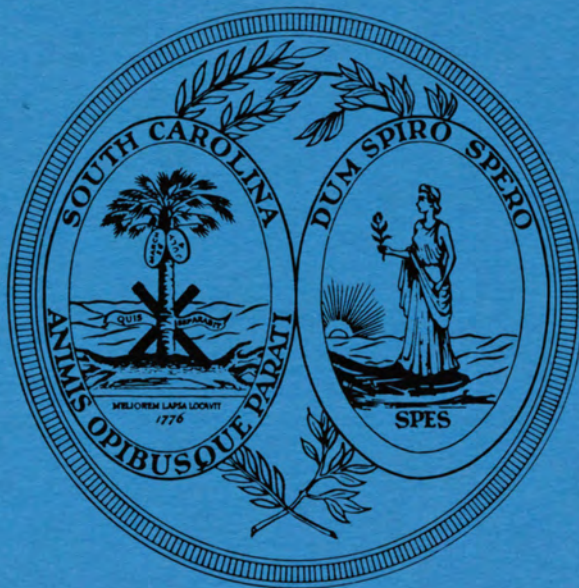


THE CITADEL

ARCHIVES AND MUSEUM

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

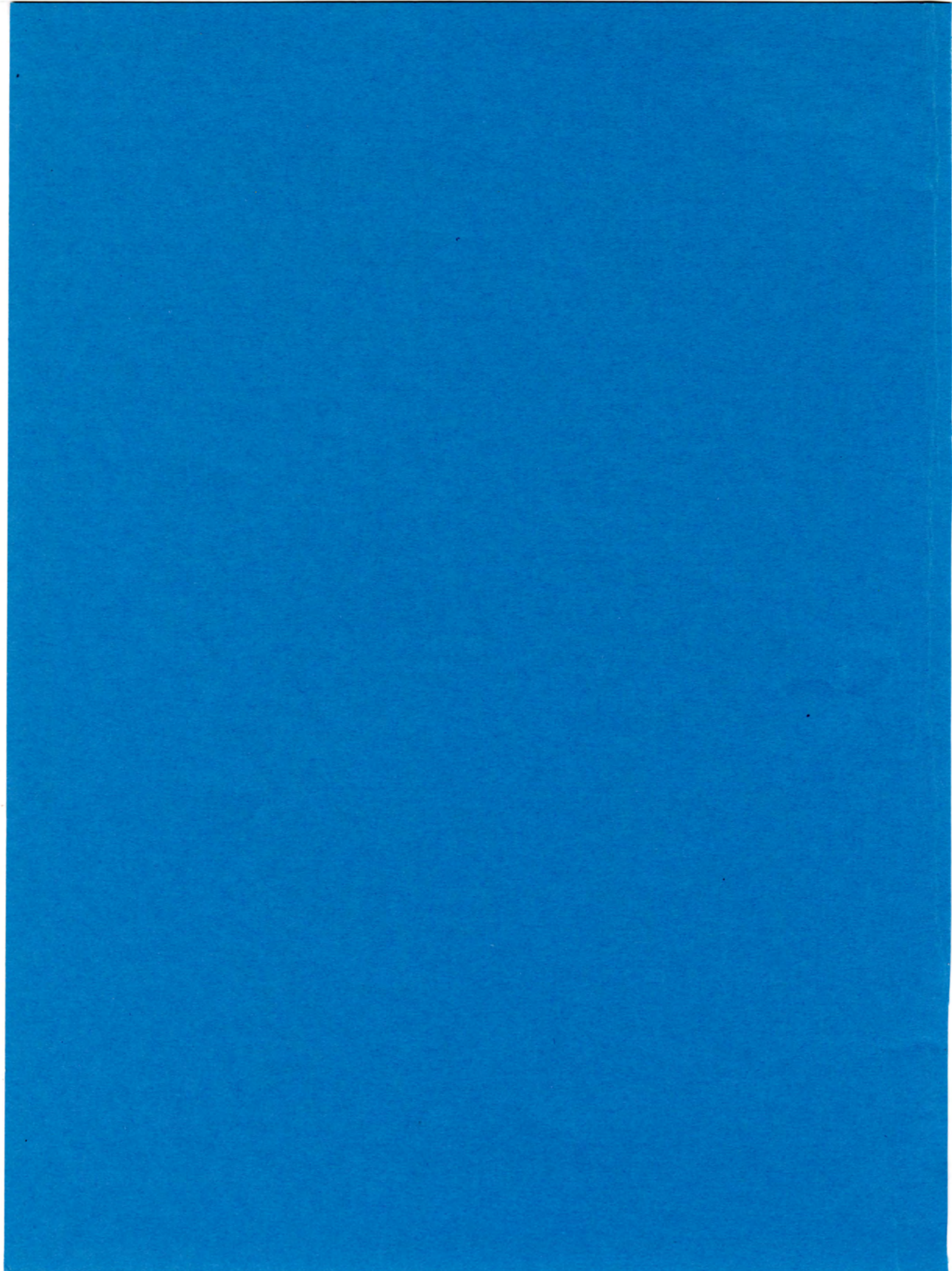


**ANNUAL REPORT**

**1986-1987**

Printed Under the Direction of The  
State Budget And Control Board







## HIGHLIGHTS

The 1986-87 School Year was a year of significant achievement for The Citadel as progress was made on The Citadel goals for the 1980's.

It was a difficult year for the Corps of Cadets. The Corps was shaken by the incident of 23 October and the subsequent period of extended adverse publicity. Working under the close scrutiny of the media and other critics, the Corps and its leadership functioned in an unsettled working environment for most of the school year. An organization that shares and overcomes adversity habitually grows stronger, and the Corps endured and matured; by the spring, operations were back to normal. In the final analysis, the overwhelming consensus from all quarters, including some of the most vocal critics, concluded that the five cadet offenders in the Nesmith incident were appropriately punished. Major state and national attraction had focused on the Citadel following the 23 October incident which, with few exceptions, was reported accurately by the South Carolina media. The out-of-state media extracted or compressed wire service reports and made alarming headlines that resulted in incomplete or incorrect stories. The special efforts taken by the staff and faculty to increase the Corps' awareness of the sensitivities associated with race, religion, and national origin were productive. Over the year, a special understanding of the importance of living and working in harmony was achieved by the Corps. The difficulties associated with the unfortunate experiences of the fall of 1986 have helped bind the Corps even closer together.

Despite the problems described above, progress was made in all major activities of the college. Academic programs reviewed during the year by the South Carolina Commission on Higher Education (CHE) included Civil Engineering, Electrical Engineering, Computer Science and Mathematics. All reviews were positive. Other CHE actions affecting The Citadel were recommendations to increase faculty staffing of the Department of Education and to work more closely with the College of Charleston to resolve certain issues in the Special Education program. An extensive review of the curriculum of the college, with major emphasis on the core curriculum, was completed. This document will be reviewed in the fall of 1987 for implementation in the 1988-89 academic year. A new graduate program, a Master of Engineering Management, was proposed to the S. C. Commission on Higher Education. A tentative implementing agreement has been worked out between The Citadel and Clemson University, subject to Commission approval for this program. The Citadel initiated bachelor of science degree programs in both civil and electrical engineering in the Evening College effective fall 1987. The Citadel's new Honors Program will begin in the fall of 1987 with fifteen students having been selected out of 97 applicants. The college received grants to host five institutes for secondary school teachers of advanced placement courses in the disciplines of European and U.S. History, English, Biology and French.



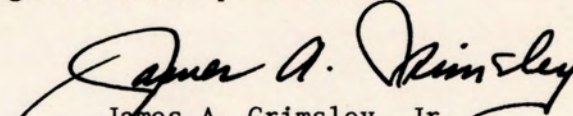
Fiscal Year 1986-87 saw South Carolina's revenues fall short of budget projections. The Appropriations Act funded Higher Education at only 95.9% of the CHE formula. This was followed by cuts of 2.6% in November and 0.8% in March. The Citadel's share of the two cuts was \$320,000 and \$96,000 respectively, for a total mid-year cut of \$416,000. The college absorbed each cut with no direct impact on academic programs, but did have to make significant reductions in support activities. The college completed action to purchase the former Trident Technical College property on Lockwood Boulevard for \$2 million. The College also completed the procurement process for acquisition of a new administrative computer system to include funding of over \$683,000 of the acquisition cost by lease - purchase. The first audit of the Athletic Department, as now required by the NCAA, was performed by an independent audit firm with no material weaknesses observed. The college received the final audit report for Fiscal Years 1983-84 and 1984-85 from the State Auditor, and the State auditor arranged for the Fiscal Years 1985-86 and 1986-87 audits to be performed by the independent firm of Rogers, Montgomery, Devaney and Company of Columbia, South Carolina. The procurement staff made continued progress toward achieving the Board of Visitors' goals in the minority Business Enterprise Plan by increasing purchases from minority firms from \$32,615 in 1985-86 to \$53,600 in 1986-87. The college revised its system of quarterly reviews to streamline the process, reduce paper work, and provide the president more pertinent data for decision making. Among a number of personnel actions taking place during the fiscal year, two with special significance were Mrs. Kelly Higgs' replacement of Mrs. Pam Carlson, who resigned her position as accounting manager, and Captain William Brady's replacement of Major John Hosey who resigned his position as Director of Procurement Services.

The Master Plan for Facilities for The Citadel through this century and into the 21st century has been completed. A \$4 million stadium project has been approved, and an architect-engineer firm has been selected to do the master planning and programming portion of this project. St. Alban's Chapel was moved from Bond Hall to the north transept of Summerall Chapel to make room for the new computer facility in Bond Hall. This facility houses the new VAX computer for The Citadel. Highlights of the Overall Permanent Improvement Plan for The Citadel for the years 1988 through 1993 submitted to the Commission on Higher Education included the Renovation of Bond Hall, Barracks Renovation, Perimeter Road Parking, Library Expansion/Renovation, Utility Distribution System Renovation and Thompson Hall. The dredging and opening of the boating center channel for boating traffic, regardless of the tides, was completed early in the spring. Lockwood Field, the site of the old Trident Tech property, was cleared and a permit was issued to allow The Citadel to fill in a portion of the area that comes under the cognizance of the Coastal Council. New bindery equipment was put into operation in the Print Shop, along with a new complete interface for the shop's typesetter.



The General Mark W. Clark Campaign for The Citadel Tomorrow, with an unprecedented \$27 million goal, was announced to the public on October 23, 1985, with pledges and commitments of \$10.4 million already accounted for in the effort. By 1 July 1986, this figure had risen to approximately \$15 million, and by the end of this fiscal year pledges and commitments to The Clark Campaign exceeded \$20 million. This historic initiative, to provide private funds and endowments for the college, is well ahead of its goal to reach \$27 million in commitments by October, 1990.

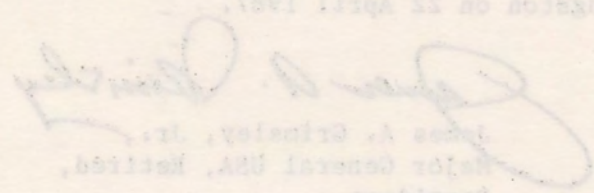
The Citadel was saddened by the deaths of Cadet Gerald P. Hoeffner on 12 April 1987, Colonel Donald C. Bunch, Associate Professor Emeritus and Tennis Coach on 20 April 1987, and Lieutenant Colonel Paul J. Kingston on 22 April 1987.

  
James A. Grimsley, Jr.,  
Major General USA, Retired,  
President



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James A. Grimsey, Jr.  
Major General USA, Retired  
President



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## 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.

During the Civil War, 193 of the 224 alumni still living, wore the Confederate gray, all but 20 as commissioned officers and four as generals.

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 George C. James, Chairman, '49 (1942).....  
Sumter, S. C. 29150 (P. O. Box 1716)
- Colonel William F. Prioleau, Jr., Vice Chairman, '43 (1988).....  
Columbia, S.C. 29201 (Suite 607, Barringer Building)
- Colonel John M. J. Holliday, Chairman Emeritus, '36.....  
Galivants Ferry, S. C. 29544
- Colonel Thomas C. Vandiver, Vice Chairman Emeritus, '29.....  
Greenville, S. C. 29602 (P. O. Box 1029)
- Colonel Charles L. Terry, Jr., '43 (1990).....  
Columbia, S. C. 29260 (P. O. Box 6198)
- Colonel Lucas C. Padgett, '38 (1988).....  
Walterboro, S. C. 29488 (P. O. Box 1221)
- Colonel William R. Risher, '47 (1989).....  
Charleston, S. C. 29412 (918 Paul Revere Court)
- Colonel Leonard Fulghum, '51 (1990).....  
Charleston, S. C. 29403 (P. O. Box 2608)
- Colonel James E. Jones, Jr., '58 (1987).....  
Greenville, S. C. 29607 (P. O. Box 16059)
- Colonel William H. O'Dell, '60 (1987).....  
Ware Shoals, S.C. 29692 (P. O. Box 540)
- Colonel J. Stannard Hurteau, '64 (1989).....  
Charleston, S. C. 29402 (P. O. Box 935)
- Colonel Alonzo W. Nesmith, Jr., '79 (1989).....  
Charleston, S. C. 29425 (171 Ashley Avenue)
- Colonel James M. Leland, Jr., '52 (1991).....  
Columbia, S. C. 29202 (P. O. Box 752)

EX-OFFICIO

- The Honorable Richard W. Riley, Governor.....Columbia, S. C.
- Major General T. Eston Marchant, Adjutant General.....  
Columbia, S. C.
- The Honorable Charles G. Williams, State Superintendent of.....  
Education.....Columbia, S.C.



The Honorable Nick Andrew Theodore, General Committee.....  
State Senate.....Greenville, S. C.

The Honorable Larry Blanding, Chairman.....  
Military Committee, House of Representatives.....Sumter, S. C.

Colonel S. Marshall Sanders, USAR, Ret., Secretary Emeritus '20..  
Charleston, S. C. 29407 (12 Arcadian Way)

Colonel James R. Woods, USA, Ret., Secretary.....  
Charleston, S. C. 29403 (201 Fifth Avenue)

Colonel Thomas G. Vandiver, Vice Chairman Emeritus, '38.....  
Greenville, S. C. 29603 (P. O. Box 1032)

Colonel Charles L. Terry, Jr., '43 (1990).....  
Columbia, S. C. 29220 (P. O. Box 6198)

Colonel Lucas C. Padgett, '38 (1988).....  
Walterboro, S. C. 29488 (P. O. Box 1211)

Colonel William E. Risher, '45 (1982).....  
Charleston, S. C. 29411 (918 Paul Harvey Court)

Colonel Leonard Fulghum, '51 (1990).....  
Charleston, S. C. 29403 (P. O. Box 2008)

Colonel James E. Jones, Jr., '58 (1987).....  
Greenville, S. C. 29607 (P. O. Box 10072)

Colonel William H. O'Dell, '60 (1987).....  
Ware Shoals, S. C. 29692 (P. O. Box 240)

Colonel J. Starnard Burman, '64 (1982).....  
Charleston, S. C. 29402 (P. O. Box 932)

Colonel Alonzo W. Newirth, Jr., '79 (1989).....  
Charleston, S. C. 29402 (11 Ashley Avenue)

Colonel James M. Inland, Jr., '52 (1991).....  
Columbia, S. C. 29202 (P. O. Box 722)

EX-OFFICIO

The Honorable Richard W. Rife, Governor.....Columbia, S. C.

Major General T. Eaton Merchant, Adjutant General.....  
Columbia, S. C.

The Honorable Charles G. Williams, State Superintendent of.....  
Education.....Columbia, S. C.



Administrative Staff

Office of the President

President....Major General James A. Grimsley, Jr., USA, Ret.

Executive Assistant to the President.....  
Colonel Joseph P. Goodson, USMC, Ret.

Director of Governmental Affairs and Public Relations.....  
LTC Ben W. Legare, Jr., USA, Ret.

Director of Development..... Mr. James L. Adams

Director of Alumni Affairs and Placement.....  
Major Henry A. Kennedy, Jr.

Internal Auditor.....Ms. Suzanne B. McLeod

Vice President for Academic Affairs

Vice President for Academic Affairs 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

Registrar.....Major Ronald F. Gaskins

Assistant Registrar and Records Manager.....  
Ms. Carla DeMille

Dean of Graduate Studies.....LTC Michael B. Barrett

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

Director of MBA Program.....Major Dennis L. Rebber

Director of Library Service.....  
Lieutenant Colonel Richard J. Wood

Vice President for Administration

Vice President for Administration.....  
Colonel Robert H. Barton, Jr., USA, Ret.

Director of Physical Plant.....LTC Robert W. Collins



Director of Student Activities.....LTC Lyons Williams,  
USA, Ret.

Director of Intercollegiate Athletics.....  
Coach Walter Nadzak, Jr.

Surgeon.....Dr. Joseph C. Franz

Director of Personnel.....LTC Lee V.E. Martin

Director of Public Safety and Provost Marshall.....  
Colonel George B. Stackhouse, USAF, Ret.

Director of Chaplaincy..Commander Gordon E. Garthe, USN. Ret.

Resident Construction Engineer.....Mr. Boyd L. Wood

Vice President for Financial Management

Vice President for Financial Management.....  
Colonel Calvin G. Lyons, USA, Ret.

Controller.....LTC Gordon Knight

Budget Officer.....Major Gary E. Cathcart

Accounting Manager.....Mrs. Kelly S. Higgs

Director/Procurement Services...Captain William D. Brady, Jr.

Treasurer.....Major Myriam G. Boyter

Commandant of Cadets

Commandant of Cadets.....Colonel Arthur E. Richards, III, USA

Deputy Commandants.....Colonel Malcolm E. Smith, Jr., USMC  
Colonel Edwin C. Newman, USAF

Assistant Commandant of Cadets..LTC Harvey M. Dick, USA, Ret.

Auxiliary Activities

Director/Laundry and Dry Cleaning.....Mr. Arthur D. Erickson

Director/Tailor Shop/Dry Cleaning Plant.....Mr. Alfred M. Paglia

Director/Dining Services.....Mr. Elton B. Coleman

Manager/Print Shop.....Mr. Gordon D. Knight



Manager/Cadet Store.....Mr. Tommy B. Hunter

Manager/Canteen Services.....Mrs. Vera W. Mims

Captain Robert E. Baldwin  
 A.B., Birmingham Southern College; M.A., American University  
 Ph.D., University of Alabama  
 Professor and Head, Department of Political Science

Colonel Robert E. Baldwin  
 B.S., The Citadel; M.S., Ph.D., University of South Carolina  
 Professor and Head, Department of Biology

Colonel Daniel O. Bowman  
 B.S., Furman University; M.Ed., University of South Carolina  
 Ph.D., University of Georgia  
 Professor and Head, Department of Psychology

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

Captain John S. Coverson, USNR  
 B.A., Louisiana College; M.A., Ph.D., Louisiana State University  
 Professor and Head, Department of History

Colonel Glen L. Herring, Jr.  
 B.S., The Citadel; M.S., University of Michigan  
 Professor and Head, Department of Electrical Engineering

Lieutenant Colonel Weller K. Hurren  
 B.S., Utah State University; M.S., University of South Carolina  
 Ph.D., Brigham Young University  
 Professor and Head, Department of Physics

Colonel David D. Johnson  
 B.S., M.A., University of Kansas  
 Ph.D., University of North Carolina  
 Professor and Head, Department of Modern Languages

Colonel Charles F. Jumper  
 B.S., M.S., University of South Carolina; Ph.D., Florida State University  
 Professor and Head, Department of Chemistry

Lieutenant Colonel Robert J. King  
 B.S.A., The University of Georgia; M.A., Ph.D., Michigan State University  
 Professor and Head, Department of Business Administration

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



Academic Department Heads

Captain Milton L. Boykin, USNR

A.B., Birmingham-Southern College; M.A., American University

Ph.D., University of Alabama

Professor and Head, Department of Political Science

Colonel Robert E. Baldwin

B.S., The Citadel; M.S., Ph.D., University of South Carolina

Professor and Head, Department of Biology

Colonel Daniel O. Bowman

B.S., Furman University; M.Ed., University of South Carolina

Ph.D., University of Georgia

Professor and Head, Department of Psychology

Lieutenant Colonel Charles E. Cleaver

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

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Ph.D., Brigham Young University

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Colonel David D. Johnson

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Ph.D., University of North Carolina

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Professor and Head, Department of Chemistry

Lieutenant Colonel Robert L. King

B.B.A., The University of Georgia; M.A., Ph.D., Michigan State University

Professor and Head, Department of Business Administration

Lieutenant Colonel Charles Lindbergh, USAF, Ret.

B.S., The Citadel; M.S., Ph.D., Oklahoma State University

Associate Professor and Head, Department of Civil Engineering



Colonel Edwin C. Newman, USAF  
B.S., USAF Academy; M.S., Troy State University

Colonel Arthur E. Richards, III, USA  
B.A., The Citadel; M.A., Kansas State University  
Professor and Head, Department of Military Science

Colonel Malcolm E. Smith, Jr., USMC  
B.A., The Citadel  
Professor and Head, Department of Naval Science

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

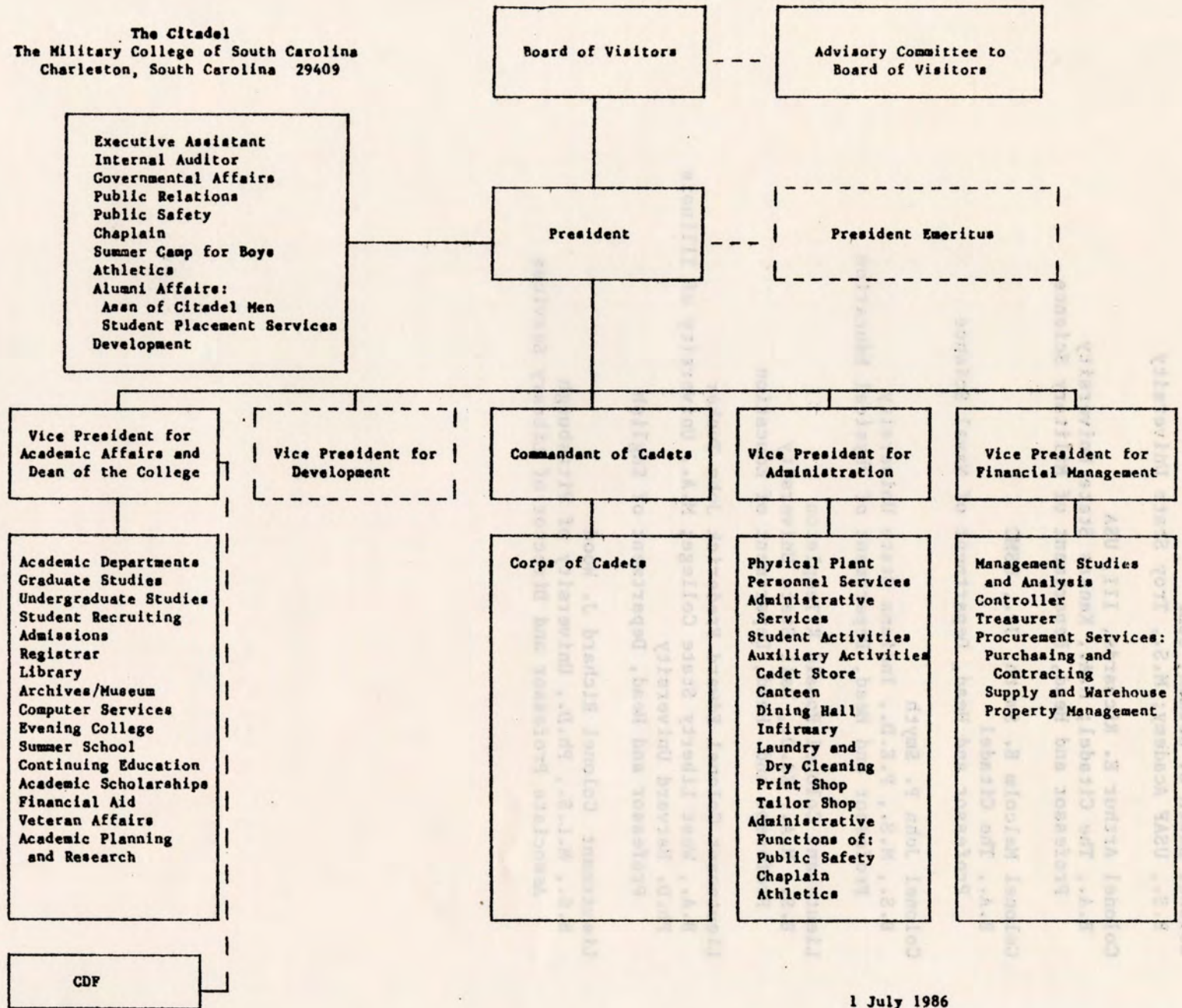
Lieutenant Colonel Ronald K. Templeton  
B.S., M.A., Ed.D., Ball State University  
Professor and Head, Department of Education

Lieutenant Colonel Edward Frederick John Tucker  
B.A., West Liberty State College; M.A., University of Illinois  
Ph.D. Harvard University  
Professor and Head, Department of English

Lieutenant Colonel Richard J. Wood  
B.S., M.L.S., Ph.D., University of Pittsburgh  
Associate Professor and Director of Library Services



The Citadel  
 The Military College of South Carolina  
 Charleston, South Carolina 29409





## I. ACADEMIC AFFAIRS

### A. General

#### 1. Admissions and Enrollment

In the year just completed, the enrollment pattern for the fall semester was:

(Morning report 5 September)	Cadets	1980
	Veterans	46
	Day	62
	Graduate Evening	1251

The prospects for Fall 1987 are for maximum cadet enrollment. The expected size of the Class of 1991, which is scheduled to report on 17 August 1987, is 650 young men. This will be the same size as last year's class, but the number of black freshmen is expected to be down. The application rate for this year's class was equal in quality and increased 7 percent over the applicant pool last year. Evening College enrollment will probably remain stable. These data make clear that, despite the national decline in young people of college age, The Citadel and its quality of education have great attraction for undergraduate and graduate students.

#### 2. Curriculum and Academic Programs

Programs reviewed by the South Carolina Commission on Higher Education included Civil Engineering, Electrical Engineering, Computer Science and Mathematics. All reviews were positive. The Commission took action on several recommendations made by its education program reviewers. Among those actions affecting The Citadel were recommendations to increase faculty staffing of the Education Department and to work more closely and harmoniously with the College of Charleston to iron out problems in the Special Education program. The college had anticipated the first requirement and has hired two professors (although one was a replacement), and the VPAAAs from the College of Charleston and The Citadel will meet with the faculty of the Special Education program.

An extensive review of the curriculum of the college with major emphasis on the core curriculum has been completed. This request has been shared with all academic departments and the Faculty Council and will be reviewed in the fall of 1987 for implementation in the 1988-89 academic year.

#### 3. Promotions, Tenure, Appointments

With the approval of the President, the following individuals will be promoted at the beginning of school year 1987-88:



To the military rank of colonel

Ronald K. Templeton, Professor and Head, Department of Education  
Milton L. Boykin, Professor and Head, Department of Political  
Science

To the military rank of lieutenant colonel

Dennis L. Rebber, Associate Professor, Department of Bus. Adm.

To the academic rank of professor and the military rank of  
lieutenant colonel

MAJ Edward B. Davis, III, Department of Political Science  
LCDR Louis D. Dornetto, Department of Electrical Engineering  
COL Philip W. Leon, USAR, Department of English  
MAJ Joseph F. Tripp, Department of History

To the academic rank of associate professor and the  
military rank of major

CPT David G. Allen, Department of English  
CPT O. Robert Emory, Department of Modern Languages  
CPT Christopher R. McRae, Department of Modern Languages  
CPT Peter J. Rembiesa, Department of Physics  
CPT Russell H. Stout, Jr., Department of Civil Engineering

Tenure was awarded to

MAJ J. Michael Alford, USAF, Ret., Department of Bus. Adm.  
CPT David G. Allen, Department of English  
CPT Carlisle J. Coats, Jr., Department of Mathematics and Computer  
Science  
CPT O. Robert Emory, Department of Modern Languages  
CPT Christopher R. McRae, Department of Modern Languages  
CPT Peter J. Rembiesa, Department of Physics

In the 1987-88 academic year, there will be one new department  
head:

LTC Krishna S. Dhir, professor of Business Administration,  
will become head of the Department of Business Administration,  
replacing LTC Robert L. King, acting head.

COL Tony N. Redd, professor of English, will be acting head of  
the Department of English for the 1987-88 academic year vice LTC  
E.F.J. Tucker's full year sabbatical.



Outstanding Teaching Awards for 1986-87 were awarded to

CMDR Louis D. Dornetto, Department of Electrical Engineering  
LTC Frank D. Frohlich, Department of Modern Languages  
LTC Laurence W. Moreland, Department of Political Science  
MAJ Douglas E. Styles, Department of Physical Education

The following were selected as Citadel Faculty Development Foundation Fellows for 1987-89:

COL Larry H. Addington, Professor of History  
MAJ Saul J. Adelman, Associate Professor of Physics  
LTC Stephen D. Comer, Professor of Mathematics and Computer Sci.  
COL W. Gary Nichols Professor of History

4. New Programs

The college did propose a new graduate program, a Master of Engineering Management, to the S.C. Commission on Higher Education. That body has the program under review. In addition, the Commission authorized The Citadel to offer the bachelor of science degree in both civil and electrical engineering through the Evening College. The first courses will be offered this fall.

