jesse Ball DuPont Foundation has ended. We are very hopeful that Charleston County School District will assume part of the cost of this program next year. We are also continuing to seek foundation support for this very worthwhile program.

The State Department of Education reviewed the programs at The Citadel this academic year. Successful accreditation by the State is essential. This review has become more rigorous in recent years and the Department expended considerable time and energy in preparing for the visiting team. This review was very positive about the quality of our programs. The Citadel will receive full approval for its programs.

Quality is the watch word of the Department of Education. In order to maintain it and to enhance it, the Department has been active in curriculum revision, professional and scholarly activity, participation in state-wide activities, and most importantly in delivering the curriculum through outstanding teaching. The Department looks back at the year with pride and forward to the challenges of 1993-94.

G. Electrical Engineering

One hundred and sixteen students were enrolled in the Electrical Engineering day program during the 1992-1993 academic year. In addition, this year's active enrollment in The Citadel's Evening College Electrical Engineering program was fifty-one. Twelve students received their Bachelor of Science degrees in Electrical Engineering in May 1993. An additional student is expected to graduate in August 1993.

The Twenty-Seventh Annual Razor Lecture was presented by Dr. L. L. Grigsby, IEEE Fellow and Georgia Power Distinguished Professor of Electrical Engineering at Auburn University. Professor Grigsby's lecture, "Electrical Engineering Education in Japan", was based on his experience at the University of Tokyo as the first holder of Tokyo Electric Power Company's Endowed Chair of Electrical Engineering.

The Electrical Engineering and Civil Engineering Departments offered the National Engineering Aptitude Search exam in December and February for high school students considering careers in engineering. Tau Beta Pi members assisted Professors Dunlop and Woo in proctoring the exam.

In February 1993 the Civil and Electrical Engineering Departments and the local Engineering Societies held an open house in Grimsley Hall during National Engineers' week to provide information to prospective students and the general public about the

engineering profession. As part of National Engineers Week activities, a toothpick bridge competition was sponsored by the Junior Engineering Technical Society.

Professors Dunlop and Evans participated in the South Carolina Junior Academy of Science Conference held on The Citadel campus on January 30, 1993. Professor Dunlop gave a presentation titled "Tuned-Ful Oscillator, and Professor Evans gave a presentation titled "Arcs and Sparks: A Jacob's Ladder Demonstration."

Professor Dunlop organized the third annual Electrical Engineering Design Symposium. The symposium was held in Copeland Auditorium and simulated a professional engineering symposium. Faculty, staff, and visitors attended the presentations of senior design project by the Electrical Engineering students. Their papers were published in the Symposium's Proceedings.

Senior Electrical Engineering student, Mr. Russell V. Hime presented a paper at the 1993 Southeast Regional Undergraduate Design Conference at North Carolina State University. His paper was entitled "Programmable Stimulus Generator".

Assistant Professor Bruce Evans, Faculty Advisor to The Citadel's IEEE Student Branch, and an electrical engineering senior student attended IEEE Southeastcon '93 in Charlotte, North Carolina.

For the seventh year the Power Engineering Educators and Industry Group of the Southeastern Electric Exchange has presented The Citadel with a scholarship grant of \$1,000 for a student planning a career in power. This scholarship is made available to our students in recognition of the excellent power education program at The Citadel and in appreciation of the contribution of Professor Harold W. Askins, Jr., to the Modern Power Systems Analysis course sponsored annually by the Southeastern Electric Exchange at Auburn University.

The faculty continues to build a record of scholarly and professional achievement. Assistant Professor Albert Kunze was a consultant for TDS this year in addition to taking several graduate courses at MUSC. Assistant Professor Bruce Evans passed his Ph.D. preliminary oral exam in December, 1993, and continues to make progress towards his degree. Assistant Professor Epple is on educational leave at the Georgia Institute of Technology where he is continuing his research for his Ph.D. Associate Professor Jack Stinson continues his consulting with the South Carolina Research Authority. Associate Professors Jack Stinson and Lawrence J. Dunlop co-authored a paper entitled "An Oral Communication Component In the Engineering Design Process." The paper was presented April 5 at the Southeastern Meeting of the American Society for Engineering Education (ASEE) at Vanderbilt University. Dr. Dunlop was elected a Senior Member of The Institute of Electrical and Electronics Engineers, Inc. Approximately 8% of over 320,000 hold senior member status in the IEEE. A patent was filed this year by IBM for an invention that Professor Dunlop was a co-authored. He

received the First Plateau Invention Achievement Award from IBM in recognition of sustained creative activity. Professor Louis Dornetto continues to be actively involved in the area of environmental impact and personnel hazards of electromagnetic energy by serving on an ANSI committee addressing non-ionizing radiation safety criteria, and through his consulting work with the U.S. Navy. Professor Askins, was again invited to be one of the principal lecturers in a Modern Power Systems Analysis course at Auburn University. He continues to serve as a reviewer for the Applied Computational Electromagnetic Society, ACES. All faculty members continue to perform as dedicated teachers, conscientious counselors, valued members of the academic community, and professional engineers.

H. English

Faculty Promotions, Additions, and Leaves of Absence: Dr. Thomas C. Thompson completed his first academic year at The Citadel in May 1993 and was awarded his Ph.D. in Composition and Rhetoric from Florida State University in the same month. The promotions of Dr. James S. Leonard and Dr. David S. Shields to full professor and lieutenant colonel will become effective in August of 1993. Dr. Philip W. Leon, who was on sabbatical leave for AY 1992-93, will be returning in August, and Dr. Peter A. Mailloux has been awarded sabbatical leave for AY 1993-94.

Faculty Scholarship: Collectively, the faculty of the English Department this year published one book; wrote or edited five books which have not yet been published; wrote three chapters in books; had two poems accepted for publication; published three articles in scholarly journals; had eight articles accepted for publication in scholarly journals; presented ten papers at scholarly conferences; attended twelve scholarly conferences; co-directed one scholarly conference; published twelve book reviews; published five encyclopedia entries; served as editors of two scholarly periodicals; served as references for nine books and articles by scholars at other institutions; served as officers in four scholarly societies; and received four CDF research grants.

Faculty Service to the Community: Collectively, the faculty of the English Department served the community by delivering fifteen lectures to various civic groups and conducting six workshops in their areas of expertise. They also engaged in such activities as judging local poetry contests, reading their own poetry, lecturing to several high school classes, and visiting student teachers' classes.

Faculty Leadership Within the College: Dr. Peter A. Mailloux served this year as the Chair of Faculty Council and presented the graduation address after the 1992 Summer School. He and Dr. Robert A. White served on the Search Committee which selected Dr. R. Clifton Poole as the incoming Vice President for Academic Affairs. The following members of the English Department continue to serve on

the Steering Committee of the College Self-Study: Drs. Suzanne O. Edwards (as chair), Robert A. White (as editor), David G. Allen, and James S. Leonard. Other faculty members represent the department on almost every committee in the college.

Faculty Awards: Dr. Edward F. J. Tucker received the prestigious Algernon Sydney Sullivan Award at the 1993 graduation ceremony, and Dr. Tony N. Redd was The Citadel's nominee for the South Carolina Governor's Professor of the Year Award. The following members of the English Department were selected to receive CDF Faculty Achievement Awards in the spring of 1993: Drs. James M. Hutchisson, James S. Leonard, Peter A. Mailloux, Tony N. Redd, David S. Shields, and Robert A. White.

Undergraduate English Majors: In May of 1992 (following graduation) there were forty-six undergraduate English majors. At the same time of year in 1993, there were fifty-one, a ten percent increase. This year's winner of the William E. Mikell Award was Cadet E. Raymond Moore, III, and the winner of the department's prize for the high score on the Major Field Achievement Test was Cadet Stephen Ray Hawkins.

Curriculum Changes: Beginning with the fall semester of 1992, the English Department changed the grading system for English 101 from the traditional A-B-C-D-F system to an A-B-C-U system in order to encourage marginal students to remain in the course instead of withdrawing. As a result, the number of withdrawals from English 101 dropped from 9.74% in the fall of 1991 to 1.34% in the fall of 1992. The 1993 catalog changes were as follows: the addition of *Introduction to Film* (English 220) and *Introduction to Journalism* (English 217), and the deletion of *Journalism* (English 417).

Assessment: Beginning with the fall semester of 1992, the department dropped its two-year-old system of pre- and post-testing freshmen, and decided instead on a portfolio-based system. The department used CDF Departmental Seminar funds to sponsor a visit by Professor Kathleen Blake Yancey (University of North Carolina at Charlotte) on March 8, 1993, to help with an evaluation of the assessment program. Dr. Thomas C. Thompson continued the review with a more detailed and formal study during June of 1993. The Major Field Achievement Test in English was administered to all graduating seniors.

Program Reviews: On Wednesday, November 18, 1992, two consultants for the S. C. Commission on Higher Education, Dr. Jeutonne Brewer and Dr. Edward Corbett, conducted a Program Review of the English Department. (This was the regular five-year review initially scheduled for January of 1992, postponed because of a budget shortfall at CHE.) In addition, the English Department submitted a Departmental Self-Study on December 1, 1992, as part of the overall Self-Study program of the college. Drs. David S. Shields, Tony N. Redd, and Robert A. White were the principal authors of this document.

Status of the Proposal for a Joint Program Leading to the M.A. in English: The proposal by the Departments of English at The Citadel and the College of Charleston for a joint program leading to the M.A. in English, having been approved by the College of Charleston's Board of Trustees in October 1991 and by The Citadel's Board of Visitors in November 1991, was revised in response to CHE's preliminary reading and then officially submitted to CHE on September 1, 1992. It is expected that the Commission will give final approval for the program no later than August 1993. In anticipation of the program's opening in August of 1993, a Joint Program Committee, consisting of representatives from the two English departments, has been established and has had a preliminary meeting.

1993 Summer School: The undergraduate enrollment in English courses for the first session of Summer School 1993 was 90 students. This is a fourteen percent increase over last year's total of 79, but still a substantial decrease from the 132 students who enrolled each year in 1989, 1990, and 1991. This year for the first time the college's Graduate Office invited proposals for innovative special summer courses, and in response, two English courses were approved: "Studies in Black Autobiography" (ENGL-517, taught by Drs. Edward F. J. Tucker and Sherman Pyatt), and "Personality Type and the MBTI [Myers-Briggs Type Inventory] in the English Classroom" (ENGL-550, taught by Dr. Tom Thompson).

Budget: The English Department began the year with a budget (excluding salaries) of \$9,994, only slightly higher than last year's expenditures, \$9,241. A mid-year transfer of lab fee funds for student travel into the departmental account resulted in an adjusted budget of \$10,420. This year's annual expenditures, including student travel, totalled \$10,218. There have been no departmental funds for faculty travel or for purchasing new equipment since 1990.

I. History

The Department of History commenced the first semester with twelve regular professors present and teaching, one professor on leave at the Naval War College, and one adjunct professor. The cadet majors in the entering class numbered 35, 145 students majored in History during the year, and 30 majors graduated on 15 May 1993.

Aside from their normal duties, most of the energies of the members of the department in the first semester were taken up with the department and college self-study in preparation for the visit of the accreditation team of the Southern Association of Colleges and Schools next year. In March, the Joint M.A. in History with the University of Charleston was examined by a team of two professors - Walter Edgar from UNC-Greensboro and Lyman Johnson from USC-Columbia. They served at the behest of the Commission of Higher Education and in accordance with an agreement between The Citadel and the University of Charleston that such an evaluation would be

conducted three years after the commencement of the program. The team's findings have been received and are being evaluated. In another action, the Academic Board approved undergraduate minors in History, effective the fall semester of 1993.

In January 1993, L. H. Addington participated in the making of a film segment on the siege of Charleston in the "Great Battles of the Civil War" series, sponsored by the Smithsonian Institution. In February, J. W. Gordon played a leading role in organizing "Black History Month," and in March he coordinated the presentation of three historical seminars in connection with the celebration of The Citadel's sesquicentennial. In May 1993, J. W. Gordon, David H. White, Jr., W. Gary Nichols, Jamie W. Moore, and John S. Coussons were selected for CDF Outstanding Faculty Achievement Awards. In addition, David H. White, Jr. received the James A. Grimsley Award for Undergraduate Teaching Excellence.

William Lane Harris announced his retirement effective 30 June 1993, after twenty-seven years of distinguished service. Martha Johnson, the department secretary, resigned in December, 1992, and was replaced by Elizabeth Brooks.

J. Mathematics\Computer Science

Recognizing the ever increasing role of mathematics and computer science in all disciplines, the department continued to offer a wide variety of courses to meet the demands. Service courses were offered for the entire college in both mathematics and computer science. In addition the departments offered two degree programs in mathematics and one in computer science.

The number of majors in mathematics and computer science remained about the same as the previous year, approximately 100. The number of students receiving a Bachelor's degree in May was 13. A few others will finish in August.

In conjunction with the department of Education, graduate courses for middle and secondary mathematics teachers were offered for students pursuing various degrees or recertification credit. Professor Cleaver was awarded a grant to conduct a workshop for teachers of Advanced Placement Calculus in high school. The department taught several courses funded by EIA and sponsored by local school districts. Evening undergraduate courses were taught for the evening engineering program.

As in the past, the Citadel Development Foundation enhanced the department with grants to individuals and the department. Professor Peter Greim continued as a CDF fellow while Professors Chen, Cohn, Comer, Francel, Hurd, and Zahid all received CDF research grants. Faculty development grants were received by Professors Chen, Cleaver, Comer, Denig, Deutz, Francel, Lipscomb, and Zahid. In addition, several speakers came to The Citadel to

speak to students and the faculty. Funds were also provided to support a small conference on Geometry of Banach Spaces.

As evidenced by the number of research and faculty development grants mentioned above, the scholarly activity in the department continued at a high level. Professor Greim gave lectures in Germany and Professors Chen, Comer, Deutz, Francel, Hurd, and Trautman presented papers at professional meetings. Professor Comer conducted workshops on the use of spreadsheets in mathematics at conferences in Houston, Chicago, and Hilton Head.

Professor Stephen D. Comer has been appointed Head of the department for a five year term beginning Sept. 1, 1993. Professor Peter Greim will return in August from a sabbatical leave and Professor Cleaver will begin a one year educational leave.

K. Modern Languages

The Department of Modern Languages continues to evaluate initial placement of entering freshmen and the effectiveness of proficiency based instruction in Core Curriculum courses. The department continues to study various placement instruments in order to improve reliability of initial placement in foreign language courses. In order to evaluate acquisition of minimal linguistic skills in each course of the core curriculum sequence, the department began to experiment with the concept of exit examinations to be administered at the conclusion of each course in the sequence to all cadets.

Enrollment in the core courses remains relatively stable, although there has been a decline in Russian 100 courses. Enrollment in upper-division courses in Spanish and German showed a marked increase over previous years, with a slight decrease in French. Nine students graduated in May 1993 and another is expected to graduate in August, leaving a total of twenty-eight majors and approximately twenty minors still in the department.

Thirty-one students participated in Summer Study Abroad programs in Spain and in Germany/Austria in the summer of 1992. Twenty-four are slated to participate in the program in the summer 1993. Additionally, many students are inquiring as to possibilities of a semester/year abroad at various sites in Europe and Mexico.

With the increases in majors and minors, chapters of national honor societies were established during the academic year 1992-93, one in Spanish and one in German. The department also initiated a Modern Languages banquet in late April 1993, attended by approximately sixty students. It is expected that the banquet will become an annual event.

Departmental faculty participated in various professional and scholarly activities during the year. Professors Andrade, Bahk, Del Mastro, Gurganus, and McRae attended and/or presented papers at

professional meetings. Professor Andrade was honored at the spring meeting of the Philological Association of the Carolinas for the outstanding paper presented at the PAC conference in 1992. Professors Andrade and Gurganus have several publications in press. Professor Emory presided over a session at the annual meeting of the South Carolina Foreign Language Teachers Association, attended meetings of the South Carolina Council on Curriculum and Placement, and served as a consultant for Harcourt, Brace and Jovanovich (HRW) at a workshop in Fort Worth, Texas. Professors Andrade and Gurganus were granted tenure and promotion to associate professor, effective August, 1993.

Preliminary study of the feasibility of offering graduate degrees (MAT and MA) is underway, as well as a teacher certification program for language majors.

The department has begun to study planned replacement of its out-moded language lab facilities. Options being considered include reduction of current audio stations, replacing them with audio-video capabilities. Additionally, in order to utilize fully emerging multi-media technologies in language instruction, self-contained TV/VCR units, computers, computers/video disc players, and satellite TV reception areas are envisioned.

In personnel, the department welcomed Professors Mark Del Mastro and Juan Bahk to the Spanish section, filling two positions that had been vacant by retirements (Demille 1987, Johnson 1991). Professor Guy Toubiana will join the department for 1993-94, filling a vacancy created by the resignation of Professor Treece (June, 1992). In order to meet the needs of our students, the department relied upon services of five adjuncts, four of whom were full-time employees: Professor Ada Johnson, Laura Moses, Ann Voit, Carol Young and Sandra Livingston. Professors Young and Livingston have been offered employment for the 93-94 AY in anticipation of continued need in the Spanish section.

Tenured faculty for 1993-94 will consist of LTC O. Robert Emory, Head, Associate Professor; LTC Frank Frohlich, Associate Professor; LTC Grant Staley, Associate Professor; MAJ Christopher McRae, Associate Professor; MAJ Elba Andrade, Associate Professor; and MAJ Albert Gurganus, Associate Professor. Probationary tenure-track professors are: CPT Mark Del Mastro, Assistant Professor; CPT Juan Bahk, Assistant Professor; and CPT Guy Toubiana, Assistant Professor.

Long-range staffing needs for the department consist of two permanent positions. Since Professor Frohlich will be completing thirty years' service with The Citadel at the end of 93-94 AY, he has indicated that he will probably retire at that time. Current enrollment in German indicates a need to replace him at the time of his retirement. The second position in Spanish is equally crucial to the development of the department, since it has been compelled to rely upon adjuncts for the last six years in order for the department to fulfill its mission in meeting the needs of its

students. Current enrollment projections indicate that, even with one additional permanent position in Spanish, the department will not be able to cover all courses offered with permanent faculty. If the department is successful in its application for graduate programs and if it expands its services to those affected by the closing of the naval base, its resources will be even more strained than they are at the present time.

L. Health and Physical Education

The Department of Health and Physical Education enjoyed a year of productive growth, introspective assessment, and reaffirmation through the NASDTEC program certification process. Departmental faculty were active in campus and professional activities. Dr. Melvin Ezell continues to provide campus leadership to the Assessment Program and serves as departmental liaison to the Cardiac Rehabilitation program in concert with MUSC. Dr. Gene Styles serves the department as the Coordinator of the Graduate Program, advisor to all graduate students, and continues in his role as varsity golf coach. Dr. Gary Wilson is collaborating with Dr. Josey Templeton on a research project which examines knowledge, attitudes, and actions in regard to the sex life of college males as measured by a survey instrument. Dr. John Carter and Dr. Templeton were recognized by their peers for meritorious performance in 1992. Dr. Carter led the campus recycling program, the Senior Sports Classic, and personally counseled many cadets with health related fitness concerns. Dr. Templeton and Dr. Wilson gained and maintained a variety of American Red Cross aquatic certifications and increased their SCUBA proficiency through advanced instruction. Col. John Smyth chaired the Cooper River Bridge Run Executive Committee and the Honors and Awards Committee of the South Carolina Association for Health, Physical Education, Recreation, and Dance.

Twenty seven cadets and graduate students attended the American Alliance of Health, Physical Education, Recreation, and Dance Convention in Washington, D.C. Eight students and five faculty members attended the SCAHPERD Convention in Myrtle Beach. Cadet Ernie Stokes received the National Association for Sport and Physical Education Outstanding Major Award and Cadet John G. Harrison IV won the Keith E. Hamilton Award for outstanding scholarship and service. Cadet service programs included volunteering for service in the Cooper River Bridge Run, the Senior Sports Classic, and the Special Olympics. The Club cleaned up Johnson-Hagood Stadium to raise funds for the AAHPERD Convention. Bill Berry and Ernie Stokes graduated with departmental honors.

A minor program in Health was approved by the Curriculum Committee and the Academic Board. The number of majors continues to increase; the 1992-93 enrollment in the major was eighty-seven. The departmental teaching program was re-certified by the visiting NASDTEC team.

Departmental secretary Dinnie Campbell passed away unexpectedly on February 6, 1993. A memorial garden was dedicated at the entrance of Deas Hall. Assistant Equipment Manager David Lane resigned in May to accept a position in the business community.

Deferred maintenance in Deas Hall has not been completed. Roof leaks, floor refinishing, window leaks and resurfacing the handball courts are major priority projects.

INTRAMURAL- SPORTS CLUBS

The Intramural Sports Program enjoyed another year of full participation in all phases. The Corps participation was 99.3 percent which includes the cadets that play on varsity teams and Sport Clubs as well as those that referee in Intramural sports. LTC Eugene F. Lesesne and Assistant Director Dale Dittmer led the Corps to continued prominence in the National Honorary Athletic Fraternity, Sigma Delta Psi. Four new members qualified for the Corps Epsilon Beta Chapter in 1992-93. Jerry Ernest Yarborough won the award for Outstanding Intramural Athletic Officer and Bobby Singh Dhillon was selected as the Outstanding Intramural Athletic Sergeant. George W. Gering won the award for the Outstanding Intramural Athlete and Jaganna Maudeek Kinloch was named the Outstanding Intramural Referee of 1992-93. Stephen Tompkins was selected to be the Regimental Athletic Officer for the 93-94 school year. F Company won the Regimental Championship and the accompanying Board of Visitors' Trophy and Plaque coming from near last place last year. Championship shirts were awarded to the winning company and this year we sent several shirts to a camp for Russian children suffering from cancer. These children are from the Chernobyl area and will come to camp at the University of Toledo. There were no new sports added this year, as the cadets seem to be pleased with the current sports that are offered.

The Citadel Sports Clubs were successful in presenting opportunities for cadet participation and in representing the college in 18 intercollegiate activities. There were 345 cadets involved in Sport Clubs during the school year. The Rugby Club performed well and was nationally ranked, the Pistol Club again brought national recognition to The Citadel with a National Championship in The ROTC Division and second in the overall Open Championships. The Pistol Club is coached by Dr. Joel Sexton. The Sailing Club continues to improve and finished third overall in the South Atlantic Conference.

The Crew Club participated in a Regatta in Augusta that included teams from Europe and England and raced in the Southern Intercollegiate in Oak Ridge, Tn. The Taekwon Do Club continued to grow in number and under the coaching of Fred Weil won the first four places in all divisions in the three tournaments they entered. Boxing is requesting that they be allowed to host the Eastern Regional. The Judo Club has grown under the able coaching of Ronald Charles, the third highest ranking instructor in America. The Judo Club entered two tournaments this year and won the team

trophy in both, they also hosted a large southeastern tournament that had 175 competitors. The Cycling Club raced in three time trials and four road races. The SCUBA Club certified 20 new divers during the school year and went on four diving trips under the watchful eye of LTC. Speicher. The Exhibition Drill Team continued this year as a Sports Club and entered competition in the fall, placing third out of 30 schools and being ranked in the top ten in America. Skydiving continues to qualify new jumpers despite having to travel to Barnwell. Bowling and Pistol are two other clubs that must leave campus to practice.

M. Physics

The Physics Department experienced a year filled with extraordinary events and ordinary activities. The department continued to offer a strong curriculum in physics. Physics majors take 54 credit hours in their discipline as well as 22 credit hours in mathematics along with the strong college core curriculum. Two courses in the major were strengthened this year; Introduction to Physics was increased to three hours and Research Planning was increased to two hours. Twenty six students majored in physics and took approximately 150 physics lecture and laboratory offerings. Our service courses (three introductory physics sequences) handled over 500 students in lectures and almost 500 students in laboratories. A minor in applied physics was added to the curriculum and will be available next year.

The Physics Department participated fully in the celebration of The Citadel's Sesquicentennial with two extraordinary physics lecture series. Willis Lamb, Noble Laureate in physics and Freeman Dyson internationally known physicist each gave a series of physics lectures for the general public. Members of the department participated in presentations before the South Carolina Junior Academy of Science which was held at The Citadel. Demonstration in holography and liquid nitrogen, and presentation in electronics, astronomy, and quantum mechanics were given.

Dr. Jagdish Mehra joined the college this spring as visiting Distinguished Professor of Physics. Professor Mehra is world renowned for his books on the conceptual and historical development of quantum theory. He presented his inaugural lecture "The Dream of Leonardo da Vinci: A Brief History of Humankind's Changing Vision of the Universe" as part of the Sesquicentennial celebration. He has developed a radio program called "Masterminds" on WSCI (public radio) which commenced broadcast this summer and he is publishing a book on Richard P. Feynman, the great American physicist.

Mr. William R. Holdren, laboratory technician and laboratory manager has done an excellent job running five different laboratories each semester. He has also enhanced the communications capabilities within the department.

Mrs. Nancy Sliwa continues to do an outstanding job as secretary/receptionist for the department. She has worked well in accommodating visiting dignitaries, serves on several college committees and does the secretarial work for Phi Kappa Phi.

Each member of our department has been active in teaching, research, and service during the past year.

Dr. Joel C. Berlinghieri, Professor and Head of the Department of Physics, submitted a research paper on interferometers to Optics and Photonics and presented a paper at the Albuquerque meeting of the Optical Society of America. He sponsored several public school events within the department including a rocket demonstration and shoot-off for 350 students from the CANDO program of the Charleston County School District, presented demonstrations for the World of Wonder program of the Charleston Parks and Recreation Commission, participated in the MasonFEST program involving students in the discovery of the properties of liquid nitrogen, sponsored a program for summer SAIL students in principles of rocketry, and was a mentor for student research at the Academic Magnet High School.

Dr. Weiler R. Hurren, Professor of Physics, returned from a sabbatical leave at Brigham Young University and resumed teaching duties in the fall term. His research area is the study of fullerenes and has led to the presentation of a paper at the Southeastern Section of the American Physical Society.

Dr. Saul J. Adelman, Professor of Physics, published six research papers, received two research grants, and attended national and international conferences during this period. He is a CDF Faculty Fellow and continues to devote a major portion of his time to research in astronomy.

Dr. Peter J. Rembiesa, Professor of Physics presented a paper on the Dyson-Schwinger equations at the XXXI International School of Particle Physics in Zakopane, Poland. He was active in the development of a department laboratory manual.

Dr. Patrick R. Briggs, Associate Professor of Physics, received a sabbatical leave for the academic year. He has been organizing a manual on space physics data. He continued his efforts in science education developing activities for middle school teachers and elementary school teachers. He also has been very active in the development of a department laboratory manual.

Dr. Russell O. Hilleke, Assistant Professor of Physics, was promoted to Associate Professor, received tenure, and received a faculty achievement award. He has done an outstanding job in the classroom having developed a close working relationship with our physics students. He has been active in optical and surface physics research and has been a major contributor to the department laboratory manual.

Dr. Ryan Droste, Visiting Assistant Professor of Physics, replaced Patrick Briggs while he was on sabbatical leave. Professor Droste was active in the department's optical research and was one of our finest teachers.

N. Political Science

The Department of Political Science has a faculty of nine full time members; additionally, the John C. West Professor of Government and International Affairs works closely with the Department and normally teaches two courses per semester. During the review year, we welcomed one new faculty member to our department: Professor Delbert L. Rounds, Jr. joined The Citadel faculty from Indiana University of Pennsylvania and teaches in the areas of criminal justice and American politics. Additionally, Professor Terry Mays joined the faculty in a temporary capacity; he teaches primarily in the areas of international and comparative politics. A final personnel change concerns the retirement at the end of the spring semester of Professor Herschel Hudson after 26 years of teaching courses in sociology and anthropology at The Citadel.

The Department of Political Science offers a major which permits each student to concentrate his study in the area of his interest while at the same time affording him an opportunity to obtain a broad liberal arts education that will enrich his life, acquaint him with the rights and responsibilities of citizenship, and prepare him for a satisfying career.

Graduates of the department enter military service, public administration, law, criminal justice, graduate and professional schools, business, and federal and state government. In order to prepare graduating seniors for graduate and law schools and professional employment, seminars and workshops are conducted annually on career opportunities in the Foreign Service, the Graduate Record Examination, Law School Admission Test, and Civil Service employment. Each member of the departmental faculty is readily available for individual consultations regarding career guidance for our majors. Additionally, the Department has subscribed to an employment service bulletin which is made available to students, and steps have been taken to have the Career Development Center subscribe to a similar publication devoted to positions in the criminal justice field.

The Political Science Curriculum develops three alternative areas of concentration: (A) American Government and Politics, (B) International Politics and Military Affairs, and (C) Pre-Law and Criminal Justice. The curriculum is designed to make sequential/developmental learning likely and seeks to avoid a random smorgasbord approach. Serious attention is being given to "writing across the curriculum" and to improving our students' quantitative and analytical skills. During the current review year, the department's proposals for minors in American Democracy, Criminal Justice, and International Politics/Military Affairs were approved.

and will be in effect with the 1993-1994 catalog. These minors will join the interdisciplinary minor in Non-Western Studies, already approved and underway to provide a wide range of options for non-Political Science majors who are interested in some aspect of political science.

Extracurricular activities are an important part of our students' education. As is customary, the department supported the conferences held at the various military academies by sending student representatives. Additionally, a delegation of students, accompanied by Professor Gardel Feurtado, participated in a model Organization of African Unity session at Howard University. With the help of their faculty adviser, cadets are required to engage in extensive preparations before attending these conferences. Student organizations such as Pi Sigma Alpha (Political Science Honor Society), Sigma Iota Rho (International Honor Society), the Political Science Club, the South Carolina Student Legislature, and the Debate Team all received strong support from the departmental faculty.

The Internship program continues to be successful and provides students an opportunity to apply what they learn in the classroom in various governmental agencies. During 1992-1993 students served internships with several departments of the City of Charleston, the City of Charleston Police Department, the City of North Charleston Police Department, the 9th Circuit Public Defender's Office, a number of private law firms, Juvenile Restitution (a division of the Department of Youth Services), the U.S. Attorney's Office in Charleston, the Charleston County Sheriff's Department, and the Charleston office of the South Carolina Pardon, Parole, and Community Corrections Department.

The department routinely offers a variety of special courses each year. During the report year, Professor Delbert Rounds developed new courses in Organized Crime and Administration of Justice to enhance our offerings in the criminal justice area. Additionally, Professor Laurence Moreland taught a special topics course on the Politics of the Sixties.

The departmental faculty continued during 1992-1993 to be extremely active within the profession. Research papers have been presented at the following scholarly meetings:

- American Political Science Association
- International Studies Association
- Western Political Science Association
- Southern Political Science Association
- Southwestern Political Science Association
- Academy of Criminal Justice Sciences
- South Carolina Political Science Association
- Conference on Multinational Peacekeeping

Regional Conference on Writing Across the
Curriculum
American Society of Criminology

In addition, several members of the department published research materials in books and professional journals. Professor Joseph Twinam published The Gulf, Cooperation and the Council: An American Perspective. Professors Robert Steed, Laurence Moreland, and Tod Baker developed a manuscript on the 1992 presidential election in the South which is under contract and in production by Praeger Publishers of New York. Moreover, they published a chapter on South Carolina party politics in Politics in the Palmetto State edited by Luther Carter and David Mann and are under contract to write a chapter on partisan politics in South Carolina in a book on the southern party system now in progress. Professor Rounds published articles in Pi Sigma Alpha Newsletter and Sociological Practice Review. Professor Gardel Feurtado prepared a monograph on Aspects of the Politics of Modernization in China which is currently in press to be published by the Institute of International Affairs, Taipei, Taiwan.

All members of the department attended at least one professional meeting and most were involved in presenting papers, serving as discussants, and chairing panels, and many of the departmental faculty were engaged in research related travel. These scholarly activities greatly enrich class presentations and maintain the currency of the faculty in their respective fields of specialization.

The department has also been very active in helping conduct the business of the college. For example, various departmental faculty chaired Self-Study committees, the Committee on Tenure and Promotion, and served on many key institutional committees.

The Department of Political Science is sensitive to its role in the community and continues to cooperate with various organizations such as the Charleston County Library, Civic Clubs, and the Higher Education Consortium in providing speakers on such issues as political campaigning, foreign policy, and the American Constitution. Professor Milton Boykin and Ambassador Twinam have been especially active in the Charleston Foreign Affairs Forum, a community based group composed of leading citizens concerned with serious discussions of international politics.

The Department of Political Science is the second largest department on campus. We recognize that because the department is entrusted with the education of so many cadets, we have special obligations to offer a quality program and to maintain high standards both for the faculty and the students. The level of scholarly activity, the quality of leadership, the extensive work done by various members of the department on college committees and in the governance of the college, and the serious attention given to improving teaching by our faculty reflect our collective commitment to fulfill those obligations.

O. Psychology

The Department of Psychology offers an undergraduate program of study leading to the Bachelor of Arts degree and a graduate program leading to the Specialist in Education degree in School Psychology. The undergraduate major in psychology is designed to help the student integrate his learning from a broad background in the humanities and sciences while introducing him to psychology as a science and as an applied human service. The strategy for this overall goal is a curriculum which combines the increasingly sophisticated research in the field with the observational-clinical-applied tradition. The graduate program in school psychology is directed toward developing specialists who are competent to deal with psychological and educational problems of children and to improve the psychological milieu of school environments.

Eighty undergraduate students majored in psychology this year which is very consistent with the figure from last year. Of the thirteen May graduates, two have been accepted into graduate programs and one into a professional school. This year one of the psychology majors graduated Magna Cum Laude, one graduated from the Honors Program and six received departmental honors. This was the first year that the Psychology Department required that all of its seniors take the Major Field Test in Psychology. The 1993 graduating class of psychology majors were at the 74th percentile nationally.

Five graduate students earned their Ed.S. in May 1993 and four in August 1992. Of these, one was with distinction. In addition two graduate students earned their M.Ed. in School Psychology.

During the academic year, 965 (131% of last year) undergraduate students and 441 (119% of last year) graduate students enrolled in psychology courses. Average enrollment in undergraduate classes was 28.39 and 23.2 in graduate classes. During the Second Session of Summer School in 1992 there were 51 graduate students enrolled and 17 undergraduates. Enrolled in undergraduate psychology courses in the 1993 First Summer Session were 19 students and enrolled in graduate classes were 139 students.

The newly established Psychology Department minor in psychology has ten students officially enrolled. With this minor, the Psychology Department anticipates increased enrollment in its undergraduate classes in the 1993-1994 year.

It should be noted that The Psychology Club won the "Breaker of Barriers Award" for their significant contributions to ensure that people with mental retardation are no longer apart from the community. This award was presented by the Mental Retardation Board of Charleston County. In addition three Cadets from the Psychology Club were nominated for national honors for their work with the handicapped.

The Graduate Program in School Psychology was due for re-evaluation for accreditation this year by the National Association of School Psychology. The Department's School Psychology Program was granted full accreditation for the next five years.

The Department is especially proud of the professional, scholarly and academic involvement of its faculty and students in 1992-1993. Nine Cadets presented their research at the Spring Conference of the South Carolina Psychological Association:

Cadets Remsen, G.C., Axelsen, M.W., Pendley, J.T., and Prichard, W.S. presented a paper entitled "A curvilinear model of the relationship between exercise and depression" under the supervision of CAPT T. Daugherty

Cadets Benson, T.L., Howell, A.D., and Pulley, J.W. presented a paper entitled "The Buddy Program: Relationships that Educate" under the supervision of CAPT T. Daugherty

Cadets Gagnon, R. and Smith, D. presented a paper entitled "The effects of caffeine on short-term memory" under the supervision of LTC A. Finch

In addition to the Cadets' involvement with the faculty on research projects, the graduate students have become increasingly involved in research. During this past year, six graduate students in School Psychology presented papers at the South Carolina Psychological Association:

C. King presented a paper entitled "The ball on Object Assembly: WISC-R and WISC-III comparisons" under the supervision of MAJ M. Politano.

J. Schau presented a paper entitled "Regression patterns of environmental factors related to the IQ of students referred for special education" under the supervision of LTC A. Finch.

J. Hoke presented a paper entitled "Predictive validity of the Kaufman Brief Intelligence Test with the Wechsler Intelligence Scale for Children-III" under the supervision of LTC A. Finch.

J. Green presented a paper entitled "The increase in special learner anxiety as a result of mainstreaming in the middle school setting" under the supervision of LTC A. Finch.

Z. Kohler presented a paper entitled "Parent-child interaction and infant temperament in pre-term infants" under the supervision of MAJ Saylor.

D. Halfacre presented a paper entitled "Poetry therapy with the sexually abused adolescent: A case study" under the supervision of COL O. Bowman.

In addition at the same conference, T. Elie, a graduate student in the MAT-Biology program presented a paper entitled "Differential choices of non-traditional college majors by females attending single-sex vs. co-educational high schools" under the supervision of CAPT J. Von from the Psychology Department. It should be noted that the paper by J. Schau was the second place winner and the paper by T. Elie was the third place winner.

In addition Z. Kohler and K. North both presented papers at the Southeastern Psychological Association's annual meeting in Atlanta, Georgia. The Psychology Department is very proud of its faculties involvement with the graduate students on these research efforts.

One faculty member received a CDF research grant and two faculty members received CDF Faculty Development Grant. In addition to CDF funds, Dr. Oliver Bowman was awarded a grant for \$28,777 to continue work in the area of drug and alcohol abuse under the Drug Free Schools and Communities Act. Dr. Conway Saylor was awarded a grant for \$40,000 for follow-up of premature infants from the U.S. Department of Education. In addition, Dr. Saylor is Director and Dr. T. Daugherty is Co-Director of a project entitled "Parent and Professional Alliance (PAPA)" funded for \$52,336 by the Developmental Disabilities Council, Office of the Governor. Dr. Tim Daugherty is Director and Dr. Conway Saylor is Co-director of a project entitled "Caring Connection" funded for \$38,248 by the Department of Health and Environmental Control. Dr. Judy Von obtained a grant for the South Carolina Psychological Association for \$12,000 from the American Psychological Association.

One hundred percent of the Psychology faculty presented at state, regional or national meetings. Listed below is a list of professional presentations by the faculty:

Bowman, D.O. & Halfacre, D.L. (1993). Poetry therapy with the sexually abused adolescent: A case study. Paper presented at the 39th annual meeting of the Southeastern Psychological Association, Atlanta, Ga.

