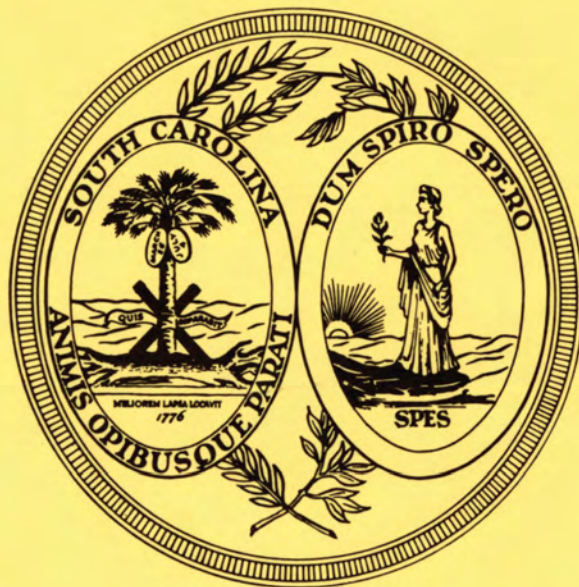


**THE CITADEL
THE MILITARY COLLEGE OF
SOUTH CAROLINA**



**ANNUAL REPORT
1990-1991**

Printed Under The Direction Of The
State Budget And Control Board

THE CITADEL.

ARCHIVES AND MUSEUM



HIGHLIGHTS

The Accreditation Board for Engineering and Technology conducted its on site reviews of The Citadel's programs in civil engineering and electrical engineering. This process involved an intensive analysis of the academic programs and the resources supporting the programs. As a result of this visit and the self-study carried out in preparation for the visit, The Citadel, which was the first South Carolina institution to earn accreditation in engineering, received full re-accreditation for both civil and electrical engineering.

Departments in academic programs continue to reflect The Citadel's self-analysis and its responsiveness to emerging needs. The master of arts degree in history (a cooperative program with the College of Charleston) completed a successful initial year with 30 majors enrolled. An agreement was signed with Trident Technical College whereby students who seek a degree in engineering in The Citadel Evening College can complete their initial two years of course work at Trident Technical College. The Commission on Higher Education approved the establishment of The Citadel Center for Regional and International Development and is considering our proposal to offer the master of education degree in school administration at Francis Marion College. Another outreach in program development is the initiation of a senior internship program for business administration majors. These senior cadets are assigned to area businesses and industries where they work alongside senior level managers.

In this era of austerity, the award from The Citadel Development Foundation is especially important. In the 1991-92 year, CDF provided \$1.85 million which supported the college's ability to attract students talented academically and in terms of leadership ability, to enrich the learning experience of students, to enhance the effectiveness of faculty and to provide other resources which contribute to academic excellence.

The outreach of the academic programs into the community was well illustrated by the continuing vitality of Project Challenge, The Citadel-Burke High School collaboration. This program was recognized as a model at the South Carolina K-12/Higher Education Collaborative Conference, received an award at the annual meeting of the Southern Association of Colleges and Schools, and was used as a case study at the joint conference of the College Entrance Examination Board and the American Association of Higher Education in Atlanta.

The Citadel Museum was re-dedicated in November. In keeping with the decision of the Board of Visitors, the Museum was completely re-designed and re-oriented. Under the leadership of Ms. Jane M. Yates, Museum Director, the Museum has been transformed into a history of The Citadel with the displays portraying the life of the college since its beginning in 1842.

Financial support for students based either on merit (scholarship) or need (loans and grants) was a very important factor in 1991-92. Five Hundred and four (504) cadets received scholarships valued at \$1,140,437. Another 531 Citadel students received grants or loans which totaled \$3,810,192. These figures do not include ROTC scholarships, athletic grants or scholarships awarded by outside agencies.

A massive construction program is underway with over \$68 million in projects in the design, planned or construction phase. Alumni Hall has been completed with the exception of the auditorium. This structure houses Electrical Engineering and Physics and is the first structure on this campus to fully meet current seismic codes. The new mess hall was completed in mid-August and Vandiver Hall the latter part of August. The Bond Hall Renovation Project has been initiated and all affected occupants of the building have been relocated to trailers situated on Kovats Field.

In April, the A-E firm of Davis and Floyd initiated the investigation and the design development phase for the complete renovation of all four barracks. This project, estimated to cost \$38 million, will bring the barracks to code compliance and provide the cadet corps with better living conditions.

Over \$5 million of FEMA and insurance monies have been received and the work acted on involving damage to the campus caused by Hurricane Hugo. The largest single project left uncompleted is the reconstruction of The Citadel Beach House on the Isle of Palms. A design firm has completed some preliminary work, however, final approval of the claim to FEMA has not been received at this time. Once approval is received, demolition of the old beach house and the construction of a new beach house on the site will commence.

Fiscal Year 1990-91 saw another significant decrease in State funding for higher education. After receiving 92.68% funding in 1989-90, the General Assembly reduced funding for 1990-91 to only 87.8% at the start of the fiscal year. This low level of funding was further reduced in February 1991 when all State Agencies were directed to absorb a 3% cut as a result of a significant drop in revenue. The college was forced to make major cuts in temporary help, travel, contractual services, supplies, long-distance telephone expenses, and eliminate planned funding for essential maintenance of campus facilities in order to ensure operations without a deficit. On 14 May 1991, the Budget and Control Board announced a 100% freeze on purchases of equipment and all personal actions to include filling vacant positions, promotions, and reclassifications. The freeze was later modified to permit hire of faculty members and essential temporary personnel required to prepare for fall academic operations. The freeze was not lifted until 30 July 1991.

The President announced a major senior executive-level reorganization to be implemented for fiscal Year 1990-91. The Vice President for Financial Management was redesignated the Vice President for Finance and Business Affairs and assumed responsibility for seven auxiliary activities which previously reported to the Vice President for Administration. The transaction was successful in major part due to the outstanding management expertise and positive attitude of the seven auxiliary activity heads. The college again received an "unqualified" opinion on its audited financial statements. This "clean" opinion attests to the good financial practices at the college and is a positive factor which contributes to lower interest rates when the college issues bonds.

The Citadel issued \$3,200,000 in Student Faculty Housing Revenue Bonds and a \$2,000,000 in Plant Improvement Bonds during the year. The \$3,200,000 was issued in support of the new dining facility and for renovations of the faculty/staff housing area. The \$2,000,000 Plant Improvement Bonds were issued to support the new dining facility and several smaller projects on campus.

The college also issued \$2,045,000 of tuition bonds. This bond was issued to retire a \$1,350,000 Bond Anticipation Note issued to support the new dining facility as well as to support various smaller projects on the campus.

The Citadel's Procurement Staff implemented two major administrative software programs. The automated purchasing system was fully implemented on 1 July 1990, and the inventory control portion of the automated fixed assets system was implemented on 31 April 1991.

The Canteen Activities Department increased its area of responsibility by taking over the concessions souvenir sales for athletic events. This change increased the buying power for the Gift Shop and helped increase profits for Citadel use. Another change as of 1 June, the vending department has been contracted to a vending service company. It is anticipated that vending services will be improved and future profits will be increased.

The college's new Sports Medicine Program, under the direct supervision of Mr. Andy Clawson and working under the auspices of Dr. Clay Robertson, College Physician, enjoyed a successful first year of service to athletics, cadets, and staff. A total of 7,967 persons were treated. Of that total, 6,291 (80%) were athletes; 1,156 (14%) were cadets; and 420 (6%) were others.

School Year 1990-91 was a year of quality performance by the Corps of Cadets. The mature leadership of the regimental Commander, his staff and subordinate commanders contributed immeasurably to smooth operations. Their professional, no-nonsense approach to their duties resulted in continued improvement in personal appearance, mess hall procedures, drill and ceremonies, as well as overall academic performance. For the third straight year, the academic average of the freshman class exceeded 2.0 for the first semester. The average for this School Year is 2.2. This achievement can be attributed in large part to the Cadre's emphasis on academic achievement and the enforcement of good study habits. The corps performance and general morale were enhanced throughout the year by the excellent performance of the varsity athletic teams. We began the year with a total of 2,018 cadets assigned to the Corps, while the normal barracks capacity is only 1,960. The overflow of cadets was billeted in Thompson Hall, with all cadets being billeted in the barracks in a short period of time. This was accomplished by putting three cadets to a room in several instances. Peer evaluations were accomplished by classmates, in rank order, using the following criteria: demonstrated leadership, military bearing, acceptance of responsibility, communications skills, decisiveness, judgment, physical conditioning, initiative and team player. Evaluations were combined into one Order of Merit List (OML), and these class OML's were used for rank selection and selection for rank boards. Each cadet knows, in writing, where he stands in his company OML."

This year was marked by continued successful efforts to identify, solicit, and gain private gifts and commitments for the college. Over \$1.8 million was contributed directly to the college. Three major projects saw the focus of these efforts and significant progress was seen in each area.

The Inaugural Campaign was launched in March 1990 as a 20-month effort to raise \$1.5 million in cash to offset these obligations. To date, over \$1 million has been given or pledged (with payments due by the end of 1991) and, through other avenues, additional funding was located to reduce the total debt of \$3

million by almost half. In the second half of 1991, we will continue efforts to locate the additional funds necessary to eliminate the total debt.

The Citadel Regimental Band and Pipes received an unprecedented invitation to participate in the month-long Edinburgh Tattoo in Scotland. The Citadel is the first American military college unit to ever be invited to participate in this historic event. Funds were solicited from The Citadel Development Foundation, The Jessie Ball duPont Fund, and other donors to cover the costs involved.

With the construction of Alumni Hall, the sole remaining unfunded project for the building was completion of its teaching auditorium. Mrs. Paola C. Groverman of San Mateo, California, generously donated \$200,000 in honor of her father, David Graham Copeland, Citadel Class of 1903. In honor of his accomplishments, the Board of Visitors named the Alumni Hall Auditorium for Mr. Copeland.

The Citadel was listed for the third consecutive year by U. S. News and World Report as one of "America's Best Colleges." The rating, eighth in Southern Regional Colleges and Universities, as listed in the 1991 annual College Guide, published in October 1990, contributed to a positive year for the college from an aspect of public relations.

The Citadel's involvement in Operation Desert Storm was featured on the Charles Kuralt, "Sunday Morning" show on 10 February. This positive public relations piece highlighted the patriotic attitude on campus during a national crisis, the 22 cadets activated by their Reserve/National Guard units and included interviews with General Watts and seniors who were scheduled to be commissioned upon graduation.

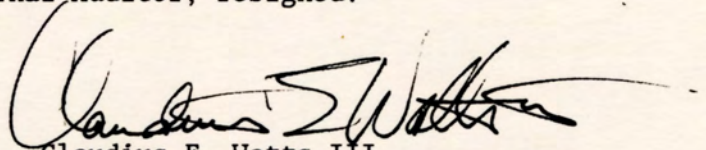
Approximately 8,400 memberships of some 16,400 living alumni represent an active membership of 52%. The reality of a new Alumni Center gained impetus with the generous offer of the John Monroe J. Holliday family. Details are being worked out that could seed a \$500,000 endowment from the Holliday family for this project.

The Governmental Affairs Committee of the Association of Citadel Men served the college community well by its efforts in successfully supporting the annual Legislative Barbecue held in Columbia, South Carolina.

The Placement Office achieved a total integration of the Alumni Career Network into the college's VAX system. This integration allows immediate updating and accessing of human resources data. The Placement Office published its first resume' book. This resume' book contained resumes of civil and electrical engineering students and mailed to more than 125 prospective employment opportunities.

Crime on campus continued to decrease. 13,200 building inspections were conducted. Energy conservation measures were items of special interest during these inspections. All officers are up to date with mandatory state certification and "Core Course" training. Two sergeants completed Basic Instructor Training. One sergeant was certified as a law enforcement firearms trainer. One officer was certified as Field Training Officer for the department. Shift differential pay was authorized for the department shift workers.