5. Assistance from CDF

Without the support and generosity of The Citadel Development Foundation, the academic offerings of the college would be greatly diminished. CDF's grant of \$1.2 million directly enriches the heart of the college: the students and faculty. Just over 50 % of the CDF grant is used to fund scholarships and students grants, with the remainder dedicated to faculty research and development, speakers, conferences, and cadet travel.

6. Honors Program

The Citadel's new Honors Program will open its doors in the fall of 1987. Fifteen students have been selected out of 97 applicants to make up the first class of Honors students. The average SAT score of those selected is 1241 of a possible 1600; the average class rank is in the top 5%; and the average score on the Test of Standard Written English is 57 out of a possible 60+ (with 6 students scoring either a 60 or a 60+).

Freshman-level Honors course sequences will be approached as four academic areas: English, history, mathematics, and science. Honors students will take three (or, exceptionally, four) of the sequences offered.

During the coming year, the sophomore-level Honors courses will be designed, and detailed plans will be finalized for fitting the course of study of Honors students into the courses of study for each of the academic majors offered at The Citadel.



## 7. Computer Center

After a number of years of analysis and planning, The Citadel has received approval from the State to establish an on-campus computing facility which will have the capacity to meet both administrative and instructional computing needs. The new computer center is being constructed in the old St. Alban's Chapel area, and administrative services offices will be located on the fourth floor of Bond Hall, adjacent to the new computer center. The center itself will be ready for occupancy in late June 1987, and the office areas will be completed in August 1987.

Estimated cost for establishing and operating this new facility for the first two years (1987-88 and 1988-89) is approximately \$2.6 million with \$800,000 of this sum coming from private sources (a \$300,000 grant by the Self Foundation to the Mark Clark Campaign and a \$500,000 supplemental commitment by CDF).

This new computing facility will begin supporting administrative functions of the College in early July of 1987 and will provide instructional support beginning in the fall 1987 semester. It is expected that by the fall semester of 1988 this facility will be providing all administrative and academic computing support for the College.

## 8. Faculty

The passing away of two faculty members shocked the campus and The Citadel family this spring. In April, COL Donald C. Bunch, Emeritus Associate Professor of Business Administration and the college tennis coach, died unexpectedly. Two days later, LTC Paul J. Kingston, Associate Professor of Political Science, died after a long illness. Both professors were exceptionally able teachers and mentors, and their absence will be noticeable.

Lieutenant Colonels John A. Riley, Associate Professor of English, and James A. Browning, Associate Professor of Chemistry, along with MAJ Lynn V. DeMille, USA, Ret., Assistant Professor of Modern Languages, retired after many years of dedicated service to the college. All three received emeriti status.

The C.A. Medberry Award, in honor of the late Colonel Medberry, was awarded to COL Gerald L. Runey, Professor of Biology.

## 9. Student Highlights

In school year 1986-87, the following degrees were awarded by The Citadel:

Undergraduate	May 1987	Aug 1986
Bachelor of Arts		
Chemistry	2	0
English	22	0
History	27	3



Mathematics	40	8
Modern Languages	7	0
Political Science	37	7
Psychology	12	0
Liberal Studies	0	1
<b>Bachelor of Science</b>		
Biology	16	3
Chemistry	1	0
Computer Science	14	7
Education	14	1
Mathematics	0	0
Physics	5	0
Physical Education	9	4
B.S. in Business Adm.	131	17
B.S. in Civil Engineering	29	3
B.S. in Electrical Engineering	32	6
	<u>398</u>	<u>60</u>

#### Commissions in Military Science

Army	80
Air Force	22
Naval Science	24
Marine Corps	10

#### Graduate Degrees

	May 1987	August 1986
Education Specialist	8	4
M.A.T.	4	7
M.Ed.	47	45
M.A. in Education	7	6
M.B.A.	14	12
	<u>80</u>	<u>74</u>

#### 10. Academic Enrichment Activities

Campus-wide and departmental speakers, seminars, and conferences have enriched considerably the classroom experiences of our students. At the college level, Greater Issues Series speakers were the Honorable Strom Thurmond, Senator, SC; the Honorable E.F. Hollings, Senator, SC; the Honorable Richard Walker, former Ambassador to Korea; and Dr. Walter Williams, John Olin Distinguished Professor of Economics, George Mason University. Among major departmental conferences and speakers were:

- 3rd U.S. National Conference on Earthquake and Engineering (August 1986)
- The Citadel Conference on Southern Politics
- The Citadel Seminar on Latin American Affairs



Distinguished Physics Lecture  
The Inn of Court  
The 14 Annual Citadel Helping Professions Workshop  
The 10th Annual Citadel Reading Conference  
The Citadel Symposium on the South

#### 11. Special Activities

Following state-wide competition, the college received grants to host five institutes for secondary school teachers of advanced placement courses in the disciplines of European and US history, English, biology, and French. The college conducted for the third year a similar institute, under the auspices of the National Science Foundation a mathematics course for middle school teachers. A similar CHE award for physical science teachers went to a course sponsored by the college's Physics and Education Departments. The English Department will host the Charleston Area Writers Project.

#### **B. Biology**

The Department of Biology offers an undergraduate program of studies leading to the Bachelor of Science degree and in conjunction with the Department of Education, offers the Masters of Education (M.Ed.) degree with both a major and minor in biology. Enrollment in the department's undergraduate program fluctuates between 100-150 students with 16 graduating in May. Enrollment in the department's graduate program has increased slightly with approximately 20-25 students actively working towards the M.Ed. degree.

For the past eighteen years, the department has offered (47-103) Introduction to Botany and (47-104) Introduction to Zoology as the entry level courses for both the biology major and the non-major seeking to complete the eight hours of science required for graduation. Starting in the fall semester of the 1987-88 academic year, the department will offer a two-semester General Biology sequence for both the major and the non-major. This change will eliminate the duplication of content found in the old sequence and facilitate a broader coverage of both lecture and laboratory material. In addition, this change will bring our introductory courses into line with a large majority of institutions in the southeast.

LTC Emory S. Crosby, Jr., was granted a sabbatical leave during the spring semester of the 1986-87 academic year. Professor Crosby, using the laboratory facilities of both The Citadel and Clemson University, has studied methods of controlling several fungal diseases affecting camellias. MAJ Frank Seabury was awarded a sabbatical leave for the 1987-88 academic year to work in the electron microscopy laboratory of Dr. Charles Mims at the University of Georgia. COL General L. Runey was awarded the Medbery Award for Outstanding Teaching during the past year.



The biology faculty have remained professionally active. More than seventy percent of the biology faculty have received either CDF Research Grants or grants from outside sources during the 1986-87 academic year. For the second consecutive year, the department received a grant from the State Department of Education to teach a graduate course for high school biology teachers seeking certification to teach Advanced Placement Biology. The course was offered during the summer and was team taught by COL Robert E. Baldwin and Majors B.J. Kelley and T. Clark Bowman.

During the 1986-87 academic year, the Department of Biology, with CDF support, invited the following biologists to speak to the faculty and student members of the Bio-Cid Club.

1. Dr. Robert Sabalis - Application and Admissions to Medical School
2. Dr. James Kennamer - Wildlife Management Techniques
3. CPT Fred Minor - Military Medicine and Career Opportunities
4. Dr. George Folkerts - Snakes, Fact and Folklore
5. Dr. Allen Feduccia - Evolution of Birds During the Age of Reptiles

Cadet Frederic A. Smith, a biology major and member of The Citadel's Tau Nu Chapter of the Beta Beta Beta Biological Honor Society won third place in the Frank G. Brooks Award for Excellence in Student Research at the Southeastern Region, District 1 Convention held at the University of Georgia, 8-11 April 1987. Cadet Smith's research concerned the hatchability of salt marsh mosquito eggs and the time of the year their eggs go dormant. Professor F. Lance Wallace, Professor of Biology, directed Cadet Smith's research. Cadet Smith was also recognized by the Charleston Chapter of the Sigma Xi for presenting the best undergraduate scientific research paper at the 1987 South Carolina Academy of Science meeting.

The Citadel's Tau Nu Chapter of the Beta Beta Beta Biological Honor Society took the top honors at the TriBeta Southeastern Regional Convention at the University of Georgia. The chapter was represented at the convention by Chapter President Cadet Bill Evans, Cadet Frederic Smith, and the Chapter Advisor LTC Rex Skanchy, USA, Ret. In addition to receiving a certificate designating The Citadel's Tau Nu Chapter as an outstanding chapter for 1985-86 by the National Executive Committee, the Chapter was presented the Outstanding Chapter in District 1 Award for excellence in carrying out the ideals of the Society for 1986-87. The chapter also won first place in the Scrapbook Competition, and Cadet Smith was elected President of District 1 of the Southeastern Region for the 1987-88 academic year.

The Department of Biology would like to express its sincere appreciation to LTC Skanchy for the dedication and leadership he has shown in serving as the advisor to The Citadel's Tau Nu chapter of Beta Beta Beta. Since its inception two years ago, the chapter,



under LTC Skanchy's leadership, has become one of the premier chapters in the Southeast.

### **C. Business Administration**

The Department of Business Administration remains the largest college department in terms of undergraduate academic majors and number of degrees awarded to undergraduates.

In excess of 35% of The Citadel's undergraduate students are currently majoring in business administration with 131 undergraduate and 14 graduate degrees awarded at the May 1987 Commencement.

Dr. Krishna Dhir, formerly Associate Professor of Management and Director of the Master of International Management Program at the University of Denver, has been selected as the new head of the Department of Business Administration and will join the faculty in August of 1987. Dr. Thomas Kindel, formerly Associate Professor of Marketing at the University of Montevallo, has been hired as an Associate Professor of Business Administration.

Major J. Michael Alford has been awarded tenure and promoted to Associate Professor, and CMDR Richard T. Pokryfka has been promoted to Professor. The entire Citadel family was saddened by the deaths of Colonel Marion S. Lewis, Professor Emeritus, and Colonel Donald C. Bunch, Associate Professor Emeritus.

The MBA advisory board, comprised of distinguished members of the Charleston business community, has been active throughout this academic year, and MBA enrollment continues to increase. Improving the overall quality and reputation of our MBA Program continues as a high priority for the department.

Departmental faculty have received various national and regional professional recognitions. CMDR Richard T. Pokryfka continued his work on a \$450,000, multi-year research contract from the Department of Defense to assess specific implementations of local area network architectures and relational database machines in a military environment. LTC Spivey has performed research in the Republic of Panama under a Fulbright Fellowship and has served as Visiting Professor of Small Business at the University of Panama. LTC Robert L. King is serving as vice president for finance and treasurer of the Academy of Marketing Sciences and executive secretary of the American Academy of Advertising.

The department has further extended its international perspective during the year. Under an informal faculty exchange program with the Academy of Economics in Wroclaw, Poland, the department was visited by Dr. Maria Myszkowska. In exchange, MAJ Dorothy P. Moore enjoyed a period of research and lecturing in Poland at the close of the spring term. Dr. Robert L. King attended international



conferences in Singapore and Taiwan and continued his research activities at the Academy of Economics in Wroclaw, Poland.

Papers and invited lectures were presented by LTC King, CPT Donald Sparks, COL Harvey Wittschen, and MAJ Dorothy P. Moore.

#### D. Chemistry

The Chemistry Department is undergoing some significant changes. LTC James A. Browning will retire on 30 June after 35 years on the faculty. Dr. James R. Blanton from Texas A & M University will fill his position. Dr. Lois A. Dixon resigned in the fall and will be replaced by Dr. Thomas H. Richardson. Dr. Gregory A. Brewer resigned in the spring to accept a position at Catholic University; a replacement will be sought in the fall. The department's custodian and laboratory manager, Mr. Darryl D. Skow, will retire on 30 June, and replacement is presently being sought.

In addition to these staff changes, the department made some significant curriculum changes. The effect of these changes is to make our two degree curricula more flexible and more responsive to the need of students in a liberal arts college.

During the years Doctors Brewer and May continued their significant research. Dr. Brewer presented two papers at the national American Chemical Society meeting in Denver. Dr. May presented a paper at the national meeting of the American Society of Civil Engineers in New Orleans. Both professors were the recipient of CDF grants during the year, Dr. May having been designated a CDF Faculty Fellow.

The department was the recipient of a generous CDF grant for the purchase of equipment. With these funds, a Varian Instruments Model 3400 Gas Chromatograph and a Perkin Elmer Model 1430 Infrared Spectrophotometer were purchased. Both instruments will be used for instruction and for research.

Another CDF grant permitted us to invite Dr. Russell S. Drago of the University of Florida to visit the department for a whole day and to present a major seminar to students, faculty, and guests. Dr. Drago is an internationally known inorganic chemist.

Cadet Keith Harbol, a senior B.S. chemistry major, presented a paper at the South Carolina Academy of Science meeting and was given an award for the best undergraduate paper at the meeting. The paper reported on research done last summer at Clemson University under the direction of Dr. Darryl DesMarteau. Cadet Harbol will enter graduate school in chemistry at the University of Utah in the fall.

The department has three students graduating this year--one will enter graduate school in chemistry, one will enter law school, and the third will enter the Air Force. After graduation, we will



have 24 majors of whom 9 are pursuing the B.S. degree and 15 are seeking the B.A. degree.

### **E. Civil Engineering**

During the year, the Civil Engineering program was evaluated and given full approval by the South Carolina Commission on Higher Education. The program quality was rated as excellent. The consultant team responded positively to a formal study prepared by the Civil Engineering Department and recommended a reevaluation of the State Formula for Appropriations as being unfair apparently to engineering faculty at undergraduate colleges such as The Citadel. A progress report to the Accreditation Board for Engineering and Technology (ABET) was also prepared and submitted to extend the accreditation of the Civil Engineering program to 1991.

A departmental curriculum study was conducted and several important revisions made. These adjustments include the addition of a freshman year course in Engineering Design and Analysis, a junior course in Modeling of Civil Engineering Systems, and a senior year Comprehensive Project Design course in either Geotechnical Engineering, Environmental Engineering, Structural Engineering, or Engineering Practice. The requirement for surveying and thermodynamics instruction is being reevaluated.

Approximately \$80,000 in funding by The Citadel Development Foundation was provided and expended for additional state-of-the-art academic laboratory equipment procurement. With this funding, the CDF continued to account for significant enhancements of the Civil Engineering program.

The student chapter, American Society of Civil Engineers, won a national ASCE Certificate of Commendation Award for the 1986-87 academic year, the eleventh such distinction in as many years. CPT Kenneth B. Brannan is faculty advisor, and CPT Russell H. Stout is assisting. Under the direction of the faculty advisor, Dr. Harry C. Saxe, the Sigma Iota Delta fraternity has completed and submitted The Citadel's application for a chapter of Chi Epsilon, the national Civil Engineering honorary fraternity.

LTC Charles Lindbergh delivered the engineering keynote address to the Third United States Conference on Earthquake Engineering. Many students and faculty participated in this major event attended by more than 520 scientists and engineers from throughout the United States and 33 foreign countries. Colonel Lindbergh was also responsible for all conference local arrangements and was awarded its Honor Award by the Earthquake Engineering Research Institute for his service. COL Thomas C. Evans was elected president of the Southeastern Section, American Society for Engineering Education. LTC Thomas J. Anessi was elected president, Eastern Branch, South Carolina Section, American Society of Civil Engineers.



A Multihazards Engineering Research Institute was started with fund support from the U.S. Geological Survey. Colonel Lindbergh is president, Mr. W. Alex Dallis is executive director, and Mr. Richard Kent is director of engineering. The MERI is to provide wind, seismic, and coastal engineering technology to South Carolina and its Lowcountry region. Building code development and seismic/wind strengthening of schools are being given highest priority.

A program proposal was developed and approved to offer the full civil and electrical engineering undergraduate programs during the evenings. Like the regular day programs, the evening programs may be completed within a four-year period. The new program starts in August 1987.

Two new faculty joined the department: Dr. Kenneth P. Brannan, Environmental Engineering from Virginia Polytechnic Institute & State University, and Dr. Thomas J. Anessi, Geotechnical Engineering from the University of Dayton. CPT Russell H. Stout, Jr., was promoted to associate professor and raised in rank to major.

#### **F. Education**

The Department of Education was very active this year examining and revising its graduate curriculum. The department compared its graduate programs with others and also solicited advice from practitioners in the areas for which we prepare students to determine if the experiences and courses given to students were the most appropriate. In addition, the accrediting agencies with which we deal, the National Council for the Accrediting of Teacher Education and the State of South Carolina approval process through the National Association of State Directors of Teacher Education and Certification standards, have both modified their standards; therefore, a reexamination of programs in light of those changes was necessary.

The result of this work is a new graduate curriculum approved by the Graduate Council in February which will take us through the next few years. In each of our programs, new courses and new requirements have been added. It is the belief of the Department of Education that the new curriculum adds significantly to the quality of our graduate programs and puts our graduates in an even better position than they have been in the past to assume leadership positions.

The department sought and hired an additional faculty member for 1987-88. Dr. Donald E. Beers, a 1967 Citadel graduate, will be an associate professor of education next year. Dr. Beers completed a doctorate at the University of Tennessee and has most recently been Deputy Superintendent of Schools in Charleston County. He brings to the Department of Education expertise in the areas of curriculum, research, statistics, and educational administration.



Enrollment in the department has increased during the year. The Department of Education had approximately 872 students enrolled in the graduate courses in the Fall of 1986.

The Education faculty was active throughout the year. They were involved in a variety of professional activities including faculty development workshops and institutes, presenting papers, publishing articles, conducting a Reading Conference, and service to area schools including participation in the Teacher Cadet Program of the South Carolina Teacher Recruitment Task Force.

Quality is the watchword 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 statewide activities, and most import, outstanding teaching. The department looks back at the year with pride and forward to the challenges of 1987-88.

#### **G. Electrical Engineering**

One hundred and fifty-six students majored in electrical engineering this year. This is an 18 percent decrease in enrollment over the previous year. Twenty-four cadets and eight veteran students were graduated in May 1987. Several seniors are expected to meet graduation requirements in August.

The South Carolina Commission on Higher Education has authorized the offering of the degrees of Bachelor of Science in Civil Engineering and Bachelor of Science in Electrical Engineering in The Citadel Evening College beginning August 1987. The response to early announcements and advertisements has been encouraging.

The Twenty-First Annual Razor Lecture was presented by Dr. John W. Peeples, Citadel 1971, Director of Operations, NCR Engineering and Manufacturing, Columbia, S.C. Dr. Peeples heads the most profitable of the 22 manufacturing units of NCR. His professional accomplishments are a source of pride to the department and an inspiration to our students.

The Verson Foundation Fund reached a level that will support scholarship grants to electrical engineering majors of \$2,000 per year. These scholarships honor the founding head of the department, COL Charles Thurston Razor, and were established by Melvin Verson, Citadel 1948.

The Power Engineering Educators and Industry Group of the Southeastern Electric Exchange has established 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. Professor Askins was again invited to be one of the principal lecturers in a Modern Power Systems Analysis course at Auburn University. He attended a technical conference of the Southeastern Electric Exchange in New Orleans as a guest of South Carolina Electric and Gas Company, and he was appointed an IEEE Program Evaluator to assist the Accreditation Board for Engineering and Technology (ABET) in the evaluation of electrical engineering programs. Associate Professor Louis D. Dornetto has been promoted to professor of Electrical Engineering, effective August 1987. Professor Dornetto received a CDF Outstanding Teaching Award for 1986-87. Assistant Professor Jack A. Stinson, Jr., has been promoted to associate professor of Electrical Engineering, effective August 1987. Professor Stinson received the Ph.D. in Electrical Engineering in August 1986. All faculty members continue to perform as dedicated teachers, conscientious counselors, valued members of the academic community, and professional engineers.

#### **H. English**

During the current year, the English Department maintained its steady progress in terms of teaching, scholarship, and community service. The reputation of our teaching faculty has continued to attract a fair share of majors, the number rising to 87. The faculty remains heavily engaged in every phase of scholarly activity.

Both the freshman and sophomore committees engaged in revision of their sequence courses: Composition and Literature and Major British Writers. Standard course descriptions have been produced that reflect these changes. In preparation for next year, the Curriculum Committee has reorganized the sophomore courses and revised the sequencing of several courses in B and C groups. The Hiring Committee successfully completed a search for two new faculty: Dr. Peter Mailloux (Ph.D., Berkeley) and Dr. Margaret M. Lally (Ph.D., Case Western Reserve). For the first time, the department has appointed, under Dr. Robert A. White, a standing Committee on Graduate Affairs, that worked with the Graduate Director to finalize the new M.A. proposal. The Tenure and Promotion Committee gave favorable recommendations for tenure and promotion to Associate Professor to CPT David G. Allen and for promotion to Professor for both LTC Philip W. Leon and MAJ Robert A. White. All recommendations were unanimously and enthusiastically forwarded to CATPA which concurred in the cases of Allen and Leon. CPT David S. Shields emerged as the faculty member who scored highest for teaching effectiveness, but he has another year to complete before attaining eligibility for a college teaching award.

On the scholarly front, the department has nine books in



press; each of the following has a book that will appear before Christmas 1987: Brennan, Lally, Mailloux, Leonard, Rembert, and Rhodes, while Professor Tucker has three books in press. Professors White and Allen have also received a provisional acceptance for their collection of conference papers from the Syracuse University Press. Two other professors are nearing completion of books. During the current year, Professor Tucker published his monograph with The Citadel Press (Coram Paribus: Images of the Common Lawyer in Romantic and Victorian Literature), and Celia C. Halford published her novel (The Treasure of Pawley's Island). Dr. Shields' edition of Carolina, or the Planter, by George Ogilvie, was published as a supplementary volume of The Southern Literary Journal. English faculty also delivered seventeen scholarly papers at various regional and national conferences, one each by White, B. Allen, O'Neil, Rembert, Edwards, and Tenney; two each by D. Allen, Leonard, Rhodes, and Shields; and three by Tucker. Departmental faculty also published three articles and eight reviews, not to mention three radio broadcasts and two televised interviews. As a measure of sharing their scholarship, the following faculty also delivered papers for the new Symposium series: Tucker, B. Allen, D. Allen, Edwards, Leonard, Tenney, Rembert, Halford, Tucker, and Eesley (from Modern Languages).

The department has also excelled in other forms of scholarship. For example, David G. Allen won a \$2500 grant from the South Carolina Arts Commission for his leadership of the Lowcountry Writers program that brought three authors to this campus during the academic year. Professor Holbein coordinated the activities for the English Seminar program on Shakespeare's Birthday. The address was delivered by Professor Phoebe S. Spinrad of Ohio State University. Professors White and Allen have already begun the extensive preparations required for the second Medieval and Renaissance conference next year. Professor Suzanne Edwards was elected President of the Victorians Institute, Professor Rhodes continues as Vice President of the Southeastern Nineteenth-Century Studies Association, and Professor Tucker served this year as the President of the South Carolina Association of Departments of English. Succeeding our own Professor O'Neil, Professor Rembert assumed the Secretary/Treasurer's position of the Southeastern Eighteenth-Century Studies Association and edited three issues of the newsletter. Professor Edwards brought out the first edition of the new journal Nineteenth-Century Studies. Professor James Leonard has assumed the editorship of the Mark Twain Circular, the newsletter of the Mark Twain Circle of the Modern Language Association, while Professor Tenney continues his editorship of the Mark Twain Journal.

In the service area, Jack Rhodes has assumed the Directorship of the new Citadel Honors Program and has worked steadily towards the initiation of this program in the Fall semester of 1987. Professor Holbein served as Adviser-in-Chief of The Citadel Inn of Court, and Professor Tucker organized for the Inn the introduction of a new Humanities Institute that met in September at Bonneau



Ferry and in February at Camp St. Christopher. He ran the LSAT Preparation Workshop and worked with eight cadets who participated in the National Intercollegiate Mock Trial Tournament in Des Moines, Iowa, in which The Citadel placed fourth. Professor Tucker is a member of the Planning Committee for the National Tournament. Professor Rhodes served as a marker at the Advanced Placement meeting at the Educational Testing Service program in Princeton, N.J. Professors Holbein and Edwards served on the Steering Committee for the Charleston Area Writing Project that has found a semi-permanent home at The Citadel, and Professor Edwards has now twice proven successful in bringing the Advanced Placement Workshop for English Teachers to our campus. Professor Holbein served as a marker for the state program on the Education Entrance Essay required of all teacher candidates.

Five professors have earned research funds from The Citadel Development Foundation, and Professor Tucker has been granted a sabbatical for 1987-88. Professor Leon was also awarded a sabbatical but had to turn it down in order to accept a post at West Point where he will serve for three-to-five years as Senior Advisor on Reserve Affairs to the Superintendent of the U.S. Military Academy. After twenty-two years of service to The Citadel, Professor John Riley has decided to retire and has been awarded emeritus status. Professor Tony N. Redd will be serving as Acting Head of the English Department for the coming academic year.

## **I. History**

By stressing the importance of cause and effect in the cyclical growth and decline of civilization, the History Department attempts to acquaint the student with his heritage and give him an insight into the problems of the modern world. We encourage the use of essays in testing so that our graduates may learn to organize their thoughts and to express them with clarity. We are happy to report that this department thus prepares its graduates for success in many fields; they range across the career spectrum from medical student to bishop.

Our faculty maintained its usual reputation for superior performance. In pursuit of the department's effort to support the concept of an undergraduate college in which the faculty assume particular responsibility for the development of their charges, several members of this department served as advisors for cadet groups. The entire department demonstrated its scholarly bent through research activities of which several publications were the result. Three professors currently have books under contract. The History Forum enriched the department's offerings by serving as host for guest speakers. In April, with Majors W.B. Moore, Jr., and J.F. Tripp as co-directors, The Conference on the South brought another group of scholars distinguished in their fields to the campus.



COL L.H. Addington was appointed a CDF Fellow for the third time, and COL W.G. Nichols for the first time. COL W.L. Harris assisted the Political Science Department in the organization of the Conference on Latin American Affairs. COL D. Porch spent the year as Visiting Professor at the Naval War College where his performance was so well received that he was invited to stay for a second year. I am pleased to report that he declined the offer and is returning to The Citadel. LTC J.W. Gordon published The Other Desert War: British Special Forces in North Africa 1940-1943. MAJ Tripp was promoted to professor. Unfortunately, CPT J.P. Thomas resigned unexpectedly in the middle of the year; he will be replaced in the fall by CPT Jane C. Bishop, a splendid lecturer whose scholarly record and academic credentials are very impressive, indeed.

#### **J. Mathematics and Computer Science**

The Department of Mathematics and Computer Science offers a wide variety of courses in an effort to meet the demands of a rapidly changing age of technology. Service courses are offered for the entire college as well as degree programs in mathematics and computer science.

The number of majors in mathematics and computer science decreased to approximately 150 students who were pursuing degrees from among the seven degree options offered. The number of undergraduates receiving a bachelor's degree was 54 in May 1987. Several others expect to complete requirements by August.

In conjunction with the Department of Education, graduate courses for middle and secondary teachers continue to be offered in the evening along with evening undergraduate courses for the Evening College program. Professors Hoyle and Hurd taught courses for middle/secondary teachers which were funded by the State Department of Education through the Educational Improvement Act. The department received a \$36,000 grant from the Commission on Higher Education to fund a pilot project designed to improve the mathematics teaching skills of middle school and secondary general mathematics teachers. Professor Denig taught the third of the three-year program for 7-9 grade teachers which is part of the NSF sponsored South Carolina Professional Development Program for science and mathematics teachers.

As in the past, The Citadel Development Foundation has enhanced the department with grants to individuals and the department. Professor Stephen Comer continued as a CDF Fellow while Professors Cohn, Durgun, Greim, Hurd, Riedel, Trautman, and Zahid all received research grants. Thanks to a CDF grant, the department enjoyed another outstanding year of colloquia and seminars which provided stimuli for both students and faculty.

As evidenced by the number of research grants mentioned above, the scholarly activity in the department continued to increase.



Professors Comer and Cohn gave papers at the International Congress of Mathematicians, and Professor Greim presented a paper at an international meeting in Czechoslovakia. Papers have been accepted for publication from Professors Cohn, Comer, Greim, Hurd, and Riedel. Fifteen of the eighteen faculty members attended a professional meeting or workshop in 1986-87.

Two new professors completed their first year at The Citadel in 1986-87. Professors Hughes Hoyle, who came from the University of North Carolina in Greensboro, received his Ph.D. from the University of North Carolina at Chapel Hill in topology. Professor David Trautman, who came to The Citadel from Ohio State University, received his Ph.D. from the University of Missouri in functional analysis. Dr. Lonita Spivey was a temporary assistant professor for 1986-87.

Professor Andre Deutz will be returning to the department from Cornell University, where he spent a one-year leave of absence on a DANA Foundation Grant to work on a Master's degree in Computer Science. Professor Ingraham will return to the department following a sabbatical leave spring semester, 1987. The department regrets to announce the resignation of CPT Carlie Coats who took a position in industry.

#### **K. Modern Languages**

During the past year, our department has made special efforts to provide varied educational opportunities to students. The faculty have been dedicating themselves to seeing that their students use more of the foreign language in the classroom.