Daugherty, T., Kidd, M, Jackson, J. & LaGreca, A. (1993). A study of the psychometric properties of the revised social anxiety scale for children in a psychiatric inpatient population. Paper presented at the 39th annual meeting of the Southeastern Psychological Association, Atlanta, Ga.

Daugherty, T., Saylor, C., & Bethke, C. (1993). Parents as partners in their children's treatment: Are we listening? Are we responding? Paper presented at the

- annual meeting of the South Carolina Psychological Association, Myrtle Beach, SC.
- Jackson, J., Kidd, M., Shoemaker, O., & Finch, A. (1993). Prevalence of learning disabled students in an inpatient child population. Paper presented at the 39th annual meeting of the Southeastern Psychological Association, Atlanta, Ga.
- Kohler, Z., Saylor, C., & Daugherty, T. (1993). Parent-child interaction and infant temperament in pre-term infants. Paper presented at the 39th annual meeting of the Southeastern Psychological Association, Atlanta, GA.
- McGrath, P., Nelson, W., & Politano, P. (1993). Treatment planning of inpatient youth: Consistency of diagnosis and problem formulation. Paper presented at the annual meeting of the Ohio Psychological Association, Columbus, Ohio.
- Nelson, W. & Finch, A. (1993). Anger control in children and adolescents: Cognitive-behavioral treatment. Workshop presented at the 39th annual meeting of the Southeastern Psychological Association, Atlanta, GA.
- North, K. & Politano, P. (1993). WISC-III and Woodcock-Johnson Revised: A comparative study. Paper presented at the 39th annual meeting of the Southeastern Psychological Association, Atlanta, GA.
- Onufrak, B. & Saylor, C. (1993). Maternal interaction with medically fragile two year olds: Effects of parenting stress and child development. Paper presented at the Fourth Florida Conference on Child Health, Gainesville, FL.
- Politano, M. & Harrison, L. (1993). The ball on Object Assembly: WISC-R and WISC-III comparisons. Paper presented at the 39th annual meeting of the Southeastern Psychological Association, Atlanta, GA.
- Saylor, C., Daugherty, T., & Casto, G. (1993). Age at start and maternal education: Predicting intervention effectiveness for medically fragile infants. Paper presented at the American Psychological Society Meeting, Chicago, IL.
- Saylor, C., Daugherty, T., & Murphy, G. (1993). Psychologists and early intervention: Preparing to serve special needs of children and families. Paper presented at the annual meeting of the South Carolina Psychological Association, Myrtle Beach, SC.

Von, J.M. (1993). Explanatory style and sense of coherence: Implications for women's health. Kansas Series in Clinical Psychology: Women's Health Conference, Lawrence, KS.

Von, J.M. (1993). Response to disaster: Victim and relief worker. What to look for and what to do. American Red Cross, North Charleston, SC.

In addition to the above presentations, the faculty of the Psychology Department published the following chapters, books and articles in professional journals:

Aikman, K., Belter, R., & Finch, A. J, Jr. (1992). Human figure drawings: Validity in assessing intellectual level and academic achievement. Journal of Clinical Psychology 48, 114-120.

Bowman, D.O. (1992). Poetry therapy in counseling the troubled adolescent. Journal of Poetry Therapy, 6, 27-34.

Bowman, D.O. (1992). Heroism and The Citadel system. The Citadel Alumni News, Summer Edition Supplement, (Whole).

Daugherty, T.K., Quay, H.C., & Ramos, L. (in press). Response perseveration, inhibitory control, and central dopaminergic activity in childhood behavior disorders. Journal of Genetic Psychology

Daugherty, T.K. & Shapiro, S.K. (in press). Behavior checklists and rating forms. In T.H. Ollendick, N.J.King, & W. Yule (Eds.), Handbook of Phobic and Anxiety Disorders of Children. New York: Plenum.

Finch, A. J, Jr. & Belter, R. W. (1993). Projective techniques with children. In T. H. Ollendick & M. Hersen (Eds.), Handbook of Child and Adolescent Assessment. New York: Pergamon Press. 224-236.

Finch, A. J, Jr. & Daugherty, T.K. (1993). Assessment instruments for evaluation of child disaster victims. In C.F. Saylor (Ed.), Children and Disasters. New York: Plenum. 45-66.

Finch, A. J, Jr. & Politano, P.M. (in press). Projective assessment of anxiety in children. In T.H. Ollendick, N.J.King, & W. Yule (Eds.), Handbook of Phobic and Anxiety Disorders of Children. New York: Plenum.

Hauck, A.L. & Finch, A.J, Jr. (1993). The effects of relative age on achievement in middle school. Psychology in the Schools, 30, 74-78.

Jenny-Gammon, P., Daugherty, T.K., Finch, A. J, Jr., Belter, & Foster, K.Y. (in press). Children's coping styles and report of depressive symptoms following a natural disaster. Journal of Genetic Psychology

Nelson, W.M., Hart, K. & Finch, A.J (in press). Anger in children: A cognitive behavioral view of the assessment-therapy connection. Journal of Rational-Emotive & Cognitive Therapy

Nelson, W.M. & Politano, P.M. (in press). The goal is to say "Goodbye" and have the effects generalize and maintain: A cognitive-behavioral view of termination. Journal of Cognitive-behavioral Psychotherapy

Politano, P.M., Stapleton, L.A., & Correll, J.A. (1993). Differences between children of depressed and nondepressed mothers. Psychiatry Digest, March, 15-16.

Saylor, C. (1993). Children and Disasters. New York:Plenum.

Saylor, C. (in press). The Children's Depression Inventory. In M. Hersen & A. Bellack (Eds.) Dictionary of Behavioral Assessment Techniques

Shannon, M.P., Lonigan, C., Finch, A., Taylor, C., & Salle, F. (in press). Children exposed to disaster: I. Epidemiology of posttraumatic symptoms and symptom profiles. Journal of the American Academy of Child and Adolescent Psychiatry

Shannon, M.P., Lonigan, C., Taylor, C., & Finch, A. (in press). Children exposed to disaster: II. Risk factors for the development of posttraumatic symptomatology. Journal of the American Academy of Child and Adolescent Psychiatry

Shoemaker, O., Saylor, C., & Erickson, M. (1993). Concurrent validity of the MCDI with high risk infants. Journal of Pediatric Psychology

Vaughn, S., Schumm, J., Johnson, F. & Daugherty, T. (in press). What do students think when teachers make adaptations? Teaching and Teacher Education: An International Journal.

Weiss, B., Weisz, J., Politano, M., Carey, M., Nelson, & Finch, A. (1992). Relations among self-reported depressive symptoms in clinic-referred children versus adolescents. Journal of Abnormal Psychology, 101, 391-397.

In addition to their publications, the faculty of the Psychology Department have been very active professionally on a

national, regional and state level. COL Oliver Bowman has served as the Arland D. Williams Endowed Professor of Psychology. In addition COL Bowman was on the Program Selection Committee of the Southeastern Psychological Association. COL Bowman served as a test reviewer for Educational Testing Service of the specialty area test for teachers seeking certification in psychology. In addition Professor Bowman presented a talk on self concept to students at Scott's Branch High School in Clarendon School District 1 and spoke to sixth grade students at Spring Hill Elementary School in Clarendon on the topic of Assertiveness versus aggression. Further community service was provided by Dr. Bowman who served as a judge of Behavioral Science Projects in the Science Fair for Buist Academy. Once again Dr. Bowman was a reader at A Charleston Literary Tour, sponsored by the Preservation Society of Charleston and the Poetry Society of South Carolina. At The Citadel Dr. Bowman presented a talk entitled "Heroism and The Citadel System" during the Sesquicentennial Week. He attended a continuing education workshop entitled "Forensic Psychology: A Developmental Perspective". Dr. Bowman also attended the Spring Convention of the South Carolina Psychological Association, the Southeastern Psychological Association, the 13th National Conference of the Anxieties Disorders Association of America, and the Writing Across the Curriculum Conference. On the College level, COL Bowman has served on the Faculty Council, the Promotions and Tenure Committee, the Facilities Planning Committee of the SACS Self-Study Committee, the SACS Self-Study Committee on Institutional Effectiveness/Assessment, the Editorial Committee: The Citadel Monograph, and the ad hoc committee to study Citadel Twenty-four Schedule.

CAPT Daugherty served as President-elect of the Charleston Area Psychological Association, was awarded the 1992 Barrier Breakers Award by the Mental Retardation Board of Charleston County, served on the Board of the Advocacy Council for People with Mental Retardation, served as Youth Advisor/Religious Education Leader at Christ Our King Parish, and has served as a Consultant to the Caring Connection. CAPT Daugherty was nominated for the National Community Service Award by the Association for Retarded Citizens and served on the Board of Directors of the Advocacy Council for People with Mental Retardation. He has involved the Cadets in a variety of service activities. He supervised the Citadel Buddy Program which has the Cadets working on a one-to-one basis with handicapped individuals and has been the faculty advisor to the Psychology Club. He was a member of the Faculty Search Committee in the Psychology Department. Dr. Daugherty served as advisor-select for the Crew team, worked with the Library to develop creative course uses of DC-ROM technology, served as academic advisor to all sophomore psychology majors, co-authored the departmental policy on plagiarism, and developed four new internship sites for the undergraduate internship programs in psychology. In addition Dr. Daugherty has served as the consultant and liaison person for the development of the Saturday Respite Program at The Citadel. In addition to these service activities CAPT Daugherty has been invited to give a number of guest lectures. He presented a lecture entitled

"MCMI: Understanding and diagnosing personality disorders" and one entitled "Parent and Professional Alliance: Families of Children with Special Needs" to the Clinical Psychology Interns at the Medical University of South Carolina. He was also asked to give a lecture to the Math Club at The Citadel entitled "Factor Analysis: Imposing order on the world of variables". He served as liaison from the Psychology Department to the Recruitment Office and served on the College Research Committee. Dr. Daugherty attended the annual meetings of the South Carolina Psychological Association and the Southeastern Psychological Association. Dr. Daugherty attended three continuing education workshops: Ethics in Academic Life; Experiential Techniques for focus groups; and Reitan Neuropsychological Workshop. Dr. Daugherty served as a reviewer for Journal of Pediatric Psychology and as a guest reviewer for School Psychology Review. During this year he served as Director of the "Caring Connection" grant and as co-director for the "Parent and Professional Alliance" grant. For his outstanding efforts, Dr. Daugherty received the CDF Faculty Achievement Award in the Psychology Department.

LTC A. J Finch, Jr. received the "Lifetime Contribution" award from the South Carolina Psychological Association for his outstanding contribution to the advancement of psychology in the state. In addition Dr. Finch served as president of the South Carolina Psychological Association and was elected President of the Section of Clinical Child Psychology of the American Psychological Association. Dr. Finch was appointed to the Interim Board of the American Board of Clinical Psychology of the American Boards of Professional Psychology which has been charged with the establishment of the specialty board for clinical psychology. In addition he was on the Program Committee for both the Southeastern Psychological Association and the American Psychological Association. He is Associate Editor of the Journal of Clinical Child Psychology and a consulting editor on the Journal of Personality Assessment, the Journal of Consulting and Clinical Psychology, the Journal of Abnormal Child Psychology, and Rorschachiana. Dr. Finch is a member of the task force on Model Practices in Service Delivery in Clinical Child Psychology. Professor Finch is a Site Visitor for the Educational Directorate of the American Psychological Association. LTC Finch served as academic advisor to 38 Cadets. He represented the Citadel to the South Carolina Public-Academic Mental Health Consortium and to the Cross-Cultural Conference in Mental Health and Human Services. He is Chair of the Educational Programs (undergraduate) section of the SAC Accreditation Committee. Dr. Finch attended the Annual Meetings of the Southeastern Psychological Association, the American Psychological Association, and the South Carolina Psychological Association and the South Carolina Psychological Association Meeting. Dr. Finch received one of the three CDF Faculty Achievement Awards given to Department Heads.

MAJ Politano has served as Coordinator of the School Psychology Colloquium Series which presented a number of outstanding presentations this past year. He has served as Editor of The

Citadel School Psychology Newsletter. He is academic advisor to all of the School Psychology graduate students. MAJ Politano has served on the College Research Review Committee, the Committee to investigate LD Services Program, the Sabbatical Committee, the FDC subcommittee to develop grant award guidelines, and was the Chair of the Psychology Department Faculty Search Committee. He served as Coordinator of the Departmental SACS Self-study for the Graduate Program in School Psychology; as NASTDTEC Accreditation Review Coordinator for the Graduate Program in School Psychology; and as the Coordinator of the National Association of School Psychology Reaccreditation Review for the Psychology Department. He was selected to represent the State of South Carolina at the Southeastern Institute for Faculty Training (SIFT), a U.S. Department of Education funded project awarded to UNC-Chapel Hill to provide training to higher education faculty on Part H. of P.L. 99-457. MAJ Politano attended a workshop on "Grant Writing" sponsored by the South Carolina Department of Education. Dr. Politano attended the Annual Meeting of the Southeastern Psychological Association. He was co-author of the Department of Psychology's policy on plagiarism.

Dr. Saylor is Associate Editor of Pediatric Psychology Newsletter, on the editorial board of the Journal of Pediatric Psychology, and the Journal of Clinical Child Psychology. In addition she serves as a reviewer for Journal of Consulting and Clinical Psychology and the Journal of Abnormal Child Psychology. She was elected to Fellow status in the American Psychological Society. She is Member-at-Large of the Society of Pediatric Psychology and was Treasurer of the South Carolina Academy of Professional Psychology. She received two certificates of appreciation from the Charleston County Mental Retardation Board. Dr. Saylor was Chair of the South Carolina Psychological Association's Awards Committee. She is on the Advisory Council for Services to Handicapped Preschoolers of the South Carolina Department of Education, serves on the subcommittee on serving 0-2-DHEC, the Personnel Preparation Committee, and the Service Committee on State Interagency Coordinating Council for P.L.99-457. Dr. Saylor is on the Council of Disciplines for DHEC Babynet on which she is Co-chair and a member of the Personnel Committee. She is on the Advisory Board of the May Institute, Boston, MA.

CAPT Von served on the Ethics and Professional Practice Committee of the South Carolina Psychological Association. Dr. Von served on the Program Committee of the American Psychological Association and was a reviewer for the Psychology Internship Intern Research Paper Competition at the Medical University of South Carolina. She served as academic advisor to all freshman psychology majors. She attended the Annual Meetings of the South Carolina Psychological Association. At the college level, Dr. Von served on the Curriculum and Instruction Committee, was on the Ropes Task Force, and was Chair of the Subcommittee on Student Evaluation of Instruction. In addition she was the Library Liaison from the Department of Psychology, Chaired the United Way Campaign within the Department, coordinated the Departmental SACS Self Study

(Undergraduate), and served on the Psychology Department's Faculty Search Committee. CAPT Von attended the NOVA/SOVA training conference.

P. Evening College and Summer School

1. The office provides administrative services to six distinct areas:

- a. the Undergraduate Evening College with majors in business administration, civil engineering, and electrical engineering.
- b. The Graduate Education program with degree programs leading to Master of Arts in Teaching, the Master of Education, the Master of Arts in Education, and the Specialist in Education degrees. Some 17 different majors are available under these programs.
- c. the Master of Business Administration program
- d. the Master of History
- e. the Summer School
- f. non-credit continuing education

2. Enrollment data 1992-93. The enrollment patterns fluctuated over the past year in the following areas:

- a. The Undergraduate Evening College fall and spring enrollment has declined from the previous year.
- b. The Graduate Education enrollment increased in the fall and the spring semesters.
- c. The MBA enrollment remained stable over the past year.
- d. The 1993 Summer I enrollment increased 28 percent over Summer I 1992.

3. The enrollment picture is reflected in the data summarized in the table below:

	Student Enrollment by Session			
	Undergrad Day	Undergrad Evening	Graduate Education	MBA
Summer II 1992	379	N/A	441	N/A
Fall 1992	N/A	196	1546	173
Spring 1993	N/A	207	1321	155
Summer I 1993	578	*	1118	99

* Undergraduate evening students are included in undergraduate day for count purposes during summer sessions.

Course Enrollment by Session
 (Will vary from headcount since many students take more than one course)

	Undergraduate Day	Undergraduate Evening	Graduate Education	MBA
Summer II 1992	658	N/A	560	N/A
Fall 1992	N/A	386	2014	241
Spring 1993	N/A	553	1755	198
Summer I 1993	995	*	1462	99

*Included in Undergraduate Day

4. Developmental Activities

The various programs have continued to be very productive through this past year.

a. The degree programs in Civil Engineering and Electrical Engineering have increased in enrollment. Applications for these programs continue to come in. A transfer agreement between The Citadel and Trident Technical College was completed for the BS degree in Civil Engineering and Electrical Engineering.

b. The enrollment in the Business Administration program remains constant at about 36 majors. A transfer agreement between The Citadel and Trident Technical College was completed for the BS degree in Business Administration.

c. An Evening College newsletter which provides students with information pertinent to their program is published each semester.

d. The Graduate Education degree programs have continued to increase in enrollment.

e. The Summer School enrollment increased from the 1991-92 sessions.

f. A series of non-credit continuing education real estate appraisal courses have been offered to approximately 600 students. There has been a number of non-credit courses developed. Plans are for this program to expand.

Q. Enrollment

Cadet Enrollment

	In-State	Out-State	Total
Freshman	260	307	567
Upperclassmen	680	649	1329
Total	940	956	1896

Ethnic Count:	American					
	<u>White</u>	<u>Black</u>	<u>Hispanic</u>	<u>Asian</u>	<u>Indian</u>	<u>Foreign</u>
	1678	122	19	33	6	38

The Corps of cadets has representatives from 45 states, the Canal Zone, Puerto Rico, and fifteen (15) foreign countries. The foreign countries represented in the Corps of Cadets are Austria, Belgium, Canada, Costa Rica, France, Honduras, Japan, Jordan, Liberia, Nicaragua, Panama, Paraguay, Poland, Taiwan, Thailand, and Venezuela.

R. Admissions

The 1992-93 freshmen class entered with excellent geographic diversity. Thirty-four states were represented plus the District of Columbia and eight foreign countries. From this diverse student body came a solid set of academic credentials; 976 SAT average, class rank averaging in the top third and the average grade point ratio right under a 3.0.

The campus visitation program has continued to grow with well over 1000 prospects spending an overnight on the campus. The Corps of Cadets continues to be very instrumental in making the visitors program a success. The Alumni organization that helps with recruiting (CAPP-Cadet Alumni Procurement Program) enjoyed a resurgence of interest and enthusiasm this past academic year. Their efforts were extremely important in helping contact the applicants in other states and in contacting most all of the in-state applicants.

The four temporary Admissions Counselors traveled extensively in the states of South Carolina, North Carolina, Florida, Georgia and Virginia. Extra efforts in minority recruiting was accomplished by attending National Minority College Fairs in Virginia, South Carolina, North Carolina, Georgia and Pennsylvania.

The three full time admissions officers were very involved in state regional professional organizations participating as elected officers and committee members.

S. Student Aid Programs

Office of Financial Aid and Scholarships

With the national economy beginning to show signs of climbing out of the recession, nearly all institutions of higher learning experienced greater demands and requirements for financial aid and scholarship assistance. The Citadel was no exception to this trend. Overall, financial aid and scholarship assistance at The Citadel, grew by \$1,078,591 over the previous year reaching an all time high of \$8,062,225. This was a growth rate of 15%; however, the longer range trend during the past two years of this recessionary period at The Citadel has been 20% growth per year.

What is the reason for this rise in the need for financial aid and scholarship assistance? According to the *College Board Review* the fundamental reason is that "In recent years, neither federal nor state governments seem prepared to assume a rising share of the college bill, and a relatively greater burden appears to be shifting back to the student and family." Nationally, this translates into federally backed student and parent loans, which represent 45% of assistance to students in this country. At The Citadel, 46% or \$3,625,170 was awarded as federal student and parent loan assistance. Where The Citadel excels is that students were awarded \$2,721,911 in academic, ROTC, and athletic scholarships, as well as institutional grants, which represents 36% of all aid at this institution. This area of support and growth is due to private philanthropy and the efforts of such organizations as The Citadel Development Foundation, the Brigadier Club, the Association of Citadel Men, the Development Office and the trust funds of the Board of Visitors under stewardship of the Vice President for Finance. The average at all other colleges and universities throughout the country for this type of institutional assistance, according to a College Board report, remains at the 19% level.

While The Citadel's total college catalogue costs have risen during the past two years at rates of 5% and 7% respectively, the need for financial aid and scholarship assistance has expanded at a far more rapid rate of 23% and 15% per year. There are a number of factors that can account for this situation, e.g. economic recession, unemployment, diversity of student body, increased number of single parent families, etc. The most glaring economic fact is that Adjusted Gross Income levels for Citadel parents and their sons has declined over the past three years. From the *Student Aid Reports* (SARs) we receive from the U.S. Department of Education, there were 1,049 qualified students for federal financial aid. The average family, including the student's income, was \$28,242¹. The following compares family income levels of Citadel students based on taxes filed at the end of the each of the following years:

¹. Median or average household income in South Carolina for 1992 was \$27,512, while nationally this average stood at \$32,073.

Family Incomes (AGIs)

<u>1990</u>	<u>1991</u>	<u>1992</u>
\$33,930	\$31,024	\$28,242

each year brings an increase in the number of applications for financial aid, but what family income tells us is that this population is being forced to the brink more frequently and earlier with the need to borrow and utilize whatever sources might be available to finance a Citadel education. A major concern at The Citadel is that this situation may limit access, if not at the present but in the future. This situation is being faced by most institutions of higher education, today, even in this country's most heavily endowed and wealthiest institutions. It is noted that several of the top twenty endowed institutions are no longer able to meet the financial need of their students and have turned away from a "need blind" admissions policy which The Citadel has utilized.

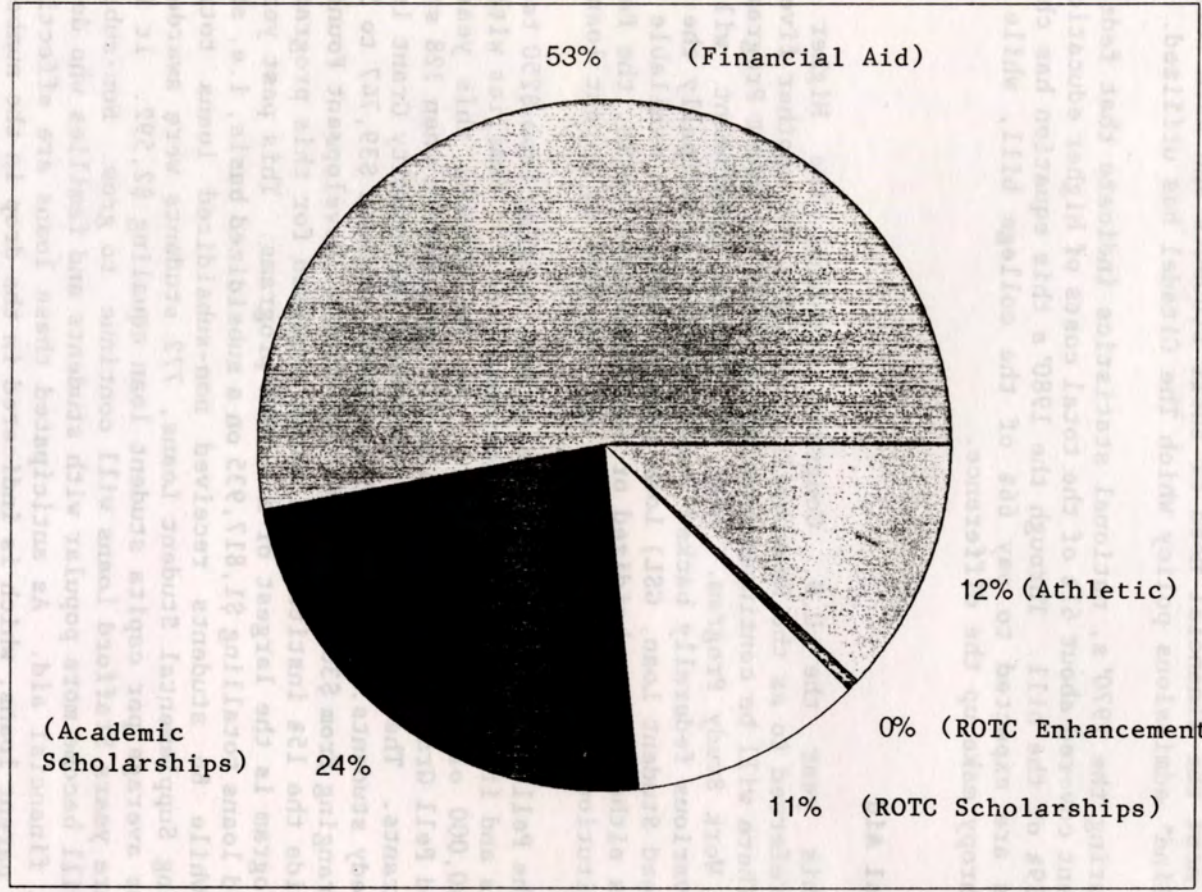
During the 1970's, national statistics indicate that federal and state government covered about 61% of the total costs of higher education with families paying 39% of the bill. Through the 1980's this equation has changed and today families are expected to pay 66% of the college bill, while government and philanthropy make up the difference.

Financial Aid

This year the U.S. Congress extended the Higher Education Act (often referred to as the Reauthorization Bill) for another five years, through 1997. There will be continued funding of the Pell Grant Program, SEOG, and the College Work Study Program. Also the federal government will significantly expand various federally backed loan programs, principally the Stafford (or Guaranteed Student Loan, GSL) Loan program making it available to all students either on a subsidized or non-subsidized basis, the Perkins Loan for an institutions most needy students and the PLUS or parent loans.

The Pell Grant Program provides grants ranging from \$250 to \$2,400 to needy students and it is a barometer of economic need for families with generally less than \$40,000 of income per year. At The Citadel this year, 368 students received Pell Grants in comparison to the year before when 328 students received these grants. The Supplemental Educational Opportunity Grant is awarded to the most needy students. This year, The Citadel awarded \$39,747 to 52 students with grants ranging from \$300 to \$1,500. The Citadel Development Foundation continues to provide the 15% institutional match required for this program. The Stafford Loan program is the largest of all loan programs. This past year, 686 students received loans totalling \$1,817,935 on a subsidized basis, i.e. showing financial need, while 86 students received non-subsidized loans totaling \$183,018. Including Supplemental Student Loans, 772 students were awarded to \$2,405,458 with the average per capita student loan equaling \$2,592. It is expected that in future years Stafford Loans will continue to grow. Non-subsidized Stafford loans will become more popular with students and families who do not qualify for federal financial aid. As anticipated these loans are affecting the need for PLUS or parent loans, which is indicated in the drop in the number of PLUS Loans, as parents transfer the debt burden to their sons. This year PLUS Loans

Total Aid to Students = \$8,062,225



- Financial Aid
- Academic Scholarships
- ROTC Scholarships
- ROTC Enhancement: CDF
- Athletic

decreased by 5% to 261 and an aggregate amount of \$993,718 with the average loan amount being \$3,807.

Federal and State Financial Aid

Name	1991-1992		1992-1993	
	Number	Amount	Number	Amount
Pell	328	\$510,425	368	\$573,458
SEOG	58	38,807	52	39,747
Perkins Loans	32	46,143	29	53,950
Stafford (GSL)				
Loans	514	1,558,685	558	2,096,666
SLS Loans	43	151,627	90	247,909
Parent Loans	282	1,255,227	261	993,718
CWSP	55	45,000	61	51,422
SC-TLP	11	46,085	26	93,896
Private Loans	not reported		16	170,544
Pheaa	14	4,974	12	4,170
Mdeaa	1	3,665	-	--
Rieaa	2	1,600	2	1,600
Total	1,375	\$3,664,056	1446	\$4,273,130

T. Scholarships

The Citadel's scholarship program is intended to award, recognize and attract the highest quality high school graduates. These scholarships also serve as an incentive for cadets already enrolled in the Corps to make the extra effort needed to attain academic excellence and superior records of achievement. Academic scholarships are awarded based on the quality of the student's academic record, leadership and other highly desirable attributes for members of the Corps of Cadets. Each year, more than 25 full four-year academic scholarships, which cover tuition, fees room, board, uniforms, books and supplies, are awarded to outstanding high school graduates. This reporting year yields a profile of these students averaging 1,277 on their S.A.T. scores and ranking in the upper 5% of their high school class.

Scholarships

Type	1991-1992		1992-1993	
	Number	Amount	Number	Amount
Financial Aid				
Based Scholarships	208	\$207,842	240	\$243,513
Open				
Restricted				
Departmental				
Outside	654	\$561,468	542	\$767,868

Full Academic	102	\$734,244	105	\$899,303
Total	964	\$1,503,554	887	\$1,901,684

Total Aid to Students

To get a complete perspective of all funds received by students for their educational expenses at The Citadel, ROTC and Athletic Grants must be included:

Total Aid to Students				
	1991-1992		1992-1993	
Type	Number	Amount	Number	Amount
Financial Aid	1,375	\$3,664,056	1,446	\$4,273,130
Academic Scholarships	964	\$1,503,554	887	\$1,901,684
ROTC Scholarships	125	\$ 785,011	123	\$ 890,722
ROTC Enhancement :C.D.F. --	--	--	15	\$ 36,250
Athletic	317	\$1,031,013	330	\$ 960,540
Total	2,781*	\$6,983,634	2,801*	\$8,062,225

*Individual awards. A student may have more than one award.

Aid to Minority Student

Of the 117 African-American cadets in the Corps, more than 90% received some sort of financial aid or scholarship assistance. Thirty-eight percent of these students received, academic or financial aid based scholarships.

Fifty percent of African-American cadets received either Pell and/or SEOG grants, totalling \$105,775. Athletic grants to this portion of the Corps of Cadets amounted to \$330,033, the largest single monetary source.

Seven African-American cadets held ROTC scholarships. Total aid for these 108 cadets amounted to \$815,514, which averages nearly twice the rate of all other students at The Citadel.

Management and Initiatives

Critical to the operation of the Financial Aid and Scholarship Office has been the automation of data and reporting. The automation of data has enabled this department's services to expand at a rate of adding one million dollars per year in aid to students over the past three years without the addition of any personnel.

This department has also been mindful of the need to support the Admissions Office, with special attention given to students and parents in showing them ways of financing an education at The Citadel. Faced with the prospect of the decline in the number of applicants, thus leading to a decline in enrollment this past year, this department with the authorization of the Dean of Academic Services, offered an additional \$45,000 in partial scholarships to attract high quality incoming freshmen.

Recognizing that full academic scholarships at the Citadel which cover total catalogue costs can be competitive even with the most selective institutions in the nation, this office initiated recruiting National Merit Scholar Semifinalists. During late September, upon receipt of the release by the National Merit Scholarship Corporation of the semifinalist throughout the country, the office mailed 350 admissions and scholarship packets to all males within South Carolina and all males throughout the country who had the career designation "79", or military. Eight National Merit Semifinalists applied with average SAT scores of 1400 and all were offered full academic scholarships. Four matriculated at The Citadel. The effect of this initiative has been to noticeably drive up the quality of the full academic scholarship pool. It is planned that this initiative will continue in future years.

U. Information Resources Management (IRM)

Again thanks to Citadel Development Foundation (CDF) funding, The Citadel was able to significantly improve its academic computing resources in FY 1992-93. And while almost no funds were spent on new administrative computing resources (including staff office personal computers and network connections), IRM was able to improve and expand administrative computing services by modifying existing software systems and departmental procedures.

Student Computing

In August IRM staff installed Apple Macintoshes, printers, and Citnet (campus network) connections in the barracks rooms of all company and battalion clerks and some regimental staff. The word processing and electronic mail capabilities provided by these 25 systems helped cadet leaders perform their duties much more efficiently--and they greatly appreciated these new resources.

In early January IRM and Physical Plant staff completed work on the college's first multimedia classroom. This unique teaching facility, which enables instructors to project computer screen and video output onto two large wall-mounted screens, is located on the second floor of Capers Hall and has already been recognized as one of the best designed multimedia classrooms in South Carolina. The room is equipped with powerful IBM-compatible and Macintosh

personal computers (both of which are connected to Citnet, Coastnet, BITNET, and Internet), two ceiling-mounted projectors, a laser disk player, a CD-ROM drive, a VCR, audio speakers, and a "visualizer" (that is, a small stand-mounted television camera that can be used to display hand-written notes as well as pictures, diagrams, maps, and even three-dimensional objects). Instructors can easily control all of this equipment as well as room lighting from a teaching station located at the front of the room.

During the course of the year we also switched most Bond and LeTellier Hall student lab computers (both IBM-compatibles and Macs) from serial-port to Ethernet-card Citnet connections. This change enabled lab users to access more than 20 specialized software packages stored on a central Novell server and to print their papers and other computer output on high-speed lab laser printers.

All three of these student-oriented projects were funded by the Citadel Development Foundation.

Faculty Computing

CDF funds were also used to upgrade about 20 faculty office computers; to connect Electrical Engineering, Physics, and Psychology faculty computers to Citnet with Ethernet cards; and to equip a small multimedia production lab for faculty use. Virtually all full-time Citadel faculty (including military department faculty) now have personal computers and dot matrix printers in their offices. All of these faculty can access Citnet, Coastnet, BITNET, and Internet—and those who have PCs with Ethernet cards can also access the college's central Novell server and send print jobs to their departmental laser printer.

Library Resources

For the past two years one of our top priorities has been to expand library access by making more and more library resources available through Citnet. This year we connected the Daniel Library to Citnet with fiber optic cabling, purchased and installed a specialized network storage device called an Info-Server, upgraded our Logicaft CD-ROM server (to provide faster access to more CDs), and greatly expanded the Library Resources section of INFO, the college's VAX-based campuswide information system. As a result of these efforts, Citadel students, faculty, and staff can now search the online catalogs of 10 South Carolina libraries and hundreds of other U.S. and foreign libraries. They can also search eight Wilson periodical indexes, six CD-ROM databases, and a summary version of *USA Today*—from any lab or office computer on campus, from 50 barracks rooms, or (by modem) from home.

Thanks to CDF's financial support of these projects and the close cooperation of IRM and Library staff, Citadel students, faculty, and staff have ready access to easy-to-use electronic information resources that are not available at any other South Carolina college or university.

Administrative Computing

During the past year IRM staff improved The Citadel's administrative computing services by developing departmental FOCUS report menus for Student Information System users, revamping and thoroughly documenting the Merit-Demerit-Absence System, implementing a new online system for ordering supplies from

Central Stores, and developing a time-saving, money-saving system for printing seat-numbered graduation tickets. We also worked with student records staff to produce and test the various student and course extract files that all South Carolina colleges will be required to provide the Commission on Higher Education this fall.

For the third year in a row, no funds were allocated for upgrading administrative departments' personal computers and network connections. As a result, some Citadel staff now spend much of their time waiting on slow PCs and printers . . . and the disparity between the computing resources available to college faculty and college staff continues to increase. Given the current level of state funding for higher education, this problem may get worse before it gets better.

V. Daniel Library

As the scholarly chain of information continues to assume new formats and accessibility, the library's major initiatives during this fiscal year emphasized library program integration into the curriculum, departmental and collection assessment, and communication of resources and services.

Library Program Integration

The library has expanded its effort to integrate library research into the curriculum through an interdisciplinary approach and cooperative academic projects. A pilot user instruction project initiated by CPT Elizabeth W. Carter and CPT Timothy K. Daugherty, Psychology Department, demonstrated the success of embedding library research into the curriculum. This interdisciplinary approach has been expanded by MAJ John S. Carter, Health and Physical Education Department, and CPT Carter into a new comprehensive research program in that department.

Other efforts of note include LTC George S. Vozikis, Business Administration Department, and LTC Zelma G. Palestrant's joint publication of a pathfinder for creating international company profiles as well as the African-American authors course team taught by COL Ted Tucker, English Department, and MAJ Sherman Pyatt. Another interdisciplinary collaborative project by Dr. Linda Ross, Psychology Department, and CPT Carter was the design and development of a social science library research workbook which was incorporated into psychology courses. To facilitate end user searching of the multi-discipline electronic bibliographic databases, LTC Herbert Nath completed a project of writing user guides for each discipline's database, resulting in a monograph published by ERIC.

Expansion of these initiatives undertaken by the library has led to a new academic approach to library science; International Information Research and Retrieval will provide a mechanism for developing new interdisciplinary courses focusing on global access to information.

Assessment

As part of The Citadel's self study for reaccreditation, the library expanded last year's assessment studies and provided a comprehensive self study to the Self Study Committee. This data has also been used by other departments and programs to identify and assess library support.

Previous studies of user satisfaction, bibliographic instruction, and interlibrary loan services were replicated; data obtained from these output measurement projects were used to assess the effectiveness and quality of library resources and services. Several changes were implemented as a result of this information and included: revision of library hours, relocation of copy equipment, and modification of the freshmen bibliographic instruction program.

The Conspectus assessment of the collection continued as part of the academic consortial agreement; the discipline analyzed was History. Internally, the library conducted a serials usage study to assess the serials collection on an institutional level. The results of this survey were distributed to each department and to the Library Services Committee for a comprehensive review of the serial subscriptions. The goal of this project was to define a strong core collection and to review alternative serial sources.

Communications

As the rapidly changing technological environment continues to impact on information access and retrieval, the library has increased training sessions and demonstrations to introduce such changes and opportunities to both students and faculty. During 1992/1993, the library conducted library orientation sessions for new faculty, held demonstrations of new resources and services, conducted end of the year update sessions for faculty and staff, contributed articles to campus newsletters publicizing library services, compiled brochures on dial access to Coastnet and Library Resources Info submenu, revised the Library Services section of the Faculty Manual, and wrote, published, and distributed a library resources brochure to assist students in job searching.

To evaluate trial library services, the faculty was invited to participate in several studies which included: LEGIS, the South Carolina legislative database; IRIS, the University of Illinois grant database; and a comparison study between CARL UnCover and OCLC's FirstSearch, two current awareness services.

The faculty were also invited to attend a presentation on the rapidly changing role of serials and its impact on paper subscriptions. This seminar, sponsored by EBSCO, the library's serials agent, was designed to broaden communications on the evolution of serial formats and access.

Facilities

The fiber optic cable project was completed this year connecting the library to Bond Hall, Capers Hall, and Grimsley Hall as part of the development of Citnet, the campus local area network (LAN). This connection makes the library one of the Ethernet segments of the network.