The Internal Auditor completed reviews of the Athletic Department, Summer Camp for Boys and Student Activities. The state Auditor contracted with Rogers Montgomery and company, P. A. to perform the audit for the fiscal year ending 30 June 1990 as well as the NCAA audit for the year ending 30 June 1990. The Citadel again received an unqualified opinion on its financial statements. In May, 1991, Mrs. Suzanne E. McLeod, Internal Auditor, resigned.

A handwritten signature in black ink, appearing to read "Claudius E. Watts III". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Claudius E. Watts III
Lieutenant General, USAF, 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.

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 William R. Risher, Chairman, '47 (1995)
43 Laurens Street
Charleston, South Carolina 29401

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

Colonel James E. Jones, Jr., Vice Chairman, '58 (1994)
P. O. Box 16059
Greenville, South Carolina 29606

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

Colonel William F. Prioleau, Jr., '43 (1994)
Barringer Building, Suite 607
Columbia, South Carolina 29201

Colonel George C. James '49 (1992)
P. O. Box 1716
Sumter, South Carolina 29150

Colonel Leonard C. Fulghum, Jr., '51 (1990)
P. O. Box 20608
Charleston, South Carolina 29413-0608

Colonel James M. Leland, Jr., '52 (1991)
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105 Hawthorne Court
Greenwood, South Carolina 29646

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Star Route 5, Box 104-E
Beaufort, South Carolina 29902

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

Colonel Julian G. Frasier III, '59
P. O. Box 1696
Sumter, South Carolina 29150

ORGANIZATION
Board of Visitors

EX-OFFICIO

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Governor of South Carolina
P. O. Box 11369
Columbia, South Carolina 29211

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

The Honorable Charlie G. Williams
State Superintendent of Education
1006 Rutledge Building
1429 Senate Street
Columbia, South Carolina 29201

Senator Thomas L. Moore
Box 684
Clearwater, South Carolina 29822

Representative John Rama
Box 70428
Charleston, South Carolina 29415

Colonel James R. Woods
Secretary to the Board
201 Fifth Avenue
Charleston, South Carolina 29403

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

Administrative Staff

Office of the President

President...Lieutenant General Claudius E. Watts III, USAF, Ret.
Chief of Staff.....Colonel Malcolm E. Smith, Jr., USMC, Ret.
Director of Government Affairs and Public Relations.....
Lieutenant Colonel Ben W. Legare, Jr., USA, Ret.
Director of Development.....Dr. James L. Adams
Director of Alumni Affairs and Placement.....
Lieutenant Colonel Henry A. Kennedy, Jr.
Director of Personnel and Administrative Services.....
Lieutenant Colonel Lee V. E. Martin
Director of Public Safety.....Colonel George B. Stackhouse III
Director of Chaplaincy.....Colonel Floyd Brown, USAF, Ret.
Internal Auditor.....Mrs. Suzanne B. McLeod

Executive Vice President

Executive Vice President and Dean of the College.....
Brigadier General George F. Meenaghan
Dean Emeritus.....Major General Wallace E. Anderson
Dean of Undergraduate Studies.....Colonel Issac S. Metts, Jr.
Admissions and Recruiting.....Major Wallace I. West
Administrative Dean and Registrar...Major Ronald F. Gaskins
Assistant Registrar and Records Manager.....
Captain Carla DeMille
Dean of Graduate Studies.....
Colonel Thomas W. Mahan
Director of Evening College.....Major Patricia B. Ezell
Director of MBA Program.....
Lieutenant Colonel Ronald M. Zigli
Director of Library Service.....
Captain Zelma G. Palestrant

Vice President for Facilities and Construction

Vice President for Facilities and Construction.....
Colonel Robert H. Barton, Jr., USA, Ret.

Director of Physical Plant...Lieutenant Colonel David A. Schottler

Resident Construction Engineer.....Mr. William Heaner

Vice President for Finance and Business Affairs

Vice President for Finance and Business Affairs.....
Colonel Calvin G. Lyons, USA, Retired

Controller.....Lieutenant Colonel Ralph P. Earhart

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

Accounting Manager.....Ms. Patricia L. Dennis

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

Treasurer.....Commander Robert L. Howell, USN, Ret.

Surgeon.....Dr. H. Clay Robertson III

Commandant of Cadets

Commandant of Cadets.....Colonel John H. Mayer, USA

Deputy Commandants.....Colonel Myron C. Harrington, USMC
Colonel Kenneth E. Krause, USAF
Colonel John H. Mayer, USA

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

Director of Student Activities.....
Lieutenant Colonel Lawrence E. McKay, USA, Ret.

Director of Athletics

Director of Athletics.....Mr. Walter Nadzak, Jr.

Director of Brigadier Club.....Mr. T. Les McElwee

Auxiliary Activities

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

Director/Tailor Shop/Dry Cleaning Plant.....Mr. Gerald A. Murray
 Director/Dining Services..... Mr. William Z. Zemba
 Manager/Print Shop.....Mr. Gordon D. Knight
 Manager/Cadet Store.....Mr. Tommy B. Hunter
 Manager/Canteen Services.....Mrs. Vera W. Mims

Colonel Myron C. Harrington, USMC
 B.A., The Citadel
 M.A., Shippensburg State College
 Professor and Head, Department of Military Science

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 B.S., Utah State University
 M.S., University of South Carolina
 Ph.D., Brigham Young University
 Professor and Head, Department of Physics

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 Ph.D., Florida State University
 Professor and Head, Department of Chemistry

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 M.S., Ph.D., University of Kentucky
 Professor and Head, Department of Mathematics and
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 Ph.D., University of Vanderbilt
 Associate Professor and Acting Head, Department of
 Modern Languages

Colonel D. Oliver Bowman
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 Ph.D., University of Georgia
 Professor and Head, Department of Psychology

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

Professor and Head, Department of Electrical Engineering
 M.S., Clemson; Ph.D., Purdue University
 E.S., The Citadel

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Colonel Larry H. Addington

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

Ph.D., Duke University

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Colonel Harold W. Askins, Jr.

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M.A., Shippenburg State College

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M.S., University of South Carolina

Ph.D., Brigham Young University

Professor and Head, Department of Physics

Colonel Charles F. Jumper

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Ph.D., Florida State University

Professor and Head, Department of Chemistry

Colonel Kenneth E. Krause, USAF
B.S., United States Air Force Academy
M.B.A., Golden State University
Professor and Head, Department of Aerospace Studies

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

Colonel John H. Mayer, USA
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M.B.A., Texas Tech University
Professor and Head, Department of Military Science

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B.S., College of Charleston
M.S., Ph.D., University of South Carolina
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Colonel John P. Smyth
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Professor and Head, Department of Health and Physical
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M.A., Ph.D., University of Virginia
Professor and Head, Department of Political Science

Colonel Ronald K. Templeton
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Professor and Head, Department of Education

Lieutenant Colonel Robert A. White
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M.A., University of Georgia
M.Phil., Ph.D., University of Kansas
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Captain Zelma G. Palestrant
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M.S.L.S., Kent State University
Assistant Professor and Acting Director of Library
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The Citadel
The Military College of South Carolina
Charleston, South Carolina 29409

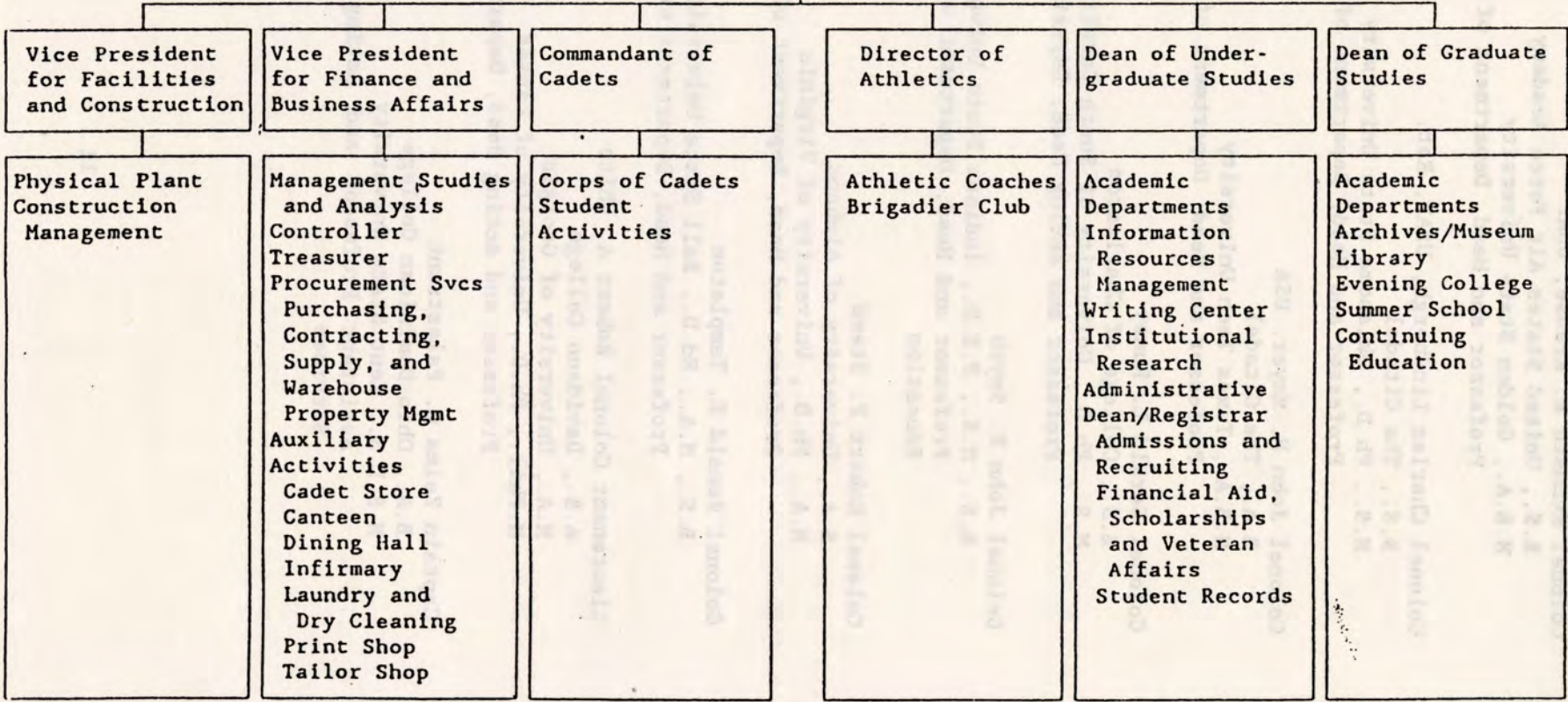
Board of Visitors

Advisory Committee to
Board of Visitors

President
Executive Vice President
and Dean of the College
Chief of Staff

President Emeritus

Director of Personnel and
Administrative Services
Director of Public Safety
Director of Chaplaincy
Protocol Officer
Internal Auditor
Director of Development
Director of Alumni Affairs
And Placement
Director of Public Relations
and Government Affairs
Director of The Citadel
Summer Camp for Boys
Mariah Yacht Captain



— direct supervision

- - - - - coordination

I. ACADEMIC AFFAIRS

A. General

1. Admission & Enrollment

As of Fall 1990, enrollement stood at:

Cadets

4th class	591
3rd class	405
2d class	489
1st class	478
	<u>1963</u>

Day Students	33
Veteran Students	69
Evening Undergraduate	269
Graduate Students	1462
	<u>1833</u>

Total 3796

Academic Department Heads

Colonel Larry H. Addington

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

Ph.D., Duke University

Professor and Acting Head, Department of History History

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

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M.B.A., Golden State University
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Professor and Acting Head, Department of English

Captain Zelma G. Palestrant

B.A., Ohio Dominican College

M.S.L.S., Kent State University

Assistant Professor and Acting Director of Library
Services

2. Academic Leadership

The 1990-91 academic year began with the college in search of new leadership for eight departments and the Daniel Library. All but one of these searches are complete, and in six of the eight appointments, the selection was made from within The Citadel family. Colonel D. Oliver Bowman, Head of the Department of Psychology will be returning to full-time teaching after serving as Head of Psychology since 1976. Continued in reappointment as Head of the Education Department for an additional five-year term is Colonel Ronald K. Templeton. LTC Frank D. Frohlich will continue as Acting Head of the Department of Modern Languages until a permanent Head is in place. New department heads for the academic year 1991-1992 are:

COL Larry H. Addington Department of History

LTC Mark A. Bebensee Department of Business Administration

COL Joel C. Berlingheri Department of Physics

LTC Alfred J. Finch, Jr. Department of Psychology

LTC Philippe E. Ross Department of Biology

LTC Robert A. White Department of English

CPT Zelma G. Palestrant Director of Daniel Library

MAJ Linda Kitchen Elksnin, Associate Professor of Education, will be Chairman of the Faculty Council for the academic year 1991-92, replacing LTC Peter Greim.