We are continually making plans to make more effective usage of the Language Laboratory under the directorship of MAJ Joseph F. Gundel. Thanks to increased interest in foreign languages in the state and nation, we are also looking forward to developing the language skills of recent high school graduates who will have had language learning experience in the high school. These new directions of the department have already resulted in more language exposure in the elementary and intermediate programs, an increase in the enrollment in the upper-level course, an increase of majors, and an increase in cadets' professionalism. Since the institution of our study abroad programs, over fifty cadets have studied in France and Spain, ably directed by Captains O. Robert Emory and Anne Eesley. Language majors have tutored as volunteers at Burke High School. Cadets P. Foster and M. McAnally taught a course in Spanish to children at James Simmons Elementary School. Cadet Cottros read a paper at the First National Conference on Undergraduate Research; and Cadets Campbell, Wingfield, and Cottros also had their research papers discussed in one of two presentations by CPT Christopher R. McRae at the annual meeting of the North and South Carolina Association of Linguistics.

Professional activities of the faculty are also on the increase. In addition to faculty activities already mentioned, CPT



McRae did research in France. LTC J. Harmann Pieper, III, visited France; and MAJ Grant B. Staley read a paper at the Asociacion Internacional de Hispanistas in Berlin. CPT Emory was president of the Southeast American Society for French 17th Century Studies and chaired the proceedings of the conference which was held at The Citadel last fall. CPT Eesley read a paper at the Kentucky Foreign Language Conference at Lexington and COL D.D. Johnson was elected chair of the Minor and Median Romance Languages Section of the South Atlantic Modern Language Association and read a paper at the North American Catalan Society conference held in Tampa. Professors Emory, Johnson, McRae, and Staley all had articles or reviews in print this year; and most notable was CPT Eesley's article published in Celestinesca.

CDF support made possible many departmental activities, such as the department's hosting a meeting with the Circulo Hispanoamericano of Charleston, as well as many of the cadets' and professors' activities previously described. The CDF is an integral part of the department's development and has inspired us to seek outside funding for our activities. For example, CPT McRae won his second grant from the National Endowment of the Humanities to pursue his studies of 19th Century French Literature at Berkeley.

The faculty continues to play key roles in campus responsibilities--notable are Professors Pieper and Emory as company academic advisors, Staley as chairman of the Fine Arts Committee, LTC Frank D. Frohlich as a member of CATPA, and Pieper as faculty advisor to the Catholic Parish.

During the year, the department and some of the staff reached certain milestones. CPT McRae received a grant to teach a special graduate course in French Civilization and Culture last summer. Professors McRae and Staley taught our first regular graduate-level courses last spring. In June, under a state grant, CPT McRae with adjunct professor Ellen Friedrich taught an Advanced Placement course to high school teachers.

The year was also marked by personal achievements. LTC Frohlich was awarded the Outstanding Teaching Award; Captains Emory and McRae were granted tenure and promoted to associate professors; Ellen Friedrich, who was an adjunct professor last year, has been appointed to a one-year term as visiting instructor. MAJ Lynn V. DeMille retired after twenty-one years' service to the Citadel and received emeritus status. We will miss him and wish him well.

#### **L. Physical Education**

The Department of Physical Education enjoyed another productive year in programming and faculty development. COL Frank L. Feigl completed certification in the Program for Effective Teaching (P.E.T.), edited the new revision of the departmental



text, Foundations of Fitness and Exercise, and continued his editorial review role with the South Carolina Journal of Health, Physical Education, Recreation, and Dance (SCJOHPERD). COL Melvin H. Ezell, Jr., continued in his role as exercise director and department liaison to the cooperative Cardiac Rehabilitation Program conducted with the Medical University of South Carolina. COL Ezell co-hosted a Cardiac Rehabilitation Workshop on our campus. MAJ D. Eugene Styles received the Outstanding Teaching Award for the college, coordinated the graduate program for the department, and served as an academic advisor for G Company. MAJ Gary L. Wilson wrote a technical report for the Charleston County Police Department, gained certifications from the American Red Cross for new programs in Life Saving and Water Safety, and attended the Aerobics Institute in Dallas, Texas, the Southern District American Alliance for Health, Physical Education, Recreation, and Dance Convention in Birmingham, and the National AAHPERD in Las Vegas, Nev. MAJ Wilson served on the Southern District AAHPERD Health Division Executive Board. LT John S. Carter has completed all of the course work for the doctoral degree. LT Carter cataloged all the departmental library holdings and generated the order for the special \$10,000 departmental acquisitions. LT Carter coordinated the pre-matriculation health-related fitness testing and the upperclass remediation program. Mr. Eddie Teague retired at the end of the school year 1986-87 but will remain on the faculty as an adjunct professor. The department feels fortunate to have a man of his caliber with highly regarded career experiences in physical education and sport.

The department hosted Mrs. Heather Ward at a seminar on Aerobic Conditioning, Dr. Cass Ryan at a seminar on Nutrition, and Mr. Don Newcombe at a campus-wide seminar on alcohol abuse. COL Ezell hosted a group afflicted with Prader-Willi Syndrome. COL John P. Smyth hosted a CDF workshop for heads of physical education departments at our sister institutions of higher education in South Carolina.

The department adopted the new NCATE guidelines which will require all subsequent teacher education majors to graduate with a minimum of a 2.5 G.P.A. The department has a senior seminar requirement for determining exit competencies of all majors. Cadet Russell L. Campbell was recognized as winner of the Keith E. Hamilton Award as outstanding physical education major. He received similar recognition from the department for the National Association for Sport and Physical Education.

The department contributed 36 professional books to the Department of Physical Education and Sport at Kenyatta University in Nairobi, Kenya.

The Intramural Sports Program enjoyed another year of full participation in all phases. LTC Eugene F. Lesesne and CPT Samuel G. Evans, III, led the Corps to continued prominence in the National Honorary Athletic Fraternity, Sigma Delta Psi. Seven new members and one repeat member qualified for the Corps' Epsilon Beta



Chapter in 1986-87. Cadet James M. Uschelbec won the award for Outstanding Intramural Athletic Officer, and Cadet Stephen J. Bontell was selected as the Outstanding Intramural Athletic Sergeant. Cadet Thomas Y. Barton, III, won the award for the Outstanding Intramural Athlete of 1986-87. "A" Company won the Regimental Championship and the accompanying Board of Visitors' Trophy and Plaque.

The Citadel Sports Clubs were successful in presenting opportunities for cadet participation in 15 intercollegiate activities. The Lacrosse Club won eight of their nine games, losing only to a Division I ACC team; and the Pistol Club again brought national recognition to The Citadel with one All-American and a National Championship in the ROTC Division and second in the overall Open Championships. The Sports Club Banquet featured representatives of each club capturing well the spirit of participation and opportunity which separates club sports from the world of intercollegiate scholarship athletics. The banquet attendees were inspired by an outstanding talk by MGEN James A. Grimsley, Jr. There is sufficient interest to organize two new clubs during the 1987-88 school year--a Volleyball Club and a Swimming Club.

#### **M. Physics**

This 1986-87 year for the Department of Physics was highlighted by several outstanding events, honors, and acquisitions, including:

1. The 1987 Distinguished Physics Lectures, a series of public lectures and informal discussions on General Relativity presented by Professor Kip S. Thorne. Dr. Thorne is the William R. Keenan Professor of Theoretical Astrophysics at California Institute of Technology. He is a co-author of "Gravitation," the text from which most of the younger generation of physicists and astronomers learned general relativity theory, and he developed much of the mathematical formalism by which astrophysicists analyze the generation of gravitational waves by highly nonlinear cosmic sources. Dr. Thorne's two public lectures at The Citadel on 21 and 22 April were "Black Holes, White Holes, Worm Holes, and Tunnels through Hyperspace;" and "Gravitation Waves: A New Window onto the Universe."

2. Establishment of a federally funded summer course for secondary school teachers. This workshop was a cooperative effort between Dr. Patrick R. Briggs of the Physics Department and Dr. William R. Williams of the Education Department who jointly developed the course and taught it through the period of 14-31 July 1986. Funded by a \$26,200 federal grant from the Commission on Higher Education and Public Law 98-377, the workshop was titled "Design and Use of Physical Science Experiments in Secondary Schools" and had 20 participants selected from 56 applicants. Experiments were designed by the workshop directors, and the



equipment was constructed in the Physics Department shop by Mr. Braxton Simmons, electronics technician. The workshop will be repeated in the summer of 1987.

3. Notification by NSF that the Physics Department at The Citadel is to participate in a \$170,000, three-year grant for a four-college automated photoelectric telescope designed for astronomical training and research with Dr. Saul J. Adelman of the Physics Department as co-investigator. The 30-inch, reflecting telescope is of international quality and will be accessed for research by the College of Charleston, University of Nevada (Las Vegas), and Villanova University, as well as The Citadel. The grant period is from 15 April 1987 to 30 September 1990, and the grant provides \$50,000 for astronomy research and \$20,000 for instrumentation during the first year, with an additional \$20,000 in cost-matching funds coming from the four participating schools. In each of the second and third years, the grant provides \$50,000 for research.

4. The award of a three-year, \$60,000 grant by the National Aeronautics and Space Administration to Dr. Saul J. Adelman as principal investigator on a project for analyses of elemental abundances in stellar objects. This grant, entitled "Photographic Region Elemental Analyses," extends through the period 1 June 1987 to 31 May 1990 and includes \$24,000, cost-matching funds for computer equipment.

5. Two special projects for Lowcountry high school students using Physics Department facilities at The Citadel:

a. Students in the physical science class at Rivers Middle School visited The Citadel on a monthly basis to perform special experiments designed for them by department members.

b. Coastal Carolina MENSA met thrice weekly in the Physics Department to prepare for nationwide "Odyssey of the Mind" competition for high school students. Their construction project-- a structure of 1/8-inch, balsa wood strips designed to support maximum load within narrowly prescribed dimensions--won the regional competition with area students representing both public and private schools.

6. Acquisition of several major equipment items for the basic physics laboratories. With CDF funds, the department purchased 18 Fluke 37 bench portable digital multimeters, a very versatile device used in many basic laboratory experiments. CDF funds and general ledger account funds were combined to purchase four (4) Tektronix 2230 oscilloscopes for use in the Electronics Instrumentation course and in Advanced Laboratory. An occupational safety hazard was arrested by a special allocation to purchase a set of 18 new induction coil power supplies with high voltage shield.

Members of the department were actively engaged in research



during the year. Dr. Joel Berlinghieri held a summer research fellowship at the Medical University of South Carolina where he devised flash photolysis techniques in transient absorption spectroscopy associated with a project directed by Dr. John W. Ledbetter of the Department of Biochemistry at MUSC. Dr. Patrick R. Briggs consulted with the Applied Physics Laboratory of Johns Hopkins University and developed software for reduction of data from the IMP-80 satellite. Dr. Saul J. Adelman published ten papers during the year and had five more in press, the culmination of the previous two years as a research associate at NASA Goddard Space Flight Center while on sabbatical leave and leave of absence. Dr. Peter J. Rembiesa published a major article in theoretical physics on renormalization techniques in quantum electrodynamics, and he presented a paper at the 1987 spring meeting of the American Physical Society. He was also tenured and promoted to associate professor with the military rank of major.

Dr. Joel C. Berlinghieri was president of the Faculty Council during the 1986-87 year and delivered the commencement address during the 1986 summer school graduation. Dr. Mary Morton-Gibson, who temporarily replaced Dr. Adelman while he was on leave, accepted a position at Lock Haven University in Pennsylvania.

#### **N. Political Science**

The Department of Political Science offers a flexible 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, graduate and professional schools, 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 the Foreign Services, Graduate Record Examination, Law School Admission Test, and Civil Service employment.

The first major revision of the department's curriculum in the last twenty years was implemented in the Fall of 1985 and continues to be well received by the students. This revision brought our courses into line with recent trends in the discipline while maintaining the fundamentals of a sound liberal arts education. Basically, it develops three alternative areas of concentration: (A) American Government and Politics, (B) International Politics and Military Affairs, and (C) Law and Criminal Justice. The smooth implementation of this restructuring of the Political Science curriculum is a major accomplishment of the department.

Extracurricular activities are an important part of our



students' education. For the first time last year, several Political Science students attended the Fourth Annual Conference with Former Secretaries of State sponsored by the Southern Center for International Studies. As is customary, the department supported the conferences held at the Military, Naval, and Air Force Academies by sending student representatives. With the help of their faculty advisor, 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), Political Science Club, South Carolina Student Legislature and the Debate Team all received strong support from the departmental faculty.

A new initiative this year was a weekend workshop for freshman Political Science majors. The workshop included speakers from a wide variety of areas and gave the students an opportunity to discuss broadly based social and political issues. The twenty-five freshman Political Science majors who participated were selected because of their high SAT scores and performance in the Introduction to Political Science course.

The Internship program continues to be extremely successful and provides students an opportunity to apply what they learn in the classroom in various governmental agencies. During 1986-87 students served internships with the City of Charleston Mayor's Office, the Charleston County Administrator's Office, the City of Charleston Police Department, the 9th Circuit Solicitor's Office, the Medical University of S.C. Administrator's Office, and the City of Charleston's Crime Laboratory.

The Departmental Speaker Seminars brought important political leaders and scholars to the campus. Ambassador Nick Veliotos, former Ambassador to Egypt and Jordan, discussed U.S.-Arab relations. Ambassador William B. Jones, former Ambassador to Haiti, talked about American Foreign Policy in the Carribean Basin and met with the Afro-American Society on campus. Ambassador Richard Walker, former Ambassador to Korea, talked with students in one class on his experiences in dealing with the media. Professor Hal Elliot Wert, Vice President and Acting Dean of the Kansas City Art Institute, discussed American Foreign Policy and Poland as well as what he learned from a recent trip to Eastern Europe. Dr. Ted Rosengarden discussed his recent book, Tombee: A Southern Planter. Mr. John Maybank, an officer with Robinson-Humphrey Company, discussed the Problems of Poverty and Wealth in American Society. Kurt Pitts, with the Baker Hospital Drug Abuse Clinic, spoke to students of sociology. Dr. Tinsley Eugene Yarbrough, an expert on the U.S. Constitution, discussed his recent book on Supreme Court Associate Justice Hugo Black. The Speaker Program provides a wide variety of enrichment activities for Political Science students at The Citadel.

The department routinely offers a variety of special courses each year. Reuben Greenberg, Charleston Chief of Police, taught a very popular course on Topics in Law and Criminal Justice.



Ambassador Twinam taught Topics in International Politics with special emphasis on the Middle East and American Foreign Policy decision-making. Next year Dr. Kenneth Baucom will offer a course on African Politics based on his academic background as an anthropologist and his 20 years' experience living in South Africa. Professor Baker has developed a special course on Religion and American Politics which will be taught next fall. Three members of the department will team teach a course on the Civil Rights Movement. These courses are designed to reflect current political issues and keep students abreast of contemporary political developments.

The scholarly production of the departmental faculty continues to be impressive. Professor Milton Boykin, in association with Professor Louis Zurcher of the University of Texas and Commander Hardy Merritt, USNR, was coauthor of a book published by Greenwood Press in 1986 and entitled Citizen-Sailors in a Changing Society: Policy Issues for Manning the U.S. Naval Reserve. Professor Boykin and Professor William Gary Nichols of The Citadel History Department are editing a book entitled Arms Control and Nuclear Weapons with Greenwood Press scheduled to be published early next year. Another member of the department, Professor Edward Davis, has contributed a chapter to this book. Ambassador Joseph Twinam published a chapter entitled "Reflections on Gulf Cooperation, with Focus on Bahrain, Qatar and Oman" in John A. Sandwick's The Gulf Cooperation Council: Moderation and Stability in an Independent World. Professors Robert Steed, Laurence Moreland, and Tod Baker edited The 1984 Presidential Election in the South, published in 1986 by Praeger Publishers of New York. In the spring of 1987, they completed work on another book, Blacks in Southern Politics, which is also scheduled for publication by Praeger later in the year. Professors Baker, Moreland, and Steed are currently engaged in two major projects--the 1984 party delegate study and a study dealing with party precinct officials in South Carolina. These same professors also published a book chapter entitled "Migration and Activist Politics" in Ronald A. Rapoport et.al. The Life of the Parties: Activists in Presidential Politics. Professor Davis published an article entitled "Proposals for Joint Chiefs of Staff Reorganization" in the June 1986 issue of Defense Analysis. Professors S.A. Arcilesi and Paul Benson are editing the proceedings of "The 1987 Conference on the Military in Latin American Politics." All members of the department attended at least one professional meeting, and most were involved in presenting papers, serving as discussants and chairing panels. These scholarly activities greatly enrich class presentations and maintain the currency of the faculty in their respective fields of specialization.

Individual faculty members have been active in conferences and professional associations as well as college organizations. The department hosted the 1986 annual meeting of the South Carolina Political Science Association in April 1987 with Professor Benson serving as program chairman in his capacity as Vice President of the Association. The department continues to sponsor The Citadel



Symposiums of Southern Politics which have become the leading series of conferences in the nation on scholarly research in southern politics. Additionally, the Third Annual Conference on Latin American Affairs was held for Spring 1987 Citadel students. Professor Paul Benson was also elected as President of the South Carolina Political Science Association. Professor Davis was co-chairman of the section on Military Studies of the International Studies Association. Professor Laurence Moreland was elected chairman of The Citadel Faculty Council. Professor Tod Baker was president of The Citadel Chapter of the AAUP. Professor Robert Steed has been selected by the Southern Political Science Association Program Committee to organize the program and panels on southern politics at that Association's 1988 annual meeting in Atlanta. The departmental faculty is pleased to recognize Dr. Graham Sibery's completion of all requirements for the Doctor of Philosophy degree at the University of South Carolina.

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. The Head of the Department and Ambassador Twiman provided assistance in community based group composed of leading citizens concerned with serious discussions of international politics. As a service to the community, a workshop was conducted for Social Science teachers in the Charleston area by members of the department. These activities extend the teaching function to the public.

The members of the department were saddened by the death of Professor Paul Kingston who had been a member of The Citadel Faculty for thirty years. During this period, he taught courses in American Government, Public Administration, and Sociology. He was particularly well known to several generations of students who participated in the South Carolina Student Legislature. He will be greatly missed.

## **O. Psychology**

The Department of Psychology offers an undergraduate major in Psychology leading to the Bachelor of Arts degree and, in cooperation with the Department of Education, offers two graduate programs in School Psychology, both leading to the Specialist in Education (Ed.S.) degree. The undergraduate major in Psychology is designed to help the student integrate his learnings 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 used for this overall goal is a relatively classical curriculum which weds the increasingly sophisticated quantitative research orientations with the observational-clinical-applied tradition. The graduate programs in school psychology are 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.

Fifty-six undergraduate students majored in psychology this year. Of the eleven May graduates, one applied for and was admitted to graduate school, one is employed in business, and nine accepted military commissions: seven Army, one Navy, and one Air Force. Our students continue to excel in academic endeavors: Cadets Bruce Cox, Kenneth Crombie, and Leo Pacher presented research papers at the National Conference on Undergraduate Research, Asheville, N.C. Psychology majors were involved in research in a variety of areas, including the effect of light on shoulder pull strength under various filtration conditions, the effects of fluorescent lighting on shoulder pull strength, and light and exposure time on factors affecting grip strength.

Forty-three students are enrolled in our graduate programs in school psychology. Three students received the Ed.S. degree, and two received the M.Ed. degree in May. Ms. Stephanie Holler, a May graduate, was inducted into Phi Kappa Phi and presented her research at the annual meeting of the South Carolina Association of School Psychologists, Myrtle Beach, S.C.

Utilizing CDF funds, the department sponsored one workshop, "Stanford-Binet Intelligence Scale Workshop," and presented three major seminars: "Practical Applications of Vocational Assessment for Counselors and School Psychologists," "Use and Misuse of Psychological Assessment Data," and "Step Ahead: A Psychological Rehabilitation Program." Additional funding from CDF made it possible to add important experimental equipment to our psychology laboratory.

During the academic year, 506 undergraduate students and 293 graduate students enrolled in psychology courses. Average enrollment in undergraduate classes was 22 and in graduate classes 23. Enrolled in the 1987 first summer session were 167 pupils with an average class enrollment of 21.

Faculty and staff continued to be professionally active. One hundred percent of the faculty applied for and received CDF faculty development grants, and seventy-five percent applied for and received CDF research grants. Fifty percent of the faculty presented papers at the annual meeting of the Southeastern Psychological Association, Atlanta, Ga. One hundred percent attended local meetings of the Charleston Area Psychological Association, seventy-five percent attended the joint annual meeting of the South Carolina Psychological Association and the South Carolina Association of School Psychologists, and fifty percent attended meetings of the Low Country Association of School Psychologists. The four full-time faculty members served on 13 standing committees and four ad hoc committees, conducted six major workshops, and delivered 12 speeches.

Representative examples of professional scholarly activities



are noted. COL Michael Doran presented a major research paper this year, "The Effect of Light on Shoulder Pull Strength" and directed three student research projects which were delivered at a national conference. He received a CDF Faculty Development Grant to study biofeedback techniques and medical hypnosis and a CDF Research Grant to study the effects of light and music on strength. LTC Aline Mahan received a CDF Research Grant to make a study of differential performance of learning disabled students and a CDF Faculty Development Grant to improve her skills in vocational assessment. Additionally, she presented several lectures on such diverse topics as the role of women in the modern church and fostering mental health in pre-schoolers. MAJ James Pietrangeli attended the Ninth Annual Institute on the Teaching of Psychology and continued his CDF-supported research on a model for the selection of law enforcement officers. COL Thomas Mahan presented two noteworthy papers, "Perceptual Factors in the Learning Environment" and "Diagnosis Misdirected," and initiated a CDF-funded research project developing a scale for measuring achievement motivation in adolescents. COL D. Oliver Bowman presented two major papers this year, "Turning Conflict Into Agreement Using Poetry Therapy" and "Coping with Stress in Personal and Professional Life;" served as discussant on two panels, "Job Opportunities: The Undergraduate Psychology Major," and "The Small Psychology Department: Issues in Curriculum;" studied the borderline personality with Michael Stone, M.D., Professor of Psychiatry at Cornell Medical Center; was appointed Chairman of the Academic Affairs Committee of the South Carolina Psychological Association; and was on the faculty of the Alumni College. CPT Robert J. Sauer, Counselor to the Corps, received a CDF Faculty Development Grant to study psychopharmacology with Robert Guerette, M.D., Associate in Psychiatry at the University of Massachusetts Medical School.

The department was host for the second consecutive year for the annual meeting of the Charleston Area Psychological Association honoring student researchers from the Baptist College, the College of Charleston, and The Citadel. There were nine student presenters.

Student utilization of the Student Counseling Center increased by approximately twenty percent. Five hundred and one hours were devoted to direct, one-on-one counseling with the majority of this time (354 hours) devoted to personal counseling, with the remainder devoted to academic, educational, and career counseling. The Counseling Center continued to be actively involved in the evaluation of cadets suspected of having a learning disability. Three hundred and seventy hours were expended in this activity.

#### **P. Evening College and Summer School**

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



a. The Undergraduate Evening College with majors in business administration and liberal studies. In addition, two-year, non-degree programs in Pre-Engineering and Pre-Allied Health are offered for transfer to USC, Clemson, and the Medical University of South Carolina for B.S. degrees.

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 13 different majors are available under these degrees.

c. The Master of Business Administration program.

d. The Summer School.

2. Enrollment Data 1986-87. The enrollment patterns fluctuated over the past year in the following areas:

a. The Undergraduate Evening College fall enrollment remained basically the same and spring enrollment was down 22 percent from the previous year.

b. Graduate Education enrollment increased each semester.

c. The MBA enrollment was up 26 percent over fall 1985. There was no change in the spring enrollment.

d. The 1987 Summer I enrollment was down about 2.5 percent from 1986 Summer I.

The enrollment picture is reflected in the data summarized in the tables below:

**Number of Persons Enrolled by Session**

	Undergrad Day	Undergrad Evening	Graduate Education	MBA
Summer II 1986	576	N/A	465	N/A
Fall 1986	N/A	216	943	92
Spring 1987	N/A	140	989	83
Summer I 1987	571	63	780	43

**Number of Courses Enrolled by Session**

	Undergrad Day	Undergrad Evening	Graduate Education	MBA



Summer II 1986	925	N/A	503	N/A
Fall 1986	N/A	310	1157	104
Spring 1987	N/A	235	1215	111
Summer I 1987	1020	*	1046	47

\*Included in Undergraduate Day

### 3. Developmental Activities

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

a. The Commission on Higher Education approved the Evening College request to offer the B.S. in Electrical Engineering and the B.S. in Civil Engineering through the Evening College beginning the fall semester 1987. This offers lowcountry students an opportunity to complete a degree in engineering without transferring to Clemson or University of South Carolina.

b. The Pre-Allied Health Sciences Program attracts very few students. Only three students enrolled this year. This program is coordinated with the Medical University of South Carolina for eventual completion of the B.S. degree.

c. The Evening College and Graduate Student Advisory Council, composed of seven students representing the various constituencies of the evening programs, met and addressed several issues of concern to evening and graduate students. Its purpose is to provide input from graduate students and evening undergraduate students with emphasis on improvement of the college's programs. It is a forum that represents the academic, administrative, and extracurricular interests of the Evening College student body.

d. An Evening College newsletter was published each semester providing students with information pertinent to their programs.

e. The Graduate programs in the Departments of Biology, English, History, and French received state approval for the offering of Advanced Placement courses in each of those respective disciplines.

f. A proposal for a Master's Degree in Engineering Management is in the developmental stages. Possible courses for this program were offered in each semester this year in cooperation with Clemson University's Graduate School.

### Q. Enrollment



### Cadet Enrollment

	In-State	Out-of-State	Total
Freshmen	277	373	650
Upperclassmen	648	682	1330
<b>Total</b>	<b>925</b>	<b>1055</b>	<b>1980</b>

Ethnic Count:	White	Black	Hispanic	Asian	Nat. Amer. Indian	Foreign
Freshmen	596	36	4	6	2	6
Upper-classmen	1219	81	5	18	3	4
<b>Total</b>	<b>1815</b>	<b>117</b>	<b>9</b>	<b>24</b>	<b>5</b>	<b>10</b>

The Corps of Cadets has representatives from 43 states, the District of Columbia, the Canal Zone, Puerto Rico, and five foreign countries. The foreign countries represented in the Corps of Cadets are Belgium (1), Jordan (2), the Netherlands (1), Panama (2), and Thailand (5).

### Total Enrollment

#### Cadets

Freshmen (First Time)	650
Freshmen (Other)	61
Sophomores	535
Juniors	364
Seniors	<u>370</u>

**Total Cadets      1980**

#### Other



Day Students	62
Veteran Students	46
Evening Undergraduates	216
Graduate Students	<u>1035</u>

**Total Other 1359**

**GRAND TOTAL 3339**

**Student Highlights**

In school year 1986-87, the following degrees were conferred by the college:

	May 1987	August 1986
<b>Undergraduate</b>		
<b>Bachelor of Arts</b>		
Chemistry	2	0
English	22	0
History	27	3
Political Science	37	7
Modern Languages	7	0
Mathematics	40	8
Psychology	12	0
Liberal Studies	0	1
<b>Bachelor of Science</b>		
Biology	16	3
Chemistry	1	0
Computer Science	14	7
Education	14	1
Mathematics	0	0
Physics	5	0
Physical Education	9	4
<b>B.S. in Business Admin.</b>	131	17
<b>B.S. in Civil Engineering</b>	29	3
<b>B.S. in Electrical Engr.</b>	<u>32</u>	<u>6</u>
<b>Total</b>	<b>398</b>	<b>60</b>

**R. Admissions**

In August of 1986, 651 freshmen matriculated to The Citadel. Academically, they were a solid group with strong high school credentials and an average SAT score in excess of 1000. Once again, the most sought after areas of study proved to be business administration and political science followed by civil and electrical engineering.

The freshmen class was diverse in its demographic origin with



representation from thirty-five states and four foreign countries. Minority students, 87% of whom were black, comprised seven percent of the class. Of the forty-six counties in South Carolina, thirty-seven were represented.

The Office of Admissions/Recruiting continues to receive an increasing number of inquiries from prospective students. On-campus visitation of prospective students dramatically increased as did requests for participation in our Weekend Visitors Program. This resulted in an additional weekend being designated to accommodate this greater demand. Applications continue to be strong in both quality and quantity.

The offices of Admissions and Recruiting were reorganized into one operation, and an assistant director and an admissions counselor joined the staff. Remodeling of the two offices enhanced the combined operation and provided badly needed space.

### **S. Scholarships**

Academic scholarships are a significant attraction to highly qualified high school graduates. They also serve as incentives for cadets already enrolled in the Corps to make the extra effort to achieve academic excellence and superior all-around student records in order to compete for the awards available to them.

For the 1986-87 academic year, awards were made to 122 freshmen, 108 rising sophomores, 91 rising juniors, and 111 rising seniors. A total of 432 academic scholarships, ranging in value from \$100 for one year to all expenses for four years, were awarded. The total value of these scholarships was \$815,267. Of these awards, \$229,516 went to outstanding freshmen, and the average award for all students was \$1,887. The academic scholarships are awarded on the basis of academic standing, leadership, and other attributes desirable for members of the Corps of Cadets.