The third floor shelving units were installed and shifting of the book and bound serial collection has begun to provide additional shelf space for approximately five years.

To respond to the need of summer Saturday hours, the library was open 8-5 the summer of 1993. Usage statistics will be studied and evaluated for future considerations.

Automation

A major accomplishment was achieved through the cooperative efforts of the consortium's computer centers and libraries. The creation of Coastnet, a

metropolitan area network, was initially designed to enable members to access each other's online catalogs. This Ethernet network based on fiber optic links and leased T1 data lines provides the capability and flexibility to allow the consortial library to share expensive library resources and academic computer equipment. A one year pilot local mount project with H. W. Wilson Co. allowed Lowcountry users simultaneous remote access to seven periodical indexes; this project was quite successful with the consortium decision to enter a continuation subscription to these databases. As the system configuration is very adaptable, new members can easily join the network and as Coastnet members are also linked to Technet, which connects the State Board for Technical and Comprehensive Education, South Carolina's 16 technical colleges, and some computers at Clemson University and the University of South Carolina, it provides the closest thing to a statewide computer network that South Carolina has.

To make such access user friendly, IRM and the library worked closely together to design an easy to use menu through the campus INFO which transparently connects a user to a wealth of world wide information.

Another project completed by IRM for the library was the ability to download end user library citation search results to diskette thus facilitating use of data output.

LTC Nath has also applied downloading and uploading techniques to reference services enabling reference to send outside database search results to the requester through the VAX .

Collection and Usage

As the library budget sustained heavy reductions again this year, a large percentage of the library materials allocation was required to pay the serial subscription invoices. These budgetary constraints resulted in a reduction of 50% for book orders. Without the \$25,000 CDF monies and 1560 gift books, the monographic acquisitions would have been even bleaker; the year end book collection total is 171,062 volumes.

Integration of the Chemistry collection into the main library collection was authorized by the administration. Such efforts were coordinated with the Chemistry faculty and the project is near completion.

An offer by EBSCO has enabled the library to catalog its 1361 serial titles at no charge through a customized local tape load of bibliographic records. This service will enable a user to locate The Citadel's serials holdings through the online public catalog.

A gift of a Boehm porcelain collection was donated to The Citadel by Mr. James L. Rampey, upon his retirement, to be on permanent display in the library with the director as custodian.

Although attendance and circulation activity showed a small decrease, interlibrary loan transactions increased from 6736 to 7638, an increase of 13%. This was achieved with no additional staffing. Another major usage increase was the number of library instructional classes: up from 98 to 114 classes, a 16% increase, with a total of 2922 students.

Personnel

This year has seen a number of personnel resignations or transfers; coupled with the sixteen week hiring freeze, these changes have created quite a hardship in continuing to offer our high level of service. Two faculty positions have been open since March 1993 as CPT Alan Johns and CPT Olga Paradis resigned to accept positions closer to home. Two support positions were vacated with the transfer of Sandra Haworth and the resignation of Barbara Mitchell.

LTC Zelma G. Palestrant was awarded tenure and MAJ Sherman Pyatt was promoted to full professor. In March, LTC J. Edmund Maynard received his Doctor of Science from Nova University. MAJ Pyatt was the recipient of the South Carolina Library Association's Outstanding Librarian Award for 1992.

Scholarly Activity

Faculty scholarly activity and collegial support grew; library faculty contributed three publications, presented three papers, conducted seven workshops, twice as panelists, and conducted a joint poster session. Professional development included attendance at a number of regional and national conferences. All faculty served on institutional and consortial committees.

MAJ Pyatt was elected 2nd Vice President of the South Carolina Library Association and LTC Palestrant was appointed Chair of Local Arrangement for the 1993 annual conference. LTC Palestrant was also named to serve on the Headquarters Liaison Committee for the Southeastern Library Association. LTC Nath was elected Vice President of the Low Country Library Association. CPT Carter received a CDF Faculty Achievement Award for service to the library and to The Citadel.

W. Archives-Museum

During the 1992 to 1993 period, the number of researchers using the Archives increased fifty percent. Sixty-nine individuals researched the collections and over four hundred written and oral requests for information were received. Over eleven thousand people viewed the exhibits in the Museum during this period. Students from schools in South Carolina as well as out-of-state tour groups were among those visiting. The Citadel Museum brochure is now distributed at eighty four sites in the metropolitan area as part of an advertising display service.

Twenty-four items were donated to the Archives-Museum during this period. Artifacts included an 1864 letter of appointment to the Arsenal Academy, a Journal 1861-1865 kept by J. Patrick Sullivan, a section marker, an 1895 issue of The Citadel Magazine published by the Corps of Cadets, a 1940 Knot Hole Club membership card and cadet uniforms. Numerous photographs, newspaper clippings and papers have been given to the Archives.

A permanent exhibit tracing the career of General Mark W. Clark was prepared for the lobby of Mark Clark Hall. Photographs from the Archives are featured in the display.

Photographs of Citadel war dead representing the conflicts in Vietnam, Lebanon, Grenada and Iraq were added to the War Memorial Albums, which are on display in the Museum.

To commemorate the 150th anniversary of the founding of The Citadel, proclamations from The Chief of Naval Operations, Marine Corps Commandant, Air Force Chief of Staff, Army Chief of Staff, Mayor of Charleston and Governor of South Carolina were displayed in the Museum. In a special ceremony, a copy of the 1842 Legislative Act establishing the Citadel was signed by officials in the South Carolina Legislature and later exhibited in the Museum.

Jane Yates, Director of the Archives-Museum was acknowledged in the following publications: Eisenhower and The German POWs: Facts against Falsehood edited by Gunter Bischof and Stephen Ambrose, Louisiana State University Press, 1992 and Fatal Decision: Anzio and The Battle for Rome by Carlo D'Este, Harper Collins Publishers, 1991. Photographs from the Archives and artifacts in the Museum were pictured in The Citadel: Then and Now by Tommy Thompson.

X. Greater Issues

The first presentation in the 1992-93 Greater Issues series was given on September 22 by The Honorable Charles R. Bronfman, P.C., C.C., Chairman of the Executive Committee of Seagram Company Ltd. On February 18 LT. General Julius W. Becton, Jr. (U.S. Army Retired), President of Prairie View A and M University, gave a Greater Issues address on the role of African-Americans in the American military experience. Admiral Stanley R. Arthur, Vice Chief of Naval Operations, spoke on February 26. As part of The Citadel's sesquicentennial celebration in March there were two Greater Issues speakers, Charleston Mayor Joe Riley, Jr. and South Carolina Governor Carroll A. Campbell, Jr.

Y. Honor Committee

Charges	Lying	Cheating	Theft	Toleration	Total
Accusations					
Accused	23	15	2		40
Dropped	16	8	1		25
Resigned w/o trial	1				1
AWOL					
Did not return	2				2
Not guilty		3			3
Guilty	2	4			6
Pending	2		1		3
Appeal in process					
Resigned					
Expelled		2			2
Leniency	2	1			3
Overtured		1			1

Class	I	II	III	IV	Total
Accusations					
Accused	6	10	6	18	40
Dropped	4	7	4	10	25
Resigned w/o trial	1				1
AWOL					
Did not return				2	2
Not guilty	1		1	1	3
Guilty		2		4	6
Pending		1	1	1	3
Appeal in process					
Resigned					
Expelled		1		1	2
Leniency				3	3
Overtured		1			1

Z. Writing Center

The Writing Center has served the college and community with a variety of services during its nine years of operation. The Center continues to focus on writing assistance to freshmen while enhancing writing across the campus for all students, faculty, and staff. A staff that includes a Director, a Coordinator of Writing Services, an Administrative Assistant, two professional tutors, five graduate assistants, and 10 cadets conduct writing and study skills tutorials and workshops regularly; they also provide word processing assistance.

USERS: Number of users increased 8.4% with a total of 12,325 recorded visits to The Center this year. Due to the more competitive job market and increased interaction between The Writing Center, the Business Department, and the Placement Office, requests for resume assistance increased 59% for a total of 205 individual consultations. Freshmen constituted 42% of the volume (5141 visits) while Senior visits increased by 58% over the 1991-1992 school year.

SERVICES: Writing instruction remains the primary focus of The Center with this service increasing by 103% over the last two years. Since 1991, the number of writing workshops nearly doubled from 16 to 32. Faculty involvement increased on several fronts: referring students, consulting about Writing Across the Curriculum, assisting with tutor training, and requesting study skills, word processing, and writing workshops for specific classes. The total attendance figure for workshops requested by faculty rose to 796. Moreover, nine workshops conducted by The Writing Center for the Business Department related to career development—five workshops on resume writing, two sessions on cover letters, and two classes on interviewing techniques. Faculty consultations rose by 34% reflecting an increase in interest among faculty, staff, and administration in communications across the curriculum.

The Study Skills program has evolved into a program that targets high-risk students and trains Academic Officers to give presentations on Learning Strategies. During the 1992-1993 year, all Academic Officers received intensive

training to enhance their ability to advise cadets in their respective companies about study skills. The Study Skills coordinators held 2243 individual consultations, presented 38 open workshops with 460 attendees, and conducted sessions requested by faculty on Note-taking Techniques, Study Systems, Learning Styles, and Memory Retention for 203 participants. The Learning Strategies manual has been revised for publication as a custom textbook by McGraw-Hill under the title *Learning Strategies: 10 Steps to Success*.

SPECIAL ACTIVITIES: Additional activities included hosting the first national Writing Across the Curriculum conference; a visit by author and syndicated columnist James J. Kilpatrick; receiving Master/Level 3 certification from the College Reading and Learning Association; and publishing The Writing Center's newsletter *The Write Track*.

AA. Honors Program

At the beginning of its sixth year of operation, the Honors Program had 18 freshmen, 19 sophomores, 16 juniors, and 10 seniors in the program--a total of 63. About half came from South Carolina, with the rest arriving from all parts of the country and the world, from Nevada to New Jersey to Japan. They majored in a variety of fields: Electrical Engineering, History, English, Mathematics, Computer Science, Biology, Business Administration, Modern Languages, Physics, and Political Science.

At the beginning of the first semester, one student withdrew from the college for personal reasons. After the first semester, three were separated from the program for academic reasons, one withdrew from the school for personal reasons, one was discharged for disciplinary reasons, one veteran student was lost when the Veterans' Program was discontinued, and five students were added to the program. At the end of the year, a total of 61 students were enrolled. Nine were graduated from the college in the spring. We anticipate admitting eighteen incoming freshmen for the fall, so that at the beginning of AY 1993-94 the Honors Program will have 70 students.

The academic performance of Honors Program students in 1992-93 has been outstanding. At the end of the year, the cumulative GPA for Honors students was 3.481; the average in Honors Program courses was 3.455, a difference of .026. Freshmen in the program earned an average cumulative gpa of 3.45.

Honors Program students continue to provide exceptional leadership for the Corps of Cadets. The following positions or awards were earned by Honors Program students for next year: Regimental Executive Officer, Regimental Color Sergeant, two Regimental Administrative Clerks, Regimental Operations Clerk, First Battalion Commander, First Battalion Provost Marshall, First Battalion Sergeant Major, First Battalion Administrative Clerk, Second Battalion Executive Officer, Second Battalion Operations Officer, Second Battalion Sergeant Major, and Fourth Battalion Sergeant Major, plus one company executive officer, one company academic officer, thirteen sergeants, one company clerk, and six corporals. And for the fourth year in a row (ever since we have had seniors to be eligible) the Chairman of the Honor Court will be an Honors Program student.

Post-graduate activities of the seven seniors who completed the Honors Program indicate a high level of success; one will attend the School of

International Affairs at Georgetown University, one will attend the medical University of South Carolina on an Air Force Health Professions Scholarship, and two will attend the University of South Carolina Law School, and one will travel and study in Europe for a year.

BB. Counseling Center

The Citadel Counseling Center is an integral part of the educational mission of the college and supports it in a variety of ways. The primary mission of the Citadel Counseling Center is to provide students, faculty and staff with direct, professional, and confidential counseling services in the areas of personal, educational, and career counseling. It is the Counseling Center's purpose to contribute to the successful resolution of personal challenges with the aim of helping members of the Citadel community enhance their personal lifestyles. The Counseling Center also extends its expertise to include consultative services to members of the college community, involvement in professional organizations, and community service activities.

The Counseling Center provides quality counseling services within an informal environment where students may benefit from a relationship with a professional counselor. The Citadel Counseling Center also administers and interprets intelligence tests, personality inventories, and interest inventories. It promotes an environment which strengthens personal and intellectual development.

During the academic year, the Counseling Center served 185 individual clients, both undergraduate and graduate students. Counseling sessions for these clients totaled 640 contact hours. The Counseling Center also provided group counseling to two groups of cadet freshmen for a total of 460 individual contact hours. The Center provided clinical supervision for one graduate student completing practicum requirements for the counseling degree. The Counseling Center's Outreach Program involved 340 contact hours with cadets in the mess hall, barracks, and infirmary. The Center is also a Controlled Testing Center for the Psychological Corporation and administers specialized group tests such as the Miller Analogies Test (MAT). The MAT was administered to 544 applicants during the past year. Also, in our role as a testing center, we were involved in the admission testing of 181 graduate students entering The Citadel's counseling and school psychology programs. These individuals were administered the Myers-Briggs Type Indicator (MBTI) and the California Psychological Inventory (CPI).

The Counseling Center's Substance Awareness Office was exceptionally busy this year. It trained 28 cadets as peer leaders for its C.A.D.R.E (Citadel Alcohol and Drug Resource Educators) Program. These peer leaders then made presentations to the number of students indicated at the following schools: Macedonia Middle School (150), Burke High School (40), Marrington Middle School (30), C.E. Williams Middle School (175), McNair Elementary School (550), Windsor Hill Elementary School (200), Ladson Elementary School (475), Lange Middle School (900), Pepperhill Elementary School (120), Fort Johnson Middle School (200), Sedgfield Middle School (150), Lincoln High School (350), Mary Ford Elementary (100), Bishop England High School (77), Clark Corporate Academy (100), Drayton Hall Middle School (550), and Mitchell Elementary School (250). The Substance Awareness Office enrolled 75 cadets in its alcohol education program for a total

of 900 contact hours. It also provided alcohol and substance awareness programs to groups of cadets for a total of 660 contact hours. In all, the Counseling Center's Substance Awareness Office served 5,220 students in the tri-county area.

The staff of The Counseling Center has been active professionally on the national, regional, and state levels.

Maj. Sauers, the Counselor to the Corps, is an active member of the American Counseling Association, the American College Counseling Association, the American Mental Health Counselors Association, the National Association of School Psychologists, the Southeastern Psychological Association, and the South Carolina Counseling Association. He maintains licensure/certification in the following areas: S. C. Licensed Supervisor for Professional Counselors, S. C. Licensed Professional Counselor; Nationally Certified Counselor, and Nationally Certified School Psychologist. Maj Sauers attended the following workshops during the year: Understanding, Assessing and Treating The Narcissistic Patient: A Psychoanalytic Perspective, presented by Paul M. Lerner (November 6, 1992); Youth In Danger: How to Prevent Self-Destruction Through Intervention, presented by the Carondelet Institute (March 29, 1993); Obsessive-Compulsive Disorder: Dynamics and Treatment, presented by Dr. Mary L. Tobin (February 26, 1993); and Building Clinical Excellence Through Supervision, presented by Dr. Mary Tobin (June 25-26, 1993). Maj Sauers served on the Human Affairs Advisory Committee and the SACS Self-Study Committee on Student Activities. He helped revise the Emergency Psychiatric Procedure section of the Counseling Center Standard Operating Procedures Manual and made arrangements with Emergency Psychiatric Services/Mobile Crisis Program to participate in the assessment of cadets experiencing psychiatric emergencies. He continued to be Company Academic Advisor to Kilo Company, volunteering his time assisting cadets with both academic and personal problems. Maj. Sauers provided clinical supervision for a fellow staff member completing internship requirements for licensure as a Professional Counselor, and also supervised a graduate student completing practicum requirements as a counseling major. Additionally, he helped implement a sensitivity training program for all cadet executive officers.

Cpt. Deborah K. Ross, the Assistant Counselor to the Corps, is an active member of the American Counseling Association, the American Society of Clinical Hypnosis, the Association for Specialists in Group Work, and S. C. Women in Higher Education Administration. She continues to maintain licensure/certification in the following areas: S. C. Licensed Associate Counselor and S. C. Licensed Master Social Worker. Cpt. Ross has now completed her internship requirements for licensure as a Professional Counselor. Cpt. Ross obtained a CDF Faculty Development Grant of \$1,085 which allowed her to attend a workshop on Clinical Hypnosis in San Diego, California, presented by the American Society of Clinical Hypnosis (January 14-17, 1993). Cpt. Ross also attended the following additional workshops: Understanding, Assessing and Treating The Narcissistic Patient: A Psychoanalytic Perspective, presented by Paul M. Lerner (November 6, 1992); Youth In Danger: How to Prevent Self-Destruction Through Intervention, presented by the Carondelet Institute (March 29, 1993); and Homophobia in Religion and Society (May 25, 1993). Cpt. Ross expended considerable effort during the past year making the Counseling Center a better known resource for Evening College students. This included producing and publishing a Counseling Center brochure specifically designed for distribution to Evening College students. Cpt. Ross was a member of the ROPES Task Force and was a major force in preparing a ROPES proposal for The Citadel

which she presented to the Executive Vice President. She helped revise the Emergency Psychiatric Procedure section of the Counseling Center Standard Operating Procedures and made arrangements with Emergency Psychiatric Services/Mobile Crisis Program to participate in the assessment of cadets experiencing psychiatric emergencies. Additionally, she helped implement a sensitivity training program for all cadet executive officers.

Ms. Stephanie M. Grogan, completed her first year as coordinator of the Counseling Center's Substance Awareness Office. She is an active member of the South Carolina College Personnel Association. Ms Grogan is a Certified Prevention Specialist. She attended a conference on: Youth In Danger: How to Prevent Self-Destruction Through Intervention, presented by the Carondelet Institute (March 29, 1993). Ms. Grogan also served on the Planning Committee of the South Carolina Conference of Alcohol and Drugs and attended the conference (February 1993). Additionally, she attended the S. C. School on Alcohol and Drug Studies (Clemson, SC, July 1992) and the Southeastern School on Alcohol and Drug Studies (Athens, GA, August 1992). Ms. Grogan served as a consultant for the Prevention Research Institute of Kentucky, training administrators, prevention specialists, medical specialists, and college students how to teach the On Campus Talking About Alcohol (OCTAA) curriculum based on the lifestyle risk-reduction model. She taught two OCTAA classes in November 1992 and four classes in January and February 1993 at The Citadel.

Col. Oliver Bowman, Director of the Counseling Center, published the following articles:

Bowman, D. O. (1992). Poetry therapy in counseling the troubled adolescent. Journal of Poetry Therapy, 6(1), 27-34.

Bowman, D. O. (1992) Heroism and The Citadel system. The Citadel Alumni News, Summer Edition Supplement.

Additionally, Col. Bowman made the following professional presentation:

Bowman, D. O. & Halfacre, D. L. (1993) Poetry therapy with the sexually abused adolescent: A case study. Paper presented at the 39th annual meeting of the Southeastern Psychological Association, Atlanta, GA.

Col. Bowman was awarded a continuation grant of \$28,777 under the Drug Free Schools and Community Act to continue The Citadel Alcohol and Drug Safety Action Program. Dr. Bowman also attended the following professional meetings throughout the year: Writing Across the Curriculum Conference, Charleston, SC (February 18-19, 1993); 13th National Conference of The Anxiety Disorders Association of America, Charleston, SC (March 20-21, 1993); 39th annual conference of the Southeastern Psychological Association, Atlanta, GA (March 24-27, 1993); and the Spring Conference of the South Carolina Psychological Association, Myrtle Beach, SC (April 22-24, 1993). In addition, Col. Bowman attended a workshop entitled: Forensic Psychology: A Developmental Perspective presented by Geoffrey R. McKee (April 22, 1993). Col. Bowman continues to be a member of the Program Selection Committee of the Southeastern Psychological Association. Col. Bowman has given generously to the community. He made presentations to students at Scott's Branch High School, Clarendon School District 1, on the topic, Self-esteem (January 21, 1993) and to sixth grade students at Spring Hill Elementary School, Clarendon School District 1, on the topic, Assertiveness versus Aggression (February 16, 1993). Dr. Bowman was also a reader at A Charleston Literary Tour, sponsored by the Preservation Society of Charleston and the Poetry Society of South Carolina.

Col. Bowman served on the Faculty Council, the Promotions and Tenure Committee, the Strategic Planning Sub-Committee on Facilities, the SACS Self-Study Committee on Facilities, and the SACS Self-Study Committee on Effectiveness/Assessment. Additionally, Dr. Bowman developed and implemented a sensitivity training program for all cadet executive officers.

CC. Student Activities

The Department of Student Activities absorbed a significant budget cut during CY 1992-93. However, in spite of the enormous budget restraints, the student participation and leadership development continued to grow and a broad range of student activities were offered. The number of opportunities and quality of activities continued to improve and with careful planning and execution, we were able to support one new program, the banquet ball and tattoo for the sesquicentennial celebration. The five special programs: New Cadet Arrival, Parent's Day, Homecoming, Corps Day and Commencement were very successful through proper planning, coordination, execution, and major leadership participation by the Corps of Cadets. The leadership opportunities for cadets on committees such as Ring and Invitation, Standing Hop, Activities Advisory Council, Student Publications, and Fine Arts provided constructive input, participation and hands-on leadership for the Class of 1993.

Campus Family Life Activities continue to grow on and off campus. The quarterly golf outings and the corporate cup are the best received sponsored events and are indicative of the high morale and cooperative feelings on campus. These outings included an increased number of students.

The Citadel Family Circle Program provided support for over four hundred freshmen in 1992-93. The United Way campus fund drive supported the Trident community with one-third of The Citadel Family contribution coming from the Corps of Cadets. The Bulldog/Bullpup Program, Charleston Clean City Sweep, Citadel Buddy Program, Rainbow Paint Project, Special Olympics, Camp Happy Days, Beep Ball, support of special projects for Jenkins Orphanage, Low Country ReLeaf and the hosting of The Royal Canadian Pipes and Drums during the Sesquicentennial celebration and military tattoo added to our extensive community service projects.

The Student Activities staff experienced an 18% percent turnover during the 1992-93 school year. Ms. Bernice Jefferson retired in September of 1992 after over thirty years service with The Citadel. Iskra Hudson joined our staff as the new Custodial Worker II, April 1, 1993. She is an asset to our staff and has been well received by Mark Clark Hall guests. Mrs. Styles, Administrative Assistant to the department, continues to support the entire staff in all aspects of Student Activities. Her special contributions and support during this Sesquicentennial year and graduation are noted. Lee Glaze continues as the advisor to The Citadel cheerleaders and serves as a responsible role model for the cadets. His efficiency as MCH facilities manager is excellent. The Deputy Director continues to serve as assistant to The Director and liaison for Student Publications. Mrs. Burnham is The Citadel representative for South Carolina Women in Higher Education Administration, The Citadel Employee Relations Committee, and the Regional Red Cross Advisory Council. The Director of Student Activities served on The Junior Achievement Board, the Trident United Way Board, Youth Services Charleston Board, and SCHEA State Advisory Board.

2. Social and Recreational Activities

With the continued guidance and direction of the social Director, The Standing Hop Committee hosted three outstanding, well attended hops. The strong support by the Corps of Cadets and dates is indicative of the appreciation for the quality and enjoyment of the formal hops. The Sesquicentennial Ball was a splendid success during Corps Day Weekend. For the first time in many years the Corps Weekend dance was held in McAlister Field House. It was the best received of all formal dances this college year. The crowning of Miss Citadel and Talent Show were sponsored simultaneously during the Homecoming Weekend. Dance classes were offered again during the Fall semester and were well supported by the cadets. The oyster roast, beach parties, class parties and organization outings at The Citadel Beach Club continued to be well attended and without incident. The Super Bowl party and harbor cruises were popular and received strong cadet support. The Social Director provided family birthday cookies to cadets and was an effective link in supporting student travel requests and assisting cadets in ordering flowers for special occasions. The Department continues to refine and expand the Etiquette Training program which includes training of the fourth class during their first week of school. Responses were very favorable from the cadet chain of command and support from ARA dining services was commendable. We will continue to review the program and implement any needed changes and recommendations prior to the new year.

The Citadel Cheerleaders supported the Bulldog athletic teams at competition and pep rallies. The squad ranked 11th for I-AA Schools in the National Cheerleading finals. The cadet committees and organizations provided invaluable leadership and support through the college year.

3. The Beach Club

The Beach Club was effectively used for cadet social events and hosted many student, faculty, and staff outings. Appropriate maintenance to the grounds and physical upkeep of the are is ongoing. A new basketball goal has been erected and the pool table was returned to the recreational building.

4. Publications

The Sphinx student staff requested to include the Corps Day Sesquicentennial celebration, to provide a complete record of the Sesquicentennial year. The book will be published in September of 1993 and includes a color section of photographs of every yearbook cover since 1900. The Brigadier, the student newspaper, continues to be challenged as a self supporting publication. The quality of writing improved as the staff matured. The formal Advisory Committee, chaired by Director of Student Activities, provided the means to improve the quality, timeliness, training and production of the student staff. The Shako, The Citadel literary magazine prepared a publication which was printed in the Spring of 1993. The freshman handbook, The Guidon, continues to be edited and updated annually, to serve as a useful reference for new members of the Corps of Cadets. This publication was printed and distributed in a timely manner. The Fulcrum, the publication of The Citadel Honors Students Association, published its third edition in November 1992.

5. Special Services

The department sponsored a Corps trip to the West Point football game. The trip was a success and enjoyed by over 300 students who attended.

The efficiency of management and utilization of Mark Clark Hall continues to improve. Cadet organizations utilized Mark Clark Hall in increasing numbers. Utilization by non-Citadel organizations is also in great demand. Responsibility for managing the third floor guest room area has been assigned to the Social Director.

The department staff is highly motivated and has a genuine interest in active support for each and every student at The Citadel. Mark Clark Hall is a comfortable place for the students and they are challenged to participate and lead viable activities, organizations and publications to enhance their educational opportunities at The Citadel. The reception room area was painted and new drapes put in place during the summer of 1992. It has added to the look and feel of the room for the students. The improvement plan for the Greater Issues Wings has been submitted for approval and implementation in 1993.

The department provided financial and administrative support for the Chorale, Gospel Choir, Debate Team, Honor Committee, and all community service oriented organizations upon request.

II. FACILITIES AND CONSTRUCTION

A. General

1992-93 was another great year for many important construction projects on The Citadel campus. The demolition of the old mess hall was completed and a new barracks is planned for the site. The renovation of Bond Hall, The Citadel's main administration building, continued and is near completion.

The Citadel, through its resident engineer Mr. Bill Heaner, met with the State Energy Officer, Mr. Jay Flanagan, concerning efforts to obtain a U.S. Department of Energy grant for a demonstration project in energy management. The Citadel met with representatives of the State Department of Energy, the Governor's Office of Energy Programs, South Carolina Electric and Gas Company and the U.S. Department of Energy in April. The grant was discussed and information was submitted to the U.S. Department of Energy for its consideration. We are excited about the possibilities of obtaining a grant and the publicity that The Citadel may receive concerning this project.

The Citadel received an energy grant in the amount of \$25,110 last fall. This grant for energy conservation is being utilized with other funds to replace the current steam absorption unit with an electric chiller to provide air conditioning for the Infirmary.

The Citadel and the City of Charleston are negotiating an agreement to facilitate construction of a baseball complex, which will meet the requirements for a Class AA minor league baseball team, on land provided by The Citadel. The land being considered is our Lockwood Field property. The proposed sports complex will be jointly used by The Citadel and the City of Charleston.

The Citadel and the City of Charleston have entered into an agreement for joint use of The Citadel's dredged material handling site.

The McCormack Beach House project, after much deliberation by FEMA, will be started in the fall of the year. Previously The Citadel prepared plans and specifications, and went to bid in September of 1992. The bids were high and FEMA did not support the project at the scope it was bid, although The Citadel had received assurances that it would. A revised DSR has been issued by FEMA that represents a more reliable cost associated with the construction.

B. Accomplishments

The Master Plan was completed and was presented in June 1993 to The Citadel Board of Visitors for approval. The Board of Visitors approved the Master Plan and it has been sent to the printer.

The Citadel was able to obtain institutional funding for needed road and parking construction in the amount of \$227,000 through the good offices of Highway Commissioner Bob Harrell. The project includes paving all of Jenkins Avenue between McAlister Field House and Barracks 2, the parking lot immediately behind the Cadet Store, paving of the roadway between Barracks 1 and the Laundry, renovation and paving of the large parking area behind the Infirmary, and the upgrade of the Hagood Avenue Gate. The highway department has reviewed the plans and bids were advertised by Charleston County for this work. Banks Construction Company was awarded the contract for submitting the lowest bid and work on this project is expected to begin this summer and be completed in the fall of 1993.

C. Capital Improvement Projects

1992-1993 saw the completion of several projects as well as the start and continuation of some others. Projects completed during the year include the following:

Mark Clark Hall

The Cadet Canteen was relocated to an area in Mark Clark Hall previously occupied by the bowling alley. The project was funded primarily from the estate of Frank Munnerlyn and the new canteen was named for him. The project costs were \$510,985.

Plans to expand the gift shop into the area vacated by the canteen are being designed. The schedule is to complete this in the second semester of the 93/94 school year. The estimated project costs is \$250,000.

Central Energy Facility

Modifications were made to the Central Energy Facility to eliminate the need for a separate boiler for the laundry and to improve efficiency. A separate boiler to serve the laundry, which requires a higher steam pressure than the remainder of the campus, had previously been scheduled with the 1989 renovation of the boiler plant. However, due to the funding situation at the time this could not be accomplished. An engineering firm later retained by The Citadel to prepare the plans for the laundry boiler suggested an alternative for some re-piping of the current boilers which would provide the same flexibility and efficiency without the addition of a new boiler and building addition. The project costs were \$114,747.

Coward Hall

Demolition of Coward Hall was completed. The site will be occupied by the new barracks. The project cost was \$332,949.

Daniel Library

The chiller located in Daniel Library that serves the library, Summerall Chapel, and Mark Clark Hall was replaced. In addition the electrical supply to Daniel Library was upgraded to accommodate the upgrade of the electrical distribution system. The project cost was \$202,468.

Jenkins Hall

The cooling tower for Jenkins Hall was replaced. The project was \$25,555.

Bond Hall

Bond Hall Renovation continues with a scheduled substantial completion of July 1, 1993. The project was to have been completed in December 1992. The original contractor, H. C. Brown Construction, defaulted on the project and the surety, Great American Insurance Company, has retained Ruscon Construction Company of Charleston, S.C. to complete the project. There will be some litigation on the project due to some construction claims by the surety against The Citadel and the Architect. In addition, there will be some counter claims by The Citadel against the surety/contractor for failed work as well as liquidated damages for 169 days. Total project cost to date is \$6,611,454.

Letellier Hall

Modifications of the Letellier Hall HVAC control equipment to better manage the temperature and humidity. This project is being accomplished with in-house personnel. The project cost is \$33,033.

Barracks

The construction documents for the first new barracks were completed by the engineers and submitted to The Citadel and State Engineer for review. The estimated project cost thru the construction of the first barracks is \$11,000,000. The estimated total project costs for all of the barracks is approximately \$45,000,000. Various alternatives for funding the project costs are being investigated by the administration.

Deas Hall

Replacement of the Deas Hall hot water system is underway. Completion of this project will be in August 1993. The total project cost is \$39,049.

Utility Systems Repair/Replacement

The Utility Systems Repair/Replacement was approved to be funded in the 1991 Capital Bond Bill and the release of funds has been authorized beginning October 1, 1993. The estimated project cost is \$7,691,000. This project will repair and/or replace the campus utilities and install an energy management system campus wide. The utilities involved are the electrical distribution, the water distribution, the gas distribution, the steam distribution, sanitary sewer collection, and the storm water collection. The energy management system will provide for improved energy efficiency by centralizing the control of the various building heating and cooling systems in addition to scheduling routine maintenance and identifying trouble as it occurs. The Citadel has funded the project initially to start the first phase which is to prepare a master plan for the utilities. The funds provided by The Citadel will be replace with the capital bond funds in October 1993.

Stadium Improvement

The structural steel and deck near the lower two tiers of seating on the east and west sides are being replaced. The project will be complete prior to the 1993 football season. The project is \$55,945.

Infirmery Chiller Replacement

This project will replace the steam absorption chiller located at the Infirmery. This chiller previously served the Infirmery and Coward Hall. The new chiller will be a more efficient electric chiller. This project qualified for matching federal funds thru the ICP program for energy conservation projects. The budget is \$55,235.

D. Physical Plant

Again this year, financial constraints have been the overwhelming byword for Physical Plant operations. As with last year, much progress in saving financial resources was made this year in the area of energy conservation with \$119,000 of utility money being returned to the general account to be used for other campus funding requirements. Additionally, the 8% utility contingency fund was not needed and, therefore, was also available for other campus needs. In comparison to last year's utility expenditures, which were already relatively low thanks to our energy conservation efforts, we did even better this year, having spent \$200,000 less. A significant portion of this savings was the result of our program for the direct procurement of our own unregulated natural gas which began on 1 October 1992. This initiative will continue to provide us with our natural gas needs at the most reasonable rates throughout the coming years.

Administratively, much was done this year to improve the functioning of the Physical Plant. Some of the highlights include:

1. Conversion of a utilities division position to the zone maintenance shop to provide additional plumbing service to the barracks and campus.
2. Conversion of a carpenter shop position to planner/scheduler in order to provide better scheduling and estimating of work requests and increase overall productivity.
3. Conversion of a carpenter shop position to the zone maintenance shop in order to increase building coverage.
4. In coordination with OSHA, the Physical Plant updated/purchased safety equipment for employees. There has been a significant reduction in work related injuries since this purchase.

LTC Schottler was an active board member of the South Carolina Association of Physical Plant Administrators and was also a member of the Sesquicentennial committee this past year. In addition, he attended the SCAPPA spring workshop along with James Garrett and four other key personnel. James Garrett, Deputy Director, attended the SCAPPA annual meeting in Myrtle Beach, an OSHA workshop, and along with Ruby Bastian, Business Manager, visited William and Mary College in Williamsburg, Virginia to look over their FRS work order system for possible implementation at The Citadel. Three boiler operators attended Cleaver Brooks Boiler Operating Seminar in Pennsylvania; Reggie Causey, Grounds Division Chief, attended a seminar on Supervisory Skills for Experienced Supervisors and also attended a Landscape and Grounds Maintenance Conference; Karl Whitworth, Locksmith and supervisor of all automatic fire systems, attended the National Fire Protection Association annual meeting in Orlando, Florida.

The Physical Plant encountered several staff changes during the past fiscal year, both in administrative and trades positions. James Garrett was hired on 1 July to fill the vacant Deputy Director's position. We lost both our work order clerk and accounting tech but have only been able to replace the accounting tech, due to the 16 week delay in hiring. In addition to these staff changes, there have been 11 trades vacancies during this period, with 6 vacancies remaining.

The winter storm of 13 March 1993 resulted in major repairs in several areas of the campus. Coming on the weekend prior to Corps Day/Sesquicentennial celebration, the storm resulted in the physical

plant putting forth great effort in both clean-up and continuing our scheduled preparations for this prestigious event.

Various roofs were damaged, electrical distribution system had several lines damaged, screens were damaged or destroyed on barracks, faculty quarters and buildings.

Most repairs have been completed with permanent contract roof repairs currently out for bid.

In spite of such adverse weather and, even though the Physical Plant has undergone many personnel vacancies/changes and faced severe financial constraints, work has continued and many projects were completed during this period.

Grounds and Contract Services Division: The Citadel's greenhouse site was prepared, fenced and the greenhouse is being erected and should be operational within the next few weeks. Due to the diligence and care of the grounds department, the campus put its best foot forward for the Sesquicentennial celebration this year. There were many support requirements that caused overtime not only because of the event being scheduled after hours, but also because of the turn around time involved in clearing up from one event so that another could be held, i.e. Greater Issues Speeches, Tattoo performances, military ball, parades, Summerall Guard performances, etc. Everyone answered the call to do his best and all requirements were met, as needed.

Due to solid waste reduction requirements by Charleston County, recycling was begun at The Citadel. Wal Mart donated a dumpster for collection of recyclable materials and the campus staff and residents joined in this project. Charleston County has now agreed to provide this pick up service and has provided recycle containers to all residents.

The grounds shop has supported many projects/events this year, to include, demolition of two residences that were no longer considered habitable, commercial Field House events, Sertoma Classic, 2 football play-off games, Special Olympics, South Carolina Junior Academy of Science workshop, Weekend Visitor Program, Gus Macker Program, Parents Day, Homecoming, Citadel graduation, local high school and college graduations, move of Gift Shop inventory to Thompson Hall for the construction of the new snack bar, landscaping improvements and additions to the following areas: (A) front of Mark Clark Hall and snack bar, (B) front of Deas Hall for the "Dinnie Campbell" memorial garden, (C) Capers Hall, (D) new mess hall and (E) tennis facility.

Buildings Division: Maximized Faculty and Staff quarters revenues by efficient renovation and rapid turnover of vacant units.

Renovated IRM lab to computer room in Capers Hall and painted several classrooms and offices. Mark Clark Hall barber shop, Student Activities area, and several rooms/hallways were painted. Room 228 was renovated to be used as part of the Greater Issues area. Plaques were installed for the dedication of the barber shop and new snack bar. Built and installed bulletin board and suggestion box for the new snack bar in addition to new shelving and Charleston benches out front. IRM vault was constructed and painted on first floor of Jenkins Hall. Ninety desk chairs were renovated in LeTellier Hall. Caulked all windows and front wall of the Library. Library restroom was constructed for handicapped use and new handicapped curb cuts were made at the new snack bar and parade field. New doors were installed at the basketball entrance of McAlister Field House. Installed soundproofing between basketball coach and athletic director's offices. Refinished arena and second deck floors in McAlister Field House and Deas Hall basketball and racquetball courts. Constructed lockers for basketball locker room. All barracks guardrooms and front entrances were improved. Quads of all barracks were repainted, and several wood floors were replaced, sanded and refinished. Panelling was replaced where needed in Barracks 1 prior to the cadets return in August '92. More than 60 rooms in Barracks 3 were repainted. Plaster ceilings were removed and drop ceilings installed in several rooms of Barracks 3. Repairs due to fire damage to four rooms in Barracks 3 were completed with little inconvenience to cadet occupants. Constructed and furnished a Regimental Conference Room in Barracks 2. Constructed 3 boxes for each barracks for cadets to sort throw-away items prior to their departure after graduation. Mr. David Conyers of our carpenter shop is now certified in proper methods of handling asbestos and Mr. Mike Smith attended the refresher certification course in order to keep his license up to date. Bumpers for new mess hall were installed in the kitchen, dining room and second floor hallway of the dining area. Refurbishment of the second floor dining room included: installation of chair rail, baseboard and complete repainting. Thirty-five faculty quarters units were repaired and repainted; 18 stucco, 1 in the apartment building, 12 junior faculty apartments, 3 duplex units and 1 maintenance unit. In addition to this interior work, the exterior of 5 stucco quadruplexes were repainted. Sidewalks were installed/replaced at several units on Richardson Avenue. Fencing repairs were made at Dunnemann Apartment House and maintenance quarters areas.