3. Academic Tenure and Promotions

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

a) Tenure as:

Assistant Professor

Captain Kenneth P. Brannan
Captain Thomas H. Richardson
Captain Donald L. Sparks
Captain W. William Woolsey

Associate Professor

Major Thomas I. Kindel

b) Academic Promotions

Professor w/Rank of Lieutenant Colonel

MAJ Suzanne O. Edwards, Associate Professor of English
MAJ Dorothy P Moore, Jr. Associate Professor of
Business Administration
LTC Frank Seabury, Associate Professor of History

Associate Professor w/Rank of Major

CPT Kenneth P. Brannan, Assistant Professor of Civil
Engineering
CPT Thomas H. Richardson, Assistant Professor of
Chemistry
CPT Donald L. Sparks, Assistant Professor of
Business Administration

4. Faculty Military Promotions

The following members of The Citadel faculty were recommended to the Executive Vice President by their respective department heads and approved by the President for military promotions, effective with the Fall Semester 1991:

To Colonel

LTC Ralph Douglas Porch, Professor of History
LTC Frederick Lance Wallace, Professor of Biology

To Lieutenant Colonel

MAJ Leslie Stephen Cohn, Associate Professor of Math &
Computer Science
MAJ Bernard Joseph McLain Kelley, Associate Professor of
Biology
MAJ Herbert Thomas Nath, Associate Professor, Library
MAJ Arnold Bruce Strauch, Associate Professor of
Business Administration

MAJ William Robert Williams, Associate Professor of
Education

5. Excellence in Teaching Awards for 1990-91

Recipients for Excellence in Teaching Awards for 1990-91 were nominated by students and after review by the screening committee, recommendations for the awards were presented to the President for approval. Presentations of the James A. Grimsley, Jr. and Self Award were made during the Undergraduate and Graduate Commencement ceremonies in May.

James A. Grimsley Jr. Award for Undergraduate Teaching Excellence (presented Posthumously)

Colonel Salvatore A. Arcilesi
Professor, Political Science

Self Award for Graduate Teaching Excellence

Colonel Jimmy Magoulas
Professor, Education

6. Faculty Updates

a. New Permanent Faculty for 1991-92

BIOLOGY

LTC Philippe E. Ross, Professor and Department Head

BUSINESS ADMINISTRATION

MAJ Mary B. Greenawalt, Associate Professor

EDUCATION

MAJ Donald V. Martin, Associate Professor

PSYCHOLOGY

CPT Timothy K. Daugherty, Assistant Professor

LTC Alfred J. Finch, Professor and Department Head

MAJ P. Michael Politano, Associate Professor

b. Faculty Who Retired in 1990-91

A total of six faculty members retired at the end of this academic year, and they ranged in 17 to 35 years of service to The Citadel. For their many years of devotion and loyal service to the college, they were awarded faculty *emeriti*. Faculty members who retired as of the end of this academic year are:

LTC Harold Brice Alexander, Associate Professor of English
LTC George Leon Crumley, Associate Professor of Mathematics

COL David Donovan Johnson, Professor of Modern Languages
 COL Aline Mattson Mahan, Professor of Psychology
 LTC John Harmann Pieper III, Associate Professor of Modern Languages
 LTC James Dominick Pietrangeli, Associate Professor of Psychology

7. Undergraduate Degrees

In the 1990-91 academic year, The Citadel awarded the following degrees:

Undergraduate:

	May 1991	Aug 1990
Bachelor of Arts		
Chemistry	2	1
English	20	0
History	37	5
Mathematics	3	3
Modern Languages	8	0
Political Science	94	6
Psychology	18	4

Bachelor of Science

Biology	32	2
Chemistry	1	0
Computer Science	4	0
Education	10	0
Mathematics	1	1
Physical Education	17	0
Physics	6	0
B.S. in Business Administration	155	12
B.S. in Civil Engineering	18	0
B.S. in Electrical Engineering	<u>21</u>	<u>0</u>
	447	34

Graduate Highlights

Degrees	May 1991	August 1990
Education Specialist	6	3
M.A. in Teaching	13	5
M.A. in Education	5	11
M.B.A.	28	8
M. of Education	<u>75</u>	<u>29</u>

8. Preliminary Summer School Report

The following enrollment figures will be very near the final count for Summer Session I and Evening 1991:

	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>
Cadets	404	422	356	355
Other Undergrads	340	338	288	263
Graduates	<u>979</u>	<u>779</u>	<u>681</u>	<u>716</u>
TOTAL	1723	1539	1325	1334*

*These figures do not include the three AP (Advanced Placement for Secondary School Teachers) courses offered on campus during the Summer Session I. The participants in the AP program will add about 45 more graduate headcount and about 135 more credit hours. That will bring our total enrollment for Summer Session I to 1379.

Our credit hour production for 1991 is up about two percent from Summer 1990.

	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>
Credit hours	6901	6700	5814	5907

9. CDF Assistance

The Citadel Development Foundation funded The Citadel's 1990-91 grant request in the amount of \$1.850 million dollars. Without these funds the college simply could not achieve the level of excellence it has attained. Funds from the foundation support scholarships, grants, faculty development and research, seminars and conferences, cadet travel, and recognition of faculty achievement.

This year through the initiative of the President, a new category of funding was established namely, the Academic Impact Fund. These funds, \$100,000, were used to meet emerging needs during the academic year. Examples included: matching funds for an NSF equipment grant, underwriting the Alumni survey, computer labs in the barracks, renovation/upgrade of the academic advising system and the counselling center, and promoting special course work in the community for real estate appraisers.

Additionally, the CDF provided funds for the upgrade of computer facilities for the Department of Mathematics and Computer Science.

10. Project Challenge

The Citadel-Burke High School Program, partially supported by a grant from the Jessie Ball duPont Fund, continues to gain recognition:

a) It was a "showcase" item in the South Carolina K-12/Higher Education Collaborative Conference held in Columbia on 16 January and the paper describing the program was included in the official packet of materials distributed to the 400 participants.

b) Mr. Ron Gallo, executive director of the duPont Fund, highlighted the project in their widely distributed report.

c) At the invitation of Ms. Eileen Bertsch of the College Board we are presenting the project as part of the joint College Board - American Association of Higher Education Conference on school-college collaboration in Atlanta on 24 June.

d) On 27 June, The Citadel is hosted a conference, supported by CDF funds, Minority Education and the Pursuit of Excellence, at which three South Carolina leaders -- former Governor Richard W. Riley, Commissioner James E. Clyburn, and Dr. Barnett Berry who is Dr. Nielsen's top assistant in her Policy Division reacted to The Citadel-Burke High School model.

11. New Academic Programs

a) The Masters of Arts in History (a joint program with the College of Charleston) is completing its initial year on a successful note. Currently there are 30 students enrolled in this graduate program.

b) The Citadel has signed an agreement with Trident Technical College to allow students from Trident who are majoring their Associate of Science degree program to transfer to The Citadel's Evening College engineering program. A maximum of 67 credit hours will be transferred towards degrees in Civil/Electrical engineering in the Evening program.

c) A proposal has been submitted to the CHE for approval of The Citadel to offer the Master of Education Degree at Francis Marion College. The Academic Advisory Committee of the CHE has recommended approval. The full commission will take action on this proposal in early Fall 1991.

d) A proposal to offer the Master of Arts in English (jointly with the College of Charleston) is in the developmental stages and should be forwarded to the CHE in early Fall 1991.

B. Biology

The Department of Biology offers an undergraduate major leading to the Bachelor of Science Degree. The program of study is flexible in that it provides the student a strong background in biology and at the same time allows him to obtain a broad liberal arts education. The number of undergraduate majors increased slightly to 132 with 32 graduating in May. Approximately seven students have been accepted into various graduate and professional schools with the majority being admitted into one of the health professions (medical or dental) schools. The department offers a masters degree in conjunction with the Department of Education. Students may major or minor in biology in this program. Graduate students majoring in biology and taking courses this year ranged between five in the fall and 9 enrolled in the spring semester.

Colonel Gerald L. Runey was appointed to serve as Acting Department Head for the school year 1990-91. Mr. Alan Lennon was appointed as an adjunct professor in the department for the school year. An open search for the position of Department head was conducted and Dr. Philippe Ross was selected to serve as Department Head of Biology beginning in August 1991.

Departmental faculty have remained active in their profession this year. Colonel Lance Wallace had a publication on the Dominick Moth and Butterfly Collection published by the University of South Carolina Press. He also directed an award winning (TriBeta Society) student research paper on the "Effect of Burning on the Rate of oviposition by *Aedes taeniorhynchus*". Colonel Wallace also attended, through a CDF grant, a 3 day meeting on Lyme Disease at the International Center for Public Health Research in McClellanville, SC. Colonel Richard Porcher is working on a book concerning wild flowers of the Carolina lowcountry in addition to sharing a grant to study the "Effects of Disturbance associated with Pipeline Construction in Saltmarsh". He is serving as a consultant to South Carolina Electric and Gas Company and the U.S. Navy. Colonel Dennis Forsythe has published an article in the Carolina Bird Club Journal, "The Traveling Birdwatcher", and has three more articles in press. He serves as an editor, General Field Notes section, for the Journal of the Carolina Bird Club and is a consultant for at least three different groups. Colonel Robert Baldwin is collaborating with two colleagues on a research grant concerning the "Effects of Pipeline Construction in Saltmarsh". Colonel Baldwin has also been selected to take a sabbatical leave next year with CDF funding. Lieutenant Colonel Frank Seabury has coauthored two papers in Phytopathology, "Egg of *Toxorhynchites splendens* Described and Compared with the Egg of *Toxorhynchites amboinensis*" and "Localization and Purification of a Secretory Protein from the Esophageal Glands of *Meloidogyne incognita* with a monoclonal antibody". Colonel Seabury has also qualified to be promoted, in August, to full professor in the biology department. Lieutenant Colonel Clark Bowman has designed and taught a course for high school biology teachers this year. This course has been received very well by the students and the Charleston County School District liaison for the State Department of Educations' Critical Teaching Needs. Major Joe Kelley is

presently working on a research project along with professors Porcher and Baldwin concerning "Effects of Pipeline Construction on Saltmarsh Productivity. He has made presentations on his research at the SEERS (Southeastern Estuarine Research Society) meetings and the College of Charleston seminars. Colonel Gerald Runey has served as Acting Head of the Biology Department this year as well as serving as Faculty Athletics Representative to the Southern Conference and the NCAA. He also serves as Health Professions Advisor. Colonel Runey coauthored a paper, "Antithymocyte Serum Suppression of Immunity in Mice Immunized to *Leishmania donovani*" published in the Annals of Clinical and Laboratory Science.