In addition to the academic scholarships, 226 cadets held ROTC scholarships of which 113 of these awarded by the Army program, 94 by the Naval Science program, and 19 by the Air Force program. ROTC scholarships pay fees, tuition, books, and laboratory costs, and each recipient receives a stipend of \$100 per month for 10 months of the year. Total monetary value of the ROTC scholarships was \$842,190, plus \$1,000 a year per recipient.

Under Category IV (outside scholarships), 64 students received \$51,607.

During the 1986-87 year, the following nine new scholarships were established:

1. Bessie L. Daniel Scholarship
2. Senior Private I.B. Early, Class of 1951
3. Central North Carolina Citadel Scholarship



4. Jenkinson-Haynsworth Scholarship
5. Dr. Robert Russell Jeter and John Randolph Jeter Scholarship
6. Colonel Robert Coleman Jeter Scholarship
7. O. Harleston and Juliette M. Lesesne Scholarship
8. Charleston Contractors' Association Scholarship
9. McFadden Scholarship (Board approved establishment at \$10,000 with earnings from the miscellaneous scholarship fund.)

#### **T. Student Aid Program**

The Financial Aid Year 1986-87 was one of the most difficult years to administer the federal aid programs because of the Guaranteed Student Loan (GSL) program being revamped, the reauthorization of Title IV laws governing aid programs, new validation procedures, and most importantly, decreases in federal dollars. These changes have placed a much greater responsibility on the parent to find alternative financing. Notwithstanding, we have had a successful year.

Under the authorization of the Higher Education act of 1958, as amended, The Citadel continued to operate six major federally funded programs during the 1986-87 year: Pell Grant (PELL), Perkins Loan (Formally Nation Direct Student Loan--NDSL), Supplemental Educational Opportunity Grant (SEOG), College Work-Study (CWS), the Guaranteed Student Loan (GSL), and the Plus Loan (PLUS).

These programs have assisted students with \$1,886,278 which was \$161,971 less than the amount in the 1985-86 school year.

In addition to the federal programs, the State of South Carolina provided \$6,000 for Other Race Grants (ORG).

As a supplement to these programs, The Citadel provided aid to 70 students in the amount of \$78,913. The main contributors to this supplement have been The Citadel Development Foundation (CDF), through loans and grants, and the Stackhouse Loan Program. Under the CDF loans, 16 students were assisted with \$21,200, and under the CDF grants, 51 students were aided with \$34,563; Stackhouse loans in the amount of \$23,150 were awarded to 19 students.

A grand total of 1,051 students were aided with \$1,971,191 from all programs.

#### PELL

During the 1986-87 year, the PELL program has made awards ranging from \$200 to \$2,100, available to 198 students for a total of \$250,782. This was a decrease of \$75,553 from the previous year. This decrease was due to Congress' appropriation of less money for this program and adjustments in formulas used to



determine the amount of money for which students were eligible. It is predicted that this trend will continue over the next few years because of decreases in federal funding.

#### PERKINS LOAN (NDSL)

The average loan under the NDSL program this year was \$1,184. This program aided 51 students who were awarded \$60,375 in loans.

As of 30 June 1987, a total of \$1,131,625 has been loaned to 1051 borrowers. Over the same period, \$94,058 has been earned in interest, and loan repayments have amounted to \$762,180. In dollars, \$318,044 represents the outstanding amount of loans in this program. This figure excludes \$10,420 which was canceled due to the death of borrowers, and \$25,246 which is the portion partly canceled under the teacher cancellation clause of the NDSL act. Also, \$2,690 has been canceled because of bankruptcy of borrowers and \$15,247 for military cancellations which were also excluded from the total amount to be repaid.

Our delinquent NDSL accounts are continuing to be collected by Todd, Bremer, and Lawson. Our default rate is 542. In addition to the professional collector, the State of South Carolina permits the State Treasurer to withhold tax refunds of borrowers who are in default. Names of defaulted borrowers were reported to the Treasurer for collection.

#### SEOG

The SEOG program, which made money available to our most needy students, assisted 39 students with grants totaling \$20,002. The average of these awards was \$513.

#### CWS

This program allowed 48 students to earn \$24,808 during the past school year. These students were paid minimum wage, \$3.35 per hour.

#### GSL

Under this program, 527 students applied for loans, and these students were granted \$1,221,532 in long-term, low-interest loans. This year, awards for families with income above \$30,000 were based on need. The amount of the loan was the actual need or \$2,500, whichever was less. After 17 October 1986, all loans, regardless of income, required a need analysis. This has reduced aid for which students have in the past qualified. With the need analysis required for everyone, aid through this program will decrease in the coming years.

#### PLUS



Through this program, parents were eligible to borrow up to \$3,000 per year. Repayment began 60 days after the check was written, and the payment was a minimum of \$50 per month. Of those applying, 110 families utilized this program and received \$308,779.

Through the State of South Carolina, \$6,000 in grant money was allotted to The Citadel to be used for minority students. Eligibility was based on grade point averages (freshmen needed a projected 3.0, and juniors and seniors needed 2.0 and 60 hours earned). Sophomores were ineligible. Eight (8) minority students were awarded a total of \$6,000. This was an average of \$750 per student.

#### **U. Computer Center**

After a number of years of analysis and planning, The Citadel has received approval from the state to establish an on-campus computing facility which will have the capacity to meet both administrative and instructional computing needs. The new computer center is being constructed in the old St. Alban's Chapel area, and administrative services offices will be located on the fourth floor of Bond Hall, adjacent to the new computer center. The center itself will be ready for occupancy in late June 1987, and the office areas will be completed in August 1987.

Estimated cost for establishing and operating this new facility for the first two years (1987-88 and 1988-89) is approximately \$2.6 million with \$800,000 of this sum coming from private sources (a \$300,000 grant by the Self Foundation to the Mark Clark Campaign and a \$500,000 supplemental commitment by CDF).

This new computing facility will begin supporting administrative functions of the college in early July 1987 and will provide instructional support beginning the fall 1987 semester. It is expected that by fall semester 1988 this facility will be providing all administrative and academic computing support for the college.

#### **V. Daniel Library**

New appointments for 1986-87 included Dr. Richard J. Wood, Director of Library Services, and Sandra Haworth, Administrative Specialist B. She replaces Mrs. Catharine North who resigned, effective 31 May, due to disability after sixteen years of service to Daniel Library. Cynthia Hernandez, who supervised circulation while MAJ Maynard served as interim director, transferred in August to the Writing Center. Angela Doxie, a library technician in circulation services, accepted a children's librarian position with the Dorchester County Library. CPT Sherman E. Pyatt, Serials Librarian, was promoted to associate professor and major effective 18 August 1986.



MAJ Pyatt was honored by Choice, the leading source for reviews of academic library books for one of the outstanding reference books of 1986 with his annotated bibliography, Martin Luther King, Jr., An Annotated Bibliography, Greenwood Press, 1986. LTC Wood's research article "Faculty Survey About Online Services" was included in the Educational Resources Information Center's (ERIC) microfiche collection (ED 277 397) in May 1987.

Expenditures during the 1986-87 academic year exceeded \$140,000 for books and \$75,000 for periodicals. Collection activity is listed below:

<u>Types of Material</u>	<u>Additions</u>	<u>Withdrawals</u>	<u>Totals</u>
Books acquired	4,601	4,048	196,959
Bound periodicals	649	238	10,560
Gov't. Docs (paper)	5,195	862	68,907
Microfilm or fiche			
Documents	6,969	0	
Periodicals	1,424	0	449,390
ERIC, other	20,106	0	
<b>GRAND TOTALS</b>	<b>38,944</b>	<b>5,148</b>	<b>725,816</b>

#### Library Usage:

Circulation (L.C. and recreational reading books)	26,964
Information questions answered	11,390
Books/articles borrowed through the Consortium	383
Books/articles borrowed through interlibrary loan	616

Two significant gift collections totaling more than 2,000 titles were received in June, including art, art history, and history books from the estate of COL Morgan Goodhardt, USAF, Ret., former professor of history at The Citadel. His collection of more than 1,400 books will add many hundreds of fine books in these areas. The estate of Richard Denison donated many fine military history books.

A Library Science Program for the certification of school librarians was proposed to and accepted by the Graduate Council in February. A survey of school librarians revealed considerable interest in the program because no other institution in Charleston offers a Library Science Program. Given sufficient enrollment, two courses will be taught next academic year.

The library faculty attended several workshops on library automation and online data base searching in order to prepare better for teaching Library Science courses as well as for updating practical skills and knowledge. LTC Wood presented papers on



publishing the research article to members of the South Carolina Library Association and writing the request for proposal for automated library systems at the Higher Education Network Association meetings in March and April, respectively. He also participated in several OCLC automation workshops by SOLINET in Atlanta. The staff hosted a SOLINET workshop on cataloging in March for Consortium OCLC users. CPT Josie Williamson attended the Resources and Technical Services Division's Acquisitions Regional Institute in San Antonio, TX, from 4-7 April. LTC Wood and MAJ Pyatt attended the American Library Association meeting in San Francisco from 28 June-2 July 1987.

#### **W. Archives-Museum**

The Archives-Museum has continued to maintain its support of the academic, research, and fine arts stature of The Citadel. This department has increased its holdings, provided increased educational services and support, and participated statewide, nationally and internationally, with research and exhibit support.

The Archives-Museum sustained budget reductions but rendered comparative services because of increased help by volunteers, members of the Cadet Museum Committee, and assistance from The Citadel Development Foundation. Two competitive grants were submitted to the Institute for Museum Services to supplement departmental professional needs.

Work by the Faculty Archives-Museum Committee and the staff of this department has focused on developing plans for moving this departmental operation from this facility, which is shared with the Daniel Library, to a new wing in Mark Clark Hall at a future date. Both the Archives and Museum holdings have outgrown the current facility and the Daniel Library is in critical need of space for expanding library collections and services. Members of the Faculty Archives-Museum Committee include: CDR Lyon G. Tyler, chairman; MAJ L. Cohn; MAJ J.F. Gundel; MAJ H.C. Hudson; MAJ W.B. Moore, MAJ D.T. Ouzts; and LTC H.B. Alexander.

#### **Archives:**

During the past year, the holdings of the Archives expanded by more than twelve percent. Currently, the Archives houses more than 200 collections in over 1,000 document boxes. Twenty-nine gifts were made during this calendar year with the largest collections being the Davis S. McAlister papers pertaining to his career at The Citadel and the Summer Waite Collection which includes Charles de Gaule's correspondence from 1940-43.

The function of the Archives is not only to collect and preserve manuscript items, documents, photographs, engravings, etc., but also to make available this material to researchers. Among those making use of the archival collections were: Channel 5 used Korean War footage from the Mark W. Clark collections for its documentary on Korean heart patients; twenty-six photographs were



selected from the Archives Photographic Collection for the historical section in Dan Dry's photographic essay of The Citadel as part of Harmony House Publishers American College Series; Professor Robert Herzstein researched the Mark W. Clark papers for material for his book on Chancellor Kurt Waldheim; and provided research for Canadian Broadcasting Corporation for its radio program on Canadian prisoners of war in Fort Laghouat near Algiers during World War II.

Archivist Jane Yates attended a conference sponsored by SOLINET on Preservation Planning and Administration, at the Charleston Museum 30 April-1 May 1987, as well as the S.C.L.A. workshop in Columbia, S.C., 20 February 1987 on Archival Preservation and the AMC format.

### Museum

Museum activities and contributions have increased during the past year. Attendance has exceeded 50,000 visitors per year. This year there was an increase in tour groups from the public and private school sectors visiting the Museum. Teachers consider the Museum to be an exploratory environment for their students. During April, the Department of History's Conference on the South held a portion of its scholarly meetings in the Museum.

The following special exhibits were displayed during the past year:

July 1986	"Wish You Were Here" post card exhibit from State Museum
Aug 1986	"Wildlife Photos" exhibit from State Museum
Sept-Oct 1986	Paintings by Celia Halford
Nov -Dec 1987	Photography from S.C. State Art Collections, exhibit from State Museum
Feb 1987	Inner Dimensions of the Seashore, exhibit from State Museum
Apr -Jun 1987	"Charleston in Watercolor" by Margaret Read & Suzanne Taylor

One of the more interesting collections which we received was from Mrs. Louise Gibert of Columbia, who husband was graduated from The Citadel in 1916. Included were numerous uniform items, programs, and swords. There were continued additions to the Mark W. Clark Collection from several different sources. Mr. Robert C. Wood donated two rifles: an 1862 Sharps and an 1890 trap-door Springfield. Mrs. Becky Dring of Summerville donated some Soviet weapons her late husband collected. Mrs. O. Henderson donated a 15-pound British cannonball found on The Citadel campus about fifteen years ago. The Sumner Waite Collection provided us with an excellent compilation of uniforms from 1916-1947, including a 1945 bush coat worn by Waite in India and Burma.

Jack Capers, Class of 1936, donated the portrait, sword, walking stick, and biography of Ellison Capers, Class of 1857, who



was known as the soldier-bishop of South Carolina. The portrait unveiling took place in Capers Hall 14 November. LCDR Ellison Capers, IV, donated the gold cross worn by Ellison Capers when he was Bishop of South Carolina.

Arts Commissioning Program: MGEN James A. Grimsley, Jr., USA, Ret., president, has tentatively approved a plan to appoint a special committee to develop a plan whereby modest art commissions may be granted to obtain art work for campus buildings.

Cadet Museum Committee and Cannon Company: This year has been a most productive year for the Cadet Museum Committee and Cannon Company. The officers are Jay Haydon, president; Mitch Kessler, vice president; and Darryl Church, secretary-treasurer. LTC Nugent Courvoisie, USA, Ret., Class of 1952, has continued to act as advisor to the Cadet Company. In addition to LTC Courvoisie, CPT Lynwood Metts, USAF, Department of Aerospace Studies, will be an advisor to both the Cadet Museum Committee and Cannon Company during the forthcoming year. In 1979, CPT Metts served as cadet president and commander of these organizations.

With the addition of the IBM XT computer to this department, the National Park Service at Ft. Sumter, with Ranger Charlie Wyatt, has been most instrumental in helping to implement the Data Base Plus III program which will assist with research, publication, exhibit work, and inventory control.

CDR Guy Padgett, USN, a docent research assistant, continues to provide excellent work with heraldry collection. He has assisted us with the development of our computer system and videotape projects. The Citadel Development Foundation provided CDR Mal J. Collet, Director of the Archives-Museum, with a grant to attend the General Electric seminar entitled "Museum Lighting" at Nela Park Research Center, Cleveland, Ohio, 30 March-3 April 1987.

Departmental recognition in recent books included:

1. Charleston's Navy Yard by Jim McNeil (Naval Civilian Administrators Association, Charleston, SC, 1986)
2. South Carolina and the Sea edited by J. Percival Petit (Ashley Printing and Publishing, Charleston, SC, 1986)
3. The ULTRA Americans: The U.S. Role in Breaking the Nazi Codes by Thomas Parrish (Stein and Day, 1986)
4. The Citadel by Dan Dry (Harmony House Publishers, American College Series, 1987)

## X. Greater Issues

During school year 1986-87, the college hosted three Greater Issues addresses. The first was presented by Dr. Walter E. Williams, Olin Distinguished Professor of Economics, George Mason University. Dr. Williams spoke on "Government Intervention and Individual Freedom."



The Honorable Richard L. Walker, former ambassador to the Republic of Korea, addressed the Corps of Cadets on the subject of American Interests in the Pacific.

The final Greater Issues address was at Commencement, given by Mr. Robert E. "Ted" Turner, III, head of Turner Broadcasting Corporation.

### Y. Honor System

#### Annual Report Honor Committee 1986-87

Offence	Accused	Dropped	Resigned	Pending	Not		Expelled	Leniency
					Guilty	Guilty		
Lying	23	13	2		5	3	1	2
Cheating	8	3	2		1	2	2	
Stealing	10	2	2*	1		6*	1	4
Toleration	1	1						
	42	19	6	1	6	11	4	6
Class								
First	8	3	1*	1	2	2*	1	
Second	4	3			1			
Third	17	8	2		2	5	2	3
Fourth	13	5	3		1	4	1	3
	42	19	6	1	6	11	4	6

\*One First Classman resigned after conviction by an honor court for stealing.

### Z. Writing Center

The Writing Center began operation in the fall of 1984 serving students, faculty, and administrative staff. In the spring of 1985, Rosemary and Peyton Galloway generously endowed The Writing Center, which ear-marked it as a permanent facility at The Citadel. Its primary purpose is to provide tutorial assistance for those students, especially members of the freshman class, whose writing skills are inadequate.

The Writing Center provides a central place to ask questions, seek information, find answers, and receive support and guidance for any endeavor involving the written language. The Center has a full-time director, a word processing instructor, ten professional tutors, and ten peer-tutors. This year, the Center had a total



number of 10,503 contacts, up from 4,659 in its first year of operation.

### Services

a. Tutoring: Most of the Center's activity involves one-on-one tutoring. Tutorials are conducted in accordance with guidelines approved by the English Department. This year, the Center provided 2,076 hours of writing instruction.

b. Word Processing: Fifteen word processors are available for independent or supervised use. Individual tutorials and group workshops are offered for those not familiar with word processing. Students are encouraged to use the Center's word processors for writing papers in any subject. A total of 928 hours of word processing instruction was provided by the Center in the past year.

c. Resume Writing: The Writing Center assists students in writing resumes and cover letters. A letter quality printer is available for typing resumes and job-search correspondence.

d. Workshops: Groups instruction is conducted throughout the year on such topics as "Beginning and Advanced Word Processing," "Punctuation and Mechanics," "Essay Test Skills," and "How to Improve Your Proofreading." The number of workshop hours totaled 52 for this past year.

Students may drop in or call for appointments or be referred by members of the faculty or staff. To supplement its community service, the Center maintains a Grammar Hotline which receives calls from throughout the nation.

### Special Activities

a. Four peer-tutors and two professional tutors attended the Annual Peer-Tutoring Conference at Georgetown University in the fall.

b. Dr. E.F.J. Tucker, Head of the English Department, received the Center's Outstanding Service Award at the annual Tutor Recognition Dinner, which is funded through a generous endowment by W. Peyton Galloway, Citadel Class of 1965.

c. The Writing Center Director, Captain Angela Williams, began co-editing FOCUS, The Citadel Development Foundation Newsletter, and attended the Southeastern Writing Centers Conference in Panama City, Fla.

Activity in the Writing Center has more than doubled since its inception in 1984. This dramatic rise can be attributed to increased use of tutorial services by students and faculty and to the improvement of the word processing facilities and instruction.



## AA. Honors Program

The Citadel's new Honors Program will open its doors in the Fall of 1987. Fifteen students will make up the first class of Honors students. The average SAT score of those selected is 1237 out of a possible 1600 (putting our students in approximately the 97th percentile nationally); the average class rank is in the top 6%; and the average score on the Test of Standard Written English is 57 out of a possible 60+ (with six students scoring either a 60 or a 60+).

Faculty members have designed freshman-level Honors course sequences in the four academic areas of English, history, mathematics, and science. Honors students will take three (or, exceptionally, four) of the sequences offered.

During the coming year, the sophomore-level Honors courses will be designed, and detailed plans will be finalized for fitting the course of study of Honors students into the courses of study for each of the academic majors offered at The Citadel.

### Special Activities

- a. Four peer-tutors and two professional tutors attended the Annual Peer-Tutoring Conference at Georgetown University in the fall.
  - b. Dr. E.F.J. Tucker, Head of the English Department, received the Center's Outstanding Service Award at the annual Tutor Recognition Dinner, which is funded through a generous endowment by W. Peyton Calloway, Citadel Class of 1982.
  - c. The Writing Center Director, Captain Angela Williams, began co-editing FOCUS, The Citadel Development Foundation Newsletter, and attended the Southeastern Writing Centers Conference in Panama City, Fla.
- Activity in the Writing Center has more than doubled since its inception in 1984. This dramatic rise can be attributed to increased use of tutorial services by students and faculty and to the improvement of the word processing facilities and instruction.



## II. ADMINISTRATION

### A. General

School Year 1986-87 was marked with increased emphasis on the support needs of students and faculty and staff. Although appropriated activities for support were funded sufficiently for current operation, the backlog of deferred maintenance continued to increase. Continued emphasis on equipment replacement and modernization in the auxiliary activities was made.

### B. Accomplishments

The Overall Permanent Improvement Plan for capital improvement projects was submitted to the Commission on Higher Education for the five year period starting in Fiscal Year 1988-89. The number one and two projects in priority order were Bond Hall Renovation and Barracks Renovation, respectively.

The dredging of the boating center channel was completed, thereby allowing water activities to be pursued regardless of the tide condition. This noteworthy project has increased the recreational aspects on the waterfront for all concerned.

The design of McAlister Field House Renovation/Conversion has been completed and construction is expected to commence in September 1987.

All of the auxiliary activities met or exceeded revenue projections with the exception of faculty and staff quarters.

The contract for food service with ARA was renewed this year at no increase in cost. This is the second year in a row with no cost increase for this contract. This is a saving to cadets without a decrease in services of food quality or quantity.

The building on the old Trident Tech property was demolished and the area surveyed for the use of athletic fields. A small ditch on the property requires authorization from the Coastal Council for filling. This is pending at year's end.

The new Master Plan for college facilities has been completed, printed and distributed.

A new head football coach, Charlie Taaffe, formerly assistant coach at Army, was hired. A revitalization of the football program is expected.

Increased emphasis on campus safety and security has resulted in fewer vehicle accidents on campus and parking citations. An increase in thefts on the campus was noted with the majority of thefts involving unsecured valuables in the barracks.



The computer facility was constructed in the areas formerly occupied by St. Alban's Chapel and a portion of the offices of Business Administration Department faculty. Beneficial occupancy is planned for the end of the year. The construction of this important facility required a great deal of coordination, especially with the movement of St. Alban's to the north transept of Summerall Chapel and relocation of six faculty members' offices to other locations.

Although there was a three percent cost of living increase for classified staff, it was disappointing that the longevity program was discontinued and there were no provisions for a merit program this year.

The renovations in the Canteen were completed and the new computer system for inventory control was placed in operation. The Canteen continues to offer a variety of gifts and services for cadets as well as faculty, staff and visitors to the campus.

### C. Physical Plant

Staffing changes were minimal with Mr. Wayne Hagenbuch assuming the duties as the Chief of Services Division. Significant improvement in custodial contract performance is occurring.

The Joint Bond Review Committee, at its August meeting, approved our Annual Permanent Improvement Plan which consisted of four projects: (1) PCB Inspection and Removal, \$100,000; (2) Lockwood Field Preparation, \$500,000; (3) Athletic and Physical Education Field Renovation, \$150,000; and (4) Concrete Repair of Barracks 1, 2, 3 and 4, \$200,000. In addition, project numbers were given to Vandiver Hall Project and the Coward Hall Kitchen Renovation Project. However, during the design phase of the Coward Hall Kitchen Renovation Project, detailed studies found significant problems with the facility and project as originally programmed, and it was recommended by the architect that we abandon the project, provide for a new food service facility, and demolish the existing building.

The Master Plan for campus development has been approved and printed. This is the third version of the Master Plan and reflects present and future requirements. The last Master Plan was published in 1977.

A \$4 million stadium project has been approved and the programming phase has been awarded to the firm, Enwright and Associates.

St. Alban's Chapel was moved successfully from Bond Hall to the north transept of Summerall Chapel to make room for the new computer facility in Bond Hall.

The Citadel hosted the Southeastern Regional Association of



Physical Plant Administrators of Universities and Colleges in October and over 215 members, guests and vendors attended the four-day meeting. LTC Collins, our physical plant director, is president of this association.

Key projects completed during the year are:

Telephone Cable. Over 4,000 feet of fiber-optic cable was replaced by AT&T with physical plant assistance due to accidental damages in September 1986.

Alumni House. The roof and front doors were replaced during this school year. A conference and meeting room was constructed and the publications office was moved to the second floor.

Faculty House. Renovations were made to the second floor of the Faculty House to allow for increased capacity. Project included meeting rooms, painting, lighting and carpeting.

LeTellier and Alumni Hall. These buildings required extensive gas and ground treatment for termites.

Barracks. Over 40 percent of latrine partitions were renovated or replaced. Sample rooms and latrines were constructed as tests. Three shower rooms were converted to new type pole showers. Ceilings and ceramic tile in rooms were replaced. Over 206 rooms were renovated which included new or refinished hardwood floors, new ceilings and painting. Over 200 feet of gallery ceiling repairs were made during the Christmas holidays and spring break. Two recessed water coolers were installed in each of the battalions on the first division level near the guard room.

Capers Hall. One hundred percent of the classrooms were repainted. Seventeen rooms were modified with drop ceilings, improved lighting and HVAC.

Bond Hall. The executive hallway renovation in Bond Hall was completed in the summer of 1986. The MBA office was constructed. The Business Administration office and classroom renovation projects were completed (5 offices and 1 classroom). The first phase of the computer center construction was completed. St. Alban's Chapel and office moves were completed to accommodate the new computer center.

Boiler Plant. Fuel oil storage contamination and tank leakage required replacement of the standby fuel supply system. This is currently in the office of the State Engineer for approval.

Boating Center. A spoil site was constructed and a new dredge removed over 120,000 cubic yards of material from the channel. Dredging was completed 29 May 1987. Now, boating activities can take place at all times, rather than only at high tide.



Seignious Hall. A strength coach's office was constructed and general painting was accomplished in the facility.

Demolition of Trident Technical College Building. The building was demolished and 13 acres were cleared.

WLI and Spoil Site Construction. Design is complete by G. Robert George and Associates. Physical plant staff is installing the pipe, imbedding the stone, purchasing the fabric and preparing to award contract for the earth work to restore WLI Field to a football practice field.

Mark Clark Hall. The Episcopal Chaplain moved into a newly renovated office on the third floor. The canteen office and customer service areas were renovated.

Faculty Housing. Playground equipment was replaced in two areas. Thirty-seven housing units were renovated.

Summerall Chapel. The stained glass windows were repaired, cleaned and protected with a protective layer of plate glass. The sound system was replaced. The relocation of the Episcopal Chapel is complete and reredos installed.

Deas Hall. The pool filter was replaced and the pool repainted.

Steam Repair. Steam repairs were accomplished at Capers Hall, Chapel, 4th Battalion, Parade Field and Register Road.

Lights. Light poles have been removed from WLI Field and lights mounted on Willson Field to enhance the existing lighting facilities.

Lock and Security System. The contract has been signed, materials ordered and installation underway.

Daniel Library. The cooling tower was replaced.

Annual Fire Inspection. 1987's inspection showed significant improvement over the previous year.

#### D. Athletic Affairs

##### 1. General

The Citadel participated in 11 intercollegiate sports during the 1986-87 school year. Over 700 cadets took part in the athletic program either as squad members, managers, trainers or student coaches. Six of 11 teams has a break-even winning averages. Citadel teams continued to show improvement in most aspects, including the classroom and on the playing field. The reinstatement



of indoor track as an intercollegiate sports offerings gave our outdoor track program a great shot in the arm. Highlights of the year included some outstanding performances by several teams and individuals. The rifle team once again led the way with a 28-17 overall record which improved the Rifles from 14th to 12th nationally and edged the Dogs closer to the elite Top 10. Anthony McCormick, a rising senior, participated in the NCAA rifle tournament and came away as the 21st best shooter in the U.S. The Rifles also finished the season as the second best contingent among ROTC schools. Basketball, although picked to finish sixth in the nine-team Southern Conference race, finished a respectable fifth place and was rated by Basketball Weekly as the third most improved team in the country. The Bulldogs, led by Randy Nesbit, captured impressive road victories over Army, South Alabama, East Tennessee State, Appalachian State and Western Carolina. Nesbit's troops also gave Kansas all it could handle on the road before falling 74-71 in front of 15,300 fans - the third largest crowd to ever witness a Citadel five.

Charlie Taaffe, an assistant at Army for the past six seasons, became The Citadel's 19th head football coach December 19, 1986, replacing Tom Moore. Taaffe, who helped to lead the Black Knights to three straight winning seasons and two bowls as offensive coordinator, signed 25 high school student-athletes to national letters-of-intent with nine coming from the Palmetto State, three of the nine from the Charleston area. The wrestling team once again had a winning season, marking a 7-6-1 overall mark. Clay Ogden brought national attention to The Citadel by winning two matches at the NCAA Championships, something no other Citadel wrestler has ever done. He finished the 1986-87 year ranked as the 12th best wrestler in the country at the 158-pound classification. After a year's absence and under the guidance of the first-year head coach Jody Huddleston, the indoor track program finished fourth in the Southern Conference Indoor Meet for their best showing since 1980.

The tennis team completed its second most successful season in school history with an 18-6 overall record and fourth-place finish in the Southern Conference Tournament. The death of Colonel Don Bunch, who coached the Bulldogs 30 seasons, was tragic as he was highly respected and held a position of esteem with his colleagues which is difficult to achieve. He was named the Tennis Coach of the Year in the Southern Conference. The Citadel has lost a truly outstanding gentleman and alumnus. The baseball team finished the 1987 season with a 19-31 overall record, however, senior right-hander Mike Montei finished his career as the all-time winning pitcher at an all-military school. Head coach Chal Port enters the 1988 season only two victories shy of the coveted 500-victory mark. He has the most wins of a baseball coach at an all-military school.