Utilities Division: New vacuum system and six ceiling fans were installed in the barber shop. Eight eye-wash stations were installed in Byrd Hall as directed by OSHA regulations. Replaced steam lines behind Jenkins Hall and the heat exchanger in LeTellier Hall. Rebuilt IRM air conditioning unit in Bond Hall and the cooling tower for the chiller in Byrd Hall. Assisted in rebuilding cooling tower for Library and rebuilt Deas Hall's cooling tower. Replaced bearings in the Post Office air conditioning unit and

rebuilt booster pump in Deas Hall. Tested and repaired fire alarm systems in various buildings. Installed several street/security lights. Provided support for installation of new DIRM trailer, i.e., installed sewer, water and electrical distribution. Welding repairs were made to barracks stairwells. Steam line behind Barracks 4 and discharge line from water pump in steam pit behind Barracks 3 were repaired. Back flow preventers were tested at all meter locations. Made welding repairs to several tiers of stadium seats prior to first football game. Installed power supply, built pump house and assisted with installation of new turf fertilizer injection system at stadium. Replaced damaged sprinkler heads on parade field. Upgraded water meter at the stadium for more volume and better pressure. Made several gas line repairs, in addition to assisting SCE&G in repairing serious gas leaks.

Operations Division: Five boating classes were held during the year with 185 of the 201 enrollees completing the course. Approximately 85% of these were students, the remaining 15% were faculty, staff and their dependents. Dredging of our channel began on 9 January and was stopped on 19 March due to lack of spoil site space. Utilization of boat center equipment has seen a small increase. The Boating Center was host to the following: NROTC sail training, collegiate sail regatta, Zamboli raft race (for Make a Wish Foundation), SC Wildlife boat show and demonstration, and the Police Olympics. Additionally, there were weekly meetings held for the cadet Lutheran Group and the Navigators. Other events included: cookouts for football, Protestant choir, track, math department, BioCid club, several staff/faculty family cookouts, birthday parties and dances.

Motor Pool: Semi-annual driver license screenings were accomplished, awards for safe driving were presented. The semi-annual meeting of the Accident Review Board was held in March to review 10 vehicle accidents. The Interagency lease pool was formalized from a temporary basis to a permanent one. Coordination with the personnel department now allows us to obtain driver's license numbers from new employees and their license is screened automatically.

E. Public Safety

Thefts

The Department of Public Safety continued to concentrate on thefts within the barracks. Sergeant Gary Ludwigson, our academy-certified investigator, personally followed up on every theft reported in the barracks. The continued effectiveness of our program is reflected in the barracks theft statistics. A total of 12 thefts in the barracks was reported and investigated during the past calendar year. This represents another major decrease in

reported barracks thefts (9 down from 21 thefts reported during school year 91-92). Since initiating the program five years ago, the number of barracks thefts has decreased by a phenomenal 79%! There were 57 thefts reported in 88-89.

A total of \$2,646 was reported stolen within the barracks (down from \$4,387 in school year 91-92). Only one theft was from a secure area (locked in a "lock box"). The remaining 11 thefts involved items or money left unsecured in a room.

Six bicycles were stolen during the calendar year, an increase of three over last year. All cadet bicycles were engraved and registered, and no cadet bicycles were stolen. All six of the bicycles taken were unsecured and unregistered.

No vehicles were broken into during the calendar year (one vehicle break-in was reported the previous year).

There were 40 additional incidents totaling over \$21,128 in property and cash involving thefts from other buildings and construction sites on campus. Stolen property from construction sites continues a serious trend for the past four years. An analysis of the thefts indicates that lack of positive control over high value equipment by primary and sub-contractors is the primary cause of these thefts. Contractors consider The Citadel campus to be more secure than other sites and this attitude may contribute to a laxness in security on their part. A large chiller taken from the H.R. Brown Construction Company "lay-down" area at the Bond Hall site accounted for \$7,500 of these site losses. Computers represent a large percentage of the remaining items reported stolen from campus buildings. Several of these personal computers have been identified as missing as a result of inventories. In some cases follow-up investigations have shown that the missing computers have not been accounted for in several years. It is doubtful if the computers were in fact stolen, more likely accountability has been lost.

Drug Enforcement

Numerous cadet vehicles were stopped and searched on a random basis throughout the year. In addition, the Commandant of Cadets conducted a no-notice administrative inspection of all cadet vehicles parked on campus. No drugs were recovered. Small amounts of alcohol were seized from several cars and several firearms were removed from the trunks of vehicles. Offending cadets were dealt with through administrative channels and Public Safety receipted for and disposed of all contraband.

Other Serious Offenses

A black cadet had a small string noose placed over his bunk. The incident was thoroughly investigated by the Commandant's Department and the Department of Public Safety assisted by an agent of the South Carolina Law Enforcement Division. A suspect was identified, but was not found at fault by an administrative Commandant's Board. There was insufficient evidence to obtain a criminal arrest warrant.

There were three on-campus assaults reported during the year. All were investigated and prepared for prosecution. One of the assaults involved students in the barracks, one involved a Physical Plant employee and his co-worker, and the third involved two spectators attending an on-campus event. The alleged victims in all three cases declined to press charges.

Moving Citations

Sixty-nine moving citations were issued this school year. Most were for speeding, and the number was 40 less than in the previous year. Strict enforcement of the speed limits on campus is considered the primary reason for the reduction. Seven of our shift officers are fully certified as radar operators.

Vehicle Registration and Parking

A total of 3,214 vehicles were registered to park on campus or on Sophomore Field including 1,033 cadets vehicles, 646 faculty and staff vehicles and 1,535 day and evening student vehicles.

Vehicles of the sophomore class continued to be parked on Sophomore Field located on Fishburne Street across from the City police station for the third year. The field was initially secured around the clock by Roper Hospital security personnel in exchange for allowing Roper Hospital employees to also park on the field. When the new Roper parking garage was completed, this agreement was terminated. A security guard company was contracted to finish out the school year.

Parking for the graduation ceremony held in McAlister Field House in May was the smoothest and most efficient in the past 18 years.

Statutory Compliance

There were three major statutory requirements levied on The Citadel Department of Public Safety during 1992: the Crime Awareness and Campus Security Act of 1990, the OSHA Bloodborne Pathogen Standard (29CFR1919.1030), and the Americans with Disabilities Act (ADA) of 1990.

The Crime Awareness and Campus Security Act required the publication of a campus brochure containing specific information concerning campus programs in security, law enforcement, crime statistics, crime prevention and informative programs. The brochure was required to be published and distributed by Fall Semester to all prospective students requesting it as well as current faculty, staff and students of the college. The brochure was written and compiled by the Public Safety Department and distributed on time.

The OSHA publication required that all employers publish an Exposure Control Plan and implement it by 1 January 1993. The purpose of the plan is to minimize the exposure of Public Safety Officers to infectious materials. The plan was researched, written and prepared by the Director of Public Safety with full implementation to include required training by the suspense date. The Citadel was one of the few state or other police agencies to meet the OSHA deadline.

A complete survey of the campus parking areas to include the stadium facilities was conducted to ensure compliance with the Americans with Disabilities Act. Appropriate recommendations were presented as required.

Building Inspections

The Department of Public Safety conducted over 13,500 building inspections during the past year. A security lighting survey of the complete campus was conducted jointly with the Physical Plant. Corrective action is 50% completed. Special emphasis was placed on energy conservation inspections during the past year. Considerable improvement has been noted as a result of our inspections and follow-up actions taken in conjunction with the Director of Physical Plant.

Lost and Found

The owners of 70 of the 158 items turned in to Lost and Found were identified and the property returned to them.

Miscellaneous Services

Public Safety officers gave jump-starts for individuals having vehicles with dead batteries, unlocked cars for individuals who had inadvertently locked their keys inside and gave other types of aid to motorists on campus this past year.

Over 2,600 ID cards were made for cadets, faculty, staff, contractors, Burke High School students and dependent children of faculty and staff personnel. This represents an increase of approximately 100 cards over the previous year.

Training

An intensive training program continues. Thanks to the efforts of the unit training officer, Sergeant Frank Nigro, all nine officers requiring three-year, 40-hour re-certification have met their in-service training requirements now mandated by South Carolina Law for continued certification. The other four officers are on schedule. The department training program and documentation is recognized as one of the best in the state by the S.C. Criminal Justice Academy. Other agencies have been referred to The Citadel to "see how to do it."

All of the officers have completed the basic 8-week law enforcement officer course at the South Carolina Criminal Justice Academy and are currently fully certified.

All officers are currently trained and certified with their assigned weapons.

Community Service Recognition

Officer Freddie Campbell led the department in another successful fund drive for Easter Seals (Buck-a-Cup).

The Citadel remains one of the few South Carolina communities to have been awarded the Governor's Safety Office Seat Belt award with above 75% compliance in wearing automobile seat belts. Sergeant Ludwigson spearheaded this effort.

The department sponsored the annual Roper Hospital wheel chair and foot races for charity (Heels and Wheels). The races were conducted on campus.

The Citadel Department of Public Safety hosted the Charleston Club's Police Olympics on The Citadel campus for the second year following graduation in May. This was the most successful Police Olympics thus far and The Citadel was selected as the location for the 1994 event based on success.

The Citadel Public Safety Department participated with the City of Charleston Police Department in providing security during the Ku Klux Klan rally in Charleston in May.

Equipment

The department developed and deployed bloodborne pathogen kits for each Public Safety vehicle and for individual officers in compliance with the OSHA standard.

Police vehicles were fitted with plastic seat covers for rear seats to conform with OSHA standards.

A new station antenna was installed to enhance the performance of all Public Safety radios.

An old field safe was refurbished to provide the department with positive control and storage of evidence.

Emergency kits were prepared and placed in each Public Safety vehicle.

Personnel

The results of the March 1993 Promotion Board are as follows:

Officer James R. Gibson was promoted to Sergeant and placed in charge of the midnight shift.

Officer Robert L. Shipman was promoted to Corporal and placed on the swing shift as second in command with Officer-in-Charge duties during the swing shift on the weekend.

The results of the June 1993 Promotion Board are as follows:

Officer Robert S. Jenkins was promoted to Corporal and placed on the swing shift as second in command with Officer-in-Charge duties during the day shift on the weekend.

Officer William A. Fletcher was promoted to Corporal and placed on the midnight shift as second in command.

All officers have updated their position descriptions. The department continues to lead the state with the lowest turnover rate among law enforcement agencies. There was only one personnel change during the past year. As of the June 30, 1993, the officers represent over 106 years of service with the department with an average of over 8 years per man.

Equipment

The department developed and deployed blowdown packages for each Public Safety vehicle and for individual officers in compliance with the OSHA standard.

Police vehicles were fitted with plastic seat covers for rear seats to conform with OSHA standards.

III. Finance & Business Affairs

A. Finance:

Fiscal Year 1992-93 continued the downward trend in funding for Higher Education in South Carolina which started in Fiscal Year 1989-90. Fiscal Year 1992-93 was initially funded at only 76.5% of the Commission on Higher Education Formula. That was then reduced by a 4% cut from the Budget and Control Board in August following a South Carolina Supreme Court decision which advised that the Budget and Control Board could not make more selective reductions on an agency-by-agency basis but could only assess the same level of reduction to all agencies. The final level of funding for The Citadel was only 73.49% of the CHE Formula. As a result of this extremely low level of funding, the lowest for Higher Education in at least ten years, The Citadel had to take unusual measures to absorb the cuts and still provide the quality academic offerings required. The college continued its hiring delay of 16 weeks; we further cut non-personnel support areas such as supplies, travel, and contractual services; and we continued strict controls over energy use in an effort to reduce utilities costs. As a result of these severe budget reduction measures, the college was able to finish the fiscal year "in the black." The following table reflects State Appropriations levels for The Citadel over the past five years and shows the projected funding for the coming year:

<u>Fiscal Year</u>	<u>Initial Percentage of Funding CHE Formula</u>	<u>Reductions During Fiscal Year</u>
1988-89	93.0%*	None
1989-90	92.68%**	None
1990-91	87.8%**	3%
1991-92	77.18%	.6% Veto 1.0% 7-30-91 2.0% 1-1-92 1.0% 2-11-92
1992-93	76.5%***	4.0% 8-22-92
1993-94	69.2%****	

* Each of these two years includes roughly three percent of one-time funds which were appropriated to supplement the base funding of 90% and 89.7%, respectively.

** Includes 2.5% one-time funds to supplement base funding of 85.3%.

*** Includes 1% one-time funds to supplement base funding of 75.5%.

****There is a potential for a one-time increase in funding for 1993-94 in mid-August after the Budget and Control Board reviews final FY 92-93 revenues. If FY 92-93 revenues substantially exceed budgeted levels, Higher Education could receive up to \$30 million of one-time funds.

The Controller's and Treasurer's Offices had a lot of activity in FY 92-93. The college's annual audit for FY 91-92 was conducted by the State Auditor's

Office. The auditors gave an "unqualified opinion" on the financial statements. This "clean" opinion attests to the good financial practices of the college.

The Citadel Trust became an entity in FY 91-92 and its first audit occurred during FY 92-93. The Controller's Office does the accounting and reporting for the Trust. The audit firm of Mclean and Moise audited the financial statements of the Trust and gave it an unqualified opinion. The Trust reimburses The Citadel for effort expended by Citadel personnel on its behalf.

The Controller's Office prepared the Athletic Department statements for the NCAA audit. No problems were noted in this audit.

Auditors contracted by the State visited The Citadel to audit federal programs. They found no problems with the college's implementation and management of federal grants and contracts.

The Vice President for Finance and Business Affairs and the Controller began the groundwork for the issue of bonds to support the barracks restoration project. Plans are being made to tear down and rebuild all four barracks. This will take a considerable amount of money, some of which will be obtained by issuing bonds.

Both the Vice President for Finance and Business Affairs and the Controller served on the executive committee of the Sesquicentennial Committee. The committee was tasked with planning and coordinating the events celebrating the 150th anniversary of the college. Gifts, funds from The Citadel Development Foundation, and general funds supported the activities that were beyond the norm. The Sesquicentennial celebration came in under budget.

The Controller served on the statewide regulatory relief committee. This committee was established by the Council of Presidents and worked to help prepare revisions to various State laws and regulations in order to reduce the workload currently imposed on college and university staffs.

The Citadel's purchasing staff continues to perform in an exceptional manner within its local procurement authority of \$30,000. The purchasing staff processed 79 Invitations for Bid (IFB) and 5 Requests for Proposals (RFP) during the fiscal year with no vendor protests. Additionally, the purchasing staff processed 2,683 purchase orders for \$10,385,373 worth of goods and services. The Director of Procurement Services continues to serve as the college's Minority Business Enterprise Officer, and he has been active in minority business affairs in the Lowcountry. The Citadel purchased \$76,141 worth of supplies and services from minority businesses during this fiscal year.

Central Supply implemented the Central Stores Requisitioning System. The system was obtained from Salt Lake Community College at no cost to The Citadel. It enables the user to electronically create a central stores requisition and transfer the requisition to Central Supply. Central Supply then fills the requisition and the system charges the department and updates inventory levels. The central supply staff developed all associated training materials and provided training for all academic and staff departments. Central Supply processed 368 orders amounting to \$38,000 on the system during the first four months of operation.

The Citadel continues to benefit from its designation as a Service Educational Activity (SEA) by the Department of Defense. This designation permits the college to gain priority access to Department of Defense surplus property at minimal cost to the college. The Citadel obtained property valued at more than \$70,440 this fiscal year to include heavy equipment, general maintenance supplies, and other equipment. The college also sponsored its first "Citadel Garage Sale" of college-owned surplus property which had been declared "junk" by the State Surplus Property Office. More than \$6,000 was realized from these sales. Additionally, The Citadel received \$5,321.17 from sales of surplus property conducted by the State Surplus Property Office. The funds generated by these sales will be used to purchase like items.

B. Auxiliary Service Activities:

The Cadet Store continues to provide excellent service to the Corps of Cadets. Revenue for this school year will exceed \$2,675,000--an increase of more than \$75,000 from last fiscal year. The computer sales under the educational discount programs continue to grow. Sales of used textbooks have increased by purchasing more used textbooks from wholesalers and increasing buy-back from students. The color of The Citadel sweat suit and summer (PT) uniform was changed to navy blue with white letters for FY 1992-93 at the request of the Commandant. This change was well received by Cadets.

The Tailor Shop enjoyed a successful year during FY 1992-93. Revenue collections as of 30 June amounted to \$873,818.00. Personnel have been and still are stable with no change-overs or retirements. Uniforms for 565 freshmen, Class of 1996, were measured, fitted, and altered beginning in August and finishing in late January. The annual inventory audit was held in May revealing \$62,161.75 in stock which will be incorporated into fittings for the Class of 1997. Due to acceleration of uniform manufacturing caused by the close of Thorngate Uniform Company, the Tailor Shop was unable to cancel deliveries for freshman drop-outs causing an inventory increase over last year. There were 215 rising juniors who participated in the Blazer Ensemble Program which is contracted by M. Dumas & Sons in Charleston. This was accomplished in March, and there will be another opportunity to participate in August when the Corps returns. Due to the fact that the provider of the dress uniforms--Thorngate Uniforms, Inc., of Philadelphia--went out of business in November 1992 after some 36 years of making The Citadel's uniforms, the college had to locate and contract with a new company. Following an extensive search, The Citadel contracted with Ippoliti, Inc., of Philadelphia to be the new vendor. The Ippoliti firm has been in the uniform business for more than 30 years. Some of their customers are the U.S. Naval Academy, U.S. Air Force Academy, Army/AF exchanges worldwide, Marine Corps, Salvation Army worldwide, St. John's and Oakridge Military Academies, VMI, and VPI. Ippoliti has produced prototypes which have been approved by The Citadel Uniform Board and are now in production for the Class of 1997. The Citadel is totally dedicated to the continuity and presence of tradition in uniforms. The Tailor Shop is processing some 8,000 pieces of uniforms to include repair, class striping, rank chevron installation, dry-cleaning-mothproofing-pressing during the summer to prepare for the return of the Corps in August.

The Citadel Print Shop exceeded its 1992-93 revenue projection by approximately \$20,000.00. Demand for multi-color printing continues to increase. It is doubtful this growth will continue due to current budget cut-backs. Attempts to secure work from other State Agencies to maintain our current revenue

projection continues. During the year, the Print Shop was able to acquire two small offset presses from Navy surplus which were used to build one serviceable machine. This will save The Citadel approximately \$20,000. The new "Perfect" Binder mentioned in last year's report has been installed and is a tremendous asset. Physical space is still a prime concern. Every effort is being made to use the limited space to its fullest extent possible. A plan has been developed to increase the production area by reorganizing the office and pre-press departments. This proposal is currently being developed by the Physical Plant staff and will be forwarded for consideration in the near future. The planned conversion to an electronic pre-press department has been approved. This equipment will allow the Print Shop to maintain production with one less full-time employee. Well over a million copies (annually) are being out-sourced to the Medical University Press. Replacing the Risograph "Quick Copy" press with a new 11"x17" model will bring this work back in-house at considerable savings.

The Citadel Gift Shop Enterprises continue to provide services for the Cadet corps, alumni, staff, and supporters. The department revenues were generated by store sales, concession sales for gift merchandise, Barber Shop services and commissions from the contracted services for the Snack Bar, vending machines, coin laundry, and amusement machines. Emblematic merchandise sales have been exceptional this year. The Athletic department lent assistance with a highly successful football season. The Citadel's emblematic merchandise was sold at the out-of-town football games this year. This was a success, especially at the Furman game. The store's gross receipts for FY 92-93 were \$1,481,628--an increase over last year of \$139,771. The study to contract the Gift Shop services along with the Cadet Store was completed during July '92. The result was a recommendation not to contract but to remain institutionally owned and operated. The new Frank W. Munnerlyn Snack Bar facility was completed and held a grand opening during Corps Weekend in March. Increased revenues reflect the customers' satisfaction with this improvement. The old facility will now be renovated to become part of the Gift Shop. Renovation plans have begun; the newly expanded and remodeled Gift Shop will open during second semester of the 93-94 school year.

The Citadel Infirmery continued its outstanding, 24-hour service for the Corps of Cadets. Cadets visited the doctor 1,568 times in 1992-93 and saw the nurses 8,674 times. Administrative visits totaled 229, and 318 allergy shots were administered. Upon a DHEC Drug Enforcement inspection, no problems were found and all outdated narcotics were destroyed (at this time) by the pharmacist and the DHEC agent.

The Citadel Laundry & Dry Cleaners continues to provide outstanding support for the Corps of Cadets. Purchased this year were two 35-pound, dry-to-dry, dry-cleaning units at a cost of \$67,909.96. These units meet all required standards by O.S.H.A.

Laundry Workloads

Pounds produced	425,996
Cost per pound	2.13
Cost per Cadet bundle	21.43
Number of bundles processed	45,654

Dry Cleaning Workloads

Total pounds produced	75,369
Total uniforms cleaned	5,411

ARA Services continue to provide excellent service for the Corps of Cadets and the administration. In its 25th year at The Citadel, ARA Dining Services helped The Citadel bring in the Sesquicentennial year in September by serving the Corps of Cadets and special guests at the Pinning-On ceremony in the Mess Hall. The celebration ended in March with a week of activities during which the ARA Dining Services served over 50,000 meals to the Corps of Cadets, the mayor, the governor, The Citadel Board of Visitors, family, staff, alumni, and friends. Over the year, the ARA Dining Services supported more than 850 catering functions such as pre-game buffets at the President's home, receptions, class reunions, alumni activities, Board of Visitors functions, and approximately 11,000 student activities--cookouts, pre-game meals for athletics, boxed lunches, club dinner, and regimental functions. Also during the Sesquicentennial Week, the Grand Opening of the Frank W. Munnerlyn Snack Bar took place on 19 March at 11 a.m. The new Snack Bar added a variety of food items such as personal pan pizzas, marinated grilled chicken breasts, freshly made deli sandwiches, Ben-n-Jerry's Ice Cream, and an additional variety of pastries. The serving hours were extended to provide additional services for the Corps of Cadets, Evening College, faculty, and staff.

C. Personnel Action:

A number of significant personnel actions took place within the finance area during the fiscal year. In no order of priority, they were:

* Mrs. Patricia L. Benton, Controller's Office, transferred to the Physical Plant and was promoted to the position of Accounting Technician II.

* Maj. William D. Brady, Jr., Director of Procurement Services, completed the second of three years of the College Business Management Institute (CBMI) sponsored at the University of Kentucky by the Southern Association of College and University Business Officers (SACUBO). He attended the Financial Records System (FRS) International Conference where he was the co-presenter of a seminar entitled, "FOCUS with a Menu." Major Brady attended the annual South Carolina Association of Governmental Purchasing Officials (SCAGPO) Conference where he was elected to serve as a "Director at Large." He was also selected to serve on the SCAGPO Professional Development Committee and was later selected as co-chairman of the committee. In March 1993, Major Brady was the moderator for an "Ask the Experts" panel at the SCAGPO Spring Training Seminar.

* Mrs. Elouise Alston, Citadel Laundry, retired after 35 years of service.

* Mr. Zackies Brown, Print Shop, retired 31 March after 33 years of service.

* Ms. Pat Dennis, Accounting Manager, resigned to become controller at one of the University of Massachusetts System colleges. Ms. Dennis attended the second year of the College Business Manager Institute (CBMI) sponsored at the University of Kentucky by SACUBO.

* LTC Ralph P. Earhart, Controller, graduated from the South Carolina Executive Institute. The program is run by the State Human Resources Division

of the Budget and Control Board and is designed to give state executives a better grasp of public administration.

- * Ms. Gloria Gadsden, Nursing Assistant, was rehired in August 1992.
- * Mr. William G. Glessner, Print Shop, resigned effective 15 May.
- * Ms. Polly E. Lanz, Infirmary Nurse, transferred to the Medical University of South Carolina, effective 27 June 1993.
- * Ms. Mary C. Lewis, Controller's Office, resigned effective 15 May, to relocate to Columbia, S.C.
- * Ms. Lisa A. Lyon, Controller's Office, resigned effective 13 November, to accept another position.
- * Having served The Citadel faithfully for 36 years, James Rampey retired from The Citadel Barber Shop as of February 1993. In honor of his extensive service to the Corps of Cadets, The Citadel Board of Visitors authorized the placement of a plaque naming The Citadel Barber Shop for Mr. Rampey.
- * Mrs. Betty W. Sandifer, Senior Budget Analyst, completed the second year of a three-year College of Business Management Institute program.
- * Ms. Lynette R. Singleton was employed in the Controller's Office as Accounting Technician I.
- * Mrs. Idella Spann, Citadel Laundry, received her 10-year service award pin.
- * Mrs. Elizabeth B. Summerford joined The Citadel 1 May as Head Nurse in the Infirmary.

D. Financial Review of Operations for Fiscal Year 1992-93

Under the fund method of accounting for colleges and universities, each fund group includes revenues, expenditures, and fund balances and is established to record specific activities or to attain particular objectives. Some of these funds are available for general operations while others are restricted by special limitations or specific, designated applications. It should be noted that financial statements for colleges and universities differ from those of commercial entities which typically present an overall, consolidated, financial position. By contrast, college and university financial statements are presented in terms of separate fund groups and do not include a grand total of all operations.

The following statistical highlights, information, statements and schedules are intended to provide a better understanding of (1) the accounting policies and procedures used by The Citadel, (2) the composition of various funds which comprise the college's financial structure, and (3) the changes that have occurred in each of the major fund groups during the past fiscal year.

Current Unrestricted Funds represent the unrestricted operating accounts of the college including not only those relating to its educational and general

activities but also those used to record the transactions of the college's owned and operated auxiliary enterprises (e.g., dining hall, infirmary, laundry and dry cleaning, tailor shop, cadet store, print shop, barracks, faculty and staff quarters, the independent operations of the cadet canteen and the athletic department). The assets of the Current Unrestricted Fund generally include cash, special deposits, receivables, inventories, and prepaid expenses. Its liabilities generally consist of various payables, accrued liabilities, student deposits and other liabilities such as unclaimed wages.

Current Restricted Funds represent gifts, grants, and contract funds received by the college, subject to restrictions of the grantors as to their expenditures in support of research, training programs, libraries, instruction, student services, scholarships/fellowships, and other sundry purposes.

Loan Funds principally represent funds which are limited by the terms of their donors to the purpose of making loans to students who might otherwise be unable to attend The Citadel. These funds covered here include The Citadel Development Foundation Loan Fund, Perkins Loan Fund, and the Stackhouse Trust Loan Fund. The Basic Educational Opportunity and Secondary Educational Opportunity Grants are covered under the Current Restricted Fund. During the past fiscal year, loans of \$109,189.05 were made from the Stackhouse, CDF, and the Perkins Loan Funds to 69 students. At 30 June 1993, outstanding student loans receivables aggregated \$785,992.33. Our Perkins default rate was 2.80 percent.

Endowment and Similar Funds represent gifts, bequests, or other funds received which fall into one of two categories:

(1) Permanent Endowment Funds for which the original donor has stipulated, as a condition of the gift, that the principal is to be maintained inviolate and in perpetuity and only the income resulting from the investment of the fund may be expended; (2) Quasi-endowment funds which are not restricted by donor limitations but which the Board of Visitors has determined are to be retained and invested until such time as they may authorize the expenditure of the principal of such funds. In both cases, the income earned on the investment of Endowment and Similar Funds is used in accordance with the required terms of the donor's original gift for specific purposes, such as student aid, scholarships, and awards. Any increase or decrease in value is recognized upon disposition, and no adjustment is made to carrying value prior to this time.

Plant Funds are divided into four groups: Retirement of Indebtedness, Investment in Plant, Unexpended, and Renewals and Replacements. Retirement of Indebtedness funds are derived from the registration, tuition, and special fees collected from the students for the specific purpose of debt service. Investment in Plant represents the aggregate of all land, buildings, and capital equipment belonging to the college. Also included is the construction in progress of any building projects. Unexpended funds represent the unspent portion of funds approved for Capital Improvement projects. Renewals and Replacement Funds are reserves set aside to provide for renewal and replacement of capital equipment and facilities.

The Retirement of Indebtedness Plant funds at year end recorded receipts of \$792,060 in fees, transfers from current funds of \$464,107, and \$77,311 in interest income and other fees for a total receipt of \$1,333,478. The expenses

recorded for bond retirement including interest transfers and service charges totaled \$572,091. Additionally, \$417,441 of fees collected in anticipation of a barracks bond was spent for architectural and engineering fees for the barracks. The current bonded indebtedness of the college including plant improvement is displayed in the appropriate schedule.

Investment in plant fund represents the aggregate total of buildings, land and moveable and fixed equipment, construction in progress, and library books owned by the college. These assets are carried at original cost plus subsequent additions, or at fair market value at date of gift, if donated. In accordance with practices followed by educational institutions, no provision is made for appreciation or depreciation of physical plant assets. Major additions to plant assets, including purchases of moveable and fixed equipment with a unit value in excess of \$500 having an expected life in excess of one year are capitalized. Expenditures from current funds for acquisition of moveable and fixed equipment are recorded in both the current funds expenditure accounts of the various departments and in the appropriate plant investment account. The book value at 30 June 1993 is \$84,696,146. Debt owed for completed buildings is included in this fund. Outstanding debt at 30 June 1993 was \$7,275,855.

Unexpended Plant Funds balance as of 30 June 1993 amounted to \$8,278,180.

Renewals and Replacement Fund balances as of 30 June 1993 totaled \$1,015,702. These funds are distributed among eight accounts: barracks, telephones, dining hall, infirmary, laundry, print shop, computer acquisition, and rehabilitation reserve.

E. Financial Statements and Notes:

(1) Permanent Endowment Funds for which the original donor has stipulated as a condition of the gift, that the principal is to be maintained inviolate and in perpetuity and only the income resulting from the investment of the fund may be expended; (2) Semi-endowment funds which are not restricted by donor limitations but which the board of visitors has determined are to be retained and invested until such time as they may authorize the expenditure of the principal. In both cases, the income earned on the investment of Endowment and similar funds is used in accordance with the required terms of the donor's original gift for specific purposes, such as student aid, scholarships, and awards. Any increase or decrease in value is recognized upon disposition, and no adjustment is made to carrying value prior to this time.

Plant Funds are divided into four groups: Retirement of Indebtedness, Investment in Plant, Unexpended, and Renewals and Replacements. Retirement of Indebtedness funds are derived from the registration, tuition, and special fees collected from the students for the specific purpose of debt service. Investment in Plant represents the aggregate of all land, buildings, and capital equipment belonging to the college. Also included is the construction in progress of any building projects. Unexpended funds represent the unspent portion of funds approved for Capital Improvement projects. Renewals and Replacement Funds are reserves set aside to provide for renewal and replacement of capital equipment and facilities.

The Retirement of Indebtedness Plant Funds at year end recorded receipts of \$792,060 in fees, transfers from current funds of \$66,107, and \$77,311 in interest income and other fees for a total receipt of \$935,478. The expenses

UNAUDITED

THE CITADEL
 THE MILITARY COLLEGE OF SOUTH CAROLINA
 BALANCE SHEET
 AS OF 30 JUNE 1993 & 30 JUNE 1992

ASSETS	30 June 1993	30 June 1992	LIABILITIES AND FUND BALANCES	30 June 1993	30 June 1992
Current Funds			Current Funds		
Unrestricted			Unrestricted		
Cash and Cash Equivalents	6,016,594	5,420,621	Accounts Payable	514,235	464,905
Investments	1,090,775	193,401	Accrued Leave	1,120,178	1,084,456
Accounts Receivable	870,927	758,389	Accrued Payroll	1,452,200	1,331,963
Allow for Uncollectible A/R	(93,792)	(105,026)	Student Deposits	643,054	762,333
Inventories	1,264,213	1,283,144	Deferred Revenue	353,134	436,855
Prepaid Expenses	136,901	132,656	Due to Other Funds		11,000
Cash Surrender Value of Life Insurance	15,233	13,150	Fund Balances		
Land	253,689	253,689	Appropriated	547,855	180,912
Due from Other Funds	44,055	44,055	Other	4,967,939	3,721,655
Total Unrestricted	9,598,595	7,994,079	Total Unrestricted	9,598,595	7,994,079
Restricted			Restricted		
Cash and Cash Equivalents	2,154,849	291,396	Accounts Payable	25,428	26,027
Investments	1,090,359	1,475,398	Accrued Leave	7,252	12,175
Accounts Receivable	95,649	134,333	Accrued Payroll	64,730	41,493
Notes Receivable	124,000	437,342	Deferred Revenue	5,000	5,000
Cash Surrender Value of Life Insurance	124,044	114,937	Fund Balances	3,486,491	2,368,711
Total Restricted	3,588,901	2,453,406	Total Restricted	3,588,901	2,453,406
Total Current Funds	13,187,496	10,447,485	Total Current Funds	13,187,496	10,447,485

See Accompanying Notes to Financial Statements

UNAUDITED

THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
BALANCE SHEET
AS OF 30 JUNE 1993 & 30 JUNE 1992

ASSETS	30 June 1993	30 June 1992	LIABILITIES AND FUND BALANCES	30 June 1993	30 June 1992
Loan Funds					
Cash and Cash Equivalents	45,546	361,293	Deferred Revenue	694	
Investments	541,967	207,186	Fund Balances		44
Accounts Receivable	2,848		U.S. Government Grants Refundable	409,942	
Loans Receivable	796,977	772,049	College Loan Funds	810,775	391,308
Allow for Uncollectible L/R	(165,927)	(180,316)			768,860
Total Loan Funds	1,221,411	1,160,212	Total Loan Funds	1,221,411	1,160,212
Endowment Funds					
Cash and Cash Equivalents	912,236	8,301,547	Fund Balances		
Yacht	210,000	210,000	Permanent Endowment	4,288,782	4,021,097
Investments	14,866,323	7,119,878	Quasi-Endowment	11,699,777	11,610,328
Total Endowment	15,988,559	15,631,425	Total Endowment	15,988,559	15,631,425
Plant Funds					
Unexpended					
Cash and Cash Equivalents	1,071,948	2,921,394	Accounts Payable	297,858	321,394
Investments	162,886	162,886	Retainages Payable	333,659	189,502
Capital Improvement Bonds Receivable	8,305,676	9,835,448	Due to Other Funds	631,710	631,710
Cash Surrender Value of Life Insurance	1,924		Fund Balances	8,279,207	11,880,122
Due From Other Funds		103,000			
Total Unexpended	9,542,434	13,022,728	Total Unexpended	9,542,434	13,022,728

UNAUDITED

THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
BALANCE SHEET
AS OF 30 JUNE 1993 & 30 JUNE 1992

ASSETS	30 June 1993	30 June 1992	LIABILITIES AND FUND BALANCES	30 June 1993	30 June 1992
	-----	-----		-----	-----
Renewals and Replacements			Renewals and Replacements		
Cash and Cash Equivalents	1,015,702	844,189	Accounts Payable		29,314
Due from Other Funds		11,000	Due to Other Funds		103,000
	-----	-----	Fund Balances	1,015,702	722,875
Total Renewals and Replacements	1,015,702	855,189	Total Renewals and Replacements	1,015,702	855,189
	=====	=====		=====	=====
Retirement of Indebtedness			Retirement of Indebtedness		
Cash and Cash Equivalents	1,310,904	812,212	Accounts Payable		31,970
Due from Other Funds	587,655	587,655	Accrued Interest Payable	51,565	54,581
	-----	-----	Fund Balances	1,846,994	1,313,316
Total Retirement of Indebtedness	1,898,559	1,399,867	Total Retirement of Indebtedness	1,898,559	1,399,867
	=====	=====		=====	=====
Investment in Plant			Investment in Plant		
Land	2,624,824	2,614,024	Capital Lease Obligations	43,678	64,317
Buildings	58,700,312	52,013,478	Notes Payable	355,855	383,507
Equipment	10,945,908	10,600,056	Bonds Payable	6,920,000	7,285,000
Library Books	6,337,447	6,245,477	Net Investment in Plant	72,843,640	68,224,319
Construction in Progress	1,554,682	4,484,108		-----	-----
	-----	-----	Total Investment in Plant	80,163,173	75,957,143
Total Investment in Plant	80,163,173	75,957,143		=====	=====
	=====	=====		-----	-----
Total Plant Funds	92,619,868	91,234,927	Total Plant Funds	92,619,868	91,234,927
	=====	=====		=====	=====

See Accompanying Notes to Financial Statements

UNAUDITED

THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
BALANCE SHEET
AS OF 30 JUNE 1993 & 30 JUNE 1992

ASSETS

LIABILITIES AND FUND BALANCES

Agency Funds

Agency Funds

Cash and Cash Equivalents

Accounts Payable

Deposits Held for Others

Total Agency Funds

Total Agency Funds

93,562 99,519

93,562 99,519

313

99,206

93,562 99,519

100

See Accompanying Notes to Financial Statements

UNAUDITED

THE CITADEL
Statement of Changes in Fund Balances
For the Years Ended 30 June 1993 and 30 June 1992