During the 1990-91 school year, the Biology Department, through CDF grant support, sponsored along with the BioCid/TriBeta Clubs' three speakers:

- 1) Jim Sorrow - "The Peregrine Falcon";
- 2) Dr. Robert Sabalis - "Entrance Requirements and Medical Education at the USC School of Medicine;
- 3) Dr. Richard Cornelius - "The Monkey Trial Revisited".

The Citadel's Tau Nu Chapter of the Beta Beta Beta Biological Honor Society has grown to 145 members. The club promotes many activities on campus such as cookouts, judges for science fairs, participation in campus blood drives and the MUSC Volunteer Health Program. The Tau Nu Chapter hosted the 1990 biennial Beta Beta Beta Convention at the Omni Hotel in Charleston. Chapter member, John Cleator won the first place Frank G. Brooks award for the best student research paper. The Chapter sent delegates to the fifty-second annual Southeastern Regional Meeting at Appalachian State University. The Chapter finished as best chapter in the region and its advisor, Lieutenant Colonel Rex Skanchy, was named outstanding advisor in the region.

Colonel Gerald Runey will step down as Acting Head and Dr. Philippe Ross will become Head of the Biology Department in August.

My thanks go to Mrs. Beverly Powell and Lieutenant Colonel Rex Skanchy USA (Ret) who have made my job easier and possible during this year of transition.

C. Business Administration

Program

The most significant development in our undergraduate program has been the initiation of a formal Internship program for selected senior business majors. This past spring, 21 seniors worked alongside seniorlevel executives in a wide variety of lowcountry businesses in order to gain valuable experience in the work world. Professor J. J. Mahoney organized and directed this very worthwhile pilot program.

We have recently made extensive revisions in our M.B.A. curriculum, and we now offer an "all graduate course" approach to meeting the foundation course requirements for advanced graduate study in business administration. We experienced noticeable increases in both the quantity and quality of our M.B.A. students, and plans are now being formulated to intensify our marketing efforts in the lowcountry business community.

Facilities

After many years of anticipation, work has finally begun on the renovation of Bond Hall. The major portion this project involves creating a totally new, up-to-date facility for the Department of Business Administration. Upon completion of this project, the department will occupy all three floors of the east wing of Bond Hall. Completion of the project is estimated to take 18 months. During the construction period, many department faculty members' offices will be in the trailer complex recently placed on Kovats Field. Offices for the Department Head, M.B.A. Director, and our support staff have been moved to 357 Bond Hall. During the construction period, day classes will be held in the portion of the third floor of Bond Hall not under renovation, as well as in Byrd Hall. Evening classes will be held in Capers Hall.

Faculty

Lt. Col. Mark A. Bebensee, Ph.D., formerly Acting Department Head, was named Department Head effective November 1, 1990. He will serve in this position for a five-year term which begins July 1, 1991.

Several faculty members in the Department of Business Administration have received promotions which will become effective at the beginning of the 1991-92 school year. Dr. Dorothy P. Moore will be promoted to Professor, with the college rank of Lt. Colonel; Dr. Donald L. Sparks will be promoted to Associate Professor, with the college rank of Major; and Dr. A. Bruce Strauch will be promoted to the college rank of Lt. Colonel. Dr. Thomas I. Kindel and Dr. W. William Woolsey will become tenured faculty members.

Dr. Susan A. Simmons has been elected to serve as Secretary of the Southeast Decision Sciences Institute for 1991-92.

Dr. Mary B. Greenwalt will be joining our faculty in a tenure-track position as Associate Professor of Business Administration, effective Fall 1991, in the area of Accounting.

Mr. Clyde L. Hiers has completed his adjunct teaching contract in the area of Accounting for the business department.

Business professors Dr. Dorothy P. Moore and Dr. Donald L. Sparks were among the college-wide recipients of the 1991 Citadel Development Foundation Faculty Achievement Awards for full-time

faculty. Dr. Mark A. Bebensee was a recipient in the Department Head category.

The Commission on Higher Education has approved the establishment of The Citadel's Center for International and Regional Development. Lt. Gen Claudius E. Watts III, President of The Citadel, has asked Professor George Vozikis, Professor of Business Administration and Chapman Chairholder, to serve as the Center's first Director. Dr. Thomas I. Kindel, Associate Professor of Business Administration, will serve as Associate Director.

Enrichment Activities

Maj. J. Michael Alford has been elected Program Chair for the Corporate Entrepreneurship Division of the United States Association for Small Business and Entrepreneurship.

Lt. Col. Mark A. Bebensee, Lt. Col. Ronald M. Zigli, and Maj. Susan A. Simmons attended Camp McIntosh at Camp St. Christopher last March.

Lt. Col. Krishna S. Dhir has authored an essay, "We Live in the Story we Tell: A Case for the Narrative in Business Ethics Cases," published in Decision Line, September issue. Lt. Col. Dhir has been appointed the track chairman, Quantitative Methods, Statistics & Management Science track, for the 1991 annual meeting of the Southeast Decision Sciences Institute.

Lt. Col. John J. Mahoney was elected to the South Carolina Policy Council Education Foundation's Board of Governors. Lt. Col. Mahoney was also appointed Financial Consultant to the General's Staff of the Sons of Confederate Veterans for the 1990-1992 term of office.

Capt. William C. Sharbrough was elected to the board of publications and then appointed Chairman of this group for the Association for Business Communication at a convention he attended in November.

Capt. Donald L. Sparks delivered presentations on "Introduction to African Economics" and "Economic Issues in South Africa" at the U.S.A.F. Special Operations School in Florida.

Lt. Col. Ronald M. Zigli is the 1991 program chairman of the Southeast Chapter of The Institute of Management Sciences. Lt. Col. Zigli was appointed Program Chair for the 1991 meeting of the Southeast Chapter of The Institute of Management Science. He was also appointed Program Chair for the 1992 Meeting of Information Resources Management Association (IRMA). Lt. Col. Zigli was asked to serve as Co-Chair of the MIS Track of the first European Conference of DSI. He has been elected to the Council of Southeast DSI. Lt. Col. Zigli was invited to serve as Track Chair of the Business and Public Section Applications track for the 1991 meeting of IRMA.

Research and Publication Activities

Lt. Col. Krishna S. Dhir has co-authored an article entitled "Health Care Technology Assessment: A Policy Planning Tool" in the International Journal of Public Administration. Lt. Col. Dhir also completed research work entitled "Research on Medical Decision Making: The Challenge of Life Extending Technologies" for Healthcare Human Resource Forum. Lt. Col. Dhir published a proceedings article entitled "Analysis of Policies for Assessment of Risk to Foreign Investments" in Proceedings of the 1990 National Decision Sciences Institute Conference. Lt. Col. Dhir co-authored a proceedings article entitled "Personal Background Characteristics as Predictors of the Intention to reenlist in the United States Naval Research for Proceedings of the 1990 National Decision Sciences Institute Conference, San Diego, California. Lt. Col. Dhir published an article entitled "A Cross-Cultural Study of Perceptions of Organizational Commitment: The Case of India and the United States" in Proceedings of the Pan-Pacific Conference VII, Seoul, Korea.

Maj. Dorothy P. Moore has co-authored a journal article entitled "Company Uniforms: Vulnerability in People Packaging" in Employees Relations Law Journal. Maj. Moore also co-authored a journal article entitled "Research on Working Women: A Report Card of 22 Journals" in Sex Roles. Maj. Moore co-authored a book chapter entitled "Stepping Off the Corporate Track: The Entrepreneurial Alternative" to be published in Uma Sekaran and Fred Leong, editors, Pathways to Excellence: New Patterns for Human Resource Utilization.

Cpt. William C. Sharbrough published a case entitled "Policy Changes in the Treasurer's Office," in Lahiff and Penrose, Business Communication: Strategies and Skills, fourth edition.

Maj. Stephen J. Silver has a publication entitled "Frequency of Discrepancies between Deviation Quotients in Profiles of Children with Above-Average Iqs on the Wechsler Intelligence Scale for Children - Revised (WISC-R)," in Journal of School Psychology. Maj. Silver also published "WISC-R Profiles of High Ability Children: Interpretation of Verbal-Performance Discrepancies," in Gifted Child Quarterly. Maj. Silver published "Demographic Characteristics and Mean Profiles of Learning Disability Index (LD) Subsets of the WISC-R Standardization Sample," with M.K. Clampit, in Journal of Learning Disabilities.

Maj. Susan A. Simmons has authored Test Bank to Accompany Understanding Business Statistics (with John Hanke). She also published an article in the Journal of Economics and Finance, entitled "Lotteries' Impact on the Price Elasticity of Thoroughbred Wagering." She also co-authored an article entitled "Determinants of Chief Executive Officer Compensation Following Major Acquisitions" in Journal of Business Research.

Capt. Donald L. Sparks has published several articles in Europa Publications, including: "Economic Trends in Africa South of

Several members of the faculty are engaged in productive scholarship. During the year there were five out-of-town professional meetings attended and five papers presented. Members of the department hold four research grants, obtained three CDF Faculty Development grants, and published five papers in refereed journals.

Continuing support of departmental seminars by CDF enabled us to bring two outside speakers to the campus for the Chemistry Department's Seminar Series. In addition to these, the Chemistry and Physics Departments jointly sponsored a visit and seminar by Dr. Stephen Jones of Brigham Young University. Dr. Jones is an internationally-known authority on cold fusion, and this was the topic of his talk, which was open to the public.

The department occupies Byrd Hall, which was constructed in 1968 and occupied in January of 1969. During its 22 years of hard use, the building has been kept in surprisingly good condition by the College's Physical Plant personnel; nevertheless, the long years of constant use have taken their toll, and the building is beginning to need some major renovation. Specifically, the ventilation in the laboratories is inadequate; the heating and cooling system was designed during a time when energy costs were much lower than they are today, and it does not function well during periods of rapidly changing outside temperatures; the roof leaks during periods of heavy rain; and, the floor covering in many laboratories is worn through to the concrete base and needs to be replaced. In addition to these major items, there are dozens of smaller problems that need to be corrected. The result is that Byrd Hall should be scheduled for a major and complete renovation in the near future.

At the end of the academic year the department had 24 majors. Of these, three graduated in May; two received the BA degree and one the BS in Chemistry degree. One of these graduates has been accepted to the Texas Tech School of Medicine, and the remaining two look forward to future acceptance at medical school.

E. Civil Engineering

One hundred and eighty-two students were enrolled in the Civil Engineering day program during the 1990-91 academic year. This included 67 freshmen, an increase of 8% over the past year. During the previous several years, Civil Engineering experienced reduced freshman enrollments, consistent with national trends. The 1990-91 academic year enrollment reverses this negative trend. Seventeen seniors graduated in May 1991.

Civil Engineering continued to participate with the Electrical Engineering department in the continued development of a new evening undergraduate engineering program. Students at the Freshman, Sophomore, and Junior levels were taught. This included 26 Civil Engineering students. Two major events occurred in the evolution of the program. First, a cooperative program with Trident Technical

College was instituted, permitting Citadel undergraduate engineering students to complete their first two years of study at Trident before transferring to The Citadel. Second, a new full-time position of Evening Engineering Program Coordinator was established.

Civil Engineering faculty members continued to support the Clemson Graduate Civil Engineering Program at The Citadel. Major Dennis J. Fallon and Captain John A. Murden taught graduate evening engineering courses.

There were no changes during the year in permanent party faculty. Following a department head search, Colonel Charles Lindbergh was appointed to a third five-year term as department head. Captain Kenneth P. Brannan was tenured and selected for promotion. Major Dennis J. Fallon was awarded a CDF outstanding faculty award. Because of continued shortfalls in state funding, the Colonel Louis S. LeTellier Distinguished Professor of Civil Engineering chair remained vacant for the year.