Head coach Gene Styles led the golf team to a 2-1 dual match record and his Bulldogs raised some eyebrows in tournament



play. The Dogs were led by senior Eddie Piedmont, who led the Southern Conference in stroke average during the regular season. He also finished in a tie for the first in the Furman Invitational, defeating nine All-Americans in the process. Head coach Bill Barfield completed his ninth season atop the soccer program with a squad saddled with youth and inexperience. The soccer team lost seven matches by the slim margin of one goal; however, promising players for the 1987 season, Rob Sorrentino and Troy Fahey, were All-Southern Conference performers. John Kerrison of the soccer team brought great distinction to the soccer program and The Citadel as he was named to CoSIDA's Academic All-American At-Large honor squad, being tabbed a member of the first team. Scott Thompson, a defensive tackle for the Bulldogs, has been named a preseason All-American by Sporting News, a national magazine which has Thompson listed as Southern Conference's best player and one of the nation's Top 10 performers.

## 2. Personnel

First-year head coach Jody Huddleston finished his first season with the Bulldogs, making impressive strides in cross country, indoor track and outdoor track. Charlie Taaffe, head football coach, hired six bright and enthusiastic coaches to bring in a new era of Bulldog football. Al Seagraves was retained from the former football staff and was named assistant head coach and running backs coach. Bill Doba came from Purdue and has been named defensive coordinator and linebacker coach. Jack Daniels, a head coach at Hobart College for six years, was named defensive coordinator and administrative assistant. Jeff Bleamer joins the football program as receivers and special teams coach after coaching two seasons with Taaffe at Army. Richard Wilson, an assistant at Missouri for three seasons, begins his first with the Bulldogs serving as defensive backs coach. Mark Asanovich, The Citadel's first full-time strength coach resigned this spring to take a job in Minnesota. A search for his replacement as well as Bunch's has begun.

## 3. Budget and Athletic Funding

The 1986-87 budget came under severe strain with the replacement of the entire football staff. Revenue projections were not met in three major activities (football, basketball and baseball) despite unprecedented promotion and marketing efforts as all three teams suffered losing seasons although basketball showed signs of real improvement. Zero base budgeting for 1987-88 will be a real challenge for the operations budget, but conversely the coaching change and special projects have enabled The Brigadier Club to have its best year to date in its history. The lack of a home floor in basketball (McAlister Field House Renovation) puts the basketball revenue projection in an uncertain status.



#### 4. Athletic Records

Sport	W	L	T	Conference Finish
Football	3	8	0	8th (tied) of 9
Basketball	13	15	0	5th of 9
Soccer	6	11	1	4th of 6
Cross Country	4	1	0	8th of 9
Wrestling	7	6	1	4th of 6
Rifle	28	17	0	Not Applicable
Baseball	19	31	0	3rd of 4-South Division
Golf	&* 2	1	0	6th of 9
Track	& 0	2	0	5th of 8
Tennis	18	6	0	4th of 8
<b>Totals</b>	<b>100</b>	<b>98</b>	<b>2</b>	<b>50.5%</b>

\* See Description on Golf

& Dual Matches/Meets Only

#### Highlights:

**Football** Scott Thompson named First Team Associated Press All-American, also selected Southern Conference Defensive Player of the Year and Post-Courier South Carolina Defensive Player of the Year. Greg Davis drafted in ninth round by Tampa Bay Buccaneers of the NFL and played in East-West Shrine Game and Senior Bowl, Davis and Charles Jenkins selected second team All-Southern Conference, Davis led NCAA I-AA in punting with an average of 44.64 yards per kick and finished as the college's second all-time leading scorer. Kip Allen finished as the college's second all-time leading passer. Charlie Taaffe was named the college's 19th head football coach on 19 December 1986, has hired six assistant football coaches and the recruiting class of '87 included nine players from the State of South Carolina, the most since 1982. Of the nine freshman from South Carolina, three hail from the Charleston area, the most since 1983. Spring drills were finished up with 42-0 drubbing of alumni, the largest winning margin in the four games played between the varsity and alumni.

**Basketball** The Bulldogs finished as Third Most Improved Team in the U.S. as selected by Basketball Weekly.



Randy Nesbit's squad had road wins over South Alabama, Army, East Tennessee State, Western Carolina and Appalachian State. Bulldogs lost by only three points to nationally-ranked Kansas on the road in front of 15,300, the third largest crowd to ever witness a Bulldog cage team in action. The Citadel improved its record from 10-18 and eighth in the conference a year ago to 13-15 and 5th in the league. Craig Burgess named second team All-Southern Conference and second team All-Southern Tournament. He was also named All-South Carolina by the Post-Courier (1st team) and S.C. Sportswriters Association (2nd team). Burgess and Craig Bardo became 10th and 11th players, respectively, to score 1,000 points in their careers at The Citadel.

#### Soccer

The Bulldogs' record of 6-11-1 was misleading as seven defeats were by a single goal. An indication of the team's potential came in late September when the Dogs posted consecutive shutouts against Armstrong State, Kennesaw and North Carolina. Goalkeeper Craig Dunn will return next year as will leading scorer Rob Sorrentino. Troy Fahey, the third leading scorer in 1986, will also return. John Fisher and Rob Sorrentino were named second team All-Southern Conference while Niko Agnos and Troy Fahey were named honorable mention All-Conference.

#### Cross Country

A young cross country team for first-year head coach Jody Huddleston was not without its highlights for the 1986 season. The Bulldogs showed promise in the early going when they finished second at The Citadel Invitational; the Dogs fell three points short behind Georgia State for the team title. Layne Anderson led all Bulldog runners by finishing 13th with a time of 26:18; Anderson will return for 1987, as will Mike Cason who had the Dogs best time of 27:08 at the SoCon meet.

#### Wrestling

Clay Ogden, The Citadel's 158-pounder, had perhaps the best season of any Bulldog wrestler ever as he finished the season with a 27-5 record which included two wins at the NCAA Wrestling Championships at College Park, Maryland. Ogden became the first Bulldog wrestler ever to be ranked as he climbed to the number 12 spot in the Amateur Wrestling News poll. Against wrestlers ranked 1-3 and 10, he had a 2-2 record; he defeated numbers 3 and 10, but lost narrowly to 1 and 2. The team finished fourth at the SoCon Tournament; Ogden was second at 158, while teammates Rodney Hallman



(118), Lee Sikes (126), Randy Powell (134) and Steve Ogier (150) all finished fourth. One of The Citadel's dual meet triumphs was a 24-18 verdict over ACC opponent Georgia Tech.

**Rifle** The squad continued its winning ways as it piled up another successful record this past season under head coach Colonel G.B. (Buck) Stackhouse. Anthony McCormick, a junior from Hampton, Virginia, was selected to compete as an individual in the Eighth Annual NCAA Rifle Championships at Xavier Rifle Range in Cincinnati, Ohio. McCormick finished 21st in the nation among 40 shooters at the competition; this was the second year in a row that McCormick had qualified for the NCAA Championships.

**Baseball** Bulldogs completed their 23rd season under head coach Chal Port with a 19-31 record. Port finished the season with 498 victories to his credit and is the all-time winning baseball coach at a military college. Senior pitcher Mike Montei reached the 30-win plateau in his last start of the season and is the all-time winning pitcher at a military college. Montei completed his senior year with a 7-5 record and a 30-15 career slate; he is the record holder in many pitching categories at The Citadel. Rick Green batted .320 at shortstop after hitting only .243 and .143 his two previous years. He tied a major college record by hitting two grand slams in one inning against Salisbury State. The Bulldogs started only two seniors in the everyday lineup and return six field starters as well as some reserves who saw considerable playing time. The Bulldogs defeated North Carolina for the third straight season and the team's youth was indicated by the Dogs' 3-11 record in one-run games and 1-4 ledger in extra-inning games. The Bulldogs' top two hitters were sophomores Donald Livingston (.360) and Danny Richardson (.336); Jamie Furr was the second leading pitcher on the Bulldog staff.

**Golf** The Dogs were led by senior Eddie Piedmont who led the conference for the last three weeks of the season in stroke conference for the last three weeks of the season in stroke average (how golfers are ranked in the league). He finished in a tie for medalist honors at the Furman Invitational only to lose in a playoff; he also finished second in The Citadel Bulldog Invitational. Piedmont defeated nine All-Americans at the Furman match. The Bulldogs finished fourth of 17 teams in the



Camp LeJeune Invitational, as Piedmont and Lowrie Wilson finished fifth and sixth respectively. The Citadel finished fourth of 18 teams in the Bulldog Invitational.

**Track** The Citadel's track season was highlighted March 21 at the Florida State Relays when three school records were set by Layne Anderson and the Distance Medley team (2). Kelvin Brown captured the Dogs' only first-place medal at the SoCon meet by tossing the discus 135 feet; Brown also finished second in the shot put. The Dogs dominated the javelin with Bill Blake first, Dave Gizenski third and D.J. Totland fourth. The indoor season was highlighted by Layne Anderson winning the 1,000 yard run at the SoCon Championship Meet at East Tennessee State with a time of 2:14.44.

**Tennis** The Bulldogs completed the 1987 season with 18 victories, the second most triumphs for the Bulldog team since records have been kept (1954). The Dogs defeated conference rival Davidson for the first time in four seasons and also had a 4-2 slate in the league. The team's top four players were freshmen (numbers 1 & 3) and sophomores (numbers 2 & 4). The late Colonel Don Bunch was named the Southern Conference Coach of the Year, and Senior Brett Govett (the only senior out of the top six singles players) fashioned an 18-6 singles slate after winning only 11 matches a year ago. The top four players had a 59-37 overall record for a winning percentage of .615.

#### E. Personnel Services:

During Fiscal Year 1986-87, the Personnel Department continued to provide full service to Citadel faculty and staff in all aspects of personnel administration and management, although new programs and functions were added without any increase to an inadequate staff operating within an inadequate facility. Following are significant accomplishments during the year:

##### 1. Salary Increases.

a. Classified employees received a 3% general base pay increase effective 1 July 1986. In addition, pay policies for promotions, reclassifications, and grade reallocations were continued at the 0-10% level. The Longevity Program was discontinued; however, employees who received a longevity increase prior to 30 June 1986 continue to receive such for the uninterrupted duration of their classified service. The Merit Increment Program was suspended for FY 1986-87, yet performance evaluations were continued in the usual manner.



b. Unclassified faculty received compensation increases based on an average 4% effective 1 October 1986. Colleges and universities were authorized to determine the total funds required for these salary increases and to allot such total among individual faculty members without uniformity. Within this total, faculty members received salary increases from 0-8%. State Budget and Control Board approval was required for increases in excess of 8%. Eleven (11) faculty members received increases in excess of 8%, and Budget and Control Board approval was obtained. Because of The Citadel contract year starting on 1 September, the actual payout, because of a one-month delay, was 22/24, or 3.67%. However, base salaries effected 1 October reflected, on the average, an increase of 4%. The Citadel absorbed the increased payout costs, estimated at \$33,000 more than the 3% pool provided by the state. The annual salary base was adjusted by the following amounts, corresponding to the rating received for the 1985-86 Academic Year:

Satisfactory.....	\$ 400.00
Meritorious.....	\$ 800.00
Superior.....	\$1,200.00
Outstanding.....	\$2,000.00

c. Unclassified staff employees under the Executive Compensation System received salary increases similar to faculty except that no one was authorized an increase above the maximum of applicable pay range, and no one was authorized an increase that would place the individual's annual salary within 3% of the President's salary. Since the salary increase planned for the dean would in fact have placed his salary within this 3% limitation, the full increase planned for the dean could not be effected on 1 October 1986. Budget and Control Board approval was obtained, and the dean was granted an additional salary increase on 1 December 1986 at the time the President's salary was increased.

d. Unclassified athletic coaches were granted general cost of living increases averaging 4%. However, increases were distributed throughout the fiscal year, e.g., following the sport season for the sport coached.

e. The President, whose performance is evaluated by the Executive Salary and Performance Evaluation Commission, received a 3% base pay increase on 1 October 1986, delaying the performance increase. The Commission voted subsequently to implement the performance and "to minimum" adjustments that were previously delayed, and effective 1 December 1986, the President was granted an additional 7% increase. In addition, the 3% limitation placed on salary increases was increased to 4%, meaning no one can be authorized a salary that would place the individual's annual salary within 4% of the President's salary. Since the President's salary was further increased on 1 December 1986, the dean was granted an additional increase.



## 2. Insurance Programs.

a. Two open enrollment periods were held during FY 1986-87 for both the health and dental insurance programs, one during September to October 1986 and one during May 1987. During the September/October 1986 Open Enrollment, faculty and staff members had the choice of enrolling in either the State Group Plan (Plan A or Plan B) or in one of the Health Maintenance Organizations (HMO's) servicing the Charleston area, Companion Healthcare or Whitaker Health Services, and to enroll dependents not previously enrolled in a health plan. In May 1987, a special open enrollment for health insurance coverage was held. This special open enrollment permitted members to change plans from the State Group Plan to an HMO or vice versa, or to change within HMO's. Changes effected during this open enrollment will remain in effect from 1 July 1987 until 31 December 1988. Three HMO's now service the tri-county area; Equicor (formerly HCA), Healthsource, and Travelers (formerly Whitaker). The carrier for the State Group Plan continued to be Blue Cross/Blue Shield of South Carolina. Monthly premiums for health insurance coverage increased by 16%, which will remain in effect through 31 December 1988.

b. Dental - Effective 1 July 1987, General Adjustment Business Services (GAB) will be the Third Party Administrator for the dental program. Coverage under GAB is the same as under R. E. Harrington, except that benefit calculations will be changed to a calendar year instead of a fiscal year., hence the six-months beginning 1 July will be an extension of the FY 1986-87.

c. Group Life - The State will be the carrier for the Group Life Insurance Program. This program provides free life insurance coverage for active members of \$3,000 effective 1 July 1987.

d. Long-Term Disability - Effective 1 July 1987, the State is the carrier for long-term disability benefits versus Liberty Life.

e. Optional Life - Because of the recent law affecting age employment, coverage under the Optional Life Insurance Program was expanded to comply with the ADEA reductions and rates for active members age 70 or over. Year round enrollment allows increases in optional life insurance coverage at the time of pay increases, or on request with medical evidence. United of Omaha continues to be the carrier for the Optional Life and Accidental Death and Dismemberment Program.

f. Faculty and Senior Staff Group Life Insurance Program - Effective 1 October 1986, coverage under this program was expanded to provide \$20,000 coverage of life insurance and principal sum of accidental death and dismemberment plus \$20,000 coverage for long-term disability benefits. This action was taken based on



recommendations submitted by the Faculty and Staff Benefits Committee. Coverage under this program is in addition to the State Group Life and Long-Term Disability Programs.

3. Youth Work Experience Program.

The Citadel continues to participate in the federal youth work experience programs. Due to a reduction in federal funds this year, only eight student participants were employed and placed throughout the campus in a variety of jobs.

4. In-Service Training and Career Development.

Opportunities were planned and offered to members of the faculty and staff in in-service training and career development, e.g., Employee Orientation Program, Employee Performance Management System, Pre-Retirement Planning, Clerical/Administrative Staff Workshop, Defensive Driving, Effective Secretary, Tax Seminar, Telecommunications Update, and Written Communications. In addition, The Citadel was represented at the American Association for Affirmative Action and the State Human Resource Management Conference.

5. In-Service Death.

One in-service death occurred, that of Lieutenant Colonel Paul J. Kingston, Associate Professor of Political Science on 22 April 1987. In addition, Colonel Donald C. Bunch, Associate Professor Emeritus of Business Administration and Coach of the Tennis Team, died on 20 April 1987. Colonel Bunch retired from the active faculty on 30 June 1986.

6. 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.

7. Retirement Counseling.

Retirement Counseling was arranged and conducted for 23 members of the faculty and staff in November 1986. In addition, a two-day Pre-Retirement Seminar was held in January 1987 for members of the faculty and staff who are contemplating retirement in five to ten years. A Retiree Update Seminar for retired members of the faculty and staff was held in November 1986 with better than 50 participants at the seminar. The following members of the faculty and staff retired during FY 1986-87:

Disability Retirement:

Mr. Lawrence Coakley	25 March 1987
Mrs. Eunice D. Hiott	10 March 1987
Mrs. Catharine B. North	21 May 1987



**Service Retirement:**

Maj Lynn V. Demille	16 May 1987
LTC James A. Browning	1 July 1987
LTC John A. Riley	1 July 1987
Coach Edward (Eddie) L. Teague	1 July 1987
Mrs. Christine S. All	1 July 1987
Mr. Alfred M. Paglia	1 July 1987
Mr. Darryl D. Skow	1 July 1987

**8. Employee Recognition.**

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 Certificate and Pins were presented in January 1987 to the following members of the faculty and staff.

**10 Years Service:**

LTC Michael B. Barrett	Mr. Charles N. Bowers, Jr.
LTC Stephen D. Comer	Mrs. Geraldine S. Hughes
Maj Thomas R. Dion	Mrs. Teresa G. Leap
LTC Robert L. King	Mrs. Edith G. W. Martin
LTC James P. May	Mr. Elijah Middleton
Maj Winfred B. Moore, Jr.	Mr. Priscilla G. Middleton
Maj Joseph F. Tripp	Mrs. Vera W. Mims
Maj Robert A. White	Mr. Donald G. Needham
Maj Gary L. Wilson	Mr. James Singleton
	Mr. James R. Wasson

**20 Years Service:**

Col Robert E. Baldwin	Mrs. Christine S. All
Maj Lynn V. Demille, USA, Ret.	Mrs. Betty M. Beckum
Col William L. Harris	Maj Myriam G. Boyter
BGen George F. Meenaghan	Mrs. Susan S. Bryant
Maj Dennis L. Rebber	Mr. William Capers, Jr.
Col Tony N. Redd	Mrs. Irene G. Dover
Col John P. Smyth	Mr. William D. Fields
	Ms. Judith A. Fluck
	Mr. Junior L. Frazier
	Mr. Frank Hemingway
	Ms. Margaret J. Paturzo
	Mrs. Linda M. Pope
	Mr. Elijah Swinton
	Ms. Gloria R. Wright

**30 Years Service:**

Col Alva R. Ballantine  
LTC George L. Crumley



9. Key Faculty and Staff Appointments.

Following are key faculty and staff appointments for FY 1986-87:

LTC Ronald T. Templeton, Head of Department of Education on 18 August 1986

LTC Robert L. King, Acting Head of Department of Business Administration on 18 August 1986

LTC Richard J. Wood, Director of Daniel Library and Associate Professor on 1 August 1986

Maj Elise Davis-McFarland, Director of Academic Planning and Research on 1 July 1986

10. Statistical Summary of Personnel Actions:

	<u>Classified</u>	<u>Unclassified</u>
Merits	315	10
Promotions	13	10
Reallocations	15	0
Reclassifications	47	0
Special salary adjustments	7	0
Transfers	8	0
Demotions	2	0
Salary demotion	1	0
New hires	50	18
Terminations:	43	19
Disability retirements	4	0
Service retirements	5	3
Deaths	0	1
Temporary Employment:		
175 Students		
41 Temporary Staff Employees		
18 Adjunct Faculty		
10 Graduate Assistants		
50 Special Contract Employees		

In addition, there were:

- 3 Military Promotions for the Faculty in August,
- 150 Salary Increases for Unclassified Faculty and Staff in October,
- 160 Open Enrollment Insurance Changes in May, and
- 131 Miscellaneous Personnel Changes.
- 561 Total number of permanent employees services during FY 1986-87.



## 1. Affirmative Action.

The Citadel Affirmative Action Plan was updated, approved by The Citadel Board of Visitors and the State Human Affairs Commission. It was signed by both the President and the Chairman of the Board of Visitors and distributed to all concerned. Progress was made in all areas of affirmative action except in job categories for faculty, executive/managerial, and professional staff. Concerted efforts will be taken to improve posture in these areas during FY 1987-88. In addition, the President directed the development and implementation of human relations (sensitivity) training for cadets, faculty and staff. Sensitivity training was presented by the military departments to all cadets before the close of School Year 1986-87. Related training will be presented for the faculty and staff during Summer and Fall 1987.

## F. Administrative Services

1. Administrative Services continues to provide administrative support to all departments and activities. As an ongoing process, records of on-campus faculty and staff quarters assignments and terminations are maintained along with the development and submission of various reports related to on-campus quarters. Following is a brief statistical summary of administrative publications prepared and released during FY 1986-87:

- 82 Citadel Weekly Bulletins
- 27 General Orders
- 83 Special Orders
- 17 Memorandums
- The Citadel Telephone Directory

2. Telephone service continued to improve, but not to the level of satisfaction desired. Efforts continue to resolve concerns with the Division of Information Resource Management (DIRM): Costs for service, equipment and long distance charges, maintenance, over charges that have developed since the switch to System 85, and problems encountered with student long distance telephone service. With the installation of a personal computer on 1 July 1987, a direct link between The Citadel and DIRM will be established so service and accountability should improve greatly.

3. Prudent management decisions have made the copier service a self-supporting activity, with sixteen (16) copiers strategically located throughout the campus. Three new copiers were purchased and placed in departments with high volume usage. By the end of FY 1986-87, all copiers in inventory will be paid for. With the present cost of \$.04 per copy, substantial funds will be accumulated in order to replace or upgrade old copiers to insure maximum service of these important pieces of equipment.



4. There were 27 changes in faculty and staff quarters assignments effected throughout FY 1986-87. In addition, a fair market estimate and a fair market rental estimate have been accomplished for faculty and staff quarters. This action is based on directions from the State Budget and Control Board and the requirement to comply with provisions of the 1986 Tax Law regarding quarters rentals. After review and approval by the President, rental rates for individual quarters will be published and incorporated in an updated memorandum on faculty and staff quarters.

G. Records Management

The following are major accomplishments in records management services for FY 1986-87:

1. Faculty and Staff Employee Files.

Processed, merged and filed 1,198 terminated faculty and staff employee files for the Personnel and Payroll offices, and individual departments for 1985.

2. Retention Schedules.

South Carolina Department of Archives and History is currently reviewing 28 retention schedules for approval.

3. Student Financial Files.

Merged 1,375 student files in the Records Center for the Treasurer's office.

4. Student Publicity Files.

Merged 179 student publicity files with the Student 201 Files from the Registrar's office.

5. Microfilm.

Total number documents microfilmed	136,238
Total rolls microfilm	106

Records processed, microfilmed, indexed and filed:

Confidential Student Files	1931-July 1986
Official Orders	1985

Student 201 Files:

Graduates 1986	516
Non-Graduates 1985-86	210

Student Transcripts:

Graduates 1986	516
Non-Graduates 1985-86	210



Current Day Students	1986-1987
Masters Program and Evening College	1986-1987
Masters Program	1968-1985
Evening, Summer and Transient Students	1947-1985

#### 6. Records Center.

Records placed in the Records Center	201 cubic feet
Records retrieved from the Records Center	937
Records shredded	57 bags

#### H. Necrology

Lieutenant Colonel Paul J. Kingston 22 April 1987  
Associate Director of Political Science

#### I. Student Activities

The Department of Student Activities supported a wide range of student programs, clubs, and activities throughout the fiscal year. In addition to Citadel student programs, the department supports a host of other activities held in Mark Clark Hall such as conferences, meetings, seminars, luncheons, etc. Student Activities is also called upon to support The Citadel Summer Camp for Boys and Palmetto Boys State. As part of the operation of Mark Clark Hall, the student center, the department supported five fine arts performances, 48 dinners or banquets, 289 religious group meetings, 248 student organization meetings, 309 faculty, staff or outside group functions, 25 receptions, 47 movies, 10 dances, eight blood drives, and five press conferences. There were 453 guest nights recorded in the Mark Clark Hall guest room operation.

##### 1. Social and Recreational Activities.

A well-rounded program of social and recreational activities was offered during FY 86-87. With the College of Charleston close by, cadets were also able to participate in many of their scheduled events. As is the case each year, a formal dance was held in conjunction with each of the three major weekends at The Citadel. In addition, seven informal dances were held at The Citadel Beach Club. Other popular activities included nine harbor cruises; a social exchange with Converse, Queens and Agnes Scott colleges; a Super Bowl party and a ski trip over Christmas break. Four student receptions were held and four receptions for parents, alumni and guests. Veteran and day student functions are also supported by the department. Two beach club parties, two cruises and five noon luncheons for information dissemination were held. Other events for the students included a Valentine dinner, billiard tournament and an ice cream social for freshmen. The weekend movie program provided low cost opportunities to view currently released films.

This year the "Knows for O-A-O's" (One and Only) booklet was updated and reprinted. This booklet provides a wealth of useful



information about The Citadel, Charleston and customs at formal dances for girlfriends who plan to attend a Citadel Hop for the first time. Tours of Charleston were offered to interested freshmen to help them learn their way around Charleston and learn more about the area. Etiquette training was expanded from being a segment of the Student Activities orientation, to becoming a full four hour course. This course was designed to increase knowledge and awareness of the social graces. The annual student talent show was a big success and netted a profit of \$614. Fold-out student program calendars were printed for the first time to advertise student activities events.

## 2. Post Office.

The post office metered \$99,300 of official mail during FY 1986-87. In addition, \$25,436 of third class bulk mail was processed. This represents a 40% increase over FY 1985-86 in the first class mailing costs and 78% in the third class bulk mail. The annual unannounced audit of the post office resulted in another "no discrepancies" report and an outstanding rating.

## 3. The Citadel Beach Club.

The Citadel Beach Club remains a popular location not only for Citadel users, but for groups from the surrounding area as well. A total of 64 outside groups rented beach club facilities during periods when Citadel groups would not be using them. These rentals generated \$9,287 in revenue for the college. There were 39 Citadel group functions during the same period with an attendance of 4,695. During FY 86-87 there were 13,575 individual users of the beach club.

## 4. Publications.

### a. The Brigadier

The official college newspaper of The Citadel completed its seventh year as a self-supporting publication. Revenues from ads, subscription sales, and interest from the Jeremiah Milbank Fund amounted to \$34,400. Twenty issues of The Brigadier were once again published during the college year. For the first time, a significant surplus of almost \$10,000 will be carried over into the new fiscal year.

### b. The Sphinx

The Sphinx staff was beset with a rash of problems that led to missed deadlines and substandard work. The yearbook was delivered late on June 23, 1987 at a cost of \$41,595. Yearbooks were mailed to graduating seniors and will be delivered to other cadets in the fall. Yearbook ad sales returned \$10,995 in revenue to the college, while another \$13,000 came to the college in the form of a photograph packet sale rebate.



c. The Shako

Two issues of The Shako, the student literary magazine, were published. Each issue was planned for distribution at the end of a semester.

d. The Guidon

The Guidon is a student handbook which serves primarily to inform freshmen on a wealth of information about The Citadel, present and past. It is updated and revised each year by a cadet staff and distributed to all incoming freshmen.

5. Chorale and Original 13.

The Citadel Chorale is an all-male vocal group of approximately 25 voices. In the fall of each year they are selected through audition. A smaller singing group from within the chorale is the "Original 13". During SY 1986-87 the chorale had nine performances and the "Original 13" was called upon 14 times. This did not include the chorale spring tour performances in Atlanta, Georgia area during the March 6-11 period. This tour resulted in many letters of praise for the chorale being received by The Citadel.

6. Fine Arts.

The Citadel Development Foundation again joined the college in helping to provide an outstanding array of talent for the 1986-87 Fine Arts Series. This year's program consisted of "Musical America", "Edgar Allan Poe", "Romeo and Juliet", the duo-pianist team of "Delphin and Romain", and a steel drum band from Trinidad. All events were well attended.

8. Debate Team.

Fifteen cadets formed the debate team this year which competed in intercollegiate and intramural debate competition. The team participated in eight intercollegiate tournaments and one workshop held at UNC-Charlotte. While they did not win any of these large tournaments, they did have a winning record in terms of head to head competition.

9. Substance Abuse Program.

The numerous educational and preventive measures called for in "The Citadel's Drug and Alcohol Program" were all conducted as scheduled with encouraging results. New initiatives during SY 1986-87 were: (1) Peer-confrontation training for cadet leadership, (2) sophomore refresher training, and (3) alcohol awareness classes taught by the college surgeon for cadets diagnosed as having a drinking problem. There were 42 referrals of problem drinkers to the Counselor to the Corps compared to 55 for the same



period the year prior. These figures, along with favorable cadet feedback, would tend to indicate that headway is being made toward more responsible drinking practices.

#### 9. Family Life Program.

This program was established by the college president in July 1982 to enhance family life by providing wholesome recreational opportunities for Citadel faculty, staff and their families. The Family Life Committee meets quarterly under the chairmanship of the director of student activities. Nine activities plus an offering of children's summer activities were planned and conducted during FY 1986-87.

#### 10. Other activities

a. The Orphanage Fund Committee raised sufficient funds in December to purchase a badly needed dryer for the Jenkins Orphanage and contribute \$200 to the "Toys for Tots" campaign.

b. A student shuttle service was begun to aid cadets without transportation in getting around town on weekends. The service proved to be very popular as 5,416 passengers took advantage of the service. The shuttle service also provided transportation to and from the airport at the Christmas and spring breaks.

c. A total of 1529 units of blood was donated at the campus Red Cross blood drives.

d. Twenty freshmen were placed with area families as part of the student activities "Family Sponsor Program". This program provides interested freshmen with a "home away from home".

e. Eleven cadets served as "big brothers" to young fatherless boys in the Charleston area.

f. The director of student activities served as chairman of the Who's Who in American Colleges and Universities selection committee. This committee selected 49 students for this honor from among 102 seniors who were nominated.

g. The Cadet Awards Banquet was held in Coward Hall on 21 April 1987. Fifty-six awards were presented that evening in a semiformal setting.