	Current Funds		Loan Fund	Endowment & Similar Funds	Renewals & Replacements	Unexpended Plant	Retirement of Indebtedness	Net Investment In Plant	TOTALS (Memorandum Only)	
	Unrestricted	Restricted							YTD 1993	YE 30 June 1992
	Revenues & Other Additions:									
Unrestricted Current Fund Revenues	40,555,031								40,555,031	38,032,773
Federal Grants		820,889	2,847						823,736	799,946
State Gifts & Grants		44,949				5,000			49,949	14,832
Private Gifts & Grants		3,313,917		402,940		128,462			3,845,319	3,650,280
Realized Gains(Losses) on Investments		6,360	10,172	343,892					360,424	1,008,803
Investment Income		62,815	25,601	72,919		48,771	71,892		281,998	412,333
Endowment Income		735,641							735,641	869,870
Interest on Loans Receivable			19,103						19,103	10,235
Expended for Plant Facilities								4,457,896	4,457,896	6,447,112
Retirement of Indebtedness								413,291	413,291	755,321
Tuition and Fees							1,212,852		1,212,852	860,876
State Capital Improvement Bond Proceeds									0	7,691,040
Donated Equipment									0	38,185
Other Sources		24,983	14,640			438			40,061	25,340
Total Revenues & Other Additions	40,555,031	5,009,554	72,363	819,751	0	182,671	1,284,744	4,871,187	52,795,301	60,616,946
Expenditures & Other Deductions:										
Educational & General Expenditures	24,040,216	4,486,137							28,526,353	26,927,049
Auxiliary Enterprise Expenditures	13,831,006								13,831,006	13,239,914
Indirect Costs Recovered		11,640	2,848						14,488	15,018
Loans Cancelled/Written Off			1,501						1,501	52,893
Expended for Plant Facilities					372,722	3,878,386		251,866	4,502,974	6,912,528
Retirement of Indebtedness							413,291		413,291	755,321
Interest on Indebtedness							503,289		503,289	511,709
Disposal of Plant Facilities									0	474,061
Other Expenses			7,465				1,333		8,798	18,175
Total Expenditures & Other Deductions	37,871,222	4,497,777	11,814	0	372,722	3,878,386	917,913	251,866	47,801,700	48,906,668

101

UNAUDITED

THE CITADEL
Statement of Changes in Fund Balances
For the Years Ended 30 June 1993 and 30 June 1992

102

	Current Funds		Loan Fund	Endowment & Similar Funds	Renewals & Replacements	Unexpended Plant	Retirement of Indebtedness	Net Investment In Plant	TOTALS (Memorandum Only)	
	Unrestricted	Restricted							YTD 1993	YE 30 June 1992
Transfers:										
Mand. transfr. from Current Unrestricted to Retirement of Indebtedness	(339,970)						339,970		0	0
Net Transfers Between Current Funds	(119,774)	119,774							0	0
From Current Unrestricted to Retirement of Indebtedness	(122,619)						122,619		0	0
From Endowment to Current Restricted		88,846		(88,846)					0	0
From Current Unrestricted to Renewals & Replacements	(340,074)				340,074				0	0
From Endowment to Current Unrestricted	13,300			(13,300)					0	0
From Renewals & Replacements to Current Restricted		7,500			(7,500)				0	0
From Unexpended Plant to Renewals & Replacements					332,975	(332,975)			0	0
From Unexpended Plant to Current Unrestricted	57					(57)			0	0
From Unexpended Plant to Retirement of Indebtedness						(1,251,942)	1,251,942		0	0
From Retirement of Indebtedness to Unexpended Plant						1,547,684	(1,547,684)		0	0
Transfer Prior Year Gifts to Correct Fund	(161,502)	389,883		(360,471)		132,090			0	0
Total Transfers	(1,070,582)	606,003	0	(462,617)	665,549	94,800	166,847	0	0	0
Net Increase/(Decrease) for the Year	1,613,227	1,117,780	60,549	357,134	292,827	(3,600,915)	533,678	4,619,321	4,993,601	11,710,278
Fund Balances at Beginning of Year	3,902,567	2,368,711	1,160,168	15,631,425	722,875	11,880,122	1,313,316	68,224,319	105,203,503	93,493,225
Fund Balances at End of Period	5,515,794	3,486,491	1,220,717	15,988,559	1,015,702	8,279,207	1,846,994	72,843,640	110,197,104	105,203,503

UNAUDITED

THE CITADEL

Statement of Current Fund Revenues, Expenditures and Other Changes
For the Years Ended 30 June 1993 and 30 June 1992

	Unrestricted	Restricted	Total	1992
Revenues:				
Student Fees	10,471,410		10,471,410	9,286,915
State Appropriations	12,655,811		12,655,811	12,688,038
Federal Grants	13,302	809,250	822,552	657,383
State Gifts & Grants		44,949	44,949	14,832
Private Gifts & Grants	1,057,365	2,802,139	3,859,504	2,952,337
Investment Income	81,382	62,815	144,197	149,186
Endowment Income	125,346	735,641	860,987	1,021,477
Realized Gains (Losses) on Investments	1,261	6,360	7,621	50,122
Auxiliary Enterprises	15,330,502		15,330,502	14,909,003
Rental & Recovery	199,887		199,887	
Other Sources	618,765	24,983	643,748	778,899
Total Current Revenues	40,555,031	4,486,137	45,041,168	42,508,192
Expenditures and Mandatory Transfers:				
Educational and General:				
Instruction	10,650,945	692,069	11,343,014	10,945,472
Research	6,924	187,473	194,397	190,286
Public Service	477,658	140,354	618,012	465,904
Academic Support	2,204,103	422,263	2,626,366	2,604,648
Student Services	2,342,291	128,573	2,470,864	2,367,740
Institutional Support	3,911,984	230,655	4,142,639	3,193,304
Operation & Maint. Plant	3,807,901	309	3,808,210	3,815,006
Scholarships and Fellowships	638,410	2,684,441	3,322,851	3,344,689
Total Educational and General	24,040,216	4,486,137	28,526,353	26,927,049
Auxiliary Enterprises:				
Expenditures	13,831,006		13,831,006	13,239,914
Mandatory Transfers for Principal and Interest	339,970		339,970	395,468
Total Auxiliary Enterprises	14,170,976	0	14,170,976	13,635,382
Total Expenditures & Mandatory Transfers	38,211,192	4,486,137	42,697,329	40,562,431
Other Transfers:				
Nonmandatory Transfers In	13,357	486,229	499,586	468,300
Nonmandatory Transfers Out	(624,195)		(624,195)	(1,694,588)
Net Transfers Between Current Funds	(119,774)	119,774	0	0
Excess of Restricted Receipts over Transfers to Revenues		511,777	511,777	489,581
Total Other Transfers and Additions/ (Deductions)	(730,612)	1,117,780	387,168	(736,707)
Net Increase (Decrease) in Fund Balance	1,613,227	1,117,780	2,731,008	1,209,054

THE CITADEL
The Military College of South Carolina
Notes to Financial Statements
June 30, 1993

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Reporting Entity

The Citadel, the Military College of South Carolina, is a state supported institution of higher education. The basic, but not the only, criterion for including a component unit in the reporting entity is the governing body's oversight responsibility over such component unit. Financial interdependency is the most important element of oversight responsibility. The Citadel, the Military College of South Carolina, is a component unit of the State of South Carolina, established as an institution of higher education by Section 59-101-10 of the Code of Laws of South Carolina. The funds of The Citadel are included in the Comprehensive Annual Financial Report of the State of South Carolina. The Board of Visitors, which has seven members appointed by the General Assembly, three by the Association of Citadel Men and one by the Governor, is the governing body of The Citadel. Accordingly, as such it administers, has jurisdiction over, and is responsible for the management of The Citadel. The reporting entity operates as an autonomous component unit.

The financial statements of the reporting entity include The Citadel Trust, a component unit of The Citadel over which The Board of Visitors exercises significant oversight responsibility. Section 59-121-55 of the Code of Laws of South Carolina authorized The Citadel Board of Visitors to form The Citadel Trust (the Trust), a nonprofit eleemosynary corporation for the purpose of providing scholarship and other financial assistance or support to The Citadel. This legislation further authorized the Board of Visitors to transfer certain nonstate appropriated assets not exceeding \$20,000,000, to the Trust to be used for its stated purpose, except that any restrictions or limitations on such assets continue to be applicable after the assets are transferred. These assets were transferred to the Trust effective July 1, 1991. The Trust is governed by a five member Board of Visitors. In the event of dissolution of the Trust, all its assets shall revert to The Citadel.

The accompanying financial statements present the financial position, the changes in fund balances, and the current funds revenues, expenditures, and other changes solely of The Citadel and do not include any other component units of the State of South Carolina.

Accrual Basis

The financial statements of The Citadel have been prepared on the accrual basis except that, in accordance with accounting practices customarily followed by educational institutions, no provision is made for depreciation of physical plant assets, interest on loans to students is recorded when collected, and revenue from tuition and student fees for summer sessions is reported totally within the fiscal year in which the session is primarily conducted. The statement of current funds revenues, expenditures, and other changes is a statement of financial activities of current funds related to the current reporting period. The statement does not purport to present the results of operations or the net income or loss for

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

the period as would a statement of income or a statement of revenue and expenses. To the extent that current funds are used to finance plant assets, the amounts so provided are accounted for as (1) expenditures, in the case of alterations and renovations and purchases and normal replacement of movable equipment and library books; (2) mandatory transfers, in the case of required provisions for debt amortization and interest; and (3) transfers of a nonmandatory nature in all other cases.

Fund Accounting

In order to ensure observance of limitations and restrictions placed on the use of the resources available to The Citadel, the accounts are maintained in accordance with the principles of fund accounting. This is the procedure by which resources for various purposes are classified for accounting and reporting purposes into funds that are in accordance with specified activities or objectives. Separate accounts are maintained for each fund; however, in the accompanying financial statements, funds that have similar characteristics have been combined into fund groups. Accordingly, all financial transactions have been recorded and reported by fund group.

Within each fund group, fund balances restricted by outside sources are so indicated and are distinguished from unrestricted funds allocated to specific purposes by action of the governing board. Externally restricted funds may be utilized only in accordance with the purposes established by the source of such funds and are in contrast with unrestricted funds, over which the governing board retains full control to use in achieving any of its institutional purposes.

All gains and losses arising from the sale, collection, or other disposition of investments and other noncash assets are accounted for in the fund that owned such assets. Ordinary income derived from investments, receivables, and the like is accounted for in the fund owning such assets, except for income derived from investments of endowment and similar funds, which income is accounted for in the fund to which it is restricted or, if unrestricted, as revenue in unrestricted current funds.

All other unrestricted revenues are accounted for in the unrestricted current funds. Restricted gifts, grants, appropriations, endowment income, and other restricted resources are accounted for in the appropriate restricted funds.

The *Current Funds* group includes those economic resources which are expendable for operating purposes to perform the primary missions of The Citadel, which are instruction, research, and public service. For a more meaningful disclosure, the current funds are divided into two subgroups: unrestricted and restricted. Separate accounts are maintained for auxiliary enterprises operations in the unrestricted current funds. Current funds are considered unrestricted unless the restrictions imposed by the donor or other external agency are so specific that they substantially reduce The Citadel's flexibility in their utilization. Unrestricted gifts are recognized as revenue when received. Receipts that are restricted are recorded initially as additions to restricted fund balances and recognized

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

as revenue to the extent that such funds are expended for the restricted purposes during the current fiscal year.

Auxiliary enterprises are essentially self-supporting business entities and activities that exist for the purpose of furnishing goods and services primarily to students, faculty, staff, or departments and for which charges are made that directly relate to such goods and services. Revenue and expenditures are reported separately as unrestricted current funds. Assets, liabilities, and fund balances are combined with other unrestricted current funds for reporting purposes; however, each separate enterprise maintains its own assets, liabilities, and fund balance. Auxiliary enterprises activities include athletics, barracks, cadet store, dining hall, infirmary, and canteen.

The *Loan Funds* group accounts for the resources available for loans to students from donors and government agencies. Loan funds have been divided into those provided by the federal government and those provided by other sources. Expenditures include costs of loan collections, loan cancellations and collectibility reserves, and administrative costs under the federal loan programs.

The *Endowment and Similar Funds* group includes permanent endowment funds and funds functioning as endowments (quasi-endowment). Permanent endowment funds are subject to the restrictions of gift instruments requiring in perpetuity that the principal be invested and the income only be utilized. While quasi-endowment funds have been established by the governing board for the same purposes as permanent endowment funds, subject to any restrictions imposed by the donor of the resources, any unrestricted portion of the principal as well as income may be expended at the discretion of the governing board. The term "principal" is construed to include the original value of an endowment and subsequent additions and realized gains/losses attributable to investment transactions.

The *Plant Funds* group consists of four self-balancing subgroups: (1) unexpended plant funds, (2) funds for renewals and replacements (3) funds for retirement of indebtedness and (4) investment in plant. The unexpended plant funds subgroup accounts for the resources derived from various sources to finance the acquisition of long-life assets and to provide for routine renewal and replacement of existing plant assets which are not reported in the renewals and replacements subgroup. Resources specifically set aside and accumulated for major renewals and replacements of institutional properties are recorded in the separate subgroup. The retirement of indebtedness subgroup accounts for resources that are specifically accumulated for interest and principal payments, debt service reserve funds, and other debt service charges related to plant fund indebtedness. The investment in plant subgroup accounts for all long-life assets in the service of The Citadel, all construction in progress, and related debt for funds borrowed and expended for the acquisition of plant assets included in this fund subgroup. Net investment in plant represents the excess of the carrying value of assets over liabilities. Major additions to plant assets and inventoriable equipment with a unit value in excess of \$500 are capitalized. Capitalization of infrastructure assets is optional and The Citadel has chosen not to capitalize these assets.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The *Agency Funds* group accounts for the assets held on behalf of others in the capacity of custodian or fiscal agent; consequently, transactions relating to agency funds do not affect the operating statements of The Citadel. They include the accounts of students, student organizations, and other groups directly associated with The Citadel.

Indirect Cost Recoveries

The Citadel records as unrestricted revenue recoveries of indirect costs applicable to government sponsored programs at negotiated fixed rates for each year. The recoveries are also recorded as additions and deductions of restricted current funds. Indirect cost recoveries must be remitted to the State General Fund except those received under research and student aid grants which may be retained by The Citadel.

Risk Management

The Citadel is exposed to various risks of loss and maintains State or commercial insurance coverage for each of those risks. Management believes such coverage is sufficient to preclude any significant uninsured losses to the College. The Citadel pays insurance premiums to certain other State agencies to cover risks that may occur in normal operations. Several State funds accumulate assets and the State itself assumes all risks for the following:

1. Claims of State employees for unemployment compensation benefits,
2. Claims of covered employees for workers' compensation benefits,
3. Claims of covered employees for health, dental, and group-life insurance benefits, and
4. Claims benefits in covered medical malpractice cases.

In addition, The Citadel pays premiums to the State's Insurance Reserve Fund which accumulates assets to cover the risks of loss related to the following assets and activities:

1. Real property and its contents,
2. Motor vehicles,
3. General tort claims,
4. Medical malpractice claims against covered employees, and
5. Business interruption.

The Insurance Reserve Fund purchases insurance coverage for a portion of these liabilities.

The Citadel also purchases a portion of its medical malpractice insurance coverage for health care providers through the State's public entity risk pool, the Patients' Compensation Fund. The Citadel obtains employee fidelity bond insurance coverage for employees of the auxiliary enterprises, post office, treasurer's office, finance department and for the facilities vice-president and secretary through a commercial insurer for losses arising from theft or misappropriation.

Accrued Annual Leave

State employees are entitled to accrue and carry forward at calendar year-end a maximum of 180 days sick leave and 45 days annual vacation leave, except that faculty members do not accrue annual leave. Upon termination of State employment, employees are entitled to be paid for accumulated unused annual vacation leave up to the maximum of 45 days, but are not entitled to any payment for unused sick leave. The entire unpaid liability,

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

inventoried at fiscal year-end current salary costs, is recorded in unrestricted current funds. The net change in the liability is recorded as an expenditure in the current year.

Investment in Plant

Physical plant and equipment, except for plant assets acquired prior to July 1, 1985, and equipment under capital lease, are stated at cost at the date of acquisition or fair market value at the date of donation in the case of gifts. Land and buildings acquired prior to July 1, 1985, are stated at historical cost when determinable or at approximate historical cost determined by an independent appraisal. Equipment additions purchased through capital leases or installment purchase contracts are capitalized in the investment in plant fund subgroup in the year of acquisition at their total cost, excluding interest charges. Equipment under capital leases is stated at the lower of the present value of minimum lease payments at the beginning of the lease term or fair value at the inception of the lease. Payments of principal and interest on such contracts are recorded in the retirement of indebtedness fund subgroup of the plant funds group as the installments are paid.

Construction expenditures are recorded at cost in the unexpended plant fund or renewals and replacement fund when incurred and capitalized as construction in progress in the investment in plant fund subgroup as incurred. Upon the completion of the project, the costs are capitalized in the appropriate asset account.

Library books and microfilms are recorded at average cost.

Inventoriable equipment with a unit value in excess of \$500 and having an expected life in excess of two years has been capitalized. Expenditures from current funds for acquisition of capital assets are recorded in both the current funds expenditure accounts of the various operating departments and in the investment in plant fund subgroup of the plant funds group.

When plant assets are sold, retired, or otherwise disposed of, the carrying value at cost or appraised approximate historical cost, where applicable, is removed from the investment in plant subgroup. In accordance with practices followed by educational institutions, depreciation on physical plant and equipment is not recorded.

Deferred Revenues

In unrestricted current funds, deferred revenues primarily consist of receipts collected in advance for student fees, athletic events, or advertising which amounts have not been earned. Deferred revenues of restricted current funds primarily represent contract and grant funds received but not yet earned which generally are recognized in the period in which the expenditures are incurred.

Student Deposits

Student deposits represent prepaid fees by students for succeeding semesters and various other deposits. Student deposits are recognized as revenue during the semester for which the fee is applicable and earned when the deposit is nonrefundable to the student under the terms of the agreement.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Prepaid Items

Expenditures for insurance and similar services paid for in the current or prior fiscal years and benefitting more than one accounting period are allocated among accounting periods. For The Citadel, amounts reported in this asset account consist primarily of prepaid insurance.

Cash and Cash Equivalents

The amounts shown in the financial statements as "cash and cash equivalents" represent petty cash, cash on deposit in banks, cash on hand with the State Treasurer, and cash invested in various instruments by the State Treasurer as a part of the State's cash management pool. In addition, loan funds cash and cash equivalents includes a \$16,000 restricted loan participation deposit.

Because the cash management pool operates as a demand deposit account, amounts invested in the pool are classified as cash and cash equivalents. The State Treasurer administers the cash management pool. The pool includes some long-term investments such as obligations of the United States and certain agencies of the United States, obligations of the State of South Carolina and certain of its political subdivisions, certificates of deposit, collateralized repurchase agreements, and certain corporate bonds. Most State agencies participate in the cash management pool; however, some agency accounts are not included in the pool because of the restrictions on the use of the funds. For those accounts, cash equivalents include investments in short-term, highly liquid securities having a maturity of three months or less.

The State's cash management pool consists of a general deposit account and several special deposit accounts. The State records each fund's equity interest in the general deposit account; however, all earnings on that account are credited to the General Fund of the State. Investments in the pool are recorded at cost. Amortization of premiums and discounts is allocated and reported as interest income. Interest earned by the agency's special deposit accounts is posted to the agency's account at the end of each month and is retained by the agency. Interest earnings are allocated based on the percentage of an agency's accumulated daily interest receivable to the total undistributed interest received by the pool.

Although the cash management pool includes some long-term investments, it operates as a demand deposit account; therefore, for credit risk information pertaining to the cash management pool, see the deposits disclosures in Note 13.

Most State agencies including The Citadel participate in the cash management pool. For The Citadel's funds not held by the State Treasurer, cash equivalents include investments in short-term, highly liquid securities having a maturity of three months or less.

NOTE 2 - STATE APPROPRIATIONS

The Citadel receives annual appropriations for operations as authorized by the General Assembly of the State of South Carolina. The laws of the State and the policies and procedures specified by the State for State agencies and institutions are applicable to the activities of The Citadel. State appropriated amounts that are not expended by fiscal year-end lapse and are required to be returned to the General Fund of the State unless The Citadel receives authorization from the General Assembly to carry the funds over to the next year.

The 1992-93 original appropriation amount does not correspond to the amount presented in Section 17 of Part I of the Appropriation Act. The Citadel's base budget was the amount contained in the Proviso 15.8 summary (which includes the formula funding allocation) less the 3.3% reduction mandated by Proviso 14.98.

The following is a reconciliation of the original appropriation enacted by the General Assembly to State appropriations revenue reported in the financial statements for the fiscal year ended June 30, 1993:

Original Appropriation	\$ 12,816,053
State Budget and Control Board Mandated	(509,877)
State Budget and Control Board Employer Contributions Allocation	344,835
Appropriation Allocation from State Commission on Higher Education for Desegregation Plan	<u>4,800</u>
Total Appropriation	<u>\$ 12,655,811</u>

In addition, The Citadel received \$2,500 from the Commission on Higher Education for the Palmetto Fellows program which is reported in the restricted current funds as state grants revenue.

NOTE 3 - STATE CAPITAL IMPROVEMENT BONDS

In fiscal year 1993 as in prior years, the State authorized funds for improvements and expansion of facilities using the proceeds of state capital improvement bonds. As capital projects are authorized by the State Budget and Control Board, the bond proceeds are allocated to the projects. The Citadel records the proceeds as revenue and the bond issue costs as expenditures in the unexpended plant and renewals and replacements funds subgroups, as applicable.

NOTE 3 - STATE CAPITAL IMPROVEMENT BONDS (CONTINUED)

These authorized funds can be requested as needed once State authorities have given approval to begin specific projects. The total balance receivable for the undrawn portions of the authorizations is reported in the balance sheet as "capital improvement bond proceeds receivable." A summary of the balances available from these authorizations as of June 30, 1993, follows:

<u>Act</u>	<u>Total Authorized</u>	<u>Amount Drawn in Prior Years</u>	<u>Amount Drawn in Fiscal Year Ended June 30, 1993</u>	<u>Balance Authorized June 30, 1993</u>
Act 638 of 1988	8,270,909	6,126,501	1,529,772	614,636
Act 522 of 1992	<u>7,691,040</u>	<u>-</u>	<u>-</u>	<u>7,691,040</u>
Total	\$ <u>15,961,949</u>	\$ <u>6,126,501</u>	\$ <u>1,529,772</u>	\$ <u>8,305,676</u>

The balance is reported in the unexpended plant fund subgroup of the plant funds group.

The Citadel is not obligated to repay these funds to the State.

NOTE 4 - BONDS PAYABLE AND BOND ANTICIPATION NOTES

Bonds Payable

At June 30, 1993, bonds payable consisted of the following:

	<u>Interest Rates</u>	<u>Maturity Dates</u>	<u>June 30, 1993 Balance</u>	<u>Fiscal Year 1994 Maturities</u>
State Institution Bonds				
Series 1979	5.1% - 6.0%	12/01/95	225,000	75,000
Series 1991	5.5% - 7.5%	12/01/06	1,900,000	85,000
Student and Faculty Housing Revenue Bonds				
Series 1990	6.7% - 6.9%	06/01/06	2,950,000	140,000
Plant Improvement Bonds				
Series 1990	6.6% - 6.9%	06/01/06	<u>1,845,000</u>	<u>90,000</u>
Total			\$ <u>6,920,000</u>	\$ <u>390,000</u>

The balance is reported in the investment in plant fund subgroup of the plant funds group.

NOTE 4 - BONDS PAYABLE AND BOND ANTICIPATION NOTES (CONTINUED)

The various bond indentures restrict the use of particular revenue sources. Tuition paid to The Citadel is restricted up to the amount of annual debt requirements for the payment of principal and interest on state institution bonds. Revenue received for barracks and dining hall operations is restricted, up to the amount of annual debt requirements, for the payment of principal and interest on student and faculty housing revenue bonds. A special plant improvement fee charged to students is restricted up to the amount of annual debt requirements for the payment of principal and interest on plant improvement bonds. Retirement of indebtedness fund cash and cash equivalents includes restricted debt service reserve fund cash balances of \$320,000 and \$200,000 as required by the bond indentures for the student and faculty housing revenue bonds and the plant improvement bonds, respectively.

All of the bonds are payable in semiannual installments plus interest. Amounts, including interest, required to complete payment of the bond obligations as of June 30, 1993, are as follows:

<u>Year Ending June 30</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
1994	\$ 390,000.00	\$ 451,292.50	\$ 841,292.50
1995	415,000.00	425,303.75	840,303.75
1996	440,000.00	397,733.75	837,733.75
1997	390,000.00	371,307.50	761,307.50
1998	420,000.00	346,180.00	766,180.00
1999 through 2006	<u>4,865,000.00</u>	<u>1,591,182.50</u>	<u>6,456,182.50</u>
Total Obligations	<u>\$6,920,000.00</u>	<u>\$3,583,000.00</u>	<u>\$10,503,000.00</u>

Receipts from tuition, matriculation fees, and other fees legally designated solely for the purpose of debt retirement are recorded directly in the retirement of indebtedness subgroups as additions. Mandatory transfers from auxiliary enterprises revenue for debt retirement are reflected as transfers from the unrestricted current funds to the funds for retirement of indebtedness subgroup of the plant funds group.

NOTE 5 - NOTES PAYABLE

Details of notes payable at June 30, 1993, are as follows:

<u>Date Originated</u>		<u>Balance July 1, 1992</u>	<u>Principal Reduction</u>	<u>Interest</u>	<u>Balances June 30, 1993</u>
08/01/81	Note due to the State of South Carolina reported in the investment in plant fund and secured by a special admissions charge to events held in McAlister Field House - 6.8% interest due annually with a portion of principal. Principal due each year beginning 12/8/92.*	368,483	12,629	24,544	355,855
01/29/90	Note due to the State Budget and Control Board-Division of General Services recorded in the investment in plant fund; secured by various revenues used to purchase computer equipment - payable in annual installments of \$16,151 including interest at 7.5%. Note matures 1/29/93	<u>15,024</u>	<u>15,024</u>	<u>1,127</u>	<u>-0-</u>
		<u>383,507</u>	<u>27,653</u>	<u>25,671</u>	<u>355,855</u>

*The interest rate on this note was changed on 10/8/91 from 10% to 6.8%. In accordance with the original agreement, previous payments were applied to interest. The entire amount due 12/8/91 was applied to principal. Accrued interest based on the original agreement was waived. Note matures 12/8/08.

NOTE 5 - NOTES PAYABLE

Obligations for notes payable, including interest, are as follows:

Year Ending June 30

1994	37,172
1995	37,172
1996	37,172
1997	37,172
1998	37,172
After 1998	<u>408,895</u>
Total Principal and Interest	594,755
Less: Interest Portion	<u>238,900</u>
Total Notes Payable	<u>\$ 355,855</u>

NOTE 6 - CAPITAL LEASE OBLIGATIONS

The Citadel is obligated under capital leases for the acquisition of equipment.

Future commitments for capital leases as of June 30, 1993, were as follows:

Year Ending June 30	
1994	\$25,873
1995	<u>22,974</u>
Total Minimum Lease Payments	48,847
Less: Interest	<u>5,169</u>
Principal Outstanding	<u>\$43,678</u>

Capital leases are generally payable in monthly installments from the retirement of indebtedness subgroup of the plant funds group and have terms expiring in various years between 1993 and 1995. Expenditures for fiscal year 1993 were \$25,873 of which \$5,234 represented interest. Interest rates range from 8% to 11%. The following is a summary of the carrying values of assets held under capital lease at June 30, 1993:

Copier	\$ 12,070
Other Equipment	<u>90,535</u>
Total	<u>\$102,605</u>

Certain capital leases provide for renewal and/or purchase options. Generally purchase options at bargain prices of one dollar are exercisable at the expiration of the lease terms.

The Citadel had no capital leases with related parties in the current fiscal year.

NOTE 7 - RETIREMENT PLANS

The majority of employees of The Citadel are covered by a retirement plan through the South Carolina Retirement System (SCRS), a cost-sharing, multiple-employer, defined benefit public employee retirement system. Generally all State employees are required to participate in and contribute to the System as a condition of employment unless exempted by law. This plan provides annuity benefits as well as disability and group-life insurance benefits to eligible employees and retirees.

Under SCRS, employees are eligible for a service retirement annuity upon reaching age 65 or completion of 30 years credited service regardless of age. The benefit formula effective July 1, 1989, for the System is 1.82% of an employee's average final compensation multiplied by the number of years of credited service. An early retirement option with reduced benefits is available as early as age 55. Employees are vested for a deferred annuity after 5 years service and qualify for a survivor's benefit upon completion of 15 years credited service. Disability annuity benefits are payable to employees totally and permanently disabled provided they have a minimum of 5 years credited service. A group-life insurance benefit equal to an employee's annual rate of compensation is payable upon the death of an employee with a minimum of one year of credited service.

The Citadel's total covered payroll for the fiscal year was \$15,471,293 of total personal service expenditures paid of \$18,455,391. Effective July 1, 1988, employees are required to contribute 6% of all compensation. For fiscal year 1993, the employer contribution rate was 9.395%, which included a 2.04% surcharge to fund retiree health and dental insurance coverage. The surcharge is not part of the actuarially established contribution rate. Effective July 1, 1993, the employer contribution rate became 9.621%, which includes a 2.26% surcharge. The contribution requirements for the year ended June 30, 1993, were \$1,453,528 from the employer and \$928,483 from employees. The Citadel's 1993 contributions represented less than 1% of total contributions required of all participating entities. Also, The Citadel paid employer group-life insurance contributions of \$23,207 in the current fiscal year.

The South Carolina Police Officers Retirement System (PORS) is a cost-sharing multiple-employer, defined benefit public employee retirement system. Generally all full-time employees whose principal duties are the preservation of public order or the protection or prevention and control of property destruction by fire are required to participate in and contribute to the System as a condition of employment. This plan provides annuity benefits as well as disability and group-life insurance benefits to eligible employees and retirees. In addition, participating employers in the PORS contribute to the accidental death fund which provides annuity benefits to beneficiaries of police officers and firemen killed in the actual performance of their duties. These benefits are independent of any other retirement benefits available to the beneficiary.

Employees covered under PORS are eligible for a monthly pension payable at age 55 with a minimum of 5 years service or 25 years credited service regardless of age. A member is vested for a deferred annuity with 5 years service. The benefit formula for full benefits effective July 1, 1989, for the System is 2.14% of the employee's average final salary multiplied by the number of years of credited service. Disability annuity benefits and the group-life insurance benefit for PORS members are similar to those for SCRS participants.

The Citadel's total covered payroll for the PORS for the fiscal year was \$321,224. Effective July 1, 1988, employees are required to contribute 6.5% of all compensation. For fiscal year 1993, the employer contribution rate was 12.145% which, as for the SCRS, included the 2.04% surcharge. Effective July 1, 1993, the employer contribution rate became 12.371% which, as for the SCRS, also includes a 2.26% surcharge. The contribution requirements for the year ended June 30, 1993, were \$39,013 from the employer and \$20,880 from employees. The Citadel's 1993 contributions represented less than 1% of total contributions required of all participating employers. Also, The Citadel paid employer group-life insurance contributions of \$642 and accidental death insurance contributions of \$642 in the current fiscal year for

NOTE 7 - RETIREMENT PLANS

PORS participants.

The amounts paid by The Citadel for pension, group-life insurance, and accidental death benefits are reported as employer contributions expenditures within the applicable functional expenditure categories of The Citadel.

The Systems do not make separate measurements of assets and pension benefit obligations for individual employers. Accordingly, information regarding the excess, if any, applicable to The Citadel of the actuarially computed value of vested benefits over the total of the applicable pension fund and any balance sheet accruals, less any pension prepayments or deferred charges, is not available. Under Title 9 of the South Carolina Code of Laws, The Citadel's liability under the plans is limited to the amount of contributions (stated as a percentage of covered payroll) established by the State Budget and Control Board. Therefore, The Citadel's liability under the retirement plans is limited to the amounts appropriated therefor in the South Carolina Appropriation Act for the applicable year and amounts from other applicable revenue sources. Accordingly, The Citadel recognizes no contingent liability for unfunded costs associated with participation in the plans. All actuarially required contributions due to the plans were met.

Information concerning the authority under which benefit provisions and employee obligations to contribute are established, the significant actuarial assumptions for the plans, an explanation of the pension benefit obligations, the pension benefit obligations for the Systems, the total net assets available for benefits and ten-year historical trend information showing the Systems' progress in accumulating sufficient assets to pay benefits when due is presented in the Systems' June 30, 1993, separately issued report.

Certain of The Citadel's employees have elected to be covered under optional retirement plans. Total covered compensation for the various optional plans was \$1,166,419 for the year ended June 30, 1993. For the fiscal year, total contribution requirements were \$111,250 from the employer and \$70,036 from employees. In addition, The Citadel paid \$1,749 for group-life insurance coverage for these employees. All amounts were remitted to the South Carolina Retirement Division for distribution to the respective annuity policy providers.

NOTE 8 - POSTEMPLOYMENT AND OTHER EMPLOYEE BENEFITS

The State of South Carolina provides certain health care, dental, and life insurance benefits to active and certain retired State employees. All permanent full-time and certain permanent part-time employees of The Citadel are eligible to receive these benefits. These benefits are provided through annual appropriations by the General Assembly to The Citadel for its active employees and to the State Budget and Control Board for all participating State retirees and from other applicable sources of The Citadel for its active employees who are not funded by State General Fund appropriations.

The Citadel recorded employer contributions expenditures within the applicable functional expenditure categories for these benefits in the amount of \$1,046,520 for the year ended June 30, 1993. The State finances these benefits on a pay-as-you-go basis. Information regarding the cost of insurance benefits applicable to The Citadel's retirees is not available. By State law, The Citadel has no liability for retirement benefits. Accordingly, the cost of providing these benefits for retirees is not included in the accompanying financial statements.

In addition, the State General Assembly periodically directs the Retirement Systems to pay supplemental (cost-of-living) increases to retirees. Such increases are primarily funded from Systems' earnings; however a portion of the required amount is appropriated from the State General Fund annually for the SCRS and PORS benefits.

NOTE 9 - DEFERRED COMPENSATION PLANS

Several optional deferred compensation plans are available to State employees and employers of its political subdivisions. Certain employees of The Citadel have elected to participate. The multiple-employer plans, created under Internal Revenue Code Sections 457, 401(k), and 403(b), are accounted for as agency funds of the State and included in the Comprehensive Annual Financial Report of the State of South Carolina. Employees may withdraw the current value of their contributions when they terminate State employment. Employees may also withdraw contributions prior to termination if they meet requirements specified by the applicable plan.

Compensation deferred under the Section 401(k) and 403(b) plans is placed in trust for the contributing employee. The State has no liability for losses under the plans. Under the Section 457 plan, all deferred compensation plan amounts and earnings remain assets of the employer (the State) subject to the claims of the employer's general creditors, one of whom is the employee participant. It is unlikely, however, that the State would ever use plan assets to satisfy claims of the State's general creditors. The portion of assets of the Section 457 plan to which the State has access is disclosed in its annual financial report.

NOTE 10 - INVENTORIES

Inventories are valued at the lower of cost or market. The following is a summary by inventory category of cost determination method and value at June 30, 1993:

<u>Category</u>	<u>Method</u>	
Cadet Store	First-in, first-out	\$ 921,772
Canteen	First-in, first-out	234,831
Tailor Shop	First-in, first-out	62,162
Central Stores	First-in, first-out	<u>45,448</u>

\$ 1,264,213

NOTE 11 - STUDENT LOANS RECEIVABLE AND OTHER ACCOUNTS RECEIVABLE

With minor exception, loan losses for student loans receivable and various accounts receivable are established based upon losses experienced in prior years and evaluations of the current loan and account portfolios. At June 30, 1993, the allowances for student loans receivable in loan funds and accounts receivable in unrestricted current funds are valued at \$165,927 and \$93,792, respectively.

NOTE 12 - CONSTRUCTION COSTS AND COMMITMENTS

The Citadel has obtained the necessary funding for the acquisition, construction, renovation, and equipping of certain facilities. As of June 30, 1993, The Citadel had remaining commitment balances of \$1,241,168 of these funds with certain engineering firms, construction contractors, and vendors. Management estimates that The Citadel will have sufficient resources available and/or future resources identified to satisfactorily complete the construction of such projects which are expected to be completed in varying phases over the next five years at an estimated total cost of \$32,614,155. Of the total cost, approximately \$22,552,805 is unexpended at June 30, 1993.

NOTE 13 - DEPOSITS AND INVESTMENTS

The Citadel has substantial deposits with the State Treasurer who, by law, has sole authority for investing State funds. In addition, certain of the College's deposits and investments are deposited with or managed by financial institutions, brokers, and other specified by trust agreements.

The following schedule reconciles the carrying amount of deposits and investments within footnotes to the balance sheet amounts:

<u>Balance Sheet</u>		<u>Footnotes</u>	
Cash and Cash Equivalents	\$12,621,341	Cash on Hand	\$ 146,925
Investments	17,752,310	Deposits Held by State Treasurer	9,269,280
		Other Deposits	3,205,136
		Investments	<u>17,752,310</u>
	<u>\$30,373,651</u>		<u>\$30,373,651</u>

All deposits of The Citadel are classified in the following categories of credit risk:

- (1) Insured or collateralized with securities held by the entity or by its agent in the entity's name.
- (2) Collateralized with securities held by the pledging financial institution's trust department or agent in the entity's name.
- (3) Uncollateralized. (This includes any bank balance that is collateralized with securities held by the pledging financial institution, or by its trust department or agent, but not in the entity's name.)

Deposits Held by State Treasurer

State law requires full collateralization of all State Treasurer bank balances. The State Treasurer must correct any deficiencies in collateral within seven days. At June 30, 1993, all State Treasurer bank balances were fully insured or collateralized with securities held by the State or by its agents in the State's name.

With respect to investments in the State's cash management pool, all of the State Treasurer investments are insured or registered or are investments for which the securities are held by the State or its agent in the State's name. Information pertaining to the carrying amounts, market values, and credit risk of the State Treasurer's investments is disclosed in the Comprehensive Annual Financial Report of the State of South Carolina.

Other Deposits

All but \$96,765 of other deposits are owned by The Citadel Trust, a component unit of The Citadel. A summary of the June 30, 1993, bank balances of other deposits classified by category of risk is as follows

<u>Category of Risk</u>			<u>Total</u>
<u>1</u>	<u>2</u>	<u>3</u>	
<u>\$1,195,648</u>	<u>\$1,899,179</u>	<u>-0-</u>	<u>\$3,094,827</u>

NOTE 13 - DEPOSITS AND INVESTMENTS

Investments

All investments are owned by The Citadel Trust, a component unit of The Citadel. Investments consist of U.S. government/government insured securities, corporate stocks and bonds, and a mortgage as authorized by trust agreements and the Board of Visitors.