The Civil Engineering program was evaluated for reaccreditation by the Accreditation Board for Engineering and Technology (ABET). Based upon events of the actual visit and preliminary ABET report, a favorable accreditation action for the Civil Engineering program is anticipated.

In order to maintain excellence in undergraduate engineering education, the Department of Civil Engineering has continued to be active in curriculum reassessment and upgrade, when justified; teaching enhancement; and professional and scholarly activities. The Citadel Development Foundation has largely made the faculty enhancing activities possible. Through the initiative of the civil engineering department, The Citadel hosted the annual meeting of the Southeastern U.S. Section of the American Society of Engineering Educators. Captain Kenneth A. Brannan was general conference chairman. Major Thomas Anessi, Major Dennis J. Fallon, and Major Russell H. Stout served with Captain Brannan as the institution's host committee. Together with Major Thomas R. Dion, they also presented papers on engineering education. Colonel Lindbergh continued his work in national as well as state mitigation of natural hazards (wind, earthquake, flood) through improved building standards, technology and practice. These actions included his participation in many national and state technical conferences and groups and the completion of a multi-year, FEMA-supported project to provide rationale and technical details for the strengthening of schools against wind and seismic effects. Supporting documents were distributed throughout the state. Companion state legislation was filed. Major Thomas Dion was given some release time to complete a textbook manuscript for publication by the McGraw-Hill publishing company. Colonel Lindbergh and Captain John A. Murden continued the development of a manual on the wind and seismic design of masonry buildings sponsored by the National Science Foundation and the National Center for Earthquake Engineering Research. Major Michael H. Woo, Major Rusty Stout and Major Dennis J. Fallon also conducted consulting engineering.

The student chapter of the American Society of Civil Engineers completed another successful year, which included strong attendance at the annual Joint Engineers Conference in Columbia, SC; the 1991 student ASCE Chapter Carolinas' Conference in Columbia, SC; the 1990 regional ASCE student chapter meeting in North Carolina; and another student chapter meeting at Clemson University. The Chapter was awarded national commendations for being a Ridgeway Award finalist and the most improved student chapter.

Two "Greater Issues in Civil Engineering" seminars were also conducted. One seminar entitled "Asphalt Pavements" was presented on September 19, 1990 by Mr. H. Fred Waller, Jr., P.E., Senior District Engineer, the Asphalt Institute, and Mr. Ogden S. Babson, Executive Director, S.C. Asphalt Pavement Association. The other seminar was entitled "Civil Engineering in Today's Marketplace." It was presented on January 22, 1991 by John A. Unterspan, P.E., of Sverdrop Corporation.

F. Education

The programs of the department have continued to attract substantial enrollment, particularly at the graduate level. The graduate programs in education have a combined head count enrollment of approximately 1400 students. This number has continued to grow over the last several years. Growth in numbers is at least one measure of the quality of our programs. The "market place" has indicated a Citadel education at the graduate level is to be prized. The Department takes satisfaction in this achievement. Undergraduate enrollment was 52 for this academic year.

The Department of Education was approached by Francis Marion College to develop a program in educational administration that would be offered primarily on the Francis Marion campus by The Citadel. After considerable negotiation it was agreed that The Citadel's present program would be offered on an extension basis in Florence. The Citadel was the college selected to work with Francis Marion because of the quality of our programs. The fact that The Citadel was accredited by NCATE last year was important in their decision. A proposal has been filed with the Commission on Higher Education and a final decision is expected shortly.

The Department lost one faculty member this year. That vacancy has been filled by Dr. Don Martin presently teaching in Virginia. Dr. Martin will join us in the Fall and will be an associate professor of education working primarily with the counseling program. He brings outstanding credentials to us and we look forward to a long association with him at The Citadel.

The program developed at Burke High School to prepare, through a special program, at risk high school youngsters continues to prosper. The publicity from this highly successful and innovative program continues to be positive. This outreach program of The Citadel's teacher education unit is a exemplar of how colleges can

work with public schools in order to make a difference in the quality of educational opportunity. Ms. Carol Byrnes has been hired for the coming year to work with this program. Funding for the program presently comes from a grant from the Jesse Ball DuPont Foundation.

Quality is the watch word of the Department of Education. In order to maintain it and to enhance it, the Department has been active in curriculum revision, professional and scholarly activity, participation in state-wide activities, and most importantly in delivering the curriculum through outstanding teaching. The Department looks back at the year with pride and forward to the challenges of 1991-92.

G. Electrical Engineering

One hundred and seven students majored in electrical engineering this year. Seventeen cadets and four veteran students graduated in May 1991. Four of the graduated cadets and one veteran student will attend graduate school beginning this fall, and one cadet will attend law school.

This year's enrollment in The Citadel's Evening College Bachelor of Science in Electrical Engineering program was seventy-eight. Continued growth of this program is anticipated based on this enrollment and numerous inquiries about the program. A formal agreement between The Citadel and Trident Technical College was signed 29 April 1991 that provides Lowcountry area students expanded opportunities to obtain a degree in electrical engineering at The Citadel. Students may complete the first two years of the curriculum at the Trident campus and then transfer into The Citadel's Evening program.

The Twenty-Fifth Annual Razor Lecture was presented by Dr. G. P. Rodrique, Regents' Professor of Electrical Engineering at Georgia Institute of Technology. Dr. Rodrique discussed the applications of superconductivity. Our students were intensely interested in his presentation.

On March 8, 1991, the day before his initiation into The Citadel's chapter of Tau Beta Pi, Lt. Gen. William Hilsman, USA, Ret., met informally with the electrical engineering students. Gen. Hilsman discussed the performance of "smart" weapons in Desert Storm, based on his experiences as project manager of Army Tactical Data Communications Systems and as director of the Defense Communications Agency.

Under the direction of Professor Larry Dunlop, eight senior electrical engineering students designed and built the Parade of Boats' Light Display for the Mariah. The display won the grand prize in Charleston's 1990 Parade of Boats. Professor Dunlop also organized the first annual Electrical Engineering Design Symposium,

at which senior students presented their senior design projects. Their papers were published in the Symposium's Proceedings.

Assistant Professor Joe Epple, Faculty Advisor to The Citadel's IEEE Student Branch, and eleven electrical engineering students attended IEEE Southeastcon '91 in Williamsburg, Va.

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

The Department of Electrical Engineering moved into the new Alumni Hall in June 1991. The facilities are excellent and serve to set the standard for future construction on campus. The Electrical Engineering Department received \$88,481 dollars for replacement and repair of equipment and furnishings that were damaged by Hugo. These funds were used to provide new equipment and furnishings for our new facilities. The Electrical Engineering Department was the recipient of a donation from IBM of a semiconductor probe station and associated equipment valued at \$30,000. Professor Larry Dunlop was instrumental in securing this donation from IBM. The material and equipment will enable the department to address state-of-the-art semiconductor technology in our laboratory program.

The Electrical Engineering faculty is in transition. Dr. Larry Dunlop joined our faculty in August, 1990 after a successful career with IBM extending over thirty years. Mr. Albert Kunze, P.E., Class of '76, joined our faculty in January, 1991, after fifteen years engineering experience in the fields of digital electronics and communications.

The faculty continues to build a record of scholarly and professional achievement. Assistant Professor Tamal Bose received a \$24,677 NSF matching funds grant under the Instrumentation and Laboratory Improvement Program. This grant will enable Professor Bose to establish a senior level Digital Signal Processing course and associated laboratory. In addition, Professor Bose continues to present and publish papers in highly respected IEEE Conferences, Proceedings, and Transactions. Assistant Professor Epple continues to work on his Ph.D. research while making periodic trips to Georgia Tech to confer with Professor Ed Joy, his major professor.

Associate Professor Jack Stinson has been on sabbatical for the 1990 - 1991 academic year at the South Carolina Research Authority. He is involved in the development and instrumentation of a product data exchange specification standard. Professor Louis Dornetto continues to be actively involved in the area of environmental impact and personnel hazards of electromagnetic energy

by serving on an ANSI committee addressing nonionizing radiation safety criteria, and through his consulting work with the U.S. Navy. Professor Dornetto also continues his work in the area of modeling and simulation, serving as a reviewer for the IEEE Control Systems Magazine. Drs. Dornetto and Stinson attained senior member status in the IEEE.

Professor Harold W. Askins, Jr. 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 Atlanta, Georgia. Professor Askins continues to serve as an IEEE Program Evaluator to assist the accreditation Board for Engineering and Technology (ABET) in the evaluation of electrical engineering programs. Professor Askins attended the Southeastern Association of Electrical Engineering Department Heads Meeting in Atlanta on November 1-2, 1990 and was elected chairman of the Association. Professor Askins continues to serve as a reviewer for the Applied Computational Electromagnetic Society, ACES. Professor Emeritus James F. Scoggin helped the department meet a demanding teaching commitment by teaching the electrical measurements course, the associated laboratory course and the nuclear engineering course during the 1990 - 1991 academic year. He continues his loyal support of the South Carolina Gamma Chapter of Tau Beta Pi. All faculty members continue to perform as dedicated teachers, conscientious counselors, valued members of the academic community, and professional engineers.

H. English

In AY 1990-91, the faculty of the Department of English saw several changes: in May 1991, after thirty-three years of service to The Citadel, LTC H. B. Alexander retired; in August 1990, COL Philip W. Leon returned to the department after a three-year leave of absence for active military duty at West Point; MAJ David S. Shields spent the year on sabbatical leave; and in August 1990, COL E. F. J. Tucker stepped down as Head of the Department. Upon COL Tucker's release from his duties as Head, LTC Robert A. White was appointed Acting Head; a search ensued, and in March 1991, LTC White was appointed Head for a full five-year term. To fill LTC Alexander's vacant position, the department decided to seek a specialist in composition and rhetoric, and the search began in December. Several people were interviewed for the position, and two candidates visited the campus; the department made an offer which was not accepted, and no one was hired. The search will continue next year, and in the meantime, adjunct faculty will be used.

This was an active year for faculty scholarship. collectively, members of the department attended eighteen conferences, read ten papers, published two articles and several book reviews, had three articles accepted for publication, saw the publication of two books, had another book accepted for publication, and edited eight issues of periodicals. For the department, the

biggest single event of the year was the **Seventh Citadel Conference on Literature**. Held at the Mills House Hotel, February 27 - March 1, 1991, it attracted about two hundred scholars of medieval and renaissance literature from all over the nation. Three were three major addresses by nationally known scholars and about 115 shorter papers in over fifty special sessions. The conference was directed by LTC White and MAJ David G. Allen, but virtually every other member of the department was also involved.

The involvement of the faculty in **community service**, was evident this year in several ways. Members of the department served as judges for local and national poetry contests, directed and served on The Citadel Humanities Forum and The Citadel Inn of court, worked with English teachers in local schools, and gave lectures and presented programs in public libraries and churches.

The department was recognized for its teaching this year when 100% of those nominated from its faculty received CDF merit awards. They were MAJ Suzanne O. Edwards, MAJ James S. Leonard, and MAJ Allen. And COL Tony N. Redd received a great honor when an alumnus, Jim Koppenhaver, citing Professor Redd's "profound effect upon his life," established an annual scholarship in his name.

The department began and (after graduation) ended the year with the same number of English majors (61). This number does not include a graduating class of twenty, six of whom distinguished themselves by going on to law school at Duke, William & Mary, and the University of South Carolina. On a sad note, three English majors were dismissed from the college after an investigation linked them with drug use on campus.

In **curriculum study and development**, the department began this year two programs which involve writing tests for incoming freshmen. One of these, a placement test, is designed to identify students who can exempt English 101 and move directly into English 102. The other, an assessment pre-test, is given to all freshmen. Performance on the pre-test will be compared to that on a post-test taken at the end of English 102 in order to measure how well the first-year sequence improves writing ability. The department has plans to continue such testing at least through next year and to develop assessment procedures for the sophomore sequence and for the English major. Also in curriculum development, the department continued working with the English Department of the College of Charleston to develop a joint program leading to the Master of Arts in English. The proposal was approved this year by The Citadel's Graduate Council, deans, and president.