#### J. Security

##### 1. General.

The Citadel Department of Public Safety increased its focus on Crime Prevention during the past school year. The success of our identification of property through the means of engraving was particularly evident in our bicycle identification program.



For the first time in the past sixteen years, we had only one cadet's bicycle stolen this year. It was not secured or registered. The commitment of our Cadet Provost Marshals and their support in this program was crucial.

The Department of Public Safety hosted several law enforcement programs on campus for surrounding police departments. These included presentations by The Federal Bureau of Investigation to local law enforcement.

Corporal Cathy Bowers was designated as the department's crime prevention officer. Corporal Bowers organized a second Citadel Safety Fair which attracted over 100 members of the campus community. The safety fair was deemed a huge success by all concerned, with presentations by the Charleston Fire Department, Greenville City Police Department, the director of the physical plant, a live puppet show, and a police robot from the Greenville City Police Department. In addition, the Campus Family Life Activities presented the parents and children with an overview of safe campus activities for campus children during the summer.

## 2. Law Enforcement Activities.

Thefts on campus increased during the past school year with the majority of these thefts occurring in the barracks. The total number of barracks thefts increased from 28 to 40. Again, thefts of cash was the most significant area of increase. Thirty-two cases of cash-only thefts as compared to 24 the previous year were reported. Again, this indicates that the successful engraving and identification program has forced thieves to concentrate on currency. The majority of thefts still involve unsecured valuables and cash. Of the \$1,199 total values of items and cash stolen in the barracks, only \$234 were secured. The remaining \$965 in cash and valuables were not secured at the time that they were taken. The number of thefts and the amount taken at The Citadel remain almost insignificant when compared to losses of students in other institutions of similar size.

The department conducted over 12,000 building inspections as a part of its crime prevention program during the year.

## 3. Traffic.

Six hundred three parking citations were issued during the year. This is a decrease of 44 from the previous year. There were 11 vehicle accidents on campus this past year which is a continued downward trend from the previous year (13). There were no injuries resulting from the vehicle accidents on campus. Thirty-four moving citations were issued and all citations were upheld by the magistrates.

Parking at the stadium and on campus during athletic events was conducted with no major incidents and was observed as the best



seen thus far. Parking at major on-campus events, Parents Day, Homecoming, Corps Day and Graduation, was also handled without major incident.

#### 4. Campus Support.

The Department of Public Safety issued over 1600 identification cards during the past year. Public Safety officers additionally assisted over 1200 motorists with dead batteries and over 350 drivers who had locked themselves out of their vehicles. A total of 112 lost and found items were turned in to the department, with the department identifying 44 of the owners.

#### 5. Training.

All officers received firearms and continuing law enforcement training in a timely manner.

#### 6. Personnel.

The Department of Public Safety retained all officers with no turnover during School Year 1986-87.

#### K. Religious Activities

Worship services were conducted for cadets, staff, faculty and friends of The Citadel throughout the year for Protestants at 0930 hours in Summerall Chapel and 1900 hours in Mark Clark Hall each Sunday. Special services recognized the anniversaries of each branch of the military, the golden anniversary of Summerall Chapel, Citadel sports, the birthday of Martin Luther King, Jr., the Holocaust, and cadets were also provided the opportunity to worship aboard a U.S. Navy ship. Catholic Mass was offered Monday through Thursday and Sunday morning in Blessed Sacrament Chapel, Sunday evening masses were said in Summerall Chapel. During first semester, Episcopal Holy Eucharist was held Sunday and Thursday evenings. The relocation of St. Alban's Chapel to Summerall Chapel second semester caused conflict with the Sunday 1900 Mass and the Episcopal community opted for Monday services, vice Sundays. There was no change in the schedule for their Thursday worship.

Significant on-campus ministry programs included the pre-marriage seminar for seniors and fiancées; and inter faith dialogue between students and the Catholic, Baptist and Jewish campus ministers on contemporary issues; wedding vow renewal service by Protestant, Catholic and Episcopal Chaplains, with a reception given by the Summerall Chapel Alumni and Friends Association as part of the golden anniversary celebration of Summerall Chapel; visit of the Reverend Adam Kuczma, Methodist Church Superintendent of Poland; Passover Seder meal prepared and served by the Hillel Society for the Monday night denominational groups; voluntary march to chapel by the Corps at Homecoming and Corps Day Sundays; a performance by the Covenant Players; reception held on Parents'



Sunday for cadets and their families; the Freshman Banquet sponsored by the Cadet Religious Council; and a number of cookouts at The Citadel boat house by ministry groups.

Fifty-eight off-campus events composed of retreats, socials, holiday observances by Jewish and Orthodox faiths were led by on-campus parishes and adjunct campus ministers. This total included the team building/planning retreat for the 1986-87 Religious Council in August at Givhans Ferry State Park; attendance of three cadets, accompanied by Colonel Floyd W. Brown, Jr., USAF, Retired, Class of 1955 and Chairman of Summerall Chapel Alumni and Friends Association, at the National Prayer Breakfast and Student Leadership Conference in Washington, D.C.; five cadets from the Fellowship of Christian Athletes who along with their advisor, LTC Lyons H. Williams, traveled to Mexico for missionary work during spring break.

The President hosted a campus ministry breakfast meeting at the beginning of the school year which got the group off to a good start. In addition to the regularly scheduled meetings on the second Tuesday of each month, the campus ministers and spouses socialized with a Christmas dinner at a local restaurant and a boat trip to Bull's Island in the spring. In April, the Charleston Area Ministerial Association meeting was hosted at The Citadel Faculty House by the chaplain, and he was the Association's luncheon speaker the following month. Chaplain Garthe completed his Doctor of Ministry and the degree was conferred by the San Francisco Theological Seminary in May. The Chaplain to the Corps also attended three professional development seminars throughout the year. Personnel changes within campus ministry in 1986-87 were: Baptist W. Scott McBroom succeeded W. Eric Sloan for the Baptist Student Union. Catholic James Parker replaced Alex Schilipp as interim priest first semester, second semester Leo van den Oetelaar was appointed priest for Christ the Divine Teacher Parish, Presbyterian Thomas L. Are, Jr. replaced Kenneth Doxey for the Westminster Fellowship.

Summerall Chapel Alumni and Friends Association (SCAFA), launched in April 1986, continues to seek methods of enriching on-campus spiritual experiences for the Corps of Cadets. The recent Sally Port article generated a number of responses from interested alumni.

Several cadets in religious leadership roles were replaced during the school year, the most notable being the Regimental Religious Officer in mid-second semester.

Renovation of the stained glass windows in Summerall Chapel was completed in August and the state-of-the-art sound system installed in May was used for the first time at baccalaureate. These two projects were funded by a donation from Peter J. Leventis, '41, to the Mark Clark Campaign. In January, the north transept of the main chapel was converted to the Saint Alban's Episcopal



Chapel which was formerly located in Bond Hall. In April, a bulletin board was erected in the rear of Summerall Chapel for activity announcements of the three on-campus parishes. In 1986-87, use of Summerall Chapel included 75 weddings and 73 wedding rehearsals, five baptisms, five graduation ceremonies, one memorial, one funeral and one class reunion service.

#### L. Auxiliary Activities

##### 1. Food Service.

ARA continued to provide excellent service for the Corps of Cadets and many other activities during School Year 1986-87.

##### 2. Cadet Store.

The Cadet Store enjoyed a very successful year SY 1986-87. More used textbooks were purchased from students and wholesalers than ever before, creating a good savings to the students. Computer operations were enhanced resulting in faster updating of operational systems and serving the cadets in a more efficient manner. A specialized service to cadets on textbook reorders was started in the spring of 1987.

A wear test of solid gray wash and wear trousers, considered for replacement of duty wear trousers, was conducted in the fall of 1986; however, the results of the test were negative. Wear tests of additional garments by cadet supply sergeants will be conducted in the fall of 1987.

##### 3. Laundry.

The Laundry processed 669,648 pounds of laundry consisting of 61,886 bundles. The average cost per bundle was \$10.15 or \$1.06 per pound. 55,131 pounds of dry cleaning were processed this year.

Mr. Charles Pringle was promoted to laundry manager, replacing Mr. William Flanagan who resigned. Mr. Alfred Litchfield was hired as master craftsman.

##### 4. Tailor Shop.

Delivery of wool and white uniforms to the 651 cadets of the freshman class of School Year 1986-87 was completed on 30 January 1987. The Naval R.O.T.C. contract began 2 February 1987, and was completed on 30 April 1987. 285 cadets of the rising junior class were measured for blazers and slacks during the initial measuring period. A second measuring period will take place in September 1987. Approximately 7,500 wool uniforms were processed for summer storage which includes repair work, class stripes and rank sewing.



## 5. Print Shop.

The production of the Print Shop has again increased considerably this past year due to the addition of new equipment. Production was increased by 50 percent over last year with the addition of the interface for the typesetter. A new automatic book binder increased production in the bindery department beyond measure. Jobs that last year took a week and required the help of several part-time employees are now done in a matter of hours, thereby reducing costs tremendously and allowing time for more printing work to be accomplished. The Citadel Print Plant continues to support the College of Charleston with its printing needs.

## 6. Infirmary.

### a. Productivity Report

	1986-87	1985-86
Doctor Visits	7,512	6,068
Nurse Visits	5,644	4,105
Administrative Visits	804	480
Total Patient Contacts	13,960	10,653
Infirmary Admissions	425	506
Outside Hospital Admissions	32	31
Number of Medical/Dental Passes Issued	931	922
Number of X-rays Taken	235	154
Number of In-house Laboratories Done	131	146
Number of Outside Laboratories Done	158	20
Total Trauma Visits Recorded	707	646
Number of Urine Drug Screens Performed	3	4
Number of Learning Disability Physicals Performed	43	33
Sports Physicals Performed:		
Football	150	
Basketball	15	
Soccer	19	
Boxing	5	
Junior Sword Drill	5	
Air Force ROTC Physicals Performed	35	
New Employee Physicals Performed	64	12
Flu Shots Administered	172	
Allergy Shots Administered	397	237

### b. Significant Medical Problems Diagnosed

Brain Tumor	1
Appendicitis	4
Ulcerative Colitis	1
Diarrhea Outbreaks (Number of Patients)	
Fall 1986	198
Spring 1987	40
Campylobacter Diarrhea (Bacterial)	5



Pneumonia, All Types	20
Chicken Pox	7
Seizure Disorder Secondary to Head Trauma	1
Sprains	
Ankles	164
Knees	85
Others	370

c. Medical Disenrollments

Emotional Reasons	3
Multiple Trauma	4
Other	1

d. Intervention Programs

(1) Alcohol Awareness Class: (First Year) One class held each semester; 12 cadets attended the first class and 7 attended the second class.

(2) Stop Tobacco Class: (Second Year) Held Spring Semester, seven participated.

(3) Summer Camp for Boys Health Program: (First Year) Each group of campers received three hours of instruction on physical fitness, nutrition and drug abuse.

(4) Cadre Prep Lecture: (Second Year) The Cadre were taught how to recognize or prevent heat problems, blister problems and other minor health problems likely to occur to the basic cadet.

(5) Summer Camp Counselor Prep Lecture: (Second Year) The Counselors were instructed in how to keep campers healthy and safe.

(6) Security Police Annual Physical Exam and Cholesterol Intervention Program: (First Year) All Public Safety officers received an annual physical exam and diagnostic blood work. Those with elevated cholesterol will be instructed on control measures and health risks.

(7) Coronary Artery Disease Risk Evaluation (C.A.D.R.E.) Program: (First Year) All 630 entering freshmen had cholesterol, triglyceride and HDL blood test done. 50 were found to be elevated and after repeat fasting blood tests, 20 remained in the high risk category for future heart disease and an alteration of their diet and exercise program was initiated. Yearly monitoring is planned.

(8) Flu Shot Program: (First Year) Free Influenza shots were offered to any cadet. 172 shots were given at a cost of \$691.00. The incidence of Influenza was significantly reduced due to these immunizations.



(9) Corps Health Promotion Training Presentations: (First Year) During December Drill Periods, the Corps received two hours of health training covering the recognition and treatment of the main illnesses or injuries that occur to cadets. Risk of tobacco usage and Self Testicular Exam for early detection of the most likely cancer in this age group of males was included in this training.

(10) Cadet Health Education Guide Issue: (First Year) All entering freshmen were issued a copy of the Cadet Health Education Guide, written by Dr. Franz, and encouraged to refer to this guide often during the course of the school year.

(11) Pre-Marriage Program Presentation: (Second Year) A presentation on the physiology of marriage was presented by Dr. Franz to eight couples as part of a day-long program.

(12) Drug Use Prevention by Athletes Program: (First Year) A program has been designed for presentation to all varsity athletes starting next fall.

(13) Drug (Marijuana) Program presented at Sea Island Academy by Dr. Franz as part of a week-long program.

e. Administrative Actions

(1) New Nurses Hired: Mrs. Carol Scott, R.N. and Mrs. Marilyn Waters, R.N. were hired 1 July 1986 as full time staff nurses.

(2) New Nurse's Aide Hired: Mrs. Margaret Wade was hired 1 July 1986 as full time nursing aide.

(3) Advanced Secretary Training: Mrs. Marks has upgraded her training to now be able to do word processing and data base management on the computer.

(4) Incoming Cadets Medical Information Computerization: All medical forms are now put on a computer data base which is used to track missing data and notify applicants of their medical acceptance one approved by the Surgeon.

(5) Nursing Continuing Medical Education (CME): A total of 100 hours of CME was attended by the nursing staff this year.

(6) Medical Meetings attended by Dr. Franz:

(a) Annual Meeting of the American Academy of Family Physicians.

(b) School Health Insurance Meeting hosted by USC.



- (c) SC School of Alcohol and Drug Studies, Basic Course.
- (d) Bimonthly Roper Hospital Medical Staff Meetings.
- (e) Bimonthly Roper Hospital Dept. of Family Practice Meetings.

(7) Initiation of Pharmacy Contract with MUSC: Mr. Ken Jozefczyk of the MUSC Pharmacy Service was contracted to serve as pharmacist for the Infirmary which puts the Infirmary in compliance with State regulations as a holder of a Retail Pharmacy License.

(8) Initiation of Urine Drug Abuse Screening Procedure: By memorandum dated 1 May 1986 from Colonel Barton, a policy has been established that in any alleged drug use by a cadet, a voluntary urine drug screen will be offered to help prove innocence and the Surgeon is responsible for the proper obtaining and processing of this specimen within 12 hours of the alleged offense.

(9) Initiation of Dining Service Quarterly Inspections.

(10) Health and Drug Abuse Poster Subscription: Weekly posters are received and displayed in the Infirmary. Next academic year these posters will also be rotated through each barracks.

(11) Dr. Franz served as advisor to Alpha Phi Omega Service Fraternity.

(12) Dr. Franz assisted Chaplain Garthe with the Sunday Evening Informal Protestant Worship Service.

(13) Dr. Franz served as resource person at the Protestant Weekend Retreat sponsored by The Citadel.

(14) Dr. Franz briefed the Active Duty Advisory Committee on the health of the Corps of Cadets.

(15) Dr. Franz was appointed to the Active Medical Staff at Roper Hospital.

#### f. Summary of Inspections

(1) Department of Health and Environmental Control (DHEC) Annual Inspection: No medical violations were found. Structural irregularities were noted and corrected.

(2) Drug Enforcement Administration (DEA) Inspection of Ritalin Therapy Program: A complete review of how Ritalin is used for the treatment of Attention Deficit Disorder was completed. Total compliance was found with current federal regulations.



#### M. Summer Camp for Boys

The Citadel Summer Camp for Boys began its 31st year of operation under the able leadership of Colonel John P. Smyth (Director) and Captain Samuel G. Evans, III (Deputy Director).

Camp enrollment for 1987 was 328 campers. The camper recruiting program brought in 38 new campers. During the off-season, the camp purchased twelve new Anschutz marksmanship match rifles replacing 15+ year old equipment. In addition, three new Remington 20-gauge shotguns were purchased for use in the Hunter Safety and Trapshooting program. Dredging of the Boating Center channel increased the participation time of all waterfront activities. Softball instruction replaced Archery in the daily schedule. The camp's Citadel Scholarship program awarded five \$500 scholarships to campers and counselors in 1986. Recipients were:

First Honor Graduates - 1st Session - Robbie Dixon  
(Campers) - 2nd Session - Brian Martin

Outstanding Counselors - 1st Session - Ron Diegel  
(Cadets) - 2nd Session - Rob Pope

Outstanding Junior Counselor - Chip Rogers

Summer Camp for Boys employed 48 cadets, alumni, and junior counselors for the summer. The camp continues to support the college by utilizing facilities that would otherwise be dormant over the summer months.

#### N. Canteen Activities

The Canteen Activities has had continued success providing services to the Cadet Corps and The Citadel Family. Store renovations continue with the completion of the office remodeling and customer service counter. The point of sale cash registers and new computer system for inventory control were placed in operation during the year.

The revenue-sharing program with the Corps and the barracks vending machines was continued. The three areas of service that were not self-supporting were the bowling alley, the coin laundromat and the Faculty House. These areas are being looked at very closely to determine the best recommendation for improvements.

The Canteen Advisory Committee was replaced this school year, and an Auxiliary Advisory Committee was appointed to benefit all auxiliary services. A greater interest was shown by the cadets on this committee to help both the Corps and the auxiliary services.



### III. FINANCIAL MANAGEMENT

#### A. General

Fiscal year 1986-87 saw higher education in South Carolina hurt even more by the shortfalls in state revenues. The Legislature funded higher education at 95.98 per cent in the Appropriations Act (a reduction of 3% from fiscal year 1985-86), but the Budget and Control Board was forced to impose budget reductions of 2.6 per cent in November 1986 and 0.8 per cent in February 1987. These "cuts" amounted to \$320,000 and \$96,000 respectively for The Citadel. The college absorbed each "cut" with no direct impact on academic programs, but had to defer essential facilities maintenance and rehabilitation projects, eliminate most equipment replacement funding, curtail travel and supplies expenditures, reduce utilization of temporary help by over 25 per cent, and institute a controlled freeze on all personnel vacancies in order to absorb the cuts. Higher education in South Carolina is faced with very serious questions of program priorities if the funding problems continue. The following table highlights the downward trend in state appropriations for higher education:

<u>Fiscal Year</u>	<u>Initial Percentage of Funding of CHE Formula</u>	<u>Reductions During Fiscal Year</u>
1984-85	99.7%	None
1985-86	98.9%	2% Mid-Year
1986-87	95.9%	2.6% Mid-Year 0.8% February
1987-88	88.6%	?

It should be noted that higher education's "share" of the state appropriations continues to decrease. In 1979-80 higher education received 15.2 per cent. In 1986-87 it received only 13.8 per cent.

The State Auditor's Report on The Citadel's financial records for fiscal year 1983-84 and 1984-85 was received by the college in March 1987. During previous audits of The Citadel's financial records, the opinions were qualified because of the auditors' inability to reconstruct acquisition costs of certain real properties owned by the college. This shortcoming was resolved during the latest audit through the assistance of the property appraisal staff of the Budget and Control Board. However, the latest audit report is qualified because of the lack of disclosure of the financial records of The Citadel Development Foundation and the Association of Citadel Men. It is The Citadel's position that both organizations are unrelated parties.



Because of an extremely heavy workload, the State Auditor was not able to perform an audit of The Citadel's financial records for fiscal year 1985-86. The State Auditor has contracted with the Columbia, South Carolina firm of Rogers, Montgomery, Devaney and Company, PA, to perform a two-year audit covering both fiscal years 1985-86 and 1986-87.

The Budget and Control Board's Procurement Audit staff conducted an extensive audit of The Citadel's procurement system to determine how well we implemented our \$10,000 local procurement authority and our compliance with state procurement regulations. The college received a draft report of findings, and was advised during the exit interview that our \$10,000 local procurement authority should be continued.

Fiscal year 1986-87 marked our first full year with local authority to procure goods and services up to \$10,000. During the year we processed 53 invitations for bid (IFB), one request for proposal (RFP), and one construction bid. All were processed and awarded without protest. Also, the very popular and successful Departmental Order (DO) System was expanded to permit purchases of up to \$150.00. This system expedites the purchasing process for department/activity heads and removes a large volume of low cost procurement actions from the procurement office staff's workload. The college continues to make good use of its status as a Service Educational Activity (SEA) to obtain free surplus materials from the Department of Defense (DOD). Over \$47,200 worth of supplies and equipment was acquired from the DOD during the fiscal year.

One of the most significant procurement actions for The Citadel in the past five or six years was successfully completed this year with the award of contracts to Digital Equipment Corporation (DEC) and Information Associates (IA) for hardware and software to establish an on-campus administrative computer support system. This highly technical million dollar plus acquisition was accomplished in a timely manner and was awarded without protest. The entire Citadel team of staff and faculty members which participated in this acquisition is to be complimented for their professionalism and dedication. Details as to the system purchased and its application are contained within the academic affairs portion of this annual report.

Fiscal year 1986-87 was another year of marked improvement in our efforts to meet the Minority Business Enterprise procurement objective of the college. The Board of Visitors approved an objective of five per cent (5%) of our controllable procurement expenditures for goods and services which amounted to \$121,045. Actual purchases for the fiscal year exceeded \$53,600. That compares most favorably to our performance of \$14,056 in 1984-85 and \$32,615 in 1985-86. We anticipate an even better performance in fiscal year 1987-88.

Following selection of the new computer system, the financial



staff began a very detailed training program to implement the new system as of 1 July 1987--the start of our new fiscal year. The financial accounting portion of the new system is the first portion scheduled for implementation. To fully prepare our staff for the new system training, the accounting manager, Mrs. Higgs, first presented a basic college fund accounting course to the staff using a course developed by the National Association of College and University Business Officers (NACUBO). The next portion of the system to be implemented, as of 1 January 1988, is the payroll and personnel management portion.

The college revised its system of quarterly reviews during 1986-87 to streamline the system, reduce workload on department heads, reduce paper work, and provide more pertinent data to the president for application to the decision making process. Under the revised system, data for the first and third quarter reviews is provided from management reports generated by the accounting system. This permits a comprehensive review of actual revenues and expenditures compared to the approved budget with corrective actions recommended to the president where required. The mid-year review is a much more detailed review with input from every department/activity in the college, and a formal two-hour presentation for the president. The revised system was well received by all concerned and facilitated the decision process required to implement the two appropriations reductions mentioned earlier in this report.

The athletic department made significant progress in the internal management of its own budget. Had the department not been faced with two significant cost factors it would probably have been able to end the year with a slight profit. However, the costs associated with the changes in the football coaching staff and the lowered level of "cost recovery" generated by teaching physical education courses resulted in a net operating shortfall of approximately \$80,000. The department did fully implement its program to control expenditures from cadet QM accounts in compliance with NCAA Regulations, and, as a result, was able to recover over \$30,000 which, in prior years, would have been expended.

A number of significant personnel actions took place within the finance area during the fiscal year. In chronological order they were:

- . LTC Knight completed the last of three annual one-week sessions at the College Business Management Institute at the University of Kentucky.

- . Mrs. Nancy McInerney retired on disability retirement from the treasurer's office.

- . Mr. Bob Howell, Budget Analyst, replaced Mrs. McInerney in the treasurer's office and the position was upgraded to accountant.



- . Mrs. Linda Miller joined the staff as budget analyst.
- . Mrs. Pam Carlson resigned as accounting manager after three years on the staff.
- . Mrs. Kelly Higgs, Internal Auditor, replaced Mrs. Carlson.
- . Mrs. Suzanne McLeod joined the staff as internal auditor.
- . Major John Hosey, Director of Procurement Services, resigned to accept the position as vice president of business affairs at the Baptist College of Charleston.
- . Mr. William Brady, Procurement Officer II, was selected to replace Major Hosey as director of procurement services.
- . Mr. Jerry Christian joined the staff as procurement officer II.
- . Ms. Sally Schwacke resigned as accountant.
- . Mrs. Linda Miller, Budget Analyst, replaced Ms. Schwacke as accountant.
- . Mrs. Betty Sandifer joined the staff as budget analyst.

#### B. Financial Review of Operations for Fiscal Year 1985-86

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. Often these funds are restricted to a specific type of loan. These funds covered here include The Citadel Development Foundation Loan Fund, National Direct Student 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 \$106,475 were made from the Stackhouse, CDF and the NDSL Loan funds to 89 students. At 30 June 1987, outstanding student loans receivables aggregated \$661,586. Our NDSL default rate of 4.59 per cent is below the national average.

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 now divided into four groups: Retirement of Indebtedness, Investment in Plant, Unexpended, and Renewals and Replacements. Retirement of Indebtedness funds are derived from the registration and tuition fees collected from the student 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 \$623,135 in fees and other revenue and \$45,706 in interest income for a total receipt of \$668,841. The expenses recorded for bond retirement including interest, transfers and service charges totaled \$337,751. The fund also contributed \$338,020 toward capital construction projects. The fund balance at year end is \$1,361,557 for a net decrease of \$3,595 over fiscal year 1985-86. 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, 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 \$200.00 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 1987 is \$42,380,318.

Unexpended Plant Funds balance as of 30 June 1987 amounted to \$12,718,763.

Renewals and Replacement Fund balances as of 30 June 1987 totaled \$1,640,749. These funds are distributed among eight accounts: barracks, barracks telephones, dining hall, faculty quarters, infirmary, laundry, computer acquisition and rehabilitation reserve.

#### C. Financial Statements and Notes:



THE CITADEL  
BALANCE SHEET

ASSETS		30 June 1987	30 June 1986	LIABILITIES AND FUND BALANCES		30 June 1987	30 June 1986
<b>Current Funds</b>				<b>Current Funds</b>			
<b>Unrestricted</b>				<b>Unrestricted</b>			
Cash (Note 1.H)	\$ -0-	\$ -0-	\$ -0-	Accounts Payable	\$ 1,273,016	\$ 1,145,659	
Deposit with State Treasurer	3,949,462	6,601,048	3,949,462	Employee Withholdings	116,743	7,211	
Investments (Note 9)	1,793,847	33,644	1,793,847	Employer Contributions	95,445	44,225	
Accounts Receivable	241,786	261,740	241,786	Accrued Leave (Note 1.D)	686,395	636,718	
Inventories (Note 1.F)	1,003,585	834,718	1,003,585	Special Deposits (Note 1.G)	798,998	660,713	
Prepaid Expenses	133,345	196,397	133,345	Other Liabilities	231,319	165,247	
Due from Current Restricted and Loan Fund	5,258	5,220	5,258	Due to Plant Funds (Note 1.H)	338,826	946,618	
Due from Plant Funds	200,000	-0-	200,000	Fund Balance	3,887,561	2,327,398	
<b>Total Unrestricted</b>	<b>7,426,303</b>	<b>5,933,789</b>	<b>7,426,303</b>	<b>Total Unrestricted</b>	<b>7,426,303</b>	<b>5,933,789</b>	
<b>Restricted</b>				<b>Restricted</b>			
Cash (Note 1.H)	-0-	-0-	-0-	Accounts Payable	313,410	97,466	
Deposits with State Treasurer	32,378	29,693	32,378	Employer Contributions	2,785	373	
Investments (Note 9)	1,720,136	134,816	1,720,136	Deferred Revenues (Note 9)	1,333,338	-0-	
Accounts Receivable	822,019	226,873	822,019	Special Deposits	11,947	8,447	
Inventories	-0-	5,860	-0-	Note Payable (Note 8)	593,600	743,600	
Prepaid Expenses	149,332	159,333	149,332	Accrued Interest Payable	133,019	-0-	
				Accrued Leave (Note 1.D)	-0-	1,449	
				Due to Plant Funds (Note 1.H)	645,986	87,334	
				Due to Current Unrestricted Fund	2,239	-0-	
				Fund Balance	(326,499)	(382,284)	
<b>Total Restricted</b>	<b>2,723,843</b>	<b>556,585</b>	<b>2,723,843</b>	<b>Total Restricted</b>	<b>2,723,843</b>	<b>556,585</b>	
<b>Total Current Funds</b>	<b>\$ 10,150,146</b>	<b>\$ 6,490,374</b>	<b>\$ 10,150,146</b>	<b>Total Current Funds</b>	<b>\$ 10,150,146</b>	<b>\$ 6,490,374</b>	
<b>Loan Funds</b>				<b>Loan Funds</b>			
Cash	\$ 94,301	\$ 80,091	\$ 94,301	Accounts Payable	\$ 6,096	\$ 702	
Deposits with State Treasurer	129,495	132,618	129,495	Due to Current Unrestricted	-0-	2,303	
Investments	32,005	-0-	32,005				
Accounts Receivable	3,019	2,303	3,019	Fund Balance	841,946	894,808	
Loans to Students (Note 6)	609,242	650,796	609,242	Total Loan Funds	\$ 848,042	\$ 897,813	
<b>Total Loan Funds</b>	<b>\$ 848,042</b>	<b>\$ 897,813</b>	<b>\$ 848,042</b>				
<b>Endowment and Similar Funds</b>				<b>Endowment and Similar Funds</b>			
Investments (Note 7)	\$ 9,393,578	\$ 9,071,695	\$ 9,393,578	Accounts Payable	\$ 43,438	\$ -0-	
Due from Plant Funds	300,000	-0-	300,000	Fund Balance	2,091,815	1,949,639	
				Endowment	7,558,305	7,102,056	
				Quasi-endowment			
<b>Total Endowment and Similar Funds</b>	<b>\$ 9,693,578</b>	<b>\$ 9,071,695</b>	<b>\$ 9,693,578</b>	<b>Total Endowment and Similar Funds</b>	<b>\$ 9,693,578</b>	<b>\$ 9,071,695</b>	



Plant Funds		Plant Funds	
Unexpended		Unexpended	
Cash	\$ -0-	Accounts Payable	\$ 7,844
Accounts Receivable	37,954	Employer Contributions	199
Due from Current Funds (Note 1.B)	-0-	Due to Retirement of Indebtedness Fund (Note 1.B)	-0-
Deposits with State Treasurer	12,694,600	Fund Balance	12,718,763
Total Unexpended	12,732,554	Total Unexpended	12,732,554
Renewals and Replacements			
Cash	499,412	Fund Balance	1,640,749
Due from Current Funds (Note 1.B)	984,612	Total Renewals and Replacements	899,383
Due from Unexpended Plant Funds (Note 1.B)	5,750		
Due from Agency Funds (Note 1.B)	150,775		
Total Renewals and Replacements	1,640,749		
Retirement of Indebtedness			
Cash	318		
Due from Investment in Plant Fund	587,455	Fund Balance	1,361,557
Deposits with State Treasurer	777,497	Total Retirement of Indebtedness	1,361,557
Total Retirement of Indebtedness	1,361,557		
Investment in Plant			
Land	2,358,024	Capitalized Leases (Note 3.A)	694,542
Building (Note 1.E)	23,304,232	Note Payable (Note 3.B)	1,700,000
Construction in Progress (Note 4)	2,400,445	Institution Bonds Outstanding	1,640,000
Equipment	6,540,355	Capital Bonds Outstanding	400,000
Library Books	5,777,202	Due to Current Unrestricted (Notes 3.B and 10.A)	200,000
Total Investment in Plant	42,380,318	Due to Endowment Fund	300,000
Total Plant Funds	\$ 58,115,180	Due to Retirement of Indebtedness Fund	587,455
		Net Investment in Plant	34,859,121
		Total Investment in Plant	42,380,318
		Total Plant Funds	\$ 58,115,180
Agency Funds			
Investments	55,377	Accounts Payable	8,476
Accounts Receivable	160,445	Employer Contributions	612
Prepaid	1,924	Due to Plant Funds (Note 1.B)	150,775
Note Receivable	-0-	Deposits	41,944
		Accrued Leave (Note 1.D)	16,017
Total Agency Funds	\$ 217,846	Total Agency Funds	\$ 217,846

See Accompanying Notes to Financial Statements.