"Investments" are stated at cost. Purchases and sales are accounted for on the trade date. Unrealized gains and losses on investments have not been recorded but are identifiable. Realized gains and losses on securities transactions are recorded quarterly. Earnings are recorded quarterly. Any excess of carrying value over market value is deemed to be a temporary impairment of value resulting from normal market fluctuations.

Investments are categorized to give an indication of the level of risk assumed by the entity at year-end. The credit risk categories are concerned with custodial credit risk, which is the risk that a government will not be able to recover the value of investment or collateral securities that are in the possession of an outside party if the counterparty to the investment transaction fails. There are three categories of credit risk:

- (1) Investments that are insured or registered or for which the securities are held by the entity or its agent in The Citadel's Trust's name.
- (2) Uninsured and unregistered investments for which the securities are held by the broker's or dealer's trust department or agent in The Citadel Trust's name.
- (2) Uninsured and unregistered investments for which the securities are held by the broker or dealer or by its trust department or agent but not in the name of The Citadel Trust.

A summary of investments at June 30, 1993 by category of risk is as follows:

Type	Category of Risks			Carrying Amount	Market Value
	1	2	3		
U.S. Treasury Notes/Bond		\$1,907,089		\$1,907,089	\$2,032,096
Government	\$63,179	265,141		328,320	338,242
Corporate Bonds		2,200,560		2,200,560	2,348,010
Corporate Stocks		1,382,379		1,382,379	1,951,328
	<u>63,179</u>	<u>5,755,169</u>	<u>0</u>	<u>5,818,348</u>	<u>6,669,676</u>
Mortgages				89,455	89,455
Mutual Funds and Bank Common Trust Funds				<u>11,844,594</u>	<u>13,188,593</u>
Total Investments				<u>17,752,397</u>	<u>19,947,724</u>

The investments are maintained at the Trust/Investment department of Nationsbank, South Carolina National Bank, United Carolina Bank, Robinson-Humphrey, the Common Fund, and First Union National Bank. Certificates of deposit are maintained at other South Carolina banks.

The Citadel Trust Board of Directors has a formal investment policy, and current investments are within the guidelines which have been established by the Board.

NOTE 14 - PLEDGES OF GIFTS

The Citadel recognizes revenue from pledges when collected.

During 1990, The Citadel began conducting a campaign to raise \$ 1,500,000 to be used to assist in retiring outstanding debts of the College. Contributions totalling \$ 20,333 were received in 1993. In addition, The Citadel has restricted pledges receivable due to be collected as follows:

<u>Year Ending June 30,</u>	<u>Amount</u>
1994	42,655
1995	4,133
1996	25
1997 and after	-
Total	<u>46,813</u>

The Citadel began conducting a joint capital campaign in 1984 with The Citadel Development Foundation and the Brigadier Club with the goal of raising \$27,000,000 to be used for academic programs and capital expenditures. The amount of pledges received or receivable by The Citadel Development Foundation or the Brigadier Club are not readily available. As of June 30, 1993, \$11,444,194 had been contributed to and received by The Citadel. These contributions include cash, stocks, bonds, life insurance policies, real property, and equipment. Restricted gifts and pledges are to be used primarily for endowed chairs, scholarships, and construction and/or improvements to various buildings.

I. Mark Clark Campaign Pledge Receivables

<u>Year Ending June 30</u>	<u>Amount</u>
1994	\$35,653
1995	32,975
1996	10,400
1997	7,350
After 1997	<u>\$890,550</u>
	<u>\$976,928</u>

II. Total Contributions to the Development Office

	<u>1993</u>
Unrestricted Current Funds	\$1,096,134
Restricted Current Funds	496,628
Endowment Funds	<u>583,124</u>
	<u>\$2,175,886</u>

NOTE 14 - PLEDGES OF GIFTS (CONTINUED)**III. Total Pledge Receivables to the Development Office**

	<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>
1994	\$ 35,973	\$ 190,114	\$ 226,087
1995	32,975	19,973	52,948
1996	10,400	4,665	15,065
1997	7,350	3,100	10,450
After 1997*	<u>890,550</u>	<u>1,936,319</u>	<u>2,826,869</u>
Total	<u>\$ 977,248</u>	<u>\$ 2,154,171</u>	<u>\$ 3,131,419</u>

*The majority of these pledges are by bequest.

It is not practicable to estimate the net realizable value of the uncollected pledges from both campaigns.

NOTE 15 - CONSTRUCTION IN PROGRESS

Major capital projects at June 30, 1993, which constitute construction in progress that are to be capitalized when completed are listed below. The estimated cost of completion of these projects at June 30, 1993, was \$14,706,296.

<u>Project Title</u>	<u>Estimated Cost</u>	<u>Amount Expended</u>
Mark Clark Hall	\$ 3,554,000	651,520
Barracks Renovation	11,771,306	747,566
McCormack Beach	1,178,979	134,200
Deas Hall Hot Water	<u>48,600</u>	<u>21,396</u>
Total	<u>16,552,885</u>	<u>1,554,682</u>

The Citadel anticipates funding these projects out of current balances, current and future bond issues, private gifts, and student fees.

At June 30, 1993, The Citadel had in progress other capital projects which are not to be capitalized when complete. These projects are for replacements, repairs, and/or renovation to existing facilities. Costs incurred to date on these projects amounted to approximately \$4,961,127 at June 30, 1993, and the estimated cost to complete was approximately \$7,084,367.

NOTE 16 - RELATED ORGANIZATIONS

Certain separately chartered legal entities whose activities are related to those of The Citadel have not been included in the accompanying financial statements. These organizations which exist primarily to provide financial assistance and other support to The Citadel and its educational program include The Citadel Development Foundation, the Brigadier Club, and the Association of Citadel Men. The financial statements of these organizations are audited by independent auditors retained by the various organizations.

Various transactions occur between The Citadel and these related organizations. A summary of these transactions and balances at June 30, 1993, follows:

Citadel Development Foundation

Funds received for grants, awards, and scholarships	\$ 2,149,994
Reimbursement to the College for certain expenses incurred on behalf of the Foundation	43,039
Balance due from the Foundation included in accounts receivable	9,196

Association of Citadel Men

Reimbursements to the College for certain expenses incurred on behalf of the Association	83,254
Balance due from the Association included in accounts receivable	25,137

Brigadier Club

Funds transferred to the College for athletic scholarships	564,130
Reimbursement to the College for certain expenses incurred on behalf of the Club	198,831
Funds transferred to the College for payment on note receivable	10,333

The Brigadier Club is indebted to the College for \$134,333 as of June 30, 1993, for athletic grants-in-aid on an interest-free note dated October 10, 1984. This note receivable is recorded in the restricted current fund.

The Citadel has significant transactions with the State of South Carolina and various State agencies.

NOTE 17 - RELATED PARTY TRANSACTIONS

Services received at no cost from State agencies include maintenance of certain accounting records by the Comptroller General, banking and investment functions from the State Treasurer, legal services from the Attorney General, grants services from the Governor's Office, and records storage from the Department of Archives and History.

NOTE 17 - RELATED PARTY TRANSACTIONS (CONTINUED)

Other services received at no cost from the various divisions of the State Budget and Control Board include retirement plan administration, insurance plans administration, audit services, personnel management, assistance in the preparation of the State Budget, review and approval of certain budget amendments, procurement services, and other centralized functions.

The Citadel had financial transactions with various State agencies during the fiscal year. Significant payments were made to divisions of the State Budget and Control Board for retirement and insurance plans contributions, surplus property disposal fees, insurance coverage, office supplies, printing, and telephone, and interagency mail. Significant payments were also made for unemployment and workers' compensation coverage for employees. The amounts of 1993 expenditures applicable to related party transactions are not readily available.

The Citadel provided no services free of charge to other State agencies during the fiscal year; however, The Citadel provided printing and facilities rental services to various State agencies for a fee.

NOTE 18 - CONTINGENCIES AND LITIGATION

The State Retirement Incentive Plan provides for a cash bonus to be paid to employees retiring between 1 August 1993 and 30 June 1994. The bonus is to be paid in the quarter following the individual's retirement. The cost of this program is estimated to be \$638,509 if all eligible employees participate in the program between 1 August 1993 and 1 November 1993. Funds for this will come from the unrestricted current funds fund balance. Management anticipates that most of the employees eligible will participate in the program.

The Citadel is involved in a number of legal proceedings and claims with various parties arising out of the normal course of business. Two suits, one dealing with the admission of women to the Corps of Cadets and the other dealing with the admission of women to day classes, are currently being litigated. The outcome of the litigation is unknown at this time. The cases have the potential of creating a significant impact on the operations of the college and could potentially result in the college having to pay attorney fees to the litigants should the cases not be found for The Citadel. Though the dollar amounts could be large, they are immaterial with respect to the assets of the college. Three other suits are currently being litigated, but, in the opinion of the counsel, any adverse decision will be paid from funds in the state insurance reserve, not the college.

The various federal programs administered by The Citadel during fiscal year 1993 are subject to examination by Federal grantor agencies. At the present time, amounts which may be due grantors, if any, have not been determined but The Citadel believes that any such amounts in the aggregate would not have a material adverse effect on the financial statements.

IV. MILITARY AFFAIRS

A. General

Colonel Roy F. Zinser, Jr., US Army, The Citadel, Class of '68 continued to serve as Professor of Military Science. Effective 1 June 1992, Colonel Zinser was appointed Commandant of Cadets, in addition to his duties as Professor of Military Science.

Colonel John B. Creel, USMC, The Citadel, Class of '64 continued to serve as Professor of Naval Science and Deputy Commandant. He retired from the Marine Corps, effective 1 July 1993 after 30 years and 8 months of Active and Reserve duty. Colonel Giuseppe A. Betta, USMC, Shippensburg State College, Class of '67 replaced Colonel Creel as Professor of Naval Science, and Deputy Commandant, effective 15 June 1993.

Colonel James G. Scott, Jr., USAF, The Citadel, Class of '69, continued to serve as Professor of Aerospace Studies and Deputy Commandant.

Colonel Harvey M. Dick, US Army, Retired, The Citadel Class of '53, continued his duties as Assistant Commandant of Cadets. He retired from The Citadel effective 30 June 1993, after more than sixteen years of dedicated service. Colonel Dick was replaced by LTC Frederick J. Kennedy, Citadel Class of '68.

Colonel Zinser's speaking engagements for SY 1992-93 included: the Richmond-Citadel Club, Richmond, Virginia on 28 October 1992; the Savannah-Citadel Club, Savannah, Georgia, on 5 November; the Cadet Training Cadre and groups of cadets; Tactical Officers; football recruits, prospective cadet weekend visitors, and Citadel Scholars during the School Year. He briefed Citadel Retirees on 16 April.

Colonel Zinser's scheduled absences from campus included: 15-19 March, coordinated Summer Camp duties at First ROTC Region, Ft. Bragg, NC; 23-25 March, attended the ROTC Brigade Commanders' Meeting; 17-18 April, attended ROTC Advanced Camp Training at Fort Jackson, SC; 16-25 May, attended Training at Ft. Jackson, SC; and 21 June through 2 August, at Fort Bragg for ROTC Advanced Camp.

B. State of Training and Discipline of the Corps of Cadets

1. General

The Corps of Cadets performed well during School Year 1992-93. The year got off to a good start in the fall, with the Athletic Cadre and Regimental Commander reporting on 3 August, followed shortly by the arrival and training of the Fourth Class Athletes. The regular Cadre of 263 cadets returned on 10 August and began a quality training week in preparation for the arrival of the Class of 1996 on 17 August. Fourth Class Band prospects arrived on 16 August for auditions. Upperclass varsity football players returned on 11 August. A reception for parents of Fourth Classmen was held on 17 August. A total of 627 Fourth Classmen reported in August, and have performed well. The Swearing-in Ceremony for Fourth Classmen was conducted on 17 August on Summerall Field. The Fourth Class System was put into effect on 19 August. Fourth Classmen visited The Citadel Beach Club for an afternoon of relaxation on 23 August. Following a good Fourth Class Training Period, the remainder of the Corps returned to campus on the evening of 23 August. Classes began three days later. The Religious Activities Banquet for Fourth Classmen was held on 24 August. Fourth Classmen completed Religious

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Orientation on 20 September. Library Orientation for Fourth Classmen was completed on 17 September and tests were completed shortly thereafter.

The mature leadership of the Regimental Commander, his staff and subordinate commanders contributed immeasurably to smooth operations. The Corps' performance and general morale were enhanced throughout the year and their enthusiastic support of the varsity athletic teams narrowed the gap between the Corps Squad athletes and the Corps.

The Commandant continued to meet weekly with Tactical Officers, the Regimental and Battalion Commanders, and twice each month in a combined meeting with Regimental, Battalion, and Company Commanders. In addition, the Commandant met twice a week with the Regimental Commander. These meetings were a great help in keeping all informed. He also provided guidance for the 1992-93 School Year to all Tactical Officers during an orientation for new Tactical Officers on 11, 12, 13, and 18 August.

Mrs. Watts hosted receptions for Fourth Classmen on 25 and 26 August in Mark Clark Hall Reception Room. Two battalions were represented at each reception.

Sensitivity Training. A U. S. Army Team from Ft. Jackson, SC and an Air Force Equal Opportunity Team conducted Equal Opportunity Classes for the Corps from 1530-1730, 21-24 September in Mark Clark Hall Auditorium. One Battalion attended each of the four days. Training for the Corps was completed during a final session with cadet athletes and those cadets who did not attend the prior sessions. The classes addressed Race Relations, Sexual Harassment, and Sensitivity Training. Colonel Zinser, Colonel Bowman, and Cadet Cantrell conducted Sensitivity Training to the Board of Visitors on 12 November. The Corps has assigned the Company, Battalion, and Regimental Executive Officers the additional duty to act as the unit's Sensitivity Officers. The Executive Officers were trained by Dr. Bowman and have held sessions with the company freshmen, sophomores, juniors and seniors. This process of discussion and surfacing sensitivity problems has been very effective and is imbedded to ensure long term emphasis.

General Watts spoke to the Corps on 9 February.

Mr. Lewis Spearman, Assistant to the President, spoke to the Corps, in the Mess Hall, reference The Brigadier on 16 February. He also met with cadets, by company, during the lunch or supper hour during March and April.

2. Cadet Regulations

The Blue Book continues to serve as a basic guide for standards of conduct for the Corps of Cadets, and continued to be favorably accepted by the Corps. It proved its merit throughout the School Year. A Blue Book test was administered during Drill Period to the Corps of Cadets on 8 September in the Barracks. A Make-up test and re-test for those who did not make a passing score were administered on 12 September. A Committee of four Active Duty officers, the Regimental Commander and Regimental Sergeant Major has been selected to review and present recommended changes to The Blue Book. Additions and changes made this School Year will be included in The Blue Book "Change 1" to be printed this summer; Freshmen will then get an updated copy of The Blue Book and all returning upperclassmen will be issued the changed pages (with instructions to throw away the old pages and insert the new).

3. Barracks

There has been no change in the barracks since last year. They require extensive renovation and some new, replacement furniture is required.

4. Cadre and Fourth Class Training

The enforcement of The Blue Book regulations has significantly improved under the Class of '93 leadership. The Cadre's approach of being "firm but fair", of setting the example, and treating freshmen with dignity, continued. Throughout the School Year, emphasis in training was placed on establishing priorities and achieving a proper balance between military, academics, physical, and extracurricular activities. Continued emphasis on special leadership training for commanders and staff officers resulted in increased confidence and more efficient performance. Colonel Dick continued to give leadership classes to the Fourth Classmen.

5. Drill and Ceremonies

The Corps' performance during parades and reviews was outstanding. Their attention to uniform detail and marching precision has improved significantly.

Parades and Ceremonies. Following are highlights of parades and ceremonies for the School Year:

- Parade at which the Sesquicentennial Flag was unfurled.
- Awards Review (President's/Summerall Cups and Honoring the US Air Force Birthday/POWs/MIAs/and 4 F-16s flyover) and Recognition of the 756th Field Artillery, World War II veterans in the Script on 18 September.
- Honor Guard for The Honorable Charles Bronfman, The Seagram Company, Ltd., followed by Mr. Bronfman's Greater Issues Speech in McAlister Field House on 22 September.
- Gold Star Review on 2 October.
- Parade in honor of the Navy Birthday and The Citadel Development Foundation Board of Directors on 9 October.
- Fourth Class Formally Joined the Corps at Parade on 16 October.
- Parents Day Review on 17 October.
- 30 October - Parade (St. Patrick's Day Committee of Savannah, Georgia, presented a plaque to the Summerall Guards in recognition of their participation in their St. Patrick's Day Parade).
- Parade in honor of the USMC Birthday on 6 November.
- Homecoming Review on 14 November.
- Gold Star Review on 29 January.
- An Honor Guard 18 February for LTG Julius W. Becton, USA, Retired, President, Prairie View A&M University, followed by Gen Becton's Greater Issues Address to the Corps at 1115 hours in McAlister Field House.
- Awards Review for presentation of the Cincinnati Award and the General Douglas MacArthur Cadet of the Year Award on 19 February.
- An Honor Guard 26 February for Admiral Stanley R. Arthur, Vice Chief of Naval Operations, followed by Admiral Arthur's Greater Issues Speech to the Corps at 1600 hours in McAlister Field House.
- An Honor Guard was held for the Honorable Joseph P. Riley, Jr., Citadel '64, Mayor of Charleston, SC, followed by his Greater Issues Address to the Corps at 1115 hours on 16 March.

- Marion Square Review Celebrating the 150th Anniversary of The Citadel on 18 March.
- Brigadier Club Awards Review on 19 March.
- Corps Day Review (Palmetto Medal Awards) on 20 March.
- An Awards Review (College and Military Awards) on 16 April. The Citadel Development Foundation Board of Directors were honored at the Review.
- The parade on 23 April was in honor of the US Army, and Major General George F. Meenaghan, Executive Vice President and Dean of the College who will retire at the end of this School Year. Also, Major Donald M. Zodun, US Army, was retired at the parade. MG Arthur H. Baiden, III, Commanding General, 120th US Army Reserve Command, Ft. Jackson, SC, was the Guest of Honor at parade and the Army ROTC Dining Out that evening. Prior to parade, cadets received awards in a ceremony in Mark Clark Hall.
- Star of the West Competition, the Cadet Awards Review in conjunction with a Review in honor of Colonel Harvey M. Dick, Assistant Commandant of Cadets, and Baccalaureate Service on 13 May.
- Board of Visitors Review and Graduation Parade, at which the Sesquicentennial Flag was retired, on 14 May.
- Commissioning Ceremonies and Commencement on 15 May.

Company I was the winner of Fourth Class Competition for the Regimental Commander's Bowl for School Year 1992-93. Freshmen competed in three activities (Freshman Squad Drill Competition, Freshman Platoon Drill Competition, and Freshman Knowledge Test). The top eight companies received points toward the Commandant's Cup.

Regimental Platoon Drill Competition was held 8-18 February. Company D won the competition.

Band Company won competition for the Kelly Cup.

Company Drill Competition was conducted during March. Only the top eight companies received Commandant Cup points. Company D won the competition.

Company D won the Commandant's Cup.

6. Physical Training

The Physical Training Program is conducted by the Commandant. Lt Skinner is in charge of the Physical Training Committee with cadet members including the four Battalion Athletic Officers and seventeen company Athletic Sergeants. The Committee was responsible for the Fourth Class morning physical training during the period 18-25 August. Physical Fitness Tests were conducted for upperclassmen on 25 and 26 August and for Fourth Classmen on 29 August. The new Citadel Physical Fitness Test (CPFT) encourages each cadet to score as high as he can rather than just meeting the minimum. The company averages are now included in the intramural championships. Remedial PT was conducted from 1630-1730 on Mondays, Wednesdays, and Fridays, and was directed by Lt Skinner and paid student assistants. Freshman PT was conducted from 1630-1730 on Mondays, Wednesdays and Fridays. Physical Fitness Tests were conducted for Second Semester on 14 January 1993. Due to lack of progress and the large number of cadets with excused absences at the 1600 hour ROTC PT Periods, effective 1 February, Colonel Zinser rescheduled Army PT to begin at 0545 on Mondays, Wednesdays, and Fridays. The Marines and Air Force also conducted their PT in the mornings. ROTC Training Day was conducted on 23 January, 20 February, and 16-18 April.

Beginning on 23 April, all cadet activities (organized PT

for ROTC Cadets on Monday and Wednesday mornings, 4th Class PT on Monday, Wednesday and Friday afternoons) ceased in order for cadets to prepare for final exams. All cadets were encouraged to maximize this free time for academic study, since the number one priority is academic performance.

7. Disciplinary Matters

The following is a summary of significant disciplinary actions during School Years 1990-91, 1991-92 and 1992-93:

	<u>1990-91</u>	<u>SY 91-92</u>	<u>SY 92-93</u>
Number of Cadets Referred to Suitability Boards	0	5	2
Number Suspended	0	4	1
Number Dismissed	0	1	1
Number of Cadets Referred to Commandant Boards	36	21	14
Number Receiving Demerits and Tours	9	14	3
Number Suspended	2	0	3
Number suspended, suspensions set aside and cadet awarded demerits and tours with provision if he commits a Class I or II offense, suspension is reinstated	1	0	0
Number Dismissed	3	2	3
Number dismissed, dismissal set aside and cadet awarded demerits and tours with provision if cadet commits a Class I or II offense, dismissal is reinstated	7	3	1
Expelled	2	1	2
Number resigning in lieu of Board	12	0	0
No Punishment	0	1	2
Number of Cadets referred to Regimental Boards	0	1	6
Number receiving Tours/Confinements	0	1	5
Number receiving Tours/Confinements/alcohol related	0	0	1

Alcohol and violations of the Fourth Class System continued to be the more serious disciplinary actions during School Year 1992-93. Of the 14 cadets who were referred to Commandant Boards during the School Year, 4 were referred to the Board for infractions where alcohol was a contributing factor and 0 for drugs. The number of alcohol related cases increased from 44 in 1991-92 to 54 in 1992-93. No cadets were referred to Commandant's Boards due to drug related

offenses in School Year 1991-92 or in School Year 1992-93.

Colonel Zinser and Mr. Spearman briefed Tactical Officers on Commandant's Board procedures on 24 September.

In view of the outstanding performance by The Citadel Football Team and the exemplary conduct of the Corps of Cadets at West Point during The Citadel/Army football game on 26 September, and with the concurrence of LTG Watts, Colonel Zinser granted amnesty to the Corps, effective at 1600 hours on 26 September. This action removed all tours and confinements awarded prior to 1600 on 26 September but did not apply to demerits or punishments previously citing "No Cuts, No Work or No Amnesty". In addition, upperclass cadets were granted one 2230 Charleston Pass and Fourth Class cadets were granted a 1930 Charleston Pass, to be taken not later than 16 October 1992.

Governor Campbell, on the occasion of his Greater Issues Speech to the Corps of Cadets, granted Amnesty to the Corps of Cadets, effective at 1600, 19 March. This action removed all Tours and Confinements awarded prior to, and including up to 1600 hours, 19 March 1993. Amnesty did not apply to Demerits or Punishments previously published, citing "No Cuts, No Work, or No Amnesty".

8. Substance Abuse Programs

The zero tolerance policy regarding drugs continues to be enforced. The Substance Awareness Program initiated in School Year 1992-93 requires all cadets involved in disciplinary actions that were alcohol related to report to The Citadel's Substance Awareness Office to enroll in the On Campus Talking About Alcohol (OCTAA) class. In addition to the 54 cadets who were disciplinary referrals in School Year 1992-93, there were 12 cadet self referrals and 27 peer educators enrolled in the OCTAA class. Three cadets were self referrals during the 1991-92 School Year. Ten cadets attended Alcoholics Anonymous meetings during the 1992-93 School Year. The following substance awareness presentations were presented this School Year: 9 Aug '92 - Leadership training required for Battalion Staff and Company Commanders; 11 Aug '92 - All cadets involved with the Training Cadre; 9 Sep '92 - Mandatory presentation for all cadets in the Sophomore class excluding those on Special Orders or participating in intramurals; 12 Oct '92 - Presentation to 90 freshman cadets enrolled in health education; 23 Jan '93 - Mandatory presentation for all Naval ROTC cadets; 8 Feb '93 - Presentation to students enrolled in Dr. Von's General Psychology class; and 2-3 Mar '93 - Mandatory presentation for all cadets in the Junior class excluding those on Special Orders or participating in intramurals.

During the 1992-93 School Year, The C.A.D.R.E. was formed. The C.A.D.R.E. (The Citadel Alcohol and Drug Resource Educators) is a group of twenty-nine volunteer members of The South Carolina Corps of Cadets who have all completed OCTAA training and have received extensive education in alcohol and substance related issues. To date, The C.A.D.R.E. has presented programs to over 3,000 students in 18 schools throughout the Tri-County area. The C.A.D.R.E. has also presented programs at PTA meetings and to Ashley Hall Middle School students who are in the process of creating their own peer education program.

During the 1992-93 School Year, 8 C.A.D.R.E. members attended The Low-Country Smoke Free Coalition Conference and 2 attended the Third Annual South Carolina Alcohol and Other Drug Abuse Prevention conference through scholarships given by the conference committee.

Random drug tests were performed on cadet athletes three times this School Year (twice in the Fall and once this Spring) which included the NCAA testing, with negative results in all cases.

9. Fourth Class Attrition

The Fourth Class attrition rate, for all causes during School Year 1992-93 was 18.8% (118 of 627), compared with 20.3% (126 of 622) for School Year 1991-92, and 21.6% (139 of 645) for School Year 1990-91. Cadet leaders continued a concerted effort to exercise positive leadership and "personalize" the Fourth Class System by requiring the Cadre to show special interest in each freshman's grades, personal problems, and family matters. Special measures were taken to let the new cadets know the Cadre's mission was to establish and maintain high standards, and to help freshmen to meet those standards. Significant gains continued to be noted in the overall quality of the Fourth Class System. Statistical data for SY 1992-93 follows. Figures go through graduation day. The totals for this School Year will change due to Fourth Classmen not returning for the coming School Year.

Total to Date : 118 - 18.8% of 627
 Total to Date Last Year : 126 - 20.3% of 622
 Total to Date Year Before: 139 - 21.6% of 645

TOTAL WITHDRAWALS BY COMPANY:

	<u>FIRST</u>		<u>FIRST</u>	
	<u>72 HOURS</u>	<u>UNAVOIDABLE</u>	<u>72 HOURS</u>	<u>UNAVOIDABLE</u>
Bd - 9/44	(1)	(5)	I - 6/ 39	(2)
A - 7/35	(2)	(1)	K - 12/ 38	(4)
B - 4/36		(2)	L - 9/ 33	(3)
C - 4/33		(2)	M - 5/ 30	(2)
D - 4/42	(1)	(1)	N - 10/ 34	(3)
E - 5/31	(3)	(2)	O - 3/ 41	(2)
F - 9/35	(1)	(6)	R - 9/ 46	(4)
G - 7/40	(2)	(2)	T - 7/ 38	(6)
H - 8/32	(1)	(4)	Total	118/627 (28) (53)

NOTE: Total withdrawals and total assigned freshmen by company are shown in the first column. Cadets departing in the first 72 hours and cadets that departed for other unavoidable reasons (in parenthesis ()) do not count against the individual company's attrition.

10. Cadet Commanders' Retreat

The Commandant's Cadet Commanders Leadership Seminar conducted at the Santee Cooper Conference Center 8-10 August proved to be a huge success. This will continue to be an annual affair. Attendees included the Commandant, 4 Battalion Tactical Officers, the Cadet Regimental Commander and Executive Officer, the four Cadet Battalion Commanders, and 17 Cadet Company Commanders. The Company Tactical Officers were invited to join the Seminar on a space available basis. The seminar was organized to discuss topics related to each of the areas of the "Whole Man". The process was to identify strengths and weaknesses, causes for the weakness and, then things that could be done to eliminate the weaknesses. The final step was the development of Battalion and Regimental goals for SY 92-93. The seminar was extremely valuable but the consensus is that it needs to be one day longer next year. Presentations were made by General Claudius E. Watts III, President; Colonel Roy F. Zinser, Jr., Commandant; Coach Charlie Taaffe, Mr. Bill Zemba, ARA Dining

Services; Colonel Floyd W. Brown, Chaplaincy Activities; Colonel George B. Stackhouse, Public Safety; Ms. Stephanie Grogan, Counseling Center's Alcohol and Drug Abuse Program; Colonel Isaac S. Metts, Jr., Dean of Undergraduate Studies, Captain John S. Coussons, Honor Manual and Procedures; Lt Colonel Larry McKay, Student Activities; Lt Colonel Ben Legare, Public Relations; Battalion Tactical Officers; and the Cadet Regimental Commander. Plans are currently underway for the seminar to be held at Wild Dunes, Isle of Palms, SC for this coming School Year on 5-9 August 1993.

11. Rank Selection

The rotation of Cadet Corporals was again implemented in January.

Rank selections for School Year 1993-1994 have been completed. Colonel Zinser met with Cadet and Company Commanders, emphasizing that evaluations and counseling are key ingredients to leadership development. Peer evaluations were done by each class, on their own class and those classes above them (i.e., Freshmen rated freshmen, sophomores and juniors), in rank order, using the following criteria: Demonstrated Leadership in support of The Citadel Regulations, Military Bearing, Acceptance of Responsibility, Communications Skills, Decisiveness, Judgement, Physical Conditioning, Initiative, and Team Player. Consideration of academics (GPA of 2.00 for NCO rank and 2.25 for Captain and above), and discipline were applied during the final selection process. These evaluations were used by the cadet commander to make a peer order of merit list (OML). The Company Commander and Tactical Officer next evaluated the three classes (freshmen, sophomores and juniors), using the same procedures outlined above. The commander combined the peer evaluations, Company Commander and Tactical Officer evaluations, into one OML. Each final class OML was co-signed by the Tactical Officer and Commander and given to the Commandant for a briefing with Tactical Officers and Company Commanders. Colonel Zinser reviewed the final OMLs with Battalion and Company Commanders. Rank Boards used the final OMLs and were held during the period 29 March-3 May.

12. Inspections

Morning Room Inspections continued to be conducted by the Cadet Chain of Command, members of the Guard, Tactical Officers, and the Commandant on a routine basis. The Commandant's Inspection on 7 November was very successful. The number of these inspections were increased so that four were held during the second semester. Colonel Zinser's meetings with Tactical Officers prior to each SMI to discuss inspection standards has proven to be successful in improving these inspections.

During SMI on 13 February, a surprise search was made of cadets' automobiles registered on campus. The search was conducted by Tactical Officers and cadet leadership. Cadets who refused to allow the inspection were directed to remove the decal from their cars and are no longer authorized to park on campus. Cadets had 24 hours to remove their cars from campus. Vehicles were searched for contraband; specifically hand guns, rifles, shotguns or other weapons, alcohol products, illegal drugs, etc. If any of these items were found, the inspector took the following actions:

-- Weapon: Notified Commandant who notified Public Safety. Public Safety took custody of the weapon and secured it until the cadet picked it up to take off campus. Inspector initiated a DR for possession of weapon on campus. Three weapons were found.

-- Alcohol: Tagged alcoholic container with a white tag and put the cadet's name, auto tag, and campus sticker number on it and secured until container was turned over to the Public Safety Officer. Public Safety provided a receipt for the container and destroyed/disposed of the alcohol. Inspector initiated a DR for possession of alcohol on campus. A limited amount of alcohol was found.

-- Drugs: No drugs were found. Had they been found, the Inspector would have immediately stopped the inspection, notified the Commandant and Public Safety. The Public Safety Officer would have taken over, and secured the evidence. The Inspector would have initiated a DR for possession of drugs on campus.

-- At the completion of the inspection of his automobile, the cadet was directed to return to the barracks. Cadets who did not have cars or whose cars were inspected, remained in their barracks until the inspection was completed or the Commandant directed that they could leave barracks or inspection recall. The inspection was an administrative inspection to ensure compliance with The Blue Book and College Regulations, and is in consonance with the cadet's agreement to allow his car to be inspected when he registered it on campus.

13. Mess Hall

The Mess Council made numerous recommendations to change the operation and menus. Mr. Zemba, Director of Dining Services, made all changes in an outstanding manner. The reduction of noise level in the Mess Hall continues. Emphasis continues to be placed on good manners and allowing the Fourth Classmen to eat a full meal without harassment. Etiquette training for Cadets was conducted, by Battalion, during drill periods on Tuesdays, in October and November.

14. Greater Issues Series

Following Greater Issues Addresses were presented during the School Year: 18 February - LTG Julius W. Becton, USA, Retired, President, Prairie View A&M University; 26 February - Admiral Stanley R. Arthur, Vice Chief of Naval Operations; 13 March - The Honorable Carroll A. Campbell, Jr., Governor of South Carolina; 16 March - The Honorable Joseph P. Riley, Jr., Citadel '64, Mayor of Charleston, South Carolina.

15. Filming on Campus

A crew of four to include the Correspondent, Lucky Severson, Producer Pam Kawi, cameraman and soundman taped a segment for the NBC "Today Show". During filming, they followed one cadet through his normal routine. The story for the show concerned "What is it that makes the single-gender, i.e., all male military environment appealing to young men?"

A production crew was on campus during Sesquicentennial Week to film "Memories on Video".

16. Awards

Following are highlights of Awards Presentations: The President's Cup (Company G) and the Summerall Cup (Company M) were presented at an Awards Review on 18 September. Dean's List Awards were presented to cadets prior to the Gold Star Review on 2 October; the Regimental Commander's Cup was presented to Company I at the

Parents' Day Review on 17 October; the second Gold Star Review was held on 29 January and Dean's List Awards were presented to cadets just prior to the Review. Cadet Matthew J. Coates received the MacArthur Cadet of the Year Award, and Cadet David M. Stephens received the Society of the Cincinnati Award during the Review on 19 February. Brigadier Club Awards were presented at a Review on 19 March and the Palmetto Medal Awards were presented at a Review on 20 March. College and Military Awards were presented at the Review on 16 April. A special Awards Ceremony for cadets was held in Mark Clark Hall on 23 April, and the Cadet Awards Reception was held on 27 April in the Dining Hall. The Star of the West Finals were held on 13 May (won by Cadet David Corry), followed by an Awards Review, where the Commandant's Cup was presented to Company D.

The General Awards Committee, chaired by Colonel Zinser, met on 26 January and 23 February to select nominees for nine cadet awards. This concluded the selection process for this committee for this School Year. ROTC Department Heads selected Cadet Terry L. Bullard as the recipient of the Congressional Medal of Honor Society Award on 31 March.

C. Special Activities

Corps Squad/Corps Relations. During School Year 91-92 there was real and perceived tension between the Cadet Corps non-athletes and the Cadet Corps Squad members. The Commandant attended several meetings with cadets and coaches before and after summer camp, and during first semester, to identify the causes and possible steps to eliminate the tension. The primary cause is a lack of understanding. The objective of actions taken is to get the Corps behind their teams and to encourage the athletes to be full members of The Citadel experience. The goal is to change the negative perception to a belief that the teams are the Corps' squads - possessive rather than adversarial. The coaches and the cadets agree that there has been a significant improvement in this area during School Year 92-93.

A Corps Trip was conducted for cadets to attend The Citadel/Army football game at the United States Military Academy, West Point, New York on 26 September. Colonel Zinser accompanied the cadets. Cadets were billeted in barracks with West Point cadets.

Parents' Day Activities. 15 October - Senior Class Ring Presentation Ceremony, Summerall Chapel; 1993 Junior Sword Drill Performed for the Corps; 16 October - Retreat Parade at which the Fourth Class officially joined the Corps; Junior Sword Drill Performance; Ring Ceremony; Formal Ring hop; 17 October - Squad Drill Competition for the Kelly Cup; Band Concert; Parents' Day Review and Luncheon; Football with Marshall at which the 1993 Summerall Guards performed at half-time.

Homecoming Activities. 12 November - Cadet Talent Show and Crowning of Miss Citadel '93; 13 November - Retreat Parade and Sesquicentennial Alumni Banquet; 14 November - Unveiling of Portrait of General Watts; Homecoming Review and Luncheon; football with VMI with half-time activities including the Reenactment of the Signing of the Bill establishing The Citadel 150 years ago, and performance by The Citadel Color Guard. A special Citadel Museum Display of the Proclamations from National, State, and Local Governments in recognition of the founding of The Citadel were on display until 14 May.

Furloughs. Thanksgiving Furlough was scheduled from after the Tactical Officer Inspection at 0800 on 21 November until 2230 on

Sunday, 29 November. Christmas Furlough began after the last scheduled exam on 16 December and ended at 2230, 13 January. Second semester classes began on 15 January. Spring Furlough began after the Tactical Officer Inspection at 1200 on 2 April and ended at 2230 on 12 April. Classes resumed on 13 April. Summer Furlough began after Commencement on 15 May and ends at 1600 on 22 August.

Three Christmas Candlelight Services were held this School Year in Summerall Chapel (7 and 8 December for the Corps of Cadets and Citadel Family; and 9 December for the public).

A memorial service in honor of Dr. Martin Luther King's birthday, sponsored by The Citadel's Afro-American Society, was held in Summerall Chapel 21 January. Guest speaker was Major Claude Davis, USMC, The Citadel NROTC Detachment. In addition, the church service on 24 January at 0900 was in recognition of Dr. King. Over 200 cadets and faculty participated in these two services.

Black History Month was celebrated at The Citadel 1-24 February as follows: General Watts spoke to the Corps; Showing of the Movie "Glory"; Panel discussion of Minority Officers "Challenges & Opportunities": The African-American Military Experience -Moderator: Maj Claude Davis, USMC; Showing of the Movie "Gold Bars/Silver Stars"; Lecture: "International Business Issues" by Mr. Henry L. Michel, PE, Chairman of Parsons Brinkerhoff Inc.; Academic Presentation "No Masters but Ourselves" by Dr. Bernard Powers, College of Charleston History Professor; Civil War Reenactment by the 54th Massachusetts Regiment; Showing of the Movie "Men of Bronze"; Presentation of the Play "Soldier's Story" at the College of Charleston Emmett Robinson Theater; Chapel Services with MG Matthew A. Zimmerman, US Army, Chief of Chaplains as Guest Minister; Voices of The Citadel Gospel Choir, Protestant Choir and Cadet Chorale; Showing of the Movie "Blood"; and an Academic Presentation "Histories: Personal & Communal" by Professor David L. Smith, of Williams College.

General Watts presented Who's Who Certificates to cadets on 11 February.