The department continued an active role in the work of **college governance** as five college committees were chaired by English department faculty. In addition, COL Tucker was the advisor to the Inn of Court, and MAJ Allen was the Secretary to the Faculty Council and Vice President of The Citadel Chapter of the AAUP.

Although generally in very good health, the English Department has faced several diverse concerns this year that have yet to be satisfactorily resolved. Among them are (1) admission to The Citadel of large numbers of students who are not well prepared for college English courses, (2) a large number of students who transfer their core courses into The Citadel from other schools, (3) continuing frustration caused by the inadequate heating and air conditioning system in Capers Hall, and (4) a sparse budget that has all but eliminated the acquisition of new equipment and department-sponsored travel.

I. HISTORY

The Academic Year 1990-1991 commenced in the fall semester with all 13 regular members of the department present and teaching, and with an entering class of 38 History majors. In the last week of the semester, COL John L. Brittain suffered a recurrence of cancer, and subsequently indicated that he would not be well enough to teach in the spring semester. The department secured the services of Dalton Brasington, M.A. in Geography, to take over COL Brittain's course in Geography, and CDR Lyon Tyler came out of retirement to take over Brittain's course on the French Revolution and Napoleon. A second misfortune befell the department in February, 1991, when, as the result of the Gulf War, COL John W. Gordon and COL David White of the USMCR were mobilized on short notice. The department managed to secure the services of Carmel Chaplain to take over COL Gordon's course on the Patterns of War since the Eighteenth Century, while COL White's sections on Modern China and Japan were placed on self-study, COL White continuing to grade their papers when he was in the country. CAPT John Coussons volunteered to assume the teaching of COL Gordon's History of Naval Warfare course. Despite these disruptions, all History courses for the semester were completed, and all eligible seniors majoring in history (37) were graduated on time in May.

CPT Jane Bishop, Assistant Professor of History, was continued on probationary status for School Year 1991-1992, her last before a decision on tenure will be reached. The curriculum revision adopted by the department last SY was approved with slight modifications by the College Curriculum Committee and the Academic Board, and its requirements will first affect the class that enters in the fall of 1991. The Joint M.A. in History with the College of Charleston went into operation for the first time beginning with the fall semester of 1990, and, though there have been some problems in coordination, on the whole the program seems to be moving along smoothly. Some 30 students have entered the program at this writing.

Further progress has been made on the state-mandated assessment program. For a second year in a row, graduating seniors have been contacted and given questionnaires as to their opinion of the History department's program and teaching competence, as well as future career plans for the individuals concerned. A Western

civilization CLEP examination has been tentatively adopted for the entering 4th classmen in the fall of 1991, and, if carried out, will be used again for students exiting after two semesters of Western Civilization. Because of cost, a sampling of students is anticipated. Slower progress has been made on assessment of majors in History, but probably some form of entry and exit examinations will be designed in the coming year.

COL Gary Nichols delivered a paper at a symposium on generals who became college presidents. COL Nichols' subject was General Charles P. Summerall, who is also the continuing subject of COL Nichols study of Summerall's career. LTC Douglas Porch's book on the French Foreign Legion has been published. Other members of the department also achieved scholarly goals. LTC Joseph Tripp deserves special mention in addition for his excellence and devoted work in handling complicated scheduling problems due to sickness and the war mobilization.

The department was scheduled for the state CHE program visitation this year, and the visit took place in February, 1991, even as the department was struggling with the problems due to the war mobilization. Nevertheless, the summary of the team's report on leaving was most positive, and the department was especially commended for its forward-looking revision of the curriculum, its outstanding record of publications despite student loads and contact hours, and its teaching reputation among students interviewed by the team.

The "budget crunch" imposed by the state in the last semester of this reporting period has made it impossible to secure all items of equipment desired by the department, but the situation in regard to equipment is much improved over that of two years ago. All regular faculty have computers and access to VAX. The need for temporary faculty in the approaching fall semester may impose some problems of office space, but one office, used by a professor emeritus, has been returned to the department, and, if COL Brittain is unable to return in the fall, his office will also be available.

J. Mathematics/Computer Science

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

The number of majors in mathematics and computer science decreased from the previous year. Approximately 100 students were pursuing degrees from among the eight program options offered. The number of undergraduates receiving a bachelor's degree in May was 7. Several others will 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 undergraduate courses for the Evening College and Engineering programs. The department received an ESSA grant through CHE to continue offering courses for middle and secondary mathematics teachers on the use of calculators in the classroom. Additionally, the department taught several courses funded by EIA.

As in the past, The Citadel Development Foundation has enhanced the department with grants to individuals and the department. Professor Greim was named a CDF fellow while Professors Chen, Cohn, Comer, Deutz, Francel, Hurd, and Zahid all received research grants. Faculty development grants were received by Professors Chen, Denig, Francel, Lipscomb, and Pages. Additionally, the department was able to attract several speakers to the campus by using CDF funds.

As evidenced by the number of research and faculty development grants mentioned above, the scholarly activity in the department continued at a high level. Professors Comer and Greim gave invited lectures at National and International meetings and several members gave talks at regional and local meetings.

Professor David Trautman received the Medberry Teaching Award for outstanding service in freshmen level courses. Professors Chen, Francel, and Greim were recipients of Faculty Achievement Awards.

Professor George Crumley retired after 32 years of service to The Citadel. He served as professor of Mathematics and Computer Science and was the first director of the computing center. George will be missed.

The department has hired Ms. Maria Lourdes Padilla to fill the vacancy left by Professor Crumley. Ms. Padilla expects to complete her PhD in Statistics at Ohio State University by the end of 1991.

K. Modern Languages

The Department of Modern Languages continues on its progressive road toward improved foreign language instruction with increased emphasis on proficiency based instruction and more precise placement of entering students.

While the number of students enrolled in the core foreign language courses remains relatively steady, the enrollment in advanced courses -- especially in the Conversation and Composition courses, most particularly in Spanish but also in the other languages--continues to increase at a surprising rate. At the same time, the number of majors increases each year at a moderate rate: from last year's thirty-two to this year's forty-five. We attribute this steady increase to a number of factors: 1) an aggressive recruitment program, 2) the realization on the part of students that foreign languages are an important part of their education and can contribute materially to their career opportunities, 3) good

teaching oriented toward proficiency in the spoken language, and 4) reasonability and flexibility: the total number of hours beyond 202 (intermediate, core-level) remains at 33 semester hours including the required 301-302 series (Conversation and Composition) for each language and at least one of the 410-420 (European Literary Movements) leaving 24 semester hours for the student to choose from among a variety of courses in his chosen language, plus a generous number of electives, which the student is counselled to use wisely in preparation of a "minor field of interest" in lieu of an actual minor.

The department has experienced an unusual turnover of faculty this year. Two members of the permanent faculty, LTC Pieper (French) and COL Johnson (Spanish) retired with emeritus status. We succeeded in replacing LTC Pieper with CAPT Rick Treece, who comes to us from the University of Illinois, but have not managed to find a replacement for COL Johnson. Our failure is in large part due to the tardiness of our search and the severe fiscal limitations imposed by the State: at least one candidate declined our offer after having initially accepted because of a "much better" offer elsewhere. Also, one of our regular adjuncts, Mrs. Carolina Wagner, has accepted employment in a local high school and two other adjunct faculty members, Mrs. Sternberg (Spanish) and Mrs. Georgiev (Russian) have resigned because their husbands have been transferred to other duty stations. Thus we face the possibility of being quite short-handed in the Spanish section next year and we will have to rely heavily on part-time teaching staff.

In the meantime, the department will consist of the following seven permanent tenured or tenure-track faculty members: LTC Frohlich, Acting Head, in Russian and German; LTC Staley, in Spanish; MAJ Emory, in French; MAJ McRae, in French; CAPT Andrade, in Spanish; CAPT Gurganus, in German; and CAPT Treece, in French. Mrs. Carol Young has renewed her contact as a full-time Visiting Instructor in Spanish and Mrs. Ann Voit will be teaching German full time as a Visiting Instructor with a one year appointment.

The department secretary, Ms. Mollie Jenkins, has been extremely helpful this past year, especially with her expert handling of budgetary matters during this confusing period of transition to computerized budget, and Mr. Anthony Bryan has been of invaluable assistance in the running of the language laboratory.

The department is scheduled for a CHE Program Review during the next academic year. We are fairly comfortable with our progress in the area of student placement and core foreign language requirements and teaching philosophy. We will be looking much closer at the major requirements, especially the current emphasis on "literature" courses, and at minor programs, for which this department is particularly well suited.

The department's faculty continues to be committed to a reasonable level of research and scholarly activity. LTC Staley and CAPT Gurganus have received CDF Grants for study and research

abroad. CAPT Andrade's book is nearing completion. MAJ McRae's year of Sabbatical Leave for SY 1989-90 and his research during that time are starting to bear fruit with several articles in various stages of completion.

This past summer CAPT Gurganus instituted the first program for overseas studies in German. The addition of this program and its future expansion and augmentation are long overdue and promise to greatly enhance our offerings in German.

L. Health and Physical Education

The Departmental faculty enjoyed a professionally active and rewarding year in 1990-91. The scholarly and professional activity of the faculty are highlighted below by name. The department continues to serve the college through the four semester requirement, the undergraduate major, the graduate program, intramurals, sports clubs, and campus recreation.

CAPT John Carter published two articles about the effects of DDAVP on movement planning and movement processes and another article on fluid replacement for soccer athletes. He has three articles accepted for presentation/publication in the coming year. He made presentations at the annual SCAHPERD convention and two others at the annual meeting of the Southern Gerontological Society in Atlanta. He received a CDF grant to study anthropometric, physiological, and psychological effects of using the military's MRE (Meals, Ready to Eat). John received his second consecutive Citadel Faculty Achievement Award. He continues to be a campus leader in environmental programs, especially recycling.

COL Melvin Ezell made three presentations on the assessment of the academic major; presentations were made at the Higher Education Assessment Conference, the National Conference on Improvement of Undergraduate Instruction, and at the South Carolina Association for Health, Physical Education, Recreation, and Dance (SCAHPERD) Convention. He served as the advisor to the state student majors section of SCAHPERD. He chaired the college's committee on assessment of institutional effectiveness.

COL John Smyth published a chapter in two separate texts; both chapters were revisions of previous editions. The chapters were contributed to texts published by the American Alliance for Health, Physical Education, Recreation, and Dance (AAHPERD). The subjects were safety and skills in racquet sports. COL Smyth chaired the 1991 Cooper River Bridge Run symposium and served on the executive committee for the run. He received a CDF grant to attend "Sport - The Third Millennium", an international conference in Quebec City, Quebec. COL Smyth took 14 students to Norfolk, VA to the SDAHPERD Convention. He was appointed as the chair of the SCAHPERD Honors and Awards committee.

LTC Gene Styles directed the graduate program in Health and Physical Education and served as the departmental representative on the Graduate Council. He also served the college as the varsity golf coach.

CAPT Josey Templeton served as the chair elect of the Council on Physical Education for Children in the Southern District AAHPERD. She was guest instructor in an aquatic school on the campus of the University of Texas at Austin. She attended several regional gymnastics clinics and conducted numerous CPR and first aid classes for the community. She published critiques of motor skills tests in a reference text for fitness and motor performance tests.

LTC Gary Wilson served as the vice president of the Health Division of the Southern District of AAHPERD. This office is one of five elected positions in the 13 state district. He and CAPT Templeton co-presented a paper on high risk health behaviors for college males to the SCAHPERD Convention. He was a guest instructor at the University of Texas, Austin Aquatic School. He generated and taught two courses through the Drug Free Community and Schools Act of 1986. He received a CDF Grant to attend a biomechanics workshop prior to the AAHPERD Convention.