**THE CITADEL**  
**Statement of Changes in Fund Balance**  
**For the Year Ended**  
**30 June 1987**

	Current Funds		Loan Funds	Endowment and Similar Funds	Unexpended	Renewals and Replacements	Retirement of Indebtedness	Investment in Plant
	Unrestricted	Restricted						
<b>Revenues and Other Additions</b>								
Current Funds Revenue	\$ 31,676,032	\$ 4,016,576	\$	\$	\$	\$	\$	\$
Collection Cost Recovery			813					
Investment Income			24,016	281,558			45,706	
Capital Lease Debt Retirement								18,011
Retirement of Debt								255,000
Contributions				185,194	123,393			89,692
Loan Proceeds					1,700,000			
Interfund Borrowing Proceeds					500,000			
Library Acquisitions								192,954
Land Additions								5,576
Equipment Additions								1,319,103
Change in Construction In Progress								205,699
Other								
<b>Total Revenues and Other Additions</b>	<b>31,676,032</b>	<b>4,016,576</b>	<b>24,829</b>	<b>466,752</b>	<b>2,323,393</b>	<b>0</b>	<b>45,706</b>	<b>2,086,035</b>
<b>Expenditures and Other Deductions</b>								
Education and General	18,811,175	3,356,877						
Auxiliary Activities	9,994,417	10,000						
Scholarships & Awards								
Administrative Costs			5,430	29,753			258	
Allowance for Bad Debts			53,390					
Expended for Physical Plant Facilities					3,052,186			
Expended for Equipment						3,346		
Expended for Repairs						9,117		
Retirement of Indebtedness							255,000	
Interest on Indebtedness							82,493	
Equipment Retirement								208,927
Library Retirement								154,187
<b>Total Expenditures and Other Deductions</b>	<b>28,805,592</b>	<b>3,366,877</b>	<b>58,820</b>	<b>29,753</b>	<b>3,052,186</b>	<b>12,463</b>	<b>337,751</b>	<b>363,114</b>



<b>Transfers Among Funds</b>								
Fees for Debt Service		(623,135)					623,135	
Funding of Construction Projects	(379,277)				768,986	(51,689)	(338,020)	
Funding of Renewals & Replacements	(238,954)					238,954		
Funding of Budget Cut	112,466				(112,466)			
Endowment Revenues to Endowments		(141,653)		141,653				
Mariah Support	(37,114)							
Grants in Aid Support	(33,085)	33,085						
Basketball Receipts for Debt Service	(3,335)						3,335	
Distribution of Capital Campaign Gifts	(193,934)	193,934						
Funding of Computer Renewal and Replacement	(579,635)					579,635		
College Work Study	(5,057)	5,057						
Consolidate Greater Issues Accounts		(24,727)						
Miscellaneous	47,628	(34,475)	1,149	(227)		(13,071)		
<b>Total Transfers Among Funds</b>	<b>(1,310,297)</b>	<b>(591,914)</b>	<b>1,149</b>	<b>141,426</b>	<b>656,520</b>	<b>753,829</b>	<b>288,450</b>	<b>0</b>
<b>Net Increase (Decrease) for the year</b>	<b>1,560,143</b>	<b>57,785</b>	<b>(32,842)</b>	<b>578,425</b>	<b>(72,273)</b>	<b>741,366</b>	<b>(3,595)</b>	<b>1,722,921</b>
<b>Fund Balance 30 June 1986</b>	<b>2,327,398</b>	<b>(382,284)</b>	<b>894,808</b>	<b>9,071,695</b>	<b>12,791,036</b>	<b>899,383</b>	<b>1,365,152</b>	<b>35,135,200</b>
<b>Fund Balance 30 June 1987</b>	<b>\$ 3,887,541</b>	<b>\$ (324,499)</b>	<b>\$ 861,966</b>	<b>\$ 9,650,120</b>	<b>\$ 12,718,763</b>	<b>\$ 1,640,749</b>	<b>\$ 1,361,557</b>	<b>\$ 36,858,121</b>

See accompanying Notes to Financial Statements.



**THE CITADEL**  
**Statement of Current Funds Revenues, Expenditures and Other Changes**  
**For the Year Ended**  
**30 June**

	Unrestricted	Restricted	1987 Total	1986 Total
<b>REVENUES</b>				
Registration Fees	\$ 21,840	\$ 63,750	\$ 85,590	\$ 100,187
Tuition Fees	1,184,544	493,011	1,677,555	1,704,489
College Fees	4,624,160	61,257	4,685,417	4,537,216
State Appropriations	11,908,130		11,908,130	11,749,409
Federal Grants & Contracts		493,682	493,682	422,823
State Grants & Contracts		84,104	84,104	91,877
Private Gifts, Grants, and Contracts (Note 9)	1,985,273	2,152,203	4,137,476	1,843,631
Investment Income (Note 10.C)	8,000	573,897	581,897	652,585
Lease Proceeds (Note 3.A)	683,000		683,000	-0-
Other Sources	887,662	94,672	982,334	690,185
Auxiliary Activity Fees	4,710,502		4,710,502	4,689,754
Sales & Services Auxiliary Activities	5,662,921		5,662,921	5,201,091
<b>Total Revenues</b>	<b>31,676,032</b>	<b>4,016,576</b>	<b>35,692,608</b>	<b>31,683,247</b>
<b>EXPENDITURES</b>				
<b>Education &amp; General</b>				
Instruction	7,711,461	358,589	8,070,050	8,000,927
Research	7,278	197,200	204,478	125,984
Public Service	26,598	36,106	62,704	57,408
Academic Support	1,654,324	397,239	2,051,563	2,143,202
Student Services	2,264,452	96,182	2,360,634	2,016,411
Institutional Support (Note 10.C)	3,608,279	601,598	4,209,877	3,139,790
Operation & Maintenance of Plant	3,456,029		3,456,029	3,762,813
Scholarships (Note 10.C)	82,754	1,669,963	1,752,717	1,788,226
<b>Total Educational &amp; General</b>	<b>18,811,175</b>	<b>3,356,877</b>	<b>22,168,052</b>	<b>21,034,761</b>
<b>Auxiliary Enterprises</b>				
Dining Hall	2,097,496		2,097,496	2,139,229
Infirmery	395,101		395,101	354,155
Laundry/Dry Cleaners	665,481		665,481	598,102
Tailor Shop	693,567		693,567	699,164
Cadet Store	1,479,220		1,479,220	1,367,279
Print Shop	463,333		463,333	396,178
Barracks	1,052,516		1,052,516	825,668
Faculty Quarters	278,704		278,704	283,222
Canteen	1,127,502		1,127,502	1,023,577
Athletics	1,741,497	10,000	1,751,497	1,524,547
<b>Total Auxiliary Enterprises</b>	<b>9,994,417</b>	<b>10,000</b>	<b>10,004,417</b>	<b>9,211,121</b>
<b>Total Expenditures</b>	<b>28,805,592</b>	<b>3,366,877</b>	<b>32,172,469</b>	<b>30,245,882</b>



<b>Other Transfers &amp; Additions (Deductions)</b>			
Fees for Debt Service	(623,135)	(623,135)	(587,666)
Fees and Transfers for Renewal and Replacement	(238,954)	(238,954)	(307,415)
Funding of Construction Projects	(379,277)	(379,277)	(540,264)
Funding of Non-capital Projects			82,000
Funding of Budget Cut	112,466	112,466	
Investment Revenues to Endowments (Note 10.C)	(141,653)	(141,653)	(215,814)
Mariah Support	(37,114)	(37,114)	(34,064)
Grants in Aid Support	(33,085)	33,085	
Basketball Receipts for Debt Service	(3,335)	(3,335)	(5,010)
Distribution of Capital Campaign Gifts	(193,934)	193,934	
Funding of Computer Renewal and Replacement	(579,635)	(579,635)	(300,000)
College Contribution to College Work Study Program	(5,057)	5,057	
Consolidate Greater Issues Accounts		(24,727)	(24,727)
Miscellaneous	47,628	(34,475)	13,153
			(1,474)
<b>Net Transfers</b>	<b>(1,310,297)</b>	<b>(591,914)</b>	<b>(1,902,211)</b>
			<b>(1,909,707)</b>
<b>Net Increase/(Decrease) in Fund Balance</b>	<b>\$ 1,560,143</b>	<b>\$ 57,785</b>	<b>\$ 1,617,928</b>
			<b>\$ (472,342)</b>

See accompanying Notes to Financial Statements.



STATISTICAL HIGHLIGHTS

Analysis of Educational & General Revenues and Expenditures

	Three Year Trend		
	1986-87	1985-86	1984-85
<b>Revenue Sources:</b>			
Student Fees	26%	29%	30%
State Appropriations	47%	54%	59%
Governmental Grants & Contracts	2%	2%	3%
Private Gifts, Grants & Contracts	16%	9%	5%
Other Sources	9%	6%	3%
	-----	-----	-----
<b>Total Educational &amp; General Revenue</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

<b>Expenditure Functions:</b>			
Instruction	36%	38%	40%
Research	1%	1%	1%
Public Service	-	-	-
Academic Support	9%	10%	10%
Student Services	11%	10%	10%
Institutional Support	19%	15%	18%
Operation & Maintenance	16%	18%	17%
Scholarships	8%	8%	4%
	-----	-----	-----
<b>Total Educational &amp; General Expenditure</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>



**RENEWAL AND REPLACEMENT FUND  
ACCOUNT ANALYSIS**

	Balance 6/30/86	Fees Collected	Transfers In/(Out)	Expended	Balance 6/30/87
New Computer	\$ 550,000	\$	\$ 579,635	\$	\$ 1,129,635
Rehabilitation					
Reserve	10,830	87,999	(50,000)		48,829
Infirmary Equipment	4,356	3,771		(3,595)	4,532
Dining Hall Equipment	166,432	60,336			226,768
Laundry Equipment	14,991	5,657	34,052		54,700
Barracks Equipment	109,016	47,140		(7,866)	148,290
Faculty Quarters	14,761		(14,761)		0
Barracks Telephones	28,997			(1,002)	27,995
<b>Total</b>	<b>\$ 899,383</b>	<b>\$ 204,903</b>	<b>\$ 548,926</b>	<b>\$ (12,463)</b>	<b>\$ 1,640,749</b>

**REPAYMENT SCHEDULE OF BONDS OUTSTANDING  
AS OF 30 JUNE 1987**

Year Due	Institution Bonds				Total
	Caspers Hall		Institution Bonds*		
	Principal	Interest	Principal	Interest	
1988	\$ 200,000	\$ 39,650	\$ 60,000	\$ 31,560	\$ 331,210
1989	200,000	31,100	60,000	28,500	319,600
1990	200,000	22,400	70,000	25,185	317,585
1991	200,000	13,500	75,000	21,488	309,988
1992-1996	200,000	4,500	375,000	49,050	628,550
<b>Total</b>	<b>\$1,000,000</b>	<b>\$ 111,150</b>	<b>\$ 640,000</b>	<b>\$ 155,783</b>	<b>\$ 1,906,933</b>

\* Infirmary, Chapel, Steamline, Fire & Safety



## NOTES TO FINANCIAL STATEMENTS

30 June 1987

### Note 1 - Summary of Significant Accounting Policies

#### A. Accrual Basis Accounting

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. The Statement of Current Fund Revenues, Expenditures, and Other Changes is a statement of financial activities of current funds related to the current reporting periods. It does not purport to present the results of operations or the net income or loss for the period as would a statement of income or a statement of revenues 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 of movable equipment and library books; and (2) transfers including the required provisions for debt amortization and interest.

#### B. Fund Accounting

To ensure observance of limitations and restrictions placed on the use of the resources available to the college, 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 activities or objectives specified. 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 used 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.



### C. Description of Funds

The **Current Fund** group includes those economic resources that are expendable for operating purposes to perform the primary mission of the institution. For a more meaningful disclosure, the current funds are divided into three subgroups: unrestricted, restricted and auxiliary enterprises. Auxiliary enterprises are described separately in the next paragraph. Current funds are considered unrestricted unless the restrictions imposed by the donor or other external agency are so specific that they substantially reduce the college's flexibility in their use. Unrestricted gifts are recognized as revenues when received. Receipts that are restricted are recorded initially as additions to restricted fund balances then recognized as revenues to the extent that such funds were expended for the restricted purposes during the current fiscal year.

**Auxiliary Enterprises** are self-supporting business entities and activities that exist for the purpose of furnishing goods and/or services primarily to students, faculty, staff, or departments, and for which charges are made that directly relate to such goods and/or services. Receipts and disbursements are reported separately as unrestricted current funds in the current fund group. Assets, liabilities and fund balances are combined with other unrestricted current funds for reporting purposes.

The **Loan Fund** group accounts for the resources available for loans to students. Loan funds are provided by the federal government and other sources, including private gifts. Expenditures include costs of loan collections, loan cancellations, and administrative expenses under federal loan programs.

The **Endowment Fund** group includes permanent endowment and funds functioning as endowment (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 used. While quasi-endowment funds have been established by the governing board for the same purposes as permanent endowment funds, any unrestricted portion of quasi-endowment funds may be expended.

The term "principal" is construed to include the original value of an endowment, subsequent additions and realized gains/losses attributable to investment transactions.

The **Plant Fund** group consists of four self-balancing subgroups:

(1) Unexpended Plant Funds, (2) Renewal and Replacement Funds, (3) Retirement of Indebtedness Funds and (4) Investment in Plant. The **Unexpended Plant Fund** subgroup accounts for the resources derived from various sources to finance the acquisition of long-life assets. The **Renewal and Replacement Fund** subgroup provides for renewal and replacement of existing plant assets. Resources



that are specifically accumulated for interest and principal payments, debt service reserve funds, and other debt service charges related to Plant Fund indebtedness are accounted for in the Retirement of Indebtedness Fund subgroup. The Investment in Plant subgroup accounts for all long-life assets in the service of the College and all construction in progress. Net Investment in Plant is the amount of the carrying value of assets over liabilities.

The Agency Fund 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 accounts of students, student organizations, and other groups directly associated with the College.

#### **D. Compensated Absences**

The College leave policy allows for certain employees to carry forward a maximum of 45 annual vacation leave days. The liability was \$702,412 at 30 June 1987 and \$651,908 at 30 June 1986.

#### **E. Investment in Plant**

Investment in plant is reflected primarily at cost. Estimated cost values have been used where original cost records were not available. Additions to investment in plant are reflected at cost. Retirements and dispositions are removed at cost or estimated cost values. Replacements and repairs are not capitalized. Improvements are recorded as additions to investment in plant.

In 1986 the value of buildings was adjusted to the appraised historical cost as determined by the Property Appraisal Office of the Research and Statistical Service Division of the Budget and Control Board. This adjustment resulted in a decrease of \$8,041,230 in the value of the buildings and was done due to the lack of complete cost records of building acquisitions prior to 1976.

#### **F. Inventories**

Inventories are recorded at cost which is not in excess of net realizable value.

#### **G. Special Deposits**

Special Deposits mainly represent fees by students for succeeding semesters and various security deposits. Fees are included in revenue in the semester applicable to the deposits.



#### H. Cash, Due To, Due From

The college maintains two checking accounts with banking institutions in which minimum cash balances are maintained. The remaining funds of the college are on deposit with the State Treasurer. The balancing of cash in the bank accounts with the State Treasurer may result in deficits in the cash balances of some funds. When these deficits occur, they are recorded as due to/due from in the appropriate funds.

#### I. Other Significant Accounting Policies

Other significant accounting policies are set forth in the other notes to the financial statements.

#### Note 2 - State Appropriations

##### A. General Operations

The College is a State supported college that receives annual appropriations for operations from 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 College.

##### B. Capital Improvements

In the fiscal year ended 30 June 1987, and in prior years, the State authorized funds for improvement and expansion of the College facilities using the proceeds of State Capital Improvement Bonds to be issued by the State. The balances receivable for these authorizations are included in the balance sheet as State Appropriation for Capital Improvements (1987 - \$12,318,810, 1986 - \$12,320,164). The authorized funds can be requested as needed once State authorities have given approval to begin specific projects. One of the criteria used for giving approval to begin specific projects is the amount of Capital Improvement Bonds outstanding, which is governed by the laws of the State.



### Note 3 - Long Term Debt

#### A. Capitalized Leases

Capitalized leases of \$683,000 were executed during fiscal year 1986-1987 to partially finance the purchase of new administrative computer hardware. These leases, with Medical Investors Funding, Inc., bear interest of approximately 7% and are payable over a five year period as follows:

Fiscal Year Ending 30 June	Amount
1988	\$ 166,791
1989	166,791
1990	166,791
1991	166,791
1992	166,791
Total Principal and Interest	\$ 833,955
Less: Interest	150,955
Principal Outstanding as of 30 June 1987	<u>\$ 683,000</u>

#### B. Note Payable

During fiscal year 1986-1987 a note payable to South Carolina National Bank was executed to finance a portion of the purchase of the former Trident Technical Property located on Lockwood Boulevard. This note was for \$1,700,000 with interest of 5.95% payable every six months. The principle of the note is due on 19 September 1989.

Fiscal Year Ending 30 June	Amount
1988	\$ 101,150
1989	101,150
1990	1,750,575
Total Principal and Interest	\$1,952,875
Less: Interest	252,875
Principal Outstanding as of 30 June 1987	<u>\$1,700,000</u>



C. Institution Bonds Outstanding

	<u>Maturity Date</u>	<u>Balance 30 June 1987</u>
State Institutional Bonds, Interest Rate Variable		
1977 Series	1991	\$1,000,000
1979 Series	1995	640,000
		-----
		\$1,640,000
		=====

Long-term debt consists of bonds payable in annual installments ranging from \$55,000 to \$200,000, with interest rates varying from 4.0% to 6.0%, the final installment due in 1996.

Student tuition and matriculation fees are pledged for payment of principal and interest on State Institutional Bonds. Amounts, including interest, required to complete payment of indebtedness outstanding as of 30 June 1987 are as follows:

<u>Fiscal Year Ending 30 June</u>	<u>Amount</u>
1988	\$ 331,210
1989	319,600
1990	317,585
1991	309,988
1992-1996	628,550
	-----
Total Principal and Interest	\$1,906,932
Less: Interest	266,932
	-----
Principal Outstanding as of 30 June 1987	\$1,640,000
	=====

D. Capital Improvement Bonds Outstanding

The 1980-81 Appropriations Act authorized \$3,650,000 of State Capital Improvement Bonds to be used for the conversion of McAlister Field House. The Act specified that any withdrawal of such funds exceeding \$3,250,000 will be repayable by The Citadel to the State, and that prior to withdrawal a note will be executed with a maturity which shall not exceed forty years. As of 30 June 1987 these funds have not been withdrawn, but the full \$3,650,000 is reflected as Deposits with State Treasurer in the Plant Fund.

Note 4 - Construction in Progress

As of 30 June 1987 the cost to complete approved construction projects in progress was approximately \$14,437,416.



**Note 5 - Retirement Plan**

Substantially all employees of the College are covered by a retirement plan through the South Carolina Retirement System (or by the South Carolina Police Officers Retirement System, where applicable). By State law, the College's liability under these plans is limited to the amount appropriated therefor in the South Carolina Appropriations Act for the applicable year, plus the amount paid from other revenue sources for the current year. Accordingly, the College recognizes no contingent liability for unfunded costs associated with participation in the plans.

**Note 6 - Loans Receivable**

Loans receivable from students bear interest from 3% to 9%, and are generally repayable in installments to the College over a three to eight year period commencing eight to fourteen months from the date of separation from the College.

Estimated losses on student loan notes receivable are \$53,390 at 30 June 1987. These estimated losses are recorded in a reserve account. Loans to Students on the balance sheet are shown net of this reserve. Fiscal year 1986-1987 is the first year that provision has been made for these losses in the financial records of the College.

**Note 7 - Endowment Funds**

Income derived from investments of endowment funds and the related expenditures are accounted for in the current fund.

Investments are stated at cost and increases or decreases in value are recorded upon disposition. The approximate market value at 30 June 1987 and 1986 was \$11,522,520 and \$10,744,348 respectively.

The 30 June 1987 fund balance of the endowment fund is comprised of the following:

True Endowments	\$ 2,091,815
Quasi-Endowments	7,558,305
	-----
	\$ 9,650,120
	=====



#### **Note 8 - Loan Payable**

The Citadel established a line of credit with The Citadel Development Foundation as approved by the Board of Visitors. These funds were used to cover expenses of The General Mark W. Clark Campaign for The Citadel Tomorrow, a project with the goal of acquiring private gifts to meet immediate capital and equipment needs of the College and to endow certain long-range requirements such as faculty chairs and scholarships. The interest rate on this obligation is 7% and the balance due at 30 June 1987 is \$593,600. Interest accrued as of 30 June 1987 of \$104,753 will be paid by a reduction of the 1987-88 grant from The Citadel Development Foundation to the College. Repayment of the balance due, as well as accumulated interest payments, will be made from unrestricted contributions to the Campaign and/or through negotiations with The Citadel Development Foundation resulting in reduced annual grants to the College in lieu of payment of amounts due.

#### **Note 9 - Capital Campaign**

Gifts to The General Mark W. Clark Campaign for The Citadel Tomorrow are recorded in the financial transactions of the College for fiscal year 1986-87. Unexpended gifts are included in the Investments accounts at 30 June 1987. The Campaign is a project with the goal of acquiring private gifts to meet immediate capital and equipment needs of the College and to endow certain long-range requirements such as faculty chairs and scholarships. Pledges to the Campaign outstanding at 30 June 1987 total \$4,526,500.

#### **Note 10 - Restatement of Prior Year Balances**

##### **A. Capital Bonds Outstanding**

The 1980-81 Appropriations Act authorized \$3,650,000 of State Capital Improvement Bonds to be used for the conversion of McAlister Field House. The Act specified that any withdrawal of such funds exceeding \$3,250,000 will be repayable by The Citadel to the State, and that prior to withdrawal a note will be executed with a maturity which shall not exceed forty years. As of 30 June 1986 these funds had not been withdrawn, but the full \$3,650,000 was reflected as Deposits with State Treasurer in the Unexpended Plant Fund. The 30 June 1986 balance sheet has been restated to reflect the \$400,000 liability in the Investment In Plant Fund.

##### **B. Due to Retirement of Indebtedness Fund**

The 30 June 1986 financial statements reflected a \$587,655 balance Due to the Renewal and Replacement Fund. This represents borrowing to fund the Stadium Light capital project, which had been capitalized in the Investment in Plant Fund at 30 June 1986. This liability has been restated to the Investment in Plant fund.



**C. Current Fund Investment Income, Scholarships,  
Institutional Support, and Transfers**

The 30 June 1986 financial statements reported all transactions for endowment accounts, including revenue and expenditures, in the Endowment Fund. The AICPA industry audit guide specifies that such revenues and expenditures be accounted for in the Current Fund, with any excess transferred to the Endowment Fund. The following transactions have been reclassified from the Endowment Fund to the Current Fund, to be consistent with transactions reported for fiscal year 1986-87.

	30 June 1986 Total
Investment Income	\$652,585
Expenditures for Institutional Support	61,733
Expenditures for Scholarships	375,038
Transfer of Investment Revenues to Endowments	(215,814)



#### IV. MILITARY AFFAIRS

##### A. General

Colonel Arthur E. Richards, III, U. S. Army, The Citadel, Class of 1959, continued the duties as Commandant of Cadets and Professor of Military Science.

Colonel Malcolm E. Smith, U. S. Marine Corps, The Citadel, Class of 1958, continued the duties as Professor of Naval Science, and Deputy Commandant.

Colonel Edwin C. Newman, U. S. Air Force Academy, Class of 1962, continued the duties as Professor of Aerospace Studies until 30 December 1986, at which time he retired, and Colonel Kenneth E. Krause, U. S. Air Force Academy, Class of 1965, assumed the duties of Professor of Aerospace Studies and Deputy Commandant on 1 February 1987.

Lieutenant Colonel Harvey M. Dick, U. S. Army, Retired, The Citadel, Class of 1953, continued his duties as Assistant Commandant of Cadets.

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

School Year 1986-87 was a difficult year for the Corps of Cadets. The Corps was shaken by the incident of 23 October and the resultant period of extended adverse publicity. However, an organization that shares and overcomes adversity, normally grows stronger. Working under the close scrutiny of the media and other critics resulted in less than a comfortable working environment for the Corps and its leadership. However, they endured and matured, and by the end of the school year, Corps operations were back to normal. In the final analysis, the difficulties associated with the unfortunate experience of the fall appears to have helped bind the Corps closer together.

Cadet Regulations, i.e., The Blue book, continued to be accepted by the Corps of Cadets. Minor changes were made in School Year 1986-87 to strengthen attendance at parades and provide definitive guidance to fourthclass cadets as to where they were allowed to park and drive automobiles in relation to the campus. Stronger punishments for "Bed Stuffing" and for female visitors in the barracks were imposed. The offense and punishment for "Quibbling" will be removed from The Blue Book due to its being an offense in the Honor Manual. The removal of "Quibbling" from The Blue Book is the result of a continuing effort to separate honor and conduct offenses.

Cadre training in School Year 1986-87 continued emphasis on "Training the Trainer," with primary emphasis at the platoon and squad level. This training resulted in continued improvement in the confidence and performance of cadet leaders at these levels.



The new Regimental and Battalion Staff training sessions resulted in much improved staff coordination and job performance. This program will be continued in School Year 1987-88. The coming year will emphasize continued training at the platoon and squad level on manual of arms, posture, training as to respect for race and religious differences, and emphasis on attention to detail. Refresher training will be initiated for the remainder of the Corps of Cadets on posture and manual of arms. Overall, the 1986-87 cadre did an excellent job.

A highlight of School Year 1986-87 was the overall appearance and performance by all units of the Corps at parades and reviews. The reward system initiated in School Year 1984-85 has resulted in all companies competing to be in the top four positions in parade performance in order to be excused from a drill period the following week. This program will continue. The Salute Gun Battery's performance was outstanding this past year. Only one misfire was experienced, and this proved to be the result of a faulty round.

The following is a summary of cadet disciplinary problems for School Year 1986-87, compared with School Year 1985-86.