Religious Emphasis Week was celebrated on campus during the period 14-18 February. Included in the celebration were: Services conducted by Second Battalion Cadets with the Cadet Regimental Commander as guest minister; Anna Hutto in Concert; Prayer Breakfast; presentation by Aidan McKenzie, former British and World Cup Soccer Player; presentation by Jose Alvarez and Charles Collins; and presentation by Wallace Francis, former All-Pro/Atlanta Falcons.

Selection of 1993-94 Summerall Guard was completed on 25 February.

The Corps held elections of 1994 Honor Committee Representatives on 25 February. The Corps used drill periods on 23 and 30 March for Honor Manual Study. Two battalions participated each day.

Corps Day activities included: 18 March: the Marion Square Review at which a Sesquicentennial Plaque was dedicated, and members of the Washington Light Infantry participated in a Changing of the Guards; a Military Tattoo featuring the Cadet Color Guard in period uniform, Regimental Staff, Band, Pipe Band, Chorale, Original 13, Junior Sword Drill, Summerall Guards, Cadet Rifle Legion, Gospel Choir and the Canadian Army Cadet Pipe Band from Canada in McAlister Field House; 19 March: Classes were canceled due to scheduled activities for the Corps; Inaugural Lecture by Dr. Jagdish Mehra, Distinguished Visiting Professor of Physics; Corps-wide PT Run in

the Hampton Park area and The Citadel campus; Dedication of the Frank W. Munnerlyn Snack Bar in Mark Clark Hall; Greater Issues Address by The Honorable Carroll A. Campbell, Jr., Governor of South Carolina; 1993 Summerall Guards performed; Brigadier Club Awards Review during which Governor Campbell trooped the line; Big Band Concert; Grand March and Sesquicentennial Ball; 20 March: Bond Volunteers Ceremony/Performance-Presentation of Anthony Griffin Sword; Corps Day Review (Palmetto Medal Awards); Military Tattoo (same as 18 March); 21 March: Ecumenical Chapel Service, followed by Chapel Reception; Spring Concert by The Citadel Band and Pipe Band in Hampton Park.

CDF and Brigadier Club representatives talked to seniors on 29 March, reference fund raising after graduation.

Exams were held during the period 4-11 May.

Commencement Week activities included: 13 May - Star of the West Competition; the Cadet Awards Review; and Baccalaureate Services; 14 May - A Review in honor of the Board of Visitors, the '92 Summerall Guards performed for the Class of '93; and Graduation Parade, at which the Sesquicentennial Flag was retired; followed by the President's reception for graduates and families; 15 May - Commissioning Ceremonies, and Graduation Ceremonies, followed by Pinning-on ceremonies for newly commissioned officers of each service.

Members of the Band performed on 38 occasions, including 7 off-campus performances. They also performed with members of the Pipe Band on 48 occasions, including 13 off-campus performances. Highlights of special performances were as follows: for the Southern 500 Parade, Darlington, SC, on 5 September; for the Charleston Scottish Society, Boone Hall Plantation on 19 September; in the Charleston, SC Downtown Holiday Parade on 6 December; 17 cadets served as All-County Band Adjudicators for Berkeley County Schools, Moncks Corner, SC on 30 January; the Cadet Pep Band performed at the Southern Conference Basketball Tournament, Asheville, NC, 5-7 March; for Opening Ceremonies of the MCI Heritage Golf Classic in Hilton Head, SC on 13 April; performed a concert in Myrtle Beach, SC, 16-18 April; and 2 Buglers played Echo Taps at the L. Mendel Rivers Branch 50, Fleet Reserve Association's USS HOBSON Memorial, Charleston, SC, on 25 April.

Members of the Pipe Band performed on 33 occasions, including 28 off-campus performances. They also performed with members of the Band on 48 occasions, including 13 off-campus performances. Special highlights of the Pipe Band's performances were as follows: for the Charleston Scottish Society, Boone Hall Plantation on 19 September; First Presbyterian Church Scottish Heritage Ceremony, Charleston, SC on 20 September; competed at the Flora MacDonald Highland Games in Red Springs, North Carolina on 3 October; during the Emergency Responders Appreciation Day Parade in Aiken, SC on 10 October; for the Daughters of the American Revolution Columbus Day Celebration, Columbia, SC, 11 October; during the annual observance of Veterans' Day at the Cathedral Church of St. Luke and St. Paul, Charleston, SC, on 15 November; for the Columbia, SC Tartan Ball and Kirkin' o tha' Tartans on 28 November; at the St. Andrew's Society Annual Banquet, Charleston, SC on 30 November; in the Charleston, SC Downtown Holiday Parade on 6 December; for an Air National Guard Change of Command Ceremony at Douglas Airport, Charlotte, NC on 7 February; for the Special Olympics Opening Ceremonies at The Citadel on 5 March; Pipers and Buglers performed at Charleston Elks Lodge during Coastal Carolina's Eagle Scout Recognition Banquet, Charleston, SC on 7 March; in the St. Patrick's Day Parade,

Savannah, Georgia on 17 March; in the St. Patrick's Day Parade in Charleston, SC on 17 March; during the Opening Ceremonies for the Mental Health Association of the Lowcountry's 6th Annual "Just Say No To Drugs" rally in Mt. Pleasant, SC on 27 March; for the 5th Annual Charleston Music Festival for High School Students, Charleston, SC on 23 April; and for the Abbeville, SC Historical Society dedication of the Burt-Stark Mansion as a National Historical Landmark on 2 May.

A Cadet Color Guard performed on 28 occasions. Special highlights of Cadet Color Guard's performances were as follows: at the SC Commission on Aging, Charleston, SC on 4 September; at the Opening Ceremonies of the Southern Governors' Association Conference, Charleston, SC on 11 September; the Ruritan National Foundation meeting, Charleston, SC on 26 September; opening session of the National State Printing Association Conference, Charleston, SC on 28 September; Daughters of the American Revolution Columbus Day Celebration, Columbia, SC, 11 October; during the SC Convention of Independent Insurance Agents of SC, Charleston, SC on 19 October; in support of Governor Campbell at the New Aviation Center, North Charleston, SC on 24 October; during opening ceremonies of the Coastal Carolina Fair, Ladson, SC on 29 October; a 12-man Color Guard marched in the SC Veterans' Day Parade, Columbia, SC on 11 November; participated in the Veterans' Day ceremony, Charleston VA Medical Center on 11 November; at the National Conference of Insurance Legislators, Charleston, SC on 16 November; in the Charleston, SC Downtown Holiday Parade on 6 December; for the National Engineers Week Banquet in Charleston, SC on 19 February; the Chapel Color Guard participated in the St. Patrick's Day Parade in Savannah, Georgia on 17 March; for the Hibernian Society of Charleston on 17 March; for the Charlotte Hornets-Orlando Magic Basketball Game, Charlotte, NC on 7 April, which was televised on Regional TV; for the South Carolina Medical Association's Annual Meeting in Charleston, SC on 23 April; for the SE Regional Educational Conference, National Contract Management Association, in North Charleston, SC, on 29 April; and for the Abbeville, SC Historical Society dedication of the Burt-Stark Mansion as a National Historical Landmark on 2 May.

A group of Cadet Eagle Scouts participated in and judged the Boy Scout Camporee for the Swamp Fox District in Moncks Corner, SC, 23-25 October.

At the request of Dr. Barbara S. Nielsen, SC State Superintendent of Education, twenty cadets acted as escorts during the annual conference of Chief State School Officers in Charleston, SC, on 14 November.

Two cadets attended the US Military Academy Student Conference on United States Affairs, 14-18 November.

Cadet Todd Dantzler taped a clogging dance routine on 20 November for a Television Show "Barrymore", in London, England. The show was televised as a Christmas special in England. Cadet Dantzler generated a great deal of positive publicity after doing the routine during the Band's participation in the "Edinburgh Tattoo" in Scotland in 1991. The television company paid all expenses for Cadet Dantzler and Major Day, the Band Director. Major Day and Cadet Dantzler were invited to return in 1993, again at the expense of the network, for a special show being planned for the Royal Family. A formal invitation will be sent after dates are known.

Civil War Reenactment Club cadets participated as follows: in

the 3rd Annual Reenactment of the Battle of Secessionville, Boone Hall, Mt. Pleasant, SC, 14-15 November; in the Reenactment of the Battle of Rivers Bridge, Ehrhardt, SC, 5-7 February; and in the 130th Reenactment of the Battle of Murfreesboro, Smyrna, Tennessee, 4-8 March.

Cadet Religious Groups participated in Religious Retreats and conferences throughout the School Year. Special highlights follow: Five cadets attended the National Student Leadership Conference and Prayer Breakfast in Washington, DC, 17-20 September; and three cadets attended the Annual Governor's State Prayer Breakfast in Columbia, SC on 31 March.

The Cadet Gospel Choir participated as follows: at the "Fall for Greenville" Festival, Greenville, SC, on 9 October; in a concert at the Centenary UM Church, Charleston, SC on 25 October; acted as escorts at the 34th annual New York Sepia Fashion Revue, Charleston Southern University, North Charleston, SC on 29 October; at a Gospel Brunch in Charleston, SC on 1 November; in a joint concert with Charleston Southern University, North Charleston, SC on 15 November; in US Naval Academy Black History Month Gospel Sing, 5-6 February; in a Concert with the College of Charleston at Morris Brown Baptist Church, Charleston, SC, on 28 February; at the Israel Baptist Church and Antioch Baptist Church in Atlanta, Georgia on 24 and 25 April; and with the Charleston Men's Chorus at The Citadel on 29 April.

The 1994 Summerall Guards participated in the Veterans Day Parade, Columbia, SC on 11 November; in the Carolina Carillon, South Carolina's Holiday Parade, Columbia, SC on 5 December; and performed and marched in the parade, during the Azalea Festival, Wilmington, NC, from 2-3 April.

The Cadet Chorale performed as follows: at the dinner celebration for the 50th Anniversary of the 20th Air Logistic Squadron of Charleston AFB on 9 October; for the St. George, SC Fine Arts Series on 4 December; for the Charlotte International Forum, Charlotte, NC, 2-3 February; and sang the National Anthem at the Charlotte Hornets-Orlando Magic Basketball Game in Charlotte, NC on 7 April, which was televised on Regional TV.

The Citadel Legion Drill Team performed as follows: March - in the parade at Mardi Gras, New Orleans, LA; and during the Corps Day Tattoo Ceremony at The Citadel; April - performed for the State Law Enforcement Division Convention at The Citadel; and in May, competed in the National Drill Team Championships at Daytona Beach, Florida.

A 4-Man Cadet Color Guard, 2 Drummers, 2 Buglers, 8-Man Firing Squad, Weapons Officer, and Cadet OIC performed for the Washington Light Infantry Memorial Service at St. John's Lutheran Church, terminating at the Washington Light Infantry Monument in Washington Park adjacent to City Hall on 21 February.

The Cadet Combo played at the Washington Light Infantry's 186th Anniversary Banquet, Charleston, SC on 22 February.

The Cadet Regimental Commander and Regimental Sergeant Major attended the Texas A&M Military Weekend, 24-28 February.

The Protestant Chapel Choir performed in Irmo, SC, Hartsville, SC and Winnsboro, SC, 23-25 October; participated in a Spring Tour of Florida and Georgia, 4-7 March; and performed at Asbury United Methodist Church, Charleston, SC on 14 March.

Ten members of the Cadet Round Table toured and interviewed personnel at the State Department, Washington, DC, 10-14 March.

The Catholic Choir participated in a tour of North Augusta and Greenwood, SC, 12-14 March.

A segment of the Pipe Band, the Chapel Color Guard, and one platoon of Companies D, G and T participated in the St. Patrick's Day Parade, Savannah, Georgia, on 17 March.

Nine senior cadets acted as escorts during the Azalea Festival, Wilmington, NC, during the period 31 March-4 April.

Twenty-two State Flag Bearers participated at the Association of State Criminal Investigative Agencies Meeting, hosted by the State Law Enforcement Division, Charleston, SC, on 27 April.

A Cadet Color Guard and 3 Pipers performed for the Abbeville, SC Historical Society dedication of the Burt-Stark Mansion as a National Historical Landmark on 2 May.

D. Department of Military Science

1. Mission

The mission of the Department of Military Science is to recruit, train and commission the future officer leadership of the United States Army and to develop citizenship. The mission is accomplished by providing our cadets with challenging, exciting and quality training designed to ensure the cadet's success. The program prepares a cadet to accept the demanding responsibilities of an Army lieutenant. Five cadets received their commissions between October '92-January '93. Thirty-nine senior cadets received a commission at graduation, May '93. Four cadets will receive their commissions after summer school and another nine cadets in the Class of 1993 will receive their commissions at the completion of Advanced ROTC Summer Camp at Fort Bragg, North Carolina. The total is 57 Army commissionees for the Class of 1993.

2. Personnel

Colonel Roy F. Zinser, Jr., Class of '68 completed his second year as the Professor of Military Science and his first year as Commandant of Cadets. This summer, the Palmetto Battalion will lose two officers. LTC Speicher will be transferred this June, Major Zodon will retire from the Army in May and Captain Luce will separate in August. Their replacements are Major Davis, Major Chandler and Captain Thompson. Next semester the battalion will also lose another cadre member, SGM Williams, who will retire in November.

3. Operations

1992-1993 was our seventh year as the Palmetto Battalion. This organization, made up entirely of Army contract and scholarship cadets, plans and coordinates all the training activities for the Army cadets under the supervision and guidance of our Active Duty cadre. The battalion conducted four field training exercises for cadets bound for the Advanced Summer Camp. The culmination of this year's training was the week long "Mini-Camp" held 16-25 May '93 at Fort Jackson, SC. The Mini-Camp reinforces all of the training that has occurred during the year and is the final test to see if your cadets are prepared for the Advanced Summer Camp training. Our Ranger Challenge team finished first, for

the first time, in the Brigade competition and won 4 out of 7 of the competitions at the Region Level.

Distinguished guest speakers who addressed Army cadets during the year include: MG Robinson, CG, Fort Rucker, Alabama, and MG Baiden, CG, 120th ARCOM.

Closing enrollment in the Army program last year was 854 cadets. This year's opening enrollment was 865 cadets with a closing enrollment, second semester, of 835. Currently 14 seniors, 4 juniors, 24 sophomores, and 4 freshmen (with 23, 3-Year Scholarship designees) are on Army scholarships.

4. Extracurricular Activities

The Citadel was the recipient of a Cobra helicopter for Static Display, courtesy of MG Robinson.

The Battalion had an active chapter in the Association of the United States Army. This chapter organized, coordinated and ran the Detachment Dining-Out.

The Citadel Chapter of the Army Aviation Association of America (AAAA) remains the only chapter in the country which is run solely by cadets. AAAA sponsored a trip to the Charleston Air Force Base air show. In April, members of AAAA attended the annual convention at Fort Worth, Texas. Our cadets were specifically invited to all executive-level functions as guests of the National AAAA President, and were ushers for all major events. Cadet Timothy Swanner was placed on the National Executive Board as the student representative.

The Cordell Airborne Ranger Company is another active organization. Consisting of 80 cadets, they participated in four field training exercises. These exercises culminated in a two day off-campus deployment to Ft. Jackson. The year concluded for the Cordell Company with a "best squad" competition. The competition included skill level, one common task tests, as well as a road march and an APFT.

Last summer, Army cadets did extremely well in Advanced Camp and at special training schools. 52% of our cadets finished in the top 1/3 of all cadets at Advanced Camp. The 100% completion rate at specialty schools included 78 cadets who received their Airborne wings and 33 cadets who received their Air Assault Badge. Seven cadets attended Cadet Troop Leadership Training (CTLT) with Active Duty units. Army cadets will be attending these schools again this summer and a higher success rate is anticipated.

5. Future Developments

The Battalion will continue to strive to recruit top quality cadets into the Army program to train, retain and to commission them as lieutenants upon graduation. We strive for excellence in leadership, and want the whole man who demonstrates the military, academic, spiritual and physical requirements necessary to become a quality officer. Currently over 83 rising juniors are completing the paperwork to be contracted in August '93. This is twice the number that contracted in August '92. We have made numerous improvements to our facilities and program. The detachment has developed student work books for each MS level, a state-of-the-art briefing and an aggressive counselling program. During the December '91 command inspection of The Citadel's Army Detachment, the inspection team chief stated "The Citadel is the

best ROTC Battalion in Cadet Command." The Detachment received numerous commendable ratings. We are proud of what we have accomplished, and we will continue to work hard providing the training, equipment and material necessary to train and educate the cadets on the opportunities of the Total Army Force: The Active Army, the Army Reserves, and the Army National Guard.

To attract Army scholarship winners to The Citadel, this is the second year The Citadel will offer a \$2,500 supplement to all four-year Army Scholarship winners and free room for three-year Advanced Designee Scholarship winners. These financial incentives are required to stay competitive with other institutions which offer similar incentives. We anticipate 30 scholarship winners this year.

E. Department of Aerospace Studies

1. Personnel

There will be very little turnover in the Air Force Department this summer. Captain Mark McCullohs, Class of '87, is the only new member, reporting in July. He replaces Captain Mark Salas who has taken over the Regional Director of Admissions duties, assigned to Hq AFROTC but residing at The Citadel. In addition, we have lost Major (Sel) Ed Memi, who was reassigned to Little Rock AFB in March. The training cadre for next year will be extremely experienced with three instructors starting their third year here. Those instructors are Captain Joel Juren, Captain Allen Blume, and Captain Dean Newsome. Three other instructors will begin their second year of teaching: Major Brian Erts, Captain Reedy Hopkins, and Captain Frank Hinson. The Professor of Aerospace Studies, Colonel Jim Scott, is also beginning his third year at The Citadel. Our administrative specialists also have an additional year under their belts. TSgt Pat Granada and Sgt Bran Zivojinovic begin their third year, while SSgt Cheryl Oliver and Sgt John Holderbaugh begin their second year. It is indeed a rarity to have such an experienced staff and we will take full advantage of the situation, looking forward to the best recruiting and commissioning year in a decade.

2. Operations

During the Academic Year 1992-1993, the Department of Aerospace Studies made numerous improvements to the program aimed at increasing the number of qualified cadets seeking Air Force commissions. These included improved working relationships with The Citadel's offices of Admissions and Financial Aid, improved relations with local high school counselors, direct mailouts to each cadet enrolled on campus not currently under contract with another ROTC unit, mailouts to each cadet eligible for Air Force scholarship opportunities, mailouts to each student in the top 25% of the junior class in the local high schools, and telephone contact with each 4-Year AFROTC scholarship recipient in the State of South Carolina. These improvements have tripled the number of cadets seeking Air Force contracts, and is bringing 15 Air Force scholarship recipients to The Citadel in the Fall of 1993. As of May 1993, we had 558 cadets enrolled in Air Force ROTC classes. We will commission 18 officers in FY '93 and expect to commission more than 30 in FY '94. We continue to improve our academic curriculum by incorporating officer panels, guest speakers, and additional training for our instructors. We are currently revising both the AS 300 and AS 400 level courses to keep current with the changing political and military environment.

3. Extracurricular Activities

The Department of Aerospace Studies has the most active orientation program in the nation. Cadets have a unique opportunity to see numerous activities due to the proximity of Charleston AFB. The most exciting of the base visits was the full motion C-17 simulator. Cadets got first hand experience using state of the art equipment. In addition, we have coordinated to have space for Air Force cadets to fly on C-141 airdrop missions. These missions fly once a week and are a very successful recruiting tool to get cadets involved in Air Force activities. We also implemented marksmanship, land navigation, chemical warfare, F-16 simulator rides, and confidence course training. During the first semester we took over 150 freshmen to Charleston AFB to orient them to Air Force functions. We also feature many activities for cadets on contract, such as the in-processing orientation we arranged for graduating seniors to participate in. The Roland F. Wooten Arnold Air Society is extremely active, participating in numerous events. These events include a stadium clean-up, visits to the local V. A. Hospital, T-shirt sales, F-4 aircraft wash, and hosting both the Air Force Birthday celebration and the annual Dining-Out. The most unique activity for the Arnold Air Society was an honor guard they performed at the Vietnam Veterans Memorial, commemorating the 10th anniversary of the memorial. Citadel cadets are extremely fortunate to have both Charleston AFB and Shaw AFB in the local area. We use both of these bases to expose our cadets to new experiences and to generate interest in an Air Force career.

4. Future Plans

The outlook is very promising for the Air Force Department. We have made it through a couple of lean years and now look to once again be one of the leading detachments in commissionees in the nation. As stated before, we look to commission at least 30 cadets for the next two years. In addition, we have been bolstered by scholarship cadets being directed to The Citadel because of in-State tuition costs. The combination of a highly experienced staff and a positive image of AFROTC in the Corps of Cadets makes for a very exciting and promising year to come.

F. Department of Naval Science

1. Personnel

Colonel John B. Creel, Jr., Commanding Officer, Professor of Naval Science, and Deputy Commandant is retiring from the Marine Corps as of 30 June. Colonel Giuseppe Betta, USMC, is his slated relief and will assume command upon Colonel Creel's retirement. Commander Julian E. Teske, USN, arrived in October as the unit Executive Office. Major Claude H. Davis, III, Marine Officer Instructor will depart in June for Marine Corps Command and General Staff College. Lieutenants Ford P. Menefee, Senior Naval Instructor and Jonathan B. Hensley will be leaving the unit and the Navy this fall. Lieutenants Hitch Peabody and Carl Cusaac departed during the School Year. Lieutenant Jamie Lewis will join the unit in July as an Assistant Professor. Chief Gary Nordyke retired from the Navy in May. His relief as unit storekeeper is Chief Huey Dennis. Nine officers from the unit are slated to serve as Tactical Officers.

2. Operations

425 midshipmen were enrolled in NROTC classes at the end of the School Year. 46 of those were supported by Naval/Marine contracts or scholarships. 25 seniors were commissioned, including

4 Navy ECP students, 1 MECEP student and 8 PLC students. In addition, 2 Navy students plus 2 Marine students will be commissioned in June and August respectfully, bringing the total to 29 Naval Service commissionees from the Class of '93.

3. Extracurricular Activities

The Naval Science Department has enjoyed an extremely successful and busy year in the area of extracurricular activities. The proximity of the Charleston Naval complex to The Citadel campus provides tailor-made opportunities for meaningful and realistic training to prepare the midshipmen for the challenges of the fleet.

The Naval Science guest lecture program is designed to enhance NROTC midshipman knowledge of the Navy and Marine Corps missions and also to broaden their outlook and increase their exposure to a variety of views, options, and insights regarding the topical issues facing the Naval Services. Topic items addressed this year included nuclear power program opportunities; Navy Intelligence officer career opportunities and career pipeline; Naval Investigative Service terrorist and foreign intelligence brief; Command Master Chief orientation for junior officers; military law; Standards of Conduct; substance abuse and suicide awareness training; USMC Amphibious operations; updated carrier battle group strategy and Navy/Marine pilot training pipeline.

Summer midshipmen fleet training provides an excellent opportunity for real world training and junior officer development. NROTC, The Citadel, is extremely busy this summer coordinating cruises for 29 cadets. Highlights include Cadet Vern Grey being chosen to attend Navy Mini-BUDS in anticipation of his being picked up for Navy SEAL training upon commissioning. Two cadets attended '92 Mini-BUDS with one being chosen to attend Navy SEAL training after commissioning. All of the senior Marine cadets attended Officers' Candidate School (Bulldog) in Quantico, Virginia. The unit also supported 3 two-week offshore sailing sessions from Charleston to Jacksonville, Florida and back. The Rebellion Reach (NSY-17), logged 2110 miles underway in training and qualified 18 midshipmen from 5 different universities.

During the past year, the unit hosted the Marine Corps Battle Color Detachment, Washington, DC for the second time; Commander Ingram, CNET Nuclear Program Officer; Commander Singlinger, Mine Warfare Command Intelligence Officer; Admiral Johnson, Commander Theodore Roosevelt Battle Group, Admiral Arthur, Vice Chief of Naval Operations, General Mundy, Commandant of the Marine Corps, Major General Sheehan, J-3 CINC Atlantic and U.S. Marine Corps Presentation Team.

NROTC, The Citadel, placed considerable emphasis upon conducting a variety of training activities to enhance the professional development of our midshipmen. These activities included additional training days devoted to physical fitness and swim testing, sail qualifications, ship underway training, underway dedicated navigation training, ship tours, Pre-SEAL Training Program, and a Mini-Surface Warfare Officers' Training Course for newly commissioned Surface Warfare Officers in preparation for their advanced training; and a Marine-option field training exercise at Parris Island, South Carolina. In addition, unit personnel embarked and debarked over 200 midshipmen in Charleston from other NROTC units and the Naval Academy; participated in all Citadel Weekend Visitor Programs and football recruiting weekends; took part in a Joint City of Charleston Citadel Habitat For Humanity Community project and took a very active role in local minority scholarship

recruiting.

As always, the goal of NROTC is to motivate our midshipmen to perform to the best of their abilities and beyond. Academic performance of the midshipmen continues to be well above the college average. During the spring CNET Scholarship Selection Board, 14 Citadel NROTC Cadets were selected out of 30 applicants for a 47% selection rate. ECP and MECEP students continue to set an excellent example for our midshipmen with an aggregate grade point average of 3.51.

To further emphasize academic excellence, the Naval Science Department has continued a supervised study hall 1900-2200 on Sunday through Thursday evenings. This program, coupled with a Navy Tutor Program, Mentor Program and a Study Skills Program, have been responsible for a marked improvement in midshipman academic performance.

4. Future Plans

As the budget and the fleet continue to shrink, it is becoming increasingly more competitive to earn a scholarship or contract for commission in the Naval forces. As a result, our scholarship and contract recipients are of the highest academic and professional caliber. Our future challenge remains to be to develop these young midshipmen into the future "leaders of the fleet" by continuously challenging them to perform to their highest potential, both academically and professionally. NROTC, The Citadel, plans to execute this mission by refining and continuing the programs that have assisted us in commissioning junior officers ready for the challenges of the fleet. These programs include the supervised Study Hall Program, Tutor Program, Mentor Program, Study Skills Training, realistic hands on fleet training and the department guest lecture program.

V. ADMINISTRATION

A. Personnel Services

During FY 1992-93, the Department of Personnel and Administrative Services reported directly to the President through the Executive Assistant. The department continued to provide viable services to the faculty and staff in the areas of personnel services, affirmative action, distribution/postal, administrative services, and records management. In addition, the department maintains the necrology for the college. Following are significant accomplishments during FY 1992-93 in these areas of service:

1. Central Computer Services: The Personnel Office was successful in enhancing the human resource series (HRS) of the college computer with the assistance of assigned Information Resources Management (IRM) program analyst, making it more functional and efficient. Personnel changes are still reported directly to the Division of Human Resource Management (DHRM) through on-line data entry.

2. FY 1992-93 Salary Increases:

a) Based on the provisions of the FY 1992-93 Appropriations Act, the President approved the following pay policies for classified employees for FY 1992-93:

1) General Cost of Living Increase: The Appropriations Act authorized funds for base pay increases for classified employees. Effective 1 October 1992, all employees in classified positions received a two percent (2%) general base pay increase, unless the increase resulted in an annual equivalent salary exceeding the maximum salary of the pay grade.

2) Promotional, Reclassification, and Grade Reallocation Increases: The President certified to the State Budget Division and the Division of Human Resource Management that internal funds were available to pay the annualized cost of increases awarded. Current pay policies for promotions, grade reallocations, and reclassification were continued for FY 1992-93 as follows:

For salaries of \$14,999 or less	- 0-8%
For salaries between \$15,000 and \$19,999	- 0-6%
For salaries over \$20,000	- 0-4%

However, if justified that a promotion or reclassification was the result of unusual changes in responsibility and/or a movement of several grades, a percentage increase of up to 10% could be granted, if approved in advance by the President.

3) The Performance Pay Program: The

Appropriations Act did not fund nor make provisions for performance pay. However, performance ratings were still required, accomplished on time, and reported to the Division of Human Resource Management in a timely manner.

b) Based on the provisions of the FY 1992-93 Appropriations Act, the President approved the following pay policies for unclassified faculty and staff for FY 1992-93:

1) General Cost of Living Increases: Effective 1 October 1992, permanent unclassified faculty and staff in service since 2 June 1992 received an annual average two percent (2%) salary increase.

2) Promotion and Enhancement Increases: Although no funds were appropriated for promotional increases, internal funds were used to award faculty academic promotional increases as follows, effective 1 September 1992:

\$1000 for promotion to Associate Professor
\$1500 for promotion to Professor

There were no faculty salary enhancement increases for permanent/tenure-track faculty during FY 1992-93.

3) Performance Pay: The Appropriations Act did not fund nor make provisions for performance pay. However, performance ratings were still required and accomplished in a timely manner.

3. In addition, the 1992-93 Appropriations Act provided for the following:

a) One-Time Lump Sum Payment: Effective 1 December 1992, classified staff and unclassified faculty and staff in service since 2 June 1992 received a one-time lump sum payment as follows:

approximately \$290 if earning \$25,000 or less, or
approximately \$145 if earning \$25,000 or more.

b) Requirement that faculty and staff report any pay supplement received was continued, if it was not being reported by The Citadel as additional earnings and was not a part of individual's budgeted salary.

4. Benefit Programs:

a) Health Program: Effective 1 January 1993, a Health Plan Provider Directory was introduced and effected for subscribers in the State Health Plan. The Directory is divided into three sections, the State Health Plan Hospital Network, the

State Health Plan Physicians Network and the Mammography Testing Program. In each section, providers (Physicians, hospitals and mammography program participants) are listed alphabetically by name, state, county and in order of specialization. These providers agreed to participate in the networks but not as an endorsement of the State Health Plan. Subscribers in the State Health Plan are not required to select only physicians listed in the directory. However, it may be less costly and more convenient to use them. Regardless of the provider chosen, the same benefits are paid for covered services, with the exception of routine mammogram. Premium rates for Calendar Year 1993 remained the same for the State Health Plan. Premium increases for the two HMO's increased slightly, and rates were distributed to all faculty/staff members in a timely manner. Insurance rates were effected 1 January 1993 and remain in effect through 31 December 1993. The two Health Maintenance Organizations (HMO's) that continue to service the Tri-County area are HealthSource and Companion.

1) Student Certification: The requirement to submit documentation on letterhead stationery from the institution to certify that a dependent is enrolled or attend school as a full-time student was discontinued. A dependent must be recertified annually on or before his/her birthday. Enrollment is monitored and notifications sent to participants ninety (90) days prior to the dependent's birthday, which must be completed, signed, dated, and returned promptly to the Personnel Office. Dependents are not eligible for coverage, regardless of age, if they lose full-time student status, marry or are permanently employed.

2) MediCall: MediCall, a case management program, is still mandatory. Blue Cross and Blue Shield of South Carolina is the new administrator for this program. MediCall is designed to assist members with their health care.

b) Vision Care Program: This program was effected 1 January 1993. Vision Care is available, whether or not one is enrolled in the State Health Plan. The purpose of the Vision Care Program is to make vision-care services available at affordable prices. Certain ophthalmologists and optometrists throughout the State have agreed to a predetermined price limit of \$44 for a comprehensive eye examination. Participants receive a 20% discount on all eye wear purchases.

c) Dental Benefits: The State Dental Program administered by R. E. Harrington continues to be a viable, efficient program. There will be a dental open enrollment period during October 1993. Faculty and Staff who did not enroll in the dental program at the time of initial employment or during an open enrollment period can make an addition or change in their dental program during this open enrollment period. Premium rates for Calendar Year 1993 remained the same.

d) Retirement Benefits:

1) Effective 1 July 1992, the S.C. Retirement Systems was authorized by law to increase the employer contribution rate to cover the cost of providing health and dental insurance to retirees covered by the State health and dental plans. The employer contribution rates for FY 1992-93 are as follows:

S.C. Retirement System	9.395%
Police Officers Retirement System	12.145%

2) Participants in the S.C. Retirement Systems (SCRS) may now purchase additional retirement service through an installment plan. Military service, withdrawal service, and any other service credit requiring a contribution by the employee are types of service that can be purchased through an Installment Purchase of Retirement Service Credit Program. In addition, participating SCRS members may now name a different beneficiary for the Group Life Insurance benefit (one year's salary after one year's employment). Participating Optional Retirement Program members now get 4% of matching contributions when they leave active employment with The Citadel.

5. Tuition Assistance Program:

State law authorized state-supported colleges, universities, and state-supported post-high school vocational or technical colleges to provide assistance for educational expenses, including the payment, reimbursement, or remission of tuition or fees, to its permanent member of the faculty and staff. This authorized assistance is not considered a prerequisite of office or employment and cannot exceed four (4) credit hours a semester. Thirty-six faculty and staff have participated in the program since Fall of 1992.

6. In-Service Training and Career Development:

Opportunities for in-service training and career development programs were planned and offered to members of the faculty and staff, although limited this year because of budget restraints. Hazard Communication and Sensitivity Development were offered for all faculty and staff. Programs provided by other State agencies for employees were advertised and promoted, and New-Employee Orientation Programs were held monthly for new staff/faculty. In addition, The Citadel was represented at American Association for Affirmative Action Conferences, The College and University Personnel Association Conferences, the College and University President's Council, the College and University Personnel Council, and the State Human Resource Management Benefits Conferences.

7. Personnel Reports:

Personnel reports continue to be a significant function with reports submitted to the State Human Affairs Commission, the Commission on Higher Education and the U. S. Department of Education. In addition, several survey requirements were required by varying organizations, all of which were completed and returned as requested.

8. Faculty/Staff Academic/Military Promotions
Effected 18 August 1992:

To Associate Professor and Major

Jane Carol Bishop
James Randal Blanton
John Stewart Carter
Margaret Mates Lally
Warren William Woolsey

To be Major

William Chambliss Sharbrough, III

To Professor and Lieutenant Colonel:

David Gordon Allen
Thomas Raymond Dion
Peter John Rembiesa

To Lieutenant Colonel:

Kanat Durgun

To Colonel:

Michael Baker Barrett

Staff Military Appointments effected 1 July 1992:

Lee M. Glaze
Michael D. Payton (16 August 1992)

To Major:

Gary E. Cathcart

To Lieutenant Colonel:

Patricia B. Ezell
Wallace I. West, Jr.

9. Retirement:

Retirement counseling was arranged and conducted for 42 members of the faculty and staff. In addition, a Retiree Update Seminar for retired members of the faculty and staff was held 16 April 1993 with 100 participants in attendance. The following members of the faculty and staff retired during FY 1992-93:

Service Retirement:
 Ms. Elouise N. Alston 7 July 1992
 Ms. Bernice Jefferson 30 September 1992
 Mr. Delma B. McMakin 30 September 1992
 Mr. Donald D. Rankin 30 September 1992
 Mr. Zackies Brown 31 March 1993
 Mr. Junior L. Frazier 31 March 1993
 Colonel Herschel C. Hudson 15 May 1993
 Colonel Alva R. Ballentine 30 June 1993

Disability Retirement:

Bayly R. Ebner 21 July 1992
 Richard G. Bee, Jr. 29 August 1992
 Jonathon M. Clark 20 April 1993

10. Faculty/Staff Recognitions:

The Citadel Certificate of Appreciation was presented to retiring members of the faculty and staff along with the State Retirement Certificate of Service. In addition, the State Service Certificates and Pins were presented in January 1993 to the following members of the faculty and staff:

For 10 Years Service:

Faculty:

LTC Alfred J. Finch Maj. James M. Alford
 LTC Suzanne O. Edwards Cpt Richard O. Haughey
 LTC David G. Allen Dr. Conway F. Saylor

Staff

LTC Ben W. Legare, Jr. Mr. Anthony Bryan
 Mr. Robert B. Chisolm Ms. Sherilyn Coleman
 Ms. Marion D. Mitchum Mr. Rodney W. Perrine
 Mr. Herbert C. Ricker Mr. LeRoy W. Seabrook
 Mr. Vincent C. Smith Ms. Idella W. Spann

For 20 Years Service:

Faculty:

Col Isaac S. Metts, Jr.
 LTC James M. O'Neill
 LTC Jean-Marie P. Pages

Staff:

LTC Henry A. Kennedy, Jr.
 Ms. Ruby A. Bastian
 Mr. Harry B. Jefferson

Ms. Shirley C. Platt
Mr. Norwood W. Toomer

For 30 Years Service:

Faculty:

Col Charles F. Jumper

11. Statistical Summary of Personnel Actions:

	Classified	Unclassified
Merits/Employee Performance Evaluations	357	179
Promotions	13	11
Reallocations	0	0
Reclassifications	22	0
Salary Adjustments	4	0
Transfers	8	0
Demotions	0	0
New Hires	38	15
Terminations	29	7
Service Retirement	6	1
Disability Retirement	2	0
Deaths	2	1

Temporary Employees:

Students	394
Temporary Staff Employees	109
Adjunct Faculty	123
Graduate Assistants	68
Special Contract Employees	41
Military Contracts	26

12. New Permanent/Tenure Track Faculty Employed During Academic Year 1992-93:

Captain Whangbai Bahk, Assistant Professor of Modern Languages

Major John Aldro Brown, Associate Professor of Education

Captain Mark Paul Del Mastro, Assistant Professor of Modern Languages

Major Lawrence J. Dunlop, Associate Professor of Electrical Engineering

Captain Sheila Dale Foster-Stinnett, Assistant

Professor of Business Administration

Captain Katherine Jean Haldane, Assistant Professor of History

Dr. Jagdish Mehra, Distinguished Visiting Professor of Physics

Captain Kenneth Lee Miller, Assistant Professor of Education

Captain Janette Woody Moody, Assistant Professor of Business Administration

Captain Delbert Louis Rounds, Jr., Assistant Professor of Political Science

Captain Thomas Crawford Thompson, Assistant Professor of English

Captain Wemme Ensor Walls, Assistant Professor of Education

Captain Lisa Ann Zuraw, Assistant Professor of Chemistry

13. Temporary Faculty Employed or Continued for Academic Year 1992-93:

Mr. Bruce W. Evans, Assistant Professor of Electrical Engineering

Captain Richard O. Haughey, USCG, Retired, Assistant Professor of Business Administration

Mr. Albert J. Kunze, III, Assistant Professor of Electrical Engineering

Ms. Sandra K. Livingston, Instructor of Modern Languages

Ms. Conway F. Saylor, Associate Professor of Psychology

Mr. William L. Spearman, Instructor of Business Administration

Ms. Carol M. Young, Instructor of Modern Languages

14. Temporary Faculty Employed on Special Employment Contract for Academic Year 1992-93:

Dr. Ryan E. Droste, Adjunct Assistant Professor of Physics

Mr. Terry Mays, Adjunct Professor of Political Science

Ms. Ann L. Voit, Adjunct Instructor of Modern Languages

Dr. Ada A. Johnson, Visiting Assistant Professor of Modern Languages

Ms. Maria Lourdes R. Padilla, Adjunct Instructor of Mathematics and Computer Science

Mr. Brent A. Stewart, Adjunct Professor of Business Administration

Dr. Robert J. Williams, Francis C. Hipp Chairholder in Business Administration

15. Faculty Authorized Educational Leave of Absence and Sabbaticals Effective 18 August 1992:

Major Patrick R. Briggs, Associate Professor of Physics

Major Linda K. Elksnin, Associate Professor of Education

Captain Joseph W. Epple, Jr., Assistant Professor of Electrical Engineering

Lieutenant Colonel Peter Greim, Professor of Mathematics and Computer Science

Lieutenant Colonel Bernard J. M. Kelley, Jr., Professor of Biology

Colonel Philip W. Leon, Professor of English

Lieutenant Colonel Dorothy P. Moore, Professor of Business Administration

Colonel R. Douglas Porch, Professor of History

16. Faculty Returned from Educational Leave of Absence and Sabbaticals Effective 18 August 1992:

Colonel Robert E. Baldwin, Professor of Biology

Lieutenant Colonel Michael B. Barrett, Associate Professor of History

Colonel D. Oliver Bowman, Professor of Psychology

Major Leslie S. Cohn, Professor of Mathematics and Computer Science

Captain Andre' H. Deutz, Assistant Professor of Mathematics and Computer Science

Colonel Weiler R. Hurren, Professor of Physics

17. Faculty Resignations:

Captain Tamal Bose, Electrical Engineering Department

Dr. Dennis Cash, Education Department

Captain Alan B. Johns, Daniel Library

Captain Olga M. Paradis, Daniel Library

Mr. Roger E. Rosenthal, Mathematics and Computer Science Department

Captain Rick E. Treece, Modern Languages Department

18. Key Staff Appointments Effected During FY 1992-93:

Mr. James Douglas Garrett, Deputy Director of Physical Plant

Lieutenant Colonel Frederick James Kennedy, US Army, Retired, Assistant Commandant of Cadets

Major John R. Mill, Director of Public Relations

Lieutenant Colonel David Henry Reilly, Professor of Education and Psychology and Dean of Graduate Studies

Mrs. Elizabeth B. Summerford, Head Nurse

19. Youth Work Experience Program:

The Citadel continues to participate in the federal youth work experience program. Twelve (12) student participants were employed throughout the campus in a variety of jobs.