Cadet Cosmos Curry was recognized as the Outstanding Physical Education Major in South Carolina by the Southern District AAHPERD and he was similarly recognized by the department as the Hamilton Award winner. Cadet Doug Bowers received the NASPE Outstanding Physical Education Major Award. The Majors Club had three work projects to help underwrite expenses to attend the state and district conventions. The Majors Club assisted with the Cooper River Bridge Run. On April 5, 1991, the department hosted the Cooper River Bridge Run symposium featuring masters champion, John Campbell, Runner's World editor, Megan Otherson, and sport scientist and Olympic race walker Mark Fenton.

M. Physics

During 1990-91 two major projects dominated the time and energy of most members of the Department of Physics, and the completion of both these projects at the close of the year resulted in vastly improved department facilities and equipment, giving high promise that physics at The Citadel is upon the threshold of a very bright future indeed.

Of first and foremost importance was the early summer completion of a beautiful, commodious and utile new building, located at the north end of the parade ground and specifically designed to accommodate the departments of Physics and Electrical Engineering. The departments were heavily involved with the interior furnishing of the new structure, a process completed only through a series of steps which provided specifications and solicited funding for several categories of furnishings. The first

step for the Department of Physics was to ensure the provision of some 50 new laboratory tables and 200 laboratory stools, principally to furnish five lower-division student laboratories. There then followed in order the acquisition of three additional categories of interior woodwork, so-called Laboratory Casework to enclose basic student laboratory equipment, Architectural Woodwork in the offices and project labs, and Manufactured Shelving for additional equipment storage. A minimum packet of new steel furniture for each office was complemented by old cabinetry refined through a contract with the state Prison Industries (PI). Four optical benches built into an Optics Laboratory and eight special electronic workstations and chairs purchased for an Electronics Laboratory completed the interior furnishing of physics department space. A 140-seat auditorium and two 60-seat classrooms contain continuous built-in table seating, and three other small classrooms for upper-division courses were furnished with used desk/chairs refurbished by PI. The new building also has a student study and a computer laboratory, both located on the ground floor adjacent the front vestibule, but as yet unfurnished.

The second major project involved the expenditure of nearly \$172,000 insurance reimbursement funds for equipment damaged or destroyed by hurricane Hugo. The department purchased approximately 500 units of equipment in some 50 separate categories, a very time-consuming task (as the damaged equipment had to be replaced on a matching basis), but a task whose completion enabled the department to begin tenure in the new facility with considerable new equipment, most of it for the student laboratories associated with basic physics courses.

The department was also extensively involved in the move across the parade ground to the new building, a move which officially began immediately after graduation the middle of May, but which had involved pre-packing for several prior weeks, and which was completed by the middle of June only in the sense that all materiel was moved across campus into the building, discounting the fact that some of it may necessarily remain unshelved for weeks to come. All members of the department participated fully in the move, packing and carrying boxes, furniture and equipment down and up stairs for a month. But most instrumental of all persons involved in the move was the department laboratory manager, Mr. Braxton Simmons, who personally supervised the move of all laboratory equipment, laboring unceasingly throughout the month of the move, and continuing with the collation of material in the weeks following.

Despite the time involved in effecting these major improvements in facilities and equipment the department faculty remained very active in scholastic affairs. More particularly --

Saul Adelman was on Sabbatical Leave doing full-time astronomical research through the second half of the year, working on some nine different research grants. He was author or co-author of seven papers published, participated in four conferences and a

workshop, and was co-author of three conference publications. During the 1990 summer two scientists from Turkey spent several weeks at The Citadel collaborating with him on astronomical research.

Joel Berlinghieri continued as principal investigator of a SCCHE "Cutting Edge" grant of approximately \$135,000 for the construction of a Charged Coupled Device Fourier Transform Spectrometer. He co-authored two papers, one entitled, "A CCD Fourier Transform Spectrometer," and the other entitled, "Holographic Fourier Transform Spectrometers," which have appeared in books of the proceedings of Conferences I and II on CCD's in Astronomy, held respectively in Tucson, Arizona and at the College of Charleston. He also co-authored a paper describing a Two-dimensional Fourier-transform Spectrometer," which was published in Optics and Photonics. In addition, he presented papers at the annual meetings of the Optical Society of America (Boston) and the American Association of Physics Teachers (Minneapolis).

Pat Briggs published MERGE manual of combined data sets from experiments aboard the IMP8 Spacecraft. This culmination of several years of work time-synchronized data from four different experiments aboard the same spacecraft.

Russell Hilleke was co-author of three reviewed papers. He presented two papers to scientific conferences, is a collaborator on a major SCCHE "Cutting Edge" grant, and collaborates with physicists at Indiana State University and at Argonne National Laboratory. He has recently submitted proposals to South Carolina College and the University Economic Recovery Research Group.

Peter Rembiesa had two articles on renormalization in Quantum electrodynamics published in Physical Review D, the most highly respected scientific journal in the world. Peter also is conducting research in statistical optics in a collaborative effort in support of a physical optics project initiated with other colleagues in the physics department.

Silvio Zenone continued his research on artificial neural nets, facilitated by acquisition of NETS, a network simulator that provides flexible systems for manipulating a variety of net programs designed in turn for a variety of problems, including the provision of network structures capable of "learning."

Nancy Sliwa, as Administrative Specialist, performed all the duties of that office in an outstanding manner to facilitate the efficient operation of the department throughout the year.

Finally, Weiler Hurren concluded 11 years as Head of the Department of Physics and will be succeeded on August 20, 1991 by Joel Berlinghieri.

N. Political Science

The Department of Political Science has a faculty of nine full time members; additionally, the John C. West Professor of Government and International Affairs works closely with the Department and normally teaches two courses per semester. During the past year, the Department suffered a tragic loss with the death of Professor S.A. Arcilesi. Professor Arcilesi was a graduate of The Citadel, with a Ph.D. from the University of Virginia, and had been on the faculty here for 27 years, including service for fifteen of those years as Head of the Political Science Department. In recognition of his long and valuable service to The Citadel, Professor Arcilesi was posthumously awarded, by vote of the Corps of Cadets, the James A. Grimsley Teaching Award at the 1991 Commencement exercises.

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

Graduates of the department enter military service, public administration, law, criminal justice, graduate and professional schools, business, and federal and state government. In order to prepare graduating seniors for graduate and law schools and professional employment, seminars and workshops are conducted annually on the Foreign Services, Graduate Record Examination, Law School Admission Test, and Civil Service employment. Each member of the departmental faculty is readily available for individual consultations regarding career guidance for our majors.

The Political Science Curriculum develops three alternative areas of concentration: (A) American Government and Politics, (B) International Politics and Military Affairs, and (C) Law and Criminal Justice. The curriculum is designed to make sequential/developmental learning likely and seeks to avoid a random smorgasbord approach. Serious attention is being given to "writing across the curriculum" and to improving our students' quantitative and analytical skills. During the current review year, the department worked to develop a proposal for a minor in Non-Western Studies. The minor is interdisciplinary and is designed to give students an opportunity to concentrate a group of courses on either a region of the world or a cross-regional theme (e.g., revolutionary movements) related to the non-western world. At the moment, the college Curriculum Committee has approved the proposal and it is pending before the Academic Board.

Extracurricular activities are an important part of our students' education. As is customary, the department supported the conferences held at the various military academies by sending student representatives. Additionally, a delegation of students, accompanied by Professor December Green, participated in a model Organization of African Unity session at Howard University. With

the help of their faculty adviser, cadets are required to engage in extensive preparations before attending these conferences. Student organizations such as Pi Sigma Alpha (Political Science Honor Society), Sigma Iota Rho (International Honor Society), the Political Science Club, the South Carolina Student Legislature, and the Debate Team all received strong support from the departmental faculty.

The Internship program continues to be successful and provides students an opportunity to apply what they learn in the classroom in various governmental agencies. During 1990-1991 students served internships with several departments of the City of Charleston, the City of Charleston Police Department, the 9th Circuit Public Defender's Office, several departments of the Medical University of South Carolina, Trident Regional Hospital, a number of private law firms, Juvenile Restitution (a division of the Department of Youth Services) the Historic Charleston Foundation, International Freight Forwarders, and the Charleston office of the South Carolina Pardon, Parole, and Community Corrections Department.

The department routinely offers a variety of special courses each year. During the report year, Adjunct Professor Ronald Suciu taught a course on police administration and Ambassador Joseph Twinam taught Topics in International Politics with special emphasis on the Middle East and American Foreign Policy decision making. Through an exchange with the Department of Political Science at The College of Charleston, Professor William V. Moore taught a course on Extremist Politics. These courses are designed to reflect current political issues and keep students abreast of contemporary developments.

The departmental faculty continued during 1990-1991 to be extremely active within the profession. Research papers have been presented at the following scholarly meetings:

- Georgia Political Science Meeting
- International Studies Association
- Northeastern Political Science Association
- African Studies Association
- Western Political Science Association
- Southern Political Science Association
- Far West Culture Association
- Midwestern Political Science Association
- Southwestern Political Science Association
- U.S. State Department-George Washington University
- International Studies Center Conference
- New York American Caribbean Society Seminar
- International Sociology Association
- Decision Science Institute

The department sponsored under a grant from The Citadel Development Foundation a conference on the Third World. Designed primarily for students, this conference featured two days of panel presentations and discussions by specialists in the field.

In addition, one book (Political Parties in the Southern States: Party Activists in Partisan Coalitions, edited by Professors Tod A. Baker, Charles D. Hadley, Robert P. Steed, and Laurence W. Moreland) was published by Praeger Publishers of New York, two other book manuscripts went into publication, and several articles and book chapters written by members of the Political Science faculty were published.

All members of the department attended at least one professional meeting and most were involved in presenting papers, serving as discussants, and chairing panels. Many of the departmental faculty were engaged in research related travel, including trips to Africa and China. These scholarly activities greatly enrich class presentations and maintain the currency of the faculty in their respective fields of specialization. Finally, with the help of a generous grant from The Citadel Development Foundation, the department has worked to enhance its resource materials on Foreign Area Studies and to develop new courses in Non-Western Studies.

The Department of Political Science is sensitive to its role in the community and continues to cooperate with various organizations such as the Charleston County Library, Civic Clubs, and the Higher Education Consortium in providing speakers on such issues as political campaigning, foreign policy, and the American Constitution. Professor Milton Boykin and Ambassador Twinam have been especially active in the Charleston Foreign Affairs Forum, a community based group composed of leading citizens concerned with serious discussions of international politics. In addition, Ambassador Twinam made numerous presentations during the Persian Gulf Crisis, Professor Gardel Feurtado spoke to several local organizations about international politics and terrorism, Professor Edward Davis spoke on changes in Germany and the Middle East, and Professor Robert Steed served as election night analyst for WCIV-TV. Professor Steed also participated in a community forum on a series of referendum issues sponsored by the League of Women Voters and the Charleston County Council.

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

0. Psychology

The Department of Psychology offers programs of studies leading to the Bachelor of Arts degree and the Specialist in

Education degree in School Psychology. 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 for this overall goal is a relatively classical curriculum which weds the increasingly sophisticated quantitative research orientation with the observation-clinical-applied tradition. The graduate program in psychology is directed toward developing specialists who are competent to deal with psychological and educational problems of children and to improve the psychological milieu of school environments.

The Department prepared for and underwent a CHE on-site review. Our mission statement and departmental objectives were formulated and assessment criteria were developed. Dr. Sandra Scarr, University of Virginia, chaired the CHE review team. The CHE exit interview suggested a sound, traditional program.