	SY 1986-87	SY 1985-86
1. Number of Suitability Boards	4	4
a. Number suspended	0	2
b. Number suspended, Suspension vacated and cadet placed in conduct deficient status for remainder of School Year 1986-87 or School Year 1987-88 with proviso if cadet commits a Class I or Class II offense, suspension is reinstated	2	1
c. Number dismissed	0	1
d. Number dismissed, dismissal vacated and cadet placed on Conduct Deficient list School Year 1987-88 with proviso if he commits a Class I or Class II offense, dismissal is reinstated	1	0
e. Number resigning prior to Board for drug related offenses	1	0
2. Number of Commandant/Regimental Boards	16	6
a. Number suspended	0	1



b. Number suspended, suspension vacated and cadet awarded 60D-120T, and placed on conduct deficient list School Year 1986-87 with suspension reinstated if cadet commits a Class 1 or Class 11 offense	*5	0
c. Number suspended, suspension vacated and cadet awarded 60D-195T, no cuts, no work, no amnesty, 6 months restriction conduct deficient School Year 1986-87 with suspension reinstated if cadet commits a Class 1 or Class 11 punishment	5	0
d. Number expelled	**2	2
e. Number receiving 60 Demerits-120 Tours	2	0
f. Number resigning in lieu	***2	1

The alcohol program initiated in School Year 1983-84 continues. This program requires all cadets involved in disciplinary actions that were alcohol related to report to Captain Sauers, Department of Psychology, for screening, testing, and counselling. Additionally, certain cadets were required to report to The Citadel Surgeon as a result of Captain Sauers' screening/testing, to determine if they should attend a mandatory four hour alcohol awareness class or if additional treatment was appropriate. A total of forty-five cadets were alcohol referrals in School Year 1986-87 as compared to fifty-five cadets in School Year 1985-86. Captain Sauers referred sixteen of the forty-five to The Citadel Surgeon for further evaluation. All sixteen cadets were required to attend the mandatory alcohol awareness class. Two cadets volunteered for the class and attended on their own initiative. Alcohol related offenses continue to be a major problem within the Corps. Increased corrective actions will be initiated in this area.

The three ROTC departments conducted sensitivity training for all cadets in the Corps. The purpose of this instruction was to increase cadets' awareness and sensitivity as regards different races, creeds, and religious backgrounds. This instruction was meaningful, timely, and well received by all members of the Corps of Cadets. This instruction will continue in School Year 1987-88.

School Year 1986-87 saw 116 fourth classmen withdraw (17.8% of 652) as opposed to 88 (13.4% of 657) for School Year 1985-86

\*One cadet later suspended as a result of receiving a class II punishment.

\*\*Both cadets expelled for drug related offenses.

\*\*\*Two cadets resigned in lieu of Board for drug related offense



and 63 (12.0% of 527) for School Year 1984-85. During the past ten years, the attrition rate has fluctuated from 7.6% to 20.0% with an average of 15.8%. High attrition in 1987 may be attributed to a weakness in the senior Chain of Command's ability to assert strong influence on the Corps during an extended period of stress associated with the incident in October, plus an inability of fourth classmen to cope with the academic and military programs.

### C. Special Activities

The Citadel-VMI football game was played at Johnson Hagood Stadium on 11 October 1986. The Citadel hosted some 170 VMI cadets who arrived on 10 October and departed on 12 October. Visiting cadets were billeted in the National Guard Armory. Citadel cadets served as escorts to their counterparts from Virginia.

The Citadel Band and Summerall Guards attended and performed at The Citadel vs Clemson game on 4 October 1986. Cadets were transported by chartered bus to and from the game.

The Citadel Band, Color Guard and Summerall Guards participated in the Sumter Veterans Day Parade on 11 November 1986 in Sumter, South Carolina.

Selected cadets served as escorts for the Miss South Carolina USA Pageant held in Charleston, South Carolina, on 28 November 1986.

The Citadel Band, Color Guard, Summerall Guards, twenty-two ushers, and four pipers participated in the 89th South Carolina Governor's Inaugural in Columbia, South Carolina on 14 January 1987. The Band, Color Guards and Summerall Guards returned to The Citadel after the Inaugural Parade. The ushers and pipers remained in Columbia overnight and participated in the Inaugural Ball. They returned to The Citadel on 15 February 1987.

The Summerall Guards performed their annual Disney World performance on 8 February 1987. They departed on 6 February and returned on 8 February.

The Annual Washington Light Infantry Memorial Service was conducted on 22 February 1987. Cadet participation included a Firing Squad, Color Guard, and members of the Band (buglers/drummers). Also, on 23 February, The Citadel Bulldog Orchestra played at the Washington Light Infantry banquet at the Francis Marion Hotel.

The Marion Square Review scheduled to be conducted at the Old Citadel on 19 March 1987 was cancelled due to inclement weather.

On 22 March 1987, The Citadel Band, Original Thirteen, Chorale and the Pipe Band presented their Annual Spring Music



Festival in Hampton Park. This event was a tremendous success and public attendance was outstanding.

On 25 April 1987, The Citadel Band and Pipers presented a concert in Myrtle Beach, South Carolina.

The Citadel Color Guard and Junior Sword Drill assisted in a special Wreath Laying Ceremony sponsored by former graduates of the U. S. Military Academy, at the gravesite of General Mark W. Clark on 28 March 1987.

The Annual Citadel Awards Banquet was held on 21 April 1987 in Coward Hall. During this event, individual cadets were recognized for superior performance. Additionally, five faculty Superior Teaching Awards were presented.

A Military Awards Ceremony was conducted prior to the Retreat Parade on 24 April 1987, in the Reception Lounge, Mark Clark Hall. At the conclusion of the ceremony, award presenters from the various organizations attended the parade as special guests.

The Pipe Band participated in numerous ceremonies and competition this past year. Some of the more prestigious performances were the Hilton Head Golf Classic, Hilton Head, South Carolina, and St. Andrew's Society Banquets in Columbia and Charleston, and the Highland Games in Ladson, South Carolina.

The Citadel Regimental Color Guard and the Chapel Color Guard had a very busy year. They performed at numerous ceremonies for local organizations and conventions held in the Charleston area. Favorable comments were received for all their performances.

#### D. Department of Military Science

Recruiting, training and commissioning the future leadership of the United States Army is the mission of the Department of Military Science. This mission is accomplished by providing a challenging, exciting and quality training program designed to test a cadet's mettle. The program prepares the cadet to accept the demanding responsibilities of an Army Lieutenant. Eighty senior cadets received commissions at graduation this spring while another twenty-one cadets in the Class of 1987 will receive their commission at a later date.

Colonel Arthur E. Richards, III, retired 30 June 1987 after serving three years as the Professor of Military Science. Colonel Richards will remain at The Citadel as the Commandant of Cadets. Colonel John H. Mayer, Class of '61, will assume the duties as the new Professor of Military Science on 1 August 1987. Colonel Mayer joins the Army program after serving as the G-3 for 7th Corps in Europe. During the past year the Army Detachment lost Master Sergeant John W. Swiney who was reassigned to 7th Infantry Division as a First Sergeant; Sergeant First Class Cornelius Franklin was reassigned to 10th Mountain Division, Fort Drum, New



York; Sergeant First Class John W. Jones was reassigned to the Military Enlistment Processing Command in Fort Sheridan, Illinois; Major Donald L. Finkenkiller was reassigned to a National Guard billet in Chalmersburg, Pennsylvania; Captain Frederick S. Haltiwanger was reassigned to the Inspector General's office at The Pentagon; and Mr. Donald Jones retired after 25 years of Civil Service to The Citadel. This summer Captain John W. Falkenbury will be reassigned to Pershing Missile Battery in Germany; Captain Royce G. Labor will be assigned to Germany as a testing and evaluation officer with USAREUR; and Captain Joseph L. Schroeder will attend graduate school at the University of Texas for subsequent assignment to the Army team working with NASA. Joining the Army Detachment this year were SGM Billie R. Williams who came from Fort Jackson, South Carolina; Sergeant Kurt W. Koppang who came from Europe; and Captain Hubert D. Capps from the South Carolina Army National Guard.

During the school year the Department of Military Science activated an Army Cadet Battalion. During ceremonies on the parade ground on 20 September 1986, Army cadets participated in an activation ceremony forming the Palmetto Battalion. The Palmetto Battalion receives its heritage from the first regiment formed by Citadel cadets in 1846 to fight in the Mexican War. The cadet battalion is run entirely by cadets and coordinates and plans all Army activities for the Army cadets. The Battalion was involved in four major training exercises during the year and the Ranger Company was involved in six Field Training Exercises. Static displays of Army equipment and weaponry were provided for the cadets by the South Carolina Army National Guard, the 120th Army Reserve Command and the 24th Infantry Division from Fort Stewart, Georgia. On two occasions, cadets received helicopter orientation flights from the SCARNG and 24th Division Aviation Battalion. Many other activities were provided to the cadets to better inform them of the opportunities of the total Army program. Guest speakers this year included Major General Marchant, Adjutant General of the South Carolina National Guard; Brigadier General Flake, Commanding General of 120 Army Reserve Command; Major General Wagner, Commanding General of the U. S. Army Cadet Command; and Brigadier General Cavezza, Assistant Division Commander, 82d Airborne Division, who was the guest speaker at a formal dining-in held at the Francis Marion Hotel. Six Hundred forty-two students were enrolled in the Army program during the school year. One Hundred three senior cadets were or will be commissioned while forty-seven junior cadets are currently on contract or scholarship. Currently, forty-four sophomores and freshmen are attending The Citadel on Army Scholarships.

The Battalion continues to have an active company in the Association of United States Army (AUSA). Six cadets plus an advisor attended the National Convention in Washington, D. C. The Citadel Chapter of the Army Aviation Association of America (AAAA) sent four cadets and the advisor to the National Convention in Houston, Texas. The Ranger Company is still the most active Army extracurricular activity. The company participated in several



projects and to talk with military and civilian engineers on opportunities in engineering. After a very successful year last summer in special training, the battalion will send cadets to Airborne School, Air Assault School, Northern Warfare School, Russian Language Institute, Cadet Troop Leadership Training and Ranger School. A 100% graduation/completion rate was experienced last summer. Similar success is anticipated this year.

The Battalion will continue to strive to recruit more individuals into the Army program, train and retain quality cadets and commission them as lieutenants upon graduation. The Army strives for excellence in leadership, and wants the whole man who has demonstrated the academic and physical requirements required to become a quality officer. The Army Detachment will continue to provide the cadets the training, equipment and material necessary to educate them on the opportunities of the total Army force; the Active Army, the Army National Guard and the Army Reserves.

#### E. Department of Aerospace Studies

The keystone of training given in Aerospace Studies continues to be our commitment to providing positive leadership, quality instruction, and the experiences necessary to develop quality officers for the United States Air Force.

##### 1. Personnel

Colonel Kenneth E. Krause has assumed the duties of Professor of Aerospace Studies and Deputy Commandant of Cadets. He replaced Colonel E. C. Newman who retired from active duty in January 1987. Unit personnel consists of eight officers (all having Master's Degrees) serving as assistant professors of Aerospace Studies, five enlisted members, and one civilian secretary. Major Julius Jackson will depart this summer for a new assignment as Operations Officer for the 26th Weather Squadron, Barksdale Air Force Base, LA. He served at The Citadel for three years and departs as a Lieutenant Colonel selectee. Major Jackson was recently honored with the Leo Codd Award for 1986 which recognizes AFROTC's outstanding instructor of the year. Six officers will act as company tactical officers in the coming year. Captain Lynwood Metts, Citadel Class of 1979, reported for duty as Major Jackson's replacement.

##### 2. Operations

The Department of Aerospace Studies has developed several innovative academic programs during the SY 1986-87. A new instructor training program was developed to prepare new instructors for their first teaching experience, and to provide a review of administrative procedures, regulatory requirements, and new instructor improvement techniques. All lesson plans, examinations, and related course material have been placed on computer disks for easy update. During the 1986-87 School Year, 717 students enrolled in the AFROTC program. Of these, sixty-six



examinations, and related course material have been placed on computer disks for easy update. During the 1986-87 School Year, 717 students enrolled in the AFROTC program. Of these, sixty-six were Air Force scholarship/contract students. For FY 1986, thirty-three cadets were commissioned into the United States Air Force. Estimated officer production for FY 1987 is thirty-four. Special students, those not currently on contract, continue to be attracted to the AFROTC curriculum of management, leadership, and foreign affairs. Current trends indicate over seventy cadets from the Class of 1990 are seeking a commission.

### 3. Extracurricular Activities

The Department of Aerospace Studies hosted several prominent guest speakers and briefing teams, and expanded its base visit program. During the year, guest speakers included Colonel Hubbard, Vietnam POW, addressing cadets and the public in an open lecture in Jenkins Hall. The Electronic Security Command briefing team visit was a great success as they gave a motivational and informative insight into this growing major command. A panel organized by the Arnold Air Society discussed the issue of teen suicide. Several other panels of both officer and NCOs from Charleston Air Force Base and visits by active duty alumni aided in presenting the Air Force way of life to Aerospace Studies classes. Three base visits were conducted, giving over 180 cadets primary orientation to the Air Force mission. These visits will be an ongoing and growing part of the detachment extracurricular activities in coming years. In addition, the Flight Orientation Program had outstanding results with over eighty cadets flying on C-141 training missions with the 437th MAW, Charleston Air Force Base. The Charleston Air Force Base Company Grade Officer Council supported an additional eighty cadets with the opportunity to see the real Air Force through the "Shadow Program" that allows cadets to observe the daily activities of an officer while he performs his mission. In an AFROTC nationwide competition, Citadel AFROTC cadets won 4th place, out of 152, in the 2nd annual Postal Physical Fitness Test. Staff efforts resulted in a very respectable 8th place. The newly formed Air Force Athletic Association, organized and run by cadets, trained and competed in several races including the Cooper River Bridge Run. The Squadron, performed community service activities in providing manpower for the Carolina Beach Erosion Project and the Charleston Air Force Base Young Astronauts Day. Both organizations won high praise from the local media, environmental organizations, and the 437th MAW.

### 4. Future Plans

Next year, the total enrollment in AFROTC is once again expected to be over 700. Continued emphasis on showing cadets a firsthand look at the Air Force and Air Force career will underscore our cadet centered activities. We will increase all of our existing programs next year, planning six base visits and offering the flight orientation program to over 200 cadets. With



our updated and stimulating curriculum, we expect superb results academically in the coming year. In our recruiting efforts, we will continue to emphasize quality in our future Air Force officers.

#### F. Department of Naval Science

Three hundred and thirty-five midshipmen were enrolled in NROTC classes at the end of the school year. Ninety-eight of these were supported by Naval scholarships, including four freshmen midshipmen awarded scholarships during the school year in recognition of their superior academic and military performance. Twenty-eight seniors were commissioned as officers, twenty-four in the Navy and four in the Marine Corps. Additionally, seven Marine Enlisted Commissioning Education Program (MECEP) students were commissioned during the reporting period.

Department staffing consisted of four Marine officers, six Navy officers, one Marine enlisted, three Navy enlisted, two Federal Civil Service employees, and one South Carolina State employed secretary. Personnel turnover consisted of the rotation of the two Marine officers and four Navy officers.

#### Unit guests:

Rear Admiral Stanley E. Bump, USN, guest of honor at Annual Naval Mess Night

Rear Admiral David W. Cockfield, USN, presented Distinguished Naval Student Awards.

Vice Admiral Nils R. Thunman, USN, administered the Commissioning Oath to all four ROTC branches in Summerall Chapel.

Captain Mantford Hawkins, USMC, spoke to midshipmen on Planning and Execution of Attacks on Benghazi and Tripoli, Libya.

Commander William A. Wood, USN, presented the Navy's Nuclear Power Programs to Naval Science midshipmen.

Colonel Robert B. Johnson, USMC, talked to midshipmen about officer candidate training.

Rear Admiral J. Finkelstein, USN, spoke with senior midshipmen concerning Navy public affairs and security problems.

Vice Admiral D. C. Plate, Retired, talked with senior midshipmen on methods to enhance Navy careers.

Lieutenant J. Echols, flight instructor for Squadron VT-27, Corpus Christi, TX presented lecture on flight training.

Lieutenants J. Wylly and B. Potochney, two F-14 pilots and Citadel graduates, presented a lecture on their direct involvement



in the filming of the movie, "Top Gun."

Major Charles Armstrong, USMC, Head of Regular Officer Procurement, Headquarters, U. S. Marine Corps, briefed Marine option students on officer programs.

Mrs. Jan Duncan, Chief of Naval Education and Training Comptroller visited The Citadel's ROTC Unit and was a guest at parade.

Lieutenant P. Kuzio, Civil Engineering Corps Accessions Officer for Charleston, and Commander M. Moore, Civil Engineering Placement Officer, Washington, D. C. made presentations on engineering opportunities in the Navy.

Extracurricular activities included the following:

The President and Vice President of The Citadel were personally escorted by the commanding officer of the Department of Naval Science to the Marine Corps Development and Education Command, Quantico, Virginia.

The Department of Naval Science recognized thirteen Navy and Marine Corps midshipmen as Distinguished Naval Students.

Three Naval Science midshipmen were selected for the Navy's Nuclear Power program.

Naval ROTC held a training day which included a presentation to freshmen and sophomores, on both Navy and Marine Corps commissioning paths, physical fitness and swim tests, lectures on sailing, and field exercise at the Charleston Naval Weapons Station.

NROTC Unit was cited by the Chief of Naval Education and Training for ranking in the top one-third of the 64 NROTC Units in nuclear officer accessions for the fiscal year 1987.

From 14 June through 21 July 1986, a first class midshipman participated in a foreign exchange cruise with Equador.

Approximately seventy midshipmen were sent on various types of summer training, (including assignment to Naval vessels) during summer, 1986.

A number of midshipmen attended the Soviet Sea Power presentation given by the Navy Soviet Sea Power Team at the Charleston Navy Base.

The Amphibious Warfare Presentation team gave an audio-visual presentation on the structure and organization of Marine Air/Ground Task Force and Navy Amphibious Ready Groups.

The Commanding Officer and Navigation/Operations Officer of



the USS L. Mendel Rivers (SSN-686) spoke to all Naval Science midshipmen about the Navy's nuclear power program.

The Citadel Naval Sailing Association (CNSA) sponsored visits to the USS Baker, USS Pratt, and the USS Morrison, berthed at the Charleston Navy Base.

The CH-4 helicopters from Marine Medium Helicopter Squadron 774 visited The Citadel to allow cadets and weekend visitors an opportunity to view the aircraft and speak with the crew.

Thirty-five midshipmen visited the Marine Corps Air Station in Beaufort, South Carolina.

Fifteen midshipmen witnessed an amphibious operation from the USS Saginaw (LST-1185).

The midshipmen and staff of the Naval ROTC Unit celebrated the Navy's 211th birthday with a cake cutting ceremony. Guest speaker was Captain Franklin G. West, USN, Citadel Class of 1964.

Midshipman First Class P. J. Foster was selected to cruise this summer with the Colombian Navy.

Mini Surface Warfare Officer's course conducted for newly commissioned Navy Surface Ensigns.

As always, emphasis is being placed on motivating our NROTC midshipmen to perform to the limit of their academic capabilities. Academic grades continue to be above the college average. Although Naval Science graduates made up less than one-tenth of the 1987 graduating class, they received over one-third of the academic honors awarded by the Citadel at commencement. Two Naval Science midshipmen graduated Summa Cum Laude, two graduated Magna Cum Laude, and three graduated Cum Laude. Top NROTC graduates of the Class of 1987 were: Second Lieutenant Robert J. Tanke, USMC, (Summa Cum Laude and 3rd overall in graduating class), who received the Navy League's Marine Sword and Ensign David W. MacPherson, USN (Cum Laude) who received the Navy Sword.



## V. DEVELOPMENT MATTERS

### A. General

The five development functions---fund raising, alumni affairs, job placement, governmental affairs and public relations, and publications complemented each other effectively in 1986-87.

### B. Fund Raising

#### 1. Capital Campaign

The sole project of The Citadel Development Office during 1986-87 continued to be The General Mark W. Clark Campaign for The Citadel Tomorrow. This unprecedented effort to raise \$27 million in gifts and pledges for the college was publicly announced on 23 October 1985. At that time commitments to the Campaign had reached \$10.4 million, and by the beginning of fiscal year 1987 this figure stood at approximately \$15 million.

During this fiscal year, an additional \$5 million has been given, committed or pledged through the various fundraising entities at the college. Of the total, some \$4.8 million has been pledged during the Campaign period to The Citadel Development Foundation. This figure includes Citadel Development Foundation annual fund efforts as well as specific deferred commitments made through the campaign to that organization. For the same time period, The Brigadier Club has reported \$2.7 million added to annual fundraising and memorial fund efforts. Scholarship gifts have also been significant, and, in the period since the Campaign's 1 January 1983 start date, now total over \$2.6 million.

In sum, Citadel development Foundation, Brigadier and scholarship gifts have accounted for approximately \$10 million of the Campaign's \$20 million total, and Campaign efforts have added an additional \$10 million in case gifts, endowments and commitments to the college. During this period, the Campaign has received three pledges of \$1 million or more, and over 30 commitments in excess of \$100,000. Gifts of real property are now over \$1 million and some \$1.5 million in gift bonds will mature, at various dates, over the next 30 years.

The Campaign has been an unqualified success in terms of effort and the return on that effort, and helps ensure the college's future fiscal stability. Using the Campaign as a vehicle, the other fundraising entities have benefitted from this combined approach. The Campaign as a focus for The Citadel's unique educational image has led to new and significant major gifts and commitments from alumni, corporations, foundations and friends.

During fiscal year 1987, alumni solicitation efforts, by mail, were conducted in most of South Carolina, North Carolina, Georgia, and the Virginia-Maryland-Delaware-District of Columbia



region. Alumni in these regions account for over 50% of the total alumni on the current mailing list. During fiscal year 1988, major campaign efforts will be directed at alumni solicitation in the Florida region, completion of solicitation in the Northeastern region, and initiation of solicitation in the Midwest, Southwest, and, if possible, the Pacific Coast.

A meeting of the Campaign Cabinet and Leadership Committee was held on 8 April 1987. An emphasis at enhancing the public relations aspects of this campaign was suggested so that all Citadel constituents know of the Campaign's status and needs during this third and final phase leading to the total fund goal.

## 2. Citadel Development Foundation

Citadel Development Foundation received \$1,215,734 in gifts during the year. Alumni donated \$1,023,200, parents and other friends \$76,716, businesses and industries \$61,098, and foundations \$54,720.

## 3. The Brigadier Club, Inc.

The Brigadier Club, Inc., received \$145,000 in cash, \$160,000 in life insurance benefits and \$582,000 in pledges during fiscal year 1987 for a total of \$887,000 in commitments toward its memorial fund.



## C. Alumni Affairs

The office of Alumni Affairs and Placement expanded during the fourth quarter of 1986-87 when the publications office was transferred from the development staff to the staff of alumni affairs. While the duties will remain the same, the Director of Publications, Mrs. Rose Marie McCarty, will report to the Director of Alumni Affairs and Placement. The realignment puts the Director of Publications in the same proximity as alumni affairs which represents the publications office's largest single user.

Alumni participation and interest continued at a very high level. The "Nesmith incident" with its accompanying national publicity acted as a catalyst in generating alumni interest and support. The football coaching change also had a positive impact on alumni relations. This interest was evidenced by significantly increased attendance at club meetings, and phone calls and letters to the Association.

CAPP was revitalized during the past year. A well attended seminar on recruiting and admissions kicked off the college year. Another conference is planned for October 1987.

The Government Affairs Committee continues to function as a statewide organization that alerts alumni throughout the State of legislative matters affecting the institution and helps devise appropriate action.

The Career Insight Program presents seminars and deals with cadets in career awareness and placement. The alumni network is extensively used in dealing with cadets from various geographical backgrounds and who have various interests.

Alumni clubs remain a valued part of the advancement program. Citadel Development Foundation, the Brigadier Club, and the Capital Campaign use clubs to reach alumni. There are 50 active Citadel Clubs.

Major Association activities of the 1986-87 academic year included the following:

1. Publishing Alumni News and "Through the Sally Port," an informal newsletter to all alumni.
2. Homecoming activities.
3. Pre-and post-receptions for all home games and many away games.
4. Servicing Citadel Clubs.
5. Alumni travel.
6. Marketing Programs. Two significant programs were



introduced this year. The Citadel - A Portrait was mailed to nearly 5,000 alumni and parents. According to Association records, this represents the most widely circulated work on The Citadel. A credit card program was recently introduced to all alumni and graduating seniors. Early returns indicate that this also will be a well accepted program. One hundred three (103) members of the class of 1987 became Life Members of the Association upon graduation. This represented 25% of the class. The Association plans a more aggressive campaign that has a goal of registering 50% of each class as life members.

Nearly 50% of addressable alumni are members of the Association, giving The Citadel one of the highest alumni participation rates of all colleges and universities.

#### D. Placement

Placement activity continued on an accelerated level. The strong economy continued to be a major factor. Seminars were mandatory for seniors who had registered with the placement office. The seminars covered resume preparation, job hunting techniques and interviewing skills.

One hundred forty-five (145) students, representing 50% of the non-commissioned seniors, registered with the placement office. As of April 30, forty-one (41) or 28% had secured jobs. This figure is not complete and additional surveys will be made during the summer. For comparison, 81% of the Class of 1986 who worked through the placement office secured employment by August of 1986.

Seventy-one (71) firms recruited on campus for an 11% increase over 1985-86. These visits generated 116 interview schedules, a 60% increase over the previous year. One thousand six hundred twenty-four (1,624) individual interviews were generated representing a 50% increase. Twenty-eight companies recruited for MBAs; however, only three MBA students utilized the services of the placement office.

The placement office developed the **Job Search Manual** in the summer of 1986, designed specifically for Citadel cadets and students. Over 250 of these books were issued during the fall of 1986. It outlines how to use the placement office and offers sound job search advice. The manual has been made an integral part of the placement process.

The Alumni Career Network has been strengthened and more clearly defined through a survey sent to all addressable alumni in August 1986. Over 300 alumni identified themselves as willing to be active in the Alumni Career Network. This network is utilized by prospective graduates as well as job-seeking alumni. It is also utilized by underclassmen looking for summer and temporary jobs.



The Career Fair sponsored by the placement office and Association of Citadel Men grew to 35 companies, 10 more than the previous year. Five career search seminars were sponsored by the Placement Office and Association.

#### E. Publications

Publications, under the cognizance of the Publications Editor, is responsible for keeping all Citadel constituencies informed concerning the aspects of the college of most interest to them, accomplishing marketing and promotional objectives of great value to the college, enhancing the image of The Citadel, and providing information about the college to campus visitors.

Brochures and pamphlets have been prepared to accomplish specific objectives of the various administrative and academic departments with effective, attractive, and accurate information professionally presented.

Alumni News, the high-quality, quarterly publication of the Association of Citadel Men, continues to be well-received. Its coverage of major campus happenings, activities in sports and academic departments, as well as alumni activities is praised by alumni and other readers.

Through the Sally Port, newsletter of the Association of Citadel Men mailed to all alumni, continued as a valued and informative communication. Through this publication alumni received an accurate account of the racial incident on campus.

The Citadel Calendar Comments, published monthly during the college year, has taken on a bright, new look and furnishes more comprehensive news for members of the faculty, staff, retirees, Advisory Committee, Board of Visitors, selected alumni and other entities.

#### F. Governmental and Public Relations

The relationship between The Citadel and the South Carolina General Assembly continued to improve during fiscal year 1986-87.

Senator Thomas L. Moore (D), Edgefield-Aiken Counties and Rep. Frank E. McBride (D), Richland County, were appointed as ex-officio members to the Board of Visitors replacing Sen. Nick Theodore, elected as Lieutenant Governor of the State, and Rep. Larry Blanding, reassigned from the Committee with appointment responsibilities to The Citadel.

During the Legislative session, one bill was passed and signed into law, with specific interest to The Citadel. House Bill 2121 made it unlawful for any person to intentionally or recklessly engage in acts which may cause physical harm for the purpose of initiation of affiliation into any chartered student organization. However, athletic events and military training,



whether State, Federal or educational were specifically exempt from the intent of the bill.

The Citadel received favorable national publicity from wire service coverage of remarks made by Secretary of Education, William J. Bennett (1986 Commencement Speaker), on 8 July to the Heritage Foundation in Washington, D. C. concerning the successful drug prevention programs in operation at The Citadel.

The opening of college year 1986-87 on 18 August was reported by The State and The Greenville News. Photographs, interviews with parents, freshmen cadets and the president resulted in both papers printing positive stories.

National exposure for the college resulted when a Day in the Life of America, a 272 page book of photographs taken throughout the United States on 2 May 1986, was published in October. The Citadel was featured in three full-page photographs within the book, Newsweek magazine published one of the three photographs in an article in the DILA project and ABC's "20/20" television show, which filmed the book being made, contained footage of The Citadel campus.

Major state and national attraction focused on The Citadel following a 23 October incident involving five upperclassmen and a freshman. The incident, one with racial overtones, was, with few exceptions, reported accurately by the South Carolina media. The out-of-state media extracted or compressed wire service reports and used alarming headlines that resulted in incomplete or incorrect stories.

Columbia Broadcasting System's news show, "West 57th," sent a four-man film crew to campus for nine days of filming in January and March. The stated purpose of the show was to look at the mystique of The Citadel. The show aired on 26 May and was overwhelmingly considered to be very positive for the college.