B. Affirmative Action: The Citadel Affirmative Action Plan was updated and approved by the President, The Citadel Board of Visitors, and the State Human Affairs Commission. Progress was made in all areas of affirmative action except faculty and executive/managerial job categories. The State Human Affairs Commission, at the request of the President, presented three workshops, one for senior college officials and two workshops for department heads and first line supervisors. In addition, the following reports and publications were prepared and distributed:

The Citadel Affirmative Action Plan
The Federal Government EEO-6 Report
The State Applicant Data Report
The Citadel Affirmative Action Goals Report

C. Postal/Distribution Services:

The Citadel Post Office provided daily support for students, faculty, staff, and campus residents. The Post Office generated in excess of \$60,000.00 revenue for the United States Postal Service in postage sold and fees. The office is also responsible for all official postage for the campus and has metered approximately \$200,000.00 in first class and bulk mail postage. Mail service is provided in Mark Clark Hall by way of General Service Window and delivery of mail to in-office lockboxes as well as two campus mail routes to include the Kovats Trailer Complex and several buildings throughout the campus.

In January of 1993, the Post Office was transferred from the Department of Student Activities to the Department of Personnel and Administrative Services, directly under Administrative Services.

In February, the window clerks attended an annual training session conducted by the United State Postal Service.

The yearly inspection of the Post Office was completed in April with an overall rating of "outstanding" being awarded.

D. Administrative Services:

1. Administrative Services:

a. Administrative Services continues to serve all departments and activities of the college. As an ongoing process, records of assignments, reassignments and terminations of on-campus

faculty and staff quarters are maintained along with the preparation and submission of various reports associated with on-campus quarters. Additionally, following is a brief summary of administrative publications prepared and distributed during CY 1992:

- 83 Weekly Bulletins
- 31 General Orders
- 68 Special Orders
- 23 Memoranda
- 641 Travel Orders
- 30 Foreign Travel Requests

b. Also, Administrative Services published The Citadel Telephone Directory with assistance of a commercial vendor at no cost to the college, and provided input to the Southern Bell Telephone Directory and the State Telephone Directory.

2. Copier Services:

Copier Services continued operations as an auxiliary activity. There are 30 copiers strategically located throughout the campus to serve the needs of all departments and activities. Sufficient funds were earned during CY 1992 to lease or upgrade older copiers and hence ensure "state of the art" service in all areas of the campus. The main copier, a Xerox 1065, is the high volume, high speed copier. Two (2) new copiers were added to the system. Replacement copiers and duplicators are "state of the art" copying and duplicating equipment in every respect. All replacements were leased with revenue realized from the copier service operation.

3. Telecommunications:

a. Telephone service continues to improve. Efforts to improve service as related to student long distance service, maintenance, billing, and other related items continue. All aspects of telephone service continue to be a challenging business. At the same time, The Citadel continues to be a leading influence in telecommunication improvements. Several cost reduction actions have been implemented and others are being studied on an on-going basis. Following is a brief summary of services provided:

1) 168 telephone work orders were processed and evaluated for action by The Citadel Physical Plant and/or the Division of Information Resource Management.

2) 202 telephone trouble reports were resolved by the Division of Information Resource Management, which required considerable consultation concerning the resolution of problems in the use of analog and digital telephone instruments.

4. Fax Service:

Fax Service has become a major vehicle in the rapid movement of information to and from The Citadel. Information is being received from and transmitted around the world via the fax telephone service. During FY 1992-93, over 9,100 actions were received or transmitted.

E. Records Management:

Records Management continues to provide services as a Records Center/Central Files/Microfilming Unit to all departments and activities. Following are significant accomplishments during FY 1992-93:

1. Retention Schedules: Developed and forwarded to the Department of Archives and History for review and approval 25 retention schedules. There were 16 retention schedules approved by the State Budget and Control Board.

2. Faculty and Staff Terminated Employee Files: Processed and filed 384 terminated faculty and staff employee files for the Personnel Office and individual departments for CY 1991.

3. Student Financial Files: Accepted and transferred student financial files for SY 1991-92 from the Treasurer's Office to the Records Center.

4. Student 201 Files: Transferred 1992 graduates to the Records Center to be microfilmed when all transcripts have been received from other colleges.

5. Microfilm: There were 128,455 documents microfilmed for FY 1992-93 as follows:

- Account Class Summary I & II - 1978-1987
- Alumni Biographical Cards - update Nov. 1992
- Board of Visitors Minutes - Sept. 1989 - June 1991
- Confidential Files (Students) - Aug. 1988 - Aug. 1990
- Graduate Program Files 1989-90
- Official Orders - 1991
- Personnel Terminated Employee Files - 1989 and 1990
- Student Medical Records - 1984 - 1987-1988
- Summer Camp - 1986- 1987 - 1988
- 201 Files - 1991-1992 non-graduates
- 201 Files graduates and non-graduates - 1954-1983 A-B

6. Records Center:

a. Records placed in the Records Center...208 cubic feet

b. Records retrieved from the Records Center
.....1448 documents

c. Records shredded.....857 bags

d. Records destroyed.....262
cubic feet

F. Necrology:

Three in-service deaths occurred during FY 1992-93:

Mr. Charles Gaillard, Physical Plant/Paint Shop, died on
5 July 1992;

Lieutenant Colonel Frank Seabury, Jr., Professor of
Biology, died 12 November 1992;

Ms. Lavinia R. Campbell, Health and Physical Education
Department, died on 6 February 1993.

G. Religious Activities

1. General

Worship services were conducted weekly for cadets, other students, faculty, staff and visitors. Protestant services, followed by a coffee, were held on Sunday mornings in Summerall Chapel at 0900. Special ecumenical services, with a reception following, recognized major Citadel weekends (Parents Day, Homecoming, Corps Day), anniversaries of our Armed Forces and other holiday events (Christmas, Easter, Martin Luther King, etc). Protestant evening services were held in Mark Clark Hall Auditorium each Sunday at 1815. The cadets led the service with the exception of the message. Catholic Masses were offered Sundays and Monday through Thursday in Summerall Chapel or Blessed Sacrament Chapel. Episcopal Holy Eucharist was held on Monday and Thursday evenings in St. Alban's Chapel. Muslim and Buddhist cadets attended services off-campus.

2. On-Campus Ministry

a. Weekly, Monday night, Religious Group Meetings supervised by campus ministers from local churches/synagogues, representing all major faiths and Protestant denominations, were held in different rooms in Mark Clark Hall.

b. Para-Church Groups meetings were on Thursday evenings under the supervision of group advisors on the faculty and staff. These groups included: Campus Crusade for Christ; Fellowship of Christian Athletes; Full Gospel Business Men's Fellowship; Navigators and; Officers' Christian Fellowship.

c. "Gathering '92" for parents and new cadets was held in Summerall Chapel the Sunday afternoon prior to beginning the college year. This event included an ecumenical service, follow-on reception and meeting with campus ministers. Approximately 1000 people attended this event and had the opportunity to meet with senior members of the staff, faculty and campus ministers. This has become a very popular way to begin the new academic year.

d. The Religious Banquet for fourth classmen, held after completion of the first week of fourth class training, gave the new cadets an opportunity to meet one another and to have their first regular meeting with the campus minister of their faith or denomination.

e. "Religious Emphasis '93" was held 15-18 February 1993. Schedule of events were Anna Hutto in Concert, speakers included Aidan McKenzie, Jose Alvares, Charles Collins and Wallace Francis on respective evenings. A kick-off Prayer Breakfast was held in the Mess Hall on 15 February with Aidan McKenzie as keynote speaker. Music was furnished by the Gospel Choir. The '93 theme was "Wake Up America!"

f. The Christmas Candlelight Service was held in Summerall Chapel on Saturday, Sunday and Monday evenings 5, 6, 7 December 1992. This service combined all Citadel Cadet Choirs and members of the band; and played to an overflow crowd of cadets, faculty, staff and guests from surrounding communities.

g. Again this year, we had one of the largest Protestant Choirs (90-100) that we have had in years with another high retention rate throughout both semesters. This was accomplished through motivation, appreciation cookouts and challenging music. The choir's spring tour to Orlando, Florida on 5-7 March was very successful. They sang at Orlando Lutheran Towers (100 people, including a West Point General and a Citadel graduate, largest Episcopal Church in the Florida Diocese, (500 people), and at a Baptist Church in Port Wentworth, Georgia (200 people). Recruiting materials and applications were given to prospective cadets.

h. The Cadet Gospel Choir performed at many churches throughout the community and also participated in a combined Gospel Concert with the Midshipmen at the United States Naval Academy in February '93.

i. Baccalaureate speaker for 1993 was The Reverend L. Carroll Pope Jr, '71, a United Methodist minister at Irmo, South Carolina. His sermon was very well received by graduating cadets, their parents and friends.

j. Fourth classmen attended four Religious Orientation services, as part of their indoctrination and training, to acquaint them with the major forms of Protestant, Catholic, and Jewish worship services offered at The Citadel. These services also offered the new cadets an opportunity to learn something about the major religious faiths and denominations represented by cadets at The Citadel.

k. Chapel concerts continued to be offered in chapel, quarterly, following Friday afternoon Dress Parades. These concerts featured visiting choirs as well as our own cadet choirs and chorale.

3. Off-Campus Activities

a. Forty-five statewide and local retreats, socials and religious observances were attended/held off campus by the different campus religious groups under the guidance of our campus ministers. Most of these were held on open weekends to insure that cadets did not miss scheduled military activities. The Commandant's Department allowed some groups to leave on closed weekends for major religious conferences. etc.

b. The Protestant, Gospel and Catholic Choirs successfully performed at churches and local events throughout South Carolina and in other states.

c. The Reverend James H. Williams, United Methodist Campus Minister took five cadets to Washington, D.C., in September 1992 to attend the National Student Prayer Breakfast and Leadership Conference. This is the eighth consecutive year that The Citadel has participated, and our cadets have always left a very good impression on fellow students and sponsors of this event.

d. Colonel Brown, Director of Religious Activities, conducted field services for Army cadets participating in weekend training at various training sites in South Carolina. These services were designed to fill cadets' religious needs as well as acquaint cadets with chapel services conducted under combat or field conditions.

4. Facilities

a. Repair of interior chapel walls continues to be an ongoing project. Col. Brown is working with Mr. Allan Rabon to have the Baptistery and the Bride's Room marbled. The Physical Plant will need to clean the walls before this is done.

5. Personnel

a. Colonel Floyd W. Brown Jr., '55, (Director of Religious Activities) has served as Protocol Officer and in May became Executive Assistant to the President. The vacancy for Director of Religious Activities will be published this summer.

b. Mrs. Edna L. Murdaugh has kept the office running smoothly.

6. Related Activities

a. During '92-'93, the chapel was used for approximately 370 events (worship services, funerals, fine arts series, choir rehearsals, graduations). In addition, there were: 83 wedding rehearsals, 79 weddings, and numerous other events in support of special group memorial services, community events and church services by other churches needing a place to worship.

b. Breakfast meetings for Campus Ministers and Para-Church group leaders were held monthly to discuss religious programs and for team-building.

c. The chapel continues to be a major focal point for tour groups. These groups average 20-50 people at the rate of 4-5 groups per day. Individuals tour the chapel from opening to closing.

H. Development and Governmental Affairs

1. Development

The 1992-93 fiscal year was marked by continuing efforts to raise money from private sources to support all activities and areas at The Citadel. These efforts are made necessary by the fact that only one-third of The Citadel's operating budget is provided by the state. The remaining costs to operate the institution must be obtained from private sources and student fees associated with attending college at The Citadel.

The following represents total cash contributions and gifts-in-kind to the Development office for the college (gifts to The Citadel Development Foundation and The Brigadier Club are not reflected in these figures) for the past year:

Unrestricted	\$1,096,134
Scholarships	583,124
Inaugural Campaign	20,333
Restricted Gifts	476,295
Total	\$2,175,886

***Restricted Gifts include Chapel Offerings, Gifts-in-Kind, and Sesquicentennial Gifts.

Significant to the figures shown above are the Parents' Fund drive which brought over \$16,700 in unrestricted funds to The Citadel in 1992-93. With over 10 percent of all Citadel parents participating in the Fund's first year, the Parents' Fund shows great promise for bringing continued and increased support to The Citadel. The Citadel also realized a \$1 million bequest from the estate of Mrs. Rodney Williams, a long-time friend of the college. The Williams' bequest was unrestricted. In addition, The Citadel received several major gifts toward scholarships, including a six-figure gift from Herbert F. Stackhouse '42 of Pensacola, Florida.

Donor recognition groups were announced by the Development office during the fiscal year to acknowledge those gifts made to The Citadel and managed by The Citadel Trust, Inc. These three groups, organized as shown below, recognize generous alumni and friends who demonstrated their commitment to the college by financially supporting activities and programs at The Citadel.

THE CITADEL MAJOR DONOR CLUBS

The Summerall Society - over \$5,000

The O. J. Bond Order - \$2,500 to \$4,999.

The Mark Clark Council - \$1,000 to \$2,499

The \$6.5 million renovation of Bond Hall, scheduled for completion in August 1993, provided the Development Office a target of \$300,000 for the furnishing of lecture halls, classrooms and office space in the new facility.

A fundraising for this project has begun and will continue until all necessary funds have been raised, restricted to Bond Hall, from Alumni, Corporations and reunion classes.

During 1992-1993, four of the Development positions were filled. Ben W. Legare, Jr. was assigned duties as Director of Development, Carl J. Matthews III was hired as Business Manager, Sandra F. Haworth and Denise Leaphardt were added as support staff.

2. Governmental

During the 1993 Legislative session, John A. McAllister, Citadel class of 1980, was unanimously re-elected, without opposition, to The Board of Visitors by the General assembly.

Lieutenant Governor Nick A. Theodore, Speaker of the House of Representatives, Robert J. Sheheen and Citadel graduates in the General Assembly participated in a re-enactment of the 1842 signing of South Carolina Legislative Act 2866 that established The Citadel as a college. The re-enactment ceremony took place during half-time of the 24 November Homecoming football game against Virginia Military Institute.

Representative Marion P. Carnell (D), District 14, of Ware Shoals, South Carolina, was awarded an Honorary Doctor of Laws Degree during Commencement exercises on 15 May 1993.

The most significant piece of legislation regarding The Citadel acted on by the General Assembly in 1993 was H4170, a Concurrent Resolution, originated in the House of Representatives, that declared "...the public policy objectives and State interests of the State of South Carolina in establishing single-gender institutions of higher learning for the purpose of providing single-gender post-secondary educational opportunities to its citizens, and to establish a committee to formulate recommendations for the General Assembly to consider on exploring alternatives for the provision of single-gender educational opportunities for women." This resolution was passed by both the House of Representatives and the Senate.

I. Alumni Affairs/Publications/Placement

The school year 1992-1993 was a year that celebrated the founding of The Citadel. This 150th year of service to the lowcountry, the state and the nation was the focus and the highlight of activities performed by this office. The Sesquicentennial celebration, nearly an all consuming event, was also a labor of love that required a tremendous effort from several staff members of this office. The Director, the Publications Editor, and an administrative assistant played important roles in the organizing and support of events that made this celebration the success that it was. And this success has been documented by the news media, the spectators, and the participants. The Sesquicentennial celebration raised the moment of pride for all Citadel family members to new heights.

But as always, the Alumni/Placement Office continued to successfully display its talents and commitment to excellence and support of The Citadel by performing and maintaining numerous other efforts and programs throughout the school year. A description of these programs is provided.

1. Alumni Clubs

Alumni club support generated by this office provided numerous items that allow new clubs to form, established clubs to continue to flourish, and a means for dormant clubs to begin anew. Some of the items this office provided were rosters and mailing labels; a standard area club letterhead; annual surveys/questionnaires sent to each club so that this office can keep records of the area club, its officers, dates of meetings, and events; arranging for guest speakers (from on-campus and off-campus alumni and school representatives); social hour and meeting supplies (e.g., napkins, cups, name tags, videos, etc.); and published contacts in the Alumni News.

2. Citadel Volunteers

Citadel Volunteers replaced the CAPP acronym for alumni recruitment of prospective students. This continues to be a vital, vibrant, active program. A volunteer corps of committed individuals has been successful in extending the human touch to those prospects that otherwise might not have a Citadel influence in their college selection process.

The volunteer list continues to grow and expand. Besides the original five states of South Carolina, North Carolina, Florida, Georgia, and Virginia, the Citadel Volunteers have now been organized in the New England area, Alabama, Tennessee, Louisiana and Illinois. Further efforts to expand throughout the United States is being made. Several hundred (approximately 350) alumni have been active participants in Citadel Volunteers.

3. Homecoming

Homecoming weekend was very successful. An estimated 8,000 alumni, families, and friends attended this weekend of memories and renewed friendships. Homecoming activities that are supported by the alumni office are mailout material to reunion classes, information center at registration, jamboree, reunion tailgate tents, pre- and post-game open house, reunion gatherings, banquet and reception, and annual golf tournament.

4. Alumni Records and Alumni Dues Program

Over 4,000 address and biographical changes and/or updating has been required. An accurate up-to-date list of alumni and friends is critical to the success of advancement and development actions by The Citadel.

A majority of alumni record are updated because of the information received through the Alumni Dues Program. Over 30,000 contacts are made annually. These contacts have generated nearly 9,000 life and annual memberships with some 16,500 addressable contacts. The percent of active, dues-paying alumni is 54%. This puts The Citadel in a very select, elite group of post-secondary educational institutions.

5. Governmental Affairs

The efforts of members of the alumni legislative network, as part of the Governmental Affairs Committee, has again proven how effective an organized force can be. This network paved a road straight to state legislators. This strengthened the call for action by state government to support The Citadel and single-gender education.

Also, the Governmental Affairs Committee, with the Columbia area Citadel Club and the alumni office, successfully held the annual Legislative Barbecue. Estimated attendance of nearly 2,000 alumni, friends, supporters, and members of state government demonstrates how important this event has become. It is a true complement to the college's on-going governmental relations effort.

6. Publications

The major link in communications between alumni and their school is successfully tied together by the publication of the Alumni News and Through the Sally Port. These productions provide the news and items of information that keep our alumni informed about major activities and events happening on and off campus. The major articles that are included tell interesting stories, provide statistics, and update specific activities of interest. The section, "From Within The Ranks," continues to provide the most up-to-date news about the achievements, movement, marriages, deaths, and births that affect all of The Citadel family. The result of these publications provide over 100,000 individual contacts between alumni and school annually. Additionally, Calendar Comments, graduation programs, and other special printing projects are supported by this capable staff.

7. Scholarships and Endowments

Thirty scholarships, eight all expense paid with the remainder providing partial aid, are provided through 12 separate endowments. The cost of these scholarships exceed \$150,000 annually. Monies from the Alumni Association Scholarship and endowment Funds support these valued cadet scholarships.

On a special note, the alumni were very generous in support of purchasing commemorative rings for the Southern Conference Football

Championship Team. Approximately \$14,000 was raised over a three-month period during a special fundraising effort.

8. Alumni Travel and Marketing

Travel opportunities to Istanbul and the Greek Isles, Canadian Rockies, and Portugal/Spain were offered to alumni and friends. These programs serve as a means for alumni to travel together to exciting areas of the world. Over 17,000 contacts are made to promote these adventures.

Several marketing items have been introduced:

(a) A new alumni directory is being published. The initial surveys and questionnaires have been mailed.

(b) The pictorial Then and Now book is available for purchase. Renowned photographer, Tommy Thompson, has fashioned together excellent photos depicting the story of The Citadel.

(c) Colonel D. D. Nicholson's historical document about the Summerall to Clark eras is being readied for print. This history of The Citadel in anecdote form will be available this fall.

(d) A commercial long distance telephone discount program is on-going.

(e) Videos of the Sesquicentennial celebration and the Tattoo are provided in addition to the Parents' Day and Graduation videos.

(f) Discount programs at The Comfort Inn and at The Omni offer reduced hotel rates.

(g) A special "Citadel Family" shopper's program during the Christmas holidays at The Citadel Mall provided discount shopping, free delivery, and daily door-prizes for Citadel alumni and employees.

The marketing programs provided another 30,000 individual contacts between the school and Citadel alumni and friends.

IX. Athletic Event Socials

Football games and the Southern Conference Basketball Tournament provided avenues for get-togethers, receptions, and open-house socials. As usual, the Alumni House and the National Guard Armory were the settings for home game socials.

Special events were held at Arkansas and West Point, sites of away football games.

X. President-Emeritus

Administrative/secretarial support was provided throughout the year to the President Emeritus, who continues in his role as Citadel ambassador through active involvement in numerous civic and state organizations. Among

his many activities, he is a member of the S. C. State Board for Technical and Comprehensive Education, chairman of Youth Service Charleston, president of the S. C. Historical Society, and chairman of the Charleston Rotary Club School Ethics Committee. In addition, he is a board member of the American Cancer Society, the Palmetto Project, Florence Crittenton Programs, Coastal Carolina council/Boy Scouts of America, and Home Federal savings Bank.

XI. Sesquicentennial

Follow-up activities continue as the interest in the Sesquicentennial has continued. The Sesquicentennial celebration/Corps Day and the Tattoo videos are available for purchase to the general public.

Hundreds of man hours of work and effort (physical, mental, and emotional) were spent putting this celebration together, especially the Tattoo. The simple fact is that the Tattoo was so highly acclaimed that it has now become the standard to which all future Citadel events will be compared.

XII. Other Services

Other services provided on an annual basis include class ring administration, senior dinner, alumni house rental, Association Board and Committee meetings, community and business functions, support of other campus and alumni concerns, surveys, alumni data bank, elections of Association officers, and new facilities project.

XIII. Career Resource Center (Placement)

The Career Resource Center (Placement) provides resources to cadets, graduate students, evening college students, alumni, and community.

It is organized primarily to assist these constituents in their search for permanent employment in their chosen field. This is achieved by providing individual guidance, posting of current job opportunities, and having available the latest materials on job search techniques. A list of the variety of job search resources available include technical production, technical resources, career counseling, and interview schedules.

In addition to the resources listed above, the Career Resources Center continues to conduct and record activity pertinent to its mission. With a stagnate economic situation, many changes continue to effect the on-campus recruiting program. On-campus recruiting, on a national basis, is still in a decreasing mode. Fewer companies are utilizing the traditional on-campus recruiting scheme. It is fortunate that we have maintained our level of on-campus recruiting.

An article in the May 20, 1993 issue of The Wall Street Journal related the impact which the economy is having on college placement. In 1986, most campuses had an average of 42 corporate recruiters visit their campuses according to the College Placement Council. This year, that number dwindled to 23.

In light of this article, it is noteworthy that The Citadel's Placement Office had 38 corporate recruiters visit during the 1992-93 academic year (only one less than the previous year), resulting in a total of 548 on-campus interviews.

(Jobs were offered to '93 Citadel graduates by the following companies who recruited on-campus: Black and Decker, Burlington Industries, parkdale Mills, General Felt Industries, South Carolina National Bank, F. N. Wolfe and Company, Gates Rubber Company, Ferguson Enterprises, Southeast Service Corporation, John Hancock Financial Services, Sigmatec Medical, and South Carolina Department of Highways.)

A Placement Office survey was sent to all '93 seniors prior to graduation. A second survey was sent in mid-June to graduates who failed to return the first survey and for whom we had no information as to future plans.

69 returned first survey
59 returned second survey
27 information on future plans provided by other sources

Based on surveys returned and other sources of information, the following statistics are available for the Class of 1993:

21 attending graduate school
57 active duty commissions
48 accepted employment positions
46 uncertain of future plans at time of survey

A summary of career resources activities for the school year 1992-93 is attached.

SUMMARY OF PLACEMENT OFFICE ACTIVITY ACADEMIC YEAR 1992-93

Resume referrals, 9/92 through 7/22

982 resumes referred to 81 companies/agencies

Alumni Career Network mail and phone requests, 7/92 through 6/93

145 requests processed

On-campus recruiting, 9/92 through 5/93

38 companies with 67 interview schedules resulting in 548 individual interviews

Other, 9/92 through 6/93

Career Fair and 10 Placement Office workshops/seminars for seniors.

(Seminars and workshops included reviews of resume-writing, interviewing skills, job-search skills, etc.)

Ongoing notices of "current job opportunities" and "summer employment/internship opportunities" kept in Placement Office Library binders and sent to appropriate campus contacts (department heads; cadet leadership; etc.)

Additional Placement Office Resource Library "resources" include corporate binders and reports; job search literature; placement directories; graduate school information; and videotapes for viewing on Placement Library VCR.

"Job Search" guide published by Placement Office and distributed to all students.

Resume book of graduating MBA students published as a cooperative effort of Placement Office and MBA Association.

Ongoing counseling of students and alumni throughout the year by Placement Office staff (Ben Ledbetter and Barbara Fairfax).

Placement Office Survey sent to all '93 graduates prior to graduation to determine those entering military, attending graduate school, accepting job offers. A second survey was mailed in mid-June to graduates who failed to return first survey and for whom we had no information as to future plans.

Ongoing efforts to attract additional companies to participate in on-campus recruiting at The Citadel.

J. Public Relations and Governmental Affairs

More than 700 news releases have been generated from the public relations office. These releases covered graduation, chain of command, Summerall Guards, Gold Stars, Dean's List, single gender, House/Senate Concurrent resolution, faculty achievements, new personnel and public service announcements for upcoming seminars on campus.

Participation in the "Taking Pride in the Lowcountry" campaign continues. Promotional clips are running throughout the summer. The :30 second commercial is currently scheduled to appear during the months of August through November.

An article written by Cadet Norman Doucet on his views of single gender education was sent to newspapers in the state as well as selected newspapers outside the state including the Charlotte Observer, Atlanta Journal-Constitution, Washington Times, Orlando Sentinel and St. Petersburg Times.

An article was completed by Leatherneck magazine on The Citadel's NROTC Detachment and the relationship The Citadel maintains with the Marine Corps.

Media luncheons are planned for the beginning of the fall college year for the media to meet with cadet leadership for interviews and roundtable discussions.

K. Summer Camp for Boys

Celebrating the 37th Anniversary of the program's establishment by General Mark Clark in 1957, the camp graduated 338 campers from 18 states, the Republic of Panama, and Saudi Arabia. Last year's total enrollment was 343. General Watts opened both sessions of the camp on June 13 and July 11. The President closed the first session and in honor of Colonel Smyth's 23 years of camp service, the General also signed a citation renaming the outstanding counselor award as the John P. Smyth Award for Creative Youth Development. Second session will close on July 31, and General Watts will speak at the graduation exercises.

The camp employed 44 cadets, alumni, and former campers as junior counselors, counselors, and senior staff members. Three counselors will be incoming freshmen in the fall.

Scholarships totaling \$2,500 will be awarded by the camp this summer. Outstanding cadet counselors were David Banner ('94) from Florence, South Carolina and Chris Cawthon ('95) from Hardeeville, South Carolina. The outstanding junior counselors were Louis and Lowell Faison of Norfolk, Virginia. First Honor Graduates were Shawn Tobias from Virginia Beach, Virginia, Jason Himmelsback from Myrtle Beach, South Carolina, and Avery Austin from Stafford, Virginia.

The camp contributed \$3,000 to the President's Discretionary Fund in February.

John P. Smyth will step down as camp director effective September 1, 1993, and Dale R. Dittmer will vacate the deputy director position effective October 2, 1993.

More than 400 news releases have been generated from the relations office. These releases covered graduation, chain of command, Summerall Guards, Gold Stars, Dean's List, single gender, House/Senate Government resolution, faculty achievements, new personnel and public service announcements for upcoming seminars on campus.

Participation in the "Taking Pride in the Lowcountry" campaign continues. Promotional clips are running throughout the summer. The second commercial is currently scheduled to appear during the months of August through November.

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The camp contributed \$3,000 to the President's Discretionary Fund in February.

L. Athletic Affairs

The following information summarizes the competition of a historical year in athletics. Highlighted by the first Southern Conference Football Championship in 31 years and featured by wins over Division 1-A powers Arkansas and rival U. S. Military Academy at West Point. Baseball continued its winning ways as Coach Jordan won more than 30 games for the second consecutive year.

We were competitive in other areas. We sent two Southern Conference Wrestling champions to the NCAA Nationals in Ames, Iowa, and basketball, under first-year coach Pat Dennis, showed dramatic improvement by winning eight SoCon games and sweeping Furman and Western Carolina.

A fact worth noting---we swept Furman in all three focus sports---football, basketball and baseball.

We have much work to do in tennis, but we are trying to solidify our coaching situation there.

Overall, the following summaries of each sport show that we were competitive and we did overcome the negative effects of the Sports Illustrated article.

FOOTBALL: The Citadel enjoyed its finest season ever on the gridiron, setting records in every way conceivable. The Bulldogs under head coach Charlie Taaffe recorded an overall record of 11.2, finished in a tie for No. 1 in the final NCAA Division I-AA poll and reached the quarterfinals of the I-AA playoffs. More importantly, however, was the Bulldogs' first Southern Conference Championship since 1961. The Citadel continued to play the role of the giant killer, shocking all of college football with a 10-3 victory over Arkansas and defeating Army 15-14 at West Point for the second straight season. The Bulldogs defeated arch-rival Furman for the second straight season and won its very first playoff game by a 44-0 count over North Carolina A&T State. The Citadel placed a school record four All-Americans. Quarterback Jack Douglas was named to the South Carolina Hall of Fame's Amateur Athlete of the Year while free safety Lester Smith played in the Senior Bowl. Both players had their jerseys retired at the team's gala football banquet on March 22. Taaffe was named Regional and National Coach of the Year as well as South Carolina Hall of Fame Football Coach of the Year.

SOCCER: The Bulldogs began the season with four straight victories, including league wins over VMI and Appalachian State. Second team all conference performers were junior Marc Lloyd and sophomore Stephen Winters. Lloyd led the team and ranked fifth in the league with 24 points on 11 goals and 2 assists. Senior Chris Leavitt was the winner of the Dee Evans Memorial Award which is given to the squad's most valuable player.

CROSS COUNTRY: Bulldogs improved from a last place showing in 1991 to a fifth place showing (of 10 teams) in 1992. They won two invitationals (Francis Marion and College of Charleston), the first titles for the program in two years. Leading the way for the Bulldogs was sophomore Bob Butcher. A walk on as a freshman, Butcher won three individual titles this season as a sophomore. Butcher finished 17th overall at the conference meet. All top runners will be returning for the 1993 season.

BASKETBALL; Bulldogs were picked to finish last in the 10-team Southern Conference, but came in sixth and avoided the "play-in" game at the tournament. The Bulldogs played an All-Division 1 schedule for the first time in school history. The 10 wins were the most Division 1 wins since 1988-89. The Citadel's eight Southern Conference wins were the most since 1985 and one shy of the past three seasons combined. The Bulldogs were the only team in the SoCon to play an All-Division 1 schedule, and their schedule was rated the toughest in the league. The Citadel was the highest rated school among the military colleges and had the most victories of any military college. The Bulldogs swept Western Carolina for the first time since 1984-85 and Furman for the first time since 1989-90. Junior guard, Lamar Wright, totaled 111 assists---eighth best single season mark in Citadel history. He now ranks seventh with 251. Wright also led the team in minutes played for the third straight season. Senior center, Scott VanSchaardenburg, shot 54.8 percent from the field to tie for the ninth best single season field goal percentage in school history. The Citadel was led by first year head coach, Pat Dennis. The Bulldogs were one of the most improved teams in the country last year and regained lost pride and confidence under the new coaching staff. Dennis proved that he is one of the up and coming coaches in Division 1. He is an outstanding teacher and has extensive knowledge of the game. He hired a very effective staff that worked well together. Kevin Purcell, who served last year as a Dennis assistant, moved on to Wyoming. He has been replaced by last year's parttime coach, Ken Potosnak.

WRESTLING: Recorded a 9-7-1 overall record and placed third at the conference meet under first year head coach, Marty King. The Bulldogs sent two wrestlers to the nationals for the first time since 1986 and the first time The Citadel has had a representative at the national meet since 1990. The Bulldogs defeated VMI for the second straight season.

TRACK; The Bulldog track and field team tied for sixth place (out of nine teams) at the Southern Conference outdoor championships after finishing seventh out of eight teams in the winter indoor meet. Highlights of the two meets included a Southern Conference title in the indoor shot put for senior, Carey Cash, who also garnered second in the outdoor shot and third in the discus. In the sprints, senior Carlos Hopkins, took third in the 200m and fifth in the 100m and led off The Citadel's runner-up 4 x 100m relay.

GOLF: The highlight of the season for the Bulldog linksters was their second consecutive victory of the S. C. State Invitational---the first school to capture back-to-back crowns at the event. At the Southern Conference meet, The Citadel placed seventh overall led by junior John Hillman and sophomore Jason Collard who took 16th and 19th, respectively.

TENNIS: Attrition and graduation losses hurt the Bulldog tennis team as they had little depth to work with last season. The Bulldogs finished 3-19 overall and 0-8 in the conference with last place finish at the conference meet.

BASEBALL: The 1993 squad became the sixth consecutive and 10th overall Bulldog baseball team to post 30 wins in a season by compiling an overall record of 32.25. The Bulldogs finished third in the Southern Conference with a 13.9 ledger. In addition, the Class of 1993 became the all time winningest four year baseball class in Citadel history. The group of nine seniors depart The Military College of South Carolina with a four year record of 147-78-1 (.653). The Bulldogs were led by senior first baseman Chris Lemonis. Lemonis, who was named

first team All-Southern Conference, let the team with a .367 batting average including 10 home runs and 66 runs batted in. Senior outfielder, Vic Correll, also garnered post season honors as he was named second team All-Southern Conference. For the fourth straight year, The Citadel and the City of Charleston hosted the Coca Cola Southern Conference Baseball Tournament at College Park. The Bulldogs defeated Appalachian State in the first rough before falling to eventual champion, Western Carolina and Georgia Southern. Lemonis and freshman outfielder Dale Sistare, who established a tournament record for batting average, were named to the all tournament squad.

1. Internal Audits/Reviews

The Internal Auditor completed major audits of the Summer Camp for Boys, Athletic Department Ticket Reconciliation, the President's Accounts, the new Central Supply Requisition (CSR) system, and the Gospel Choir. In addition, audit work was performed for the Housing Center, the Library, and Student Activities during the 1992-93 year. Also, Post Office cash counts were performed on a regular basis. The Internal Auditor also developed a questionnaire and is performing a survey of all the Athletic Department in the Southern Conference to include budgets, personnel, compliance work, etc.

2. Liaison/Assistant to External Auditors

For the first time in the college's history, the fiscal year 1992-93 saw three sets of auditors performing annual financial audits on different entities under the umbrella of the college. Personnel from the State Auditor's Office performed the annual audit on the college; Mettler, Holsie, and Associates of Charleston performed the initial audit of The Citadel Trust; and Rogers, Montgomery, and Company, P.A. of Columbia performed the reputed NCAA audit. Each of the audits resulted in an unqualified opinion.

In addition to coordinating day to day logistics for each of these sets of auditors, the Internal Auditor assisted them in workshop preparation and coordinated year end inventory counts.

3. Professional Development

The Internal Auditor attended both the Annual (Birmingham, AL) and Mid-year (St. Louis) Association of College and University Auditors (ACUA) Conferences during the past year. At the Annual Conference, he served as a seminar presenter. In addition, the Internal Auditor attended several seminars sponsored by the South Carolina Government Finance Officers' Association.

4. Other Duties

In addition to the above activities, the Internal Auditor served on several committees on campus including the FRS and HRS teams. He also spent two weeks assisting Associate Director of Athletics, Ray Whitman, in the Athletic Ticket Office during the Division I-AA football playoffs.

M. Internal Auditor

The Internal Audit Department's activities for the fiscal year 1992-93 can be broken down into four major areas: 1) internal audits/reviews, 2) liaison/assistant to external auditors, 3) professional development, and 4) all other duties on campus.

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