Fifty-seven undergraduate students majored in psychology this year. Of the 19 May graduates, six have been accepted into graduate programs, seven accepted commissions in the armed services (4 Army, 2 Marines, and 1 Navy), five are employed in business and one in law enforcement. Academic excellence was a trademark of this year's senior psychology majors. Three were graduated with honors (two Magna Cum Laude and one Cum Laude), and six received departmental honors. Fifty-eight graduate students are enrolled in the school psychology program. Five students were awarded the Ed.S. degree in School Psychology in May, one graduating with distinction. Two undergraduate students and two graduate students were elected to Phi Kappa Phi, National Honor Society.

During the academic year, 602 undergraduate students and 328 graduate students enrolled in psychology courses. Average enrollment in undergraduate classes was 24 and in graduate classes 20. Enrolled in undergraduate psychology courses in the 1991 First Summer Session were 40 students with an average class enrollment of 20 and 77 graduate students with an average enrollment of 15.

The Department is especially proud of the scholarly and academic involvement of faculty and students in 1990-91. Student-faculty cooperation in research is a hallmark of the department. Five psychology majors presented their research at the Spring Conference of the South Carolina Psychological Association: Cadet Roger Good, "The Effects of Exposure Time and Rate of Rotation Upon Spiral Aftereffect Duration;" Cadet David Halfacre, "The Relationship Between Self-monitoring Ability and Humor Generation Using Verbal and Nonverbal Communication;" Cadet Billy Lyons, "The Effects of Self-monitoring and Academic Classification Upon Humor Generation;" Cadet David Millson, "The Correlation Between Self-monitoring and the Myers-Briggs Introversive/Extroversive Types;" and cadet Bret Sawyer, "The Relationship Between the Myers-Briggs Type Indicator and the Inventory for Counseling and Development." One hundred percent of the psychology faculty received CDF Faculty Development Grants and fifty percent were awarded CDF Research

Grants. Seventy-five percent presented at state meetings and fifty percent at regional meetings. The four full-time faculty served on 15 standing college committees, conducted 9 major workshops, delivered 5 major addresses, and directed 4 in-service training programs.

Representative examples of professional and scholarly activities are noted. Professor Aline M. Mahan revised an earlier publication, School Psychology at The Citadel: A Student Handbook, presented research co-authored with Professor Tom Mahan, "The Varieties of Psychological Experience: Are there some Major Themes," at the Spring Conference of the South Carolina Psychological Association (SCPA), chaired the SCPA Awards Committee and participated in a mentor relationship with Dr. Florent Dumont, McGill University in Montreal. Col Michael Doran attended the Thirteenth Annual Institute on the Teaching of Psychology. He, along with Professor Oliver Bowman, received a CDF Grant to study selected aspects of humor - a study leading to a paper, "Self-monitoring Ability, Humor Generation and Acronyms Completed," which was presented at SCPA. LTC James Pietrangeli attended a workshop on Proven Classroom Training Techniques and the Third Annual SCHEA Network Conference on the Assessment of Institutional Effectiveness. He acted as judge of student research papers presented at the South Carolina Junior Academy of Science. Professor Bowman served as President of SCPA, represented SCPA at the APA Practice Directorate Leadership Conference in Washington, D.C., and was on the Program Selection Committee of the Southeastern Psychological Association. He participated in a one-week workshop, "Self Psychology and Psychotherapy: Creativity and Madness;" attended a workshop, "Assessment and Treatment of Victims of Sexual Abuse;" presented a workshop on stress management for The Citadel staff and delivered three lectures as a part of The Citadel Leadership Training Program.

The Department of Psychology is in a transition stage. COL Aline M. Mahan and LTC James D. Pietrangeli retired at the end of First Summer Session 1991 and COL Oliver Bowman completed his term as department head. Joining the department for the next academic year will be Dr. Alfred J. Finch, Jr., Head and Professor of Psychology; Dr. Michael Politano, Associate Professor and Coordinator of the School Psychology Program; and Dr. Timothy K. Daugherty, Assistant Professor.

P. Evening College and Summer School

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

a. the Undergraduate Evening College with majors in business administration, civil engineering, and electrical engineering.

b. the Graduate Education program with degree programs leading to Master of Arts in Teaching, the Master of

Education, the Master of Arts in Education, and the Specialist in Education degrees. Some 17 different majors are available under these degrees.

- c. the Master of Business Administration program
 - d. the Master of History
 - e. the Summer School
2. Enrollment data 1990-91. The enrollment patterns fluctuated over the past year in the following areas:
- a. The undergraduate Evening College fall and spring enrollment has remained consistent with previous year.
 - b. The Graduate Education enrollment increased in the fall and has remained consistent with spring enrollment of previous years.
 - c. The MBA enrollment remained stable except for summer. Summer 1991 was up about 50 per cent over 1990.
 - d. The 1991 Summer I enrollment remained consistent with Summer 1990.
3. The enrollment picture is reflected in the data summarized in the table below:

	Students Enrolled by Session			
	Undergrad Day	Undergrad Evening	Graduate Education	MBA
Summer II 1990	505	N/A	330	N/A
Fall 1990	N/A	268	1305	160
Spring 1991	N/A	168	944	154
Summer I 1991	617	*	673	98

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

	Course Enrollment by Session			
	Undergrad Day	Undergrad Evening	Graduate Education	MBA
Summer II 1990	798	N/A	401	N/A
Fall 1990	N/A	518	1623	225
Spring 1991	N/A	416	1222	198
Summer I 1991	1052	*	962	86

(Will vary from headcount since many students take more than one course)

*Included in Undergraduate Day

4. Developmental Activities

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

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

b. The enrollment in the Business Administration program remains constant at about 36 majors

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

d. The Graduate Education degree programs and the MBA program have continued to increase in enrollment.

e. The Summer School enrollment remained consistent with the 1989-90 session.

Q. Enrollment

Cadet Enrollment

	In-State	Out-State	Total
Freshman	291	300	591
Upperclassmen	638	734	1372
Total	929	1034	1963

Ethnic Count:	White	Black	Hispanic	Nat. Asian	American Indian	Foreign
Freshmen	514	48	4	15	1	9
Upper Classmen	1262	81	4	8	2	15
Total	1776	129	8	23	3	24

The corps of Cadets has representatives from 44 states, the Canal Zone, Puerto Rico, and Nine (9) foreign countries. The foreign

countries represented in the corps of Cadets are Belgium, Costa Rica, England, Honduras, Jordan, Lebanon, Liberia, Nigeria, and Thailand.

R. Admissions

The 1990-91 freshman class ushered in the new decade with a solid set of credentials. The average SAT (990), GPA (3.0) and class rank (33%) was as strong as the entering classes during the last half of the 1980's. The 644 freshmen who matriculated in August, 1990 came from 33 states and 7 foreign countries. Forty-one out of 44 counties in South Carolina were represented. The percentage of minority students increased to 8%. This was attributed to the excellent efforts of the minority recruiters.

The continued upgrading of the computer capabilities in the Admissions Office has allowed a quicker response time to inquiries and notification of decisions. It has aided in the total process of correspondence with inquiries, applicants and enrolled students.

The Visitation Program had over 1000 applicants stay overnight in the barracks. This program has proved to be very beneficial to applicants as it allows them an opportunity to observe the cadet lifestyle up close. The Cadet Corps has been very helpful in assisting the Admissions Office in this endeavor.

Representatives from the Admissions Office traveled South Carolina extensively in their recruiting efforts. The states of North Carolina, Virginia, Florida, and Georgia were also heavily recruited. Minority college fairs and college day programs in other selected states were also attended.

The three full time staff members were involved with several state and regional professional organizations and participated as elected officers and committee members.

S. Scholarships

Financial need scholarships were provided to 92 needy students who met the selection criteria. The awards totaled \$118,405 with an average award of \$1,287. These awards were provided by donors to The Citadel Scholarship program. There were 20 freshmen, 18 sophomores, 23 juniors and 31 seniors who received assistance.

In addition to the need based programs and scholarships, the Financial Aid and Scholarship Office also administered all internal academic scholarships at The Citadel. Academic scholarships are awarded on the basis of academic standing, leadership, and other attributes desirable for the members of the Corps of Cadets. These scholarships are a significant attraction to highly qualified high school graduates. They also serve as an incentive for currently enrolled cadets to make that extra effort needed to compete for

awards available to them. These scholarships have varying criteria and stipulations from donors, which make them man-hour intensive in their administration. An objective during the 1991-92 Academic Year will be to simplify this process.

For the Academic Year 1990-91, awards for academic merit were made to 107 incoming freshmen cadets, 108 rising sophomores, 92 juniors and 197 seniors. A total of 504 academic scholarships were awarded ranging in value from \$100 for one-year to all expenses for four years. The average award for these scholarships was \$2,261. The total value of these scholarship was \$1,140,437.

Summary

Like most other colleges and universities throughout the Nation, each year The Citadel experiences a greater need of its students for financial aid and scholarships. During 1990-91 there were 2,017 awards made to 1,035 of our students. The total amount of both financial need based aid and academic scholarship awards administered by the Office of Financial Aid and Scholarships for 1990-91 was \$4,950,629. This amount is exclusive of ROTC scholarships, athletic grants and scholarships awarded by outside agencies.

T. Student Aid Programs

The Financial Aid and Scholarship Office during 1990-91 was an office in transition. The office operated from October 1990 through June 1991 with an Acting Director because of the untimely death of Major Vance E. Hightower. The office made great strides in implementing the automated Financial Aid Management (FAM) System and in improving the administration of the financial aid and scholarship programs. An Assistant Director was added to a staff of four to assist in the administration of the complex and highly regulated Federal, State and local financial aid and scholarship programs.

The Citadel continued to participate in the major Federally funded financial aid programs during the 1990-91 award year. These programs included the two grant programs, Pell and SEOG, the College Work Study Program and the loan programs, consisting of the Stafford (old GSL), Perkins, Parental (PLUS), and the Student Loan Supplement (SLS). In addition, the office administered the South Carolina Teachers Loan Program (TLP).

The Pell Grant Program provided grants ranging from \$195 to \$2,300 to 260 students for total payments of \$372,000. SEOG grants were made to 57 of our most needy students, totaling \$30,500. Additionally, 10%, or \$3,050 of CDF funds were awarded as our matching requirements. Awards averaged \$525. College Work Study employed 27 students with earnings of approximately \$20,000.

The loan programs are demanding of administrative time and are closely monitored because of the government's concern with default

rates. The Citadel has an extremely low default rate which is a credit to our borrowers. These programs are essential to our students, as there were 948 educational loans made to parents and students totaling \$3,269,279. A breakdown by program shows: 482 Parent loans for \$1,655,594; 43 Student Supplement loans for \$151,627; 47 Perkins loans for \$60,650 and 9 Teachers loans for \$35,926.

The total amount of Federal and State grant and loan funds administered by the Financial Aid Office for 1990-91 was \$3,635,861.

In addition to the Federal and State loan and grant programs, the Financial Aid Office administered loan and grant funds provided by The Citadel Development Foundation and the Stackhouse Loan Program. There were 129 awards from these programs totaling \$121,178. CDF grants totaling \$88,378 were provided to 106 students; 16 students received CDF loans totaling \$21,000 and 7 students received Stackhouse loans totaling \$11,800.

U. Information Resources Management

By recent standards, 1990-91 was a slow year for computing at The Citadel. Because of shrinking financial resources, the college did not have the money to purchase much new computer hardware or software. Consequently, IRM focused most of its energies on teaching faculty and staff how to use existing computing resources more effectively and on improving security and documentation and planning for the future. Important progress was made in each of these areas.

Student Computing

Thanks to the Citadel Development Foundation (CDF), a small computer lab consisting of one Apple Macintosh, one IBM PS/2, and one VAX terminal was opened in each of the four cadet barracks. While these labs are a small beginning, we hope to be able to expand them during the coming year.

Perhaps the most innovative computing service implemented in 1990-91 was a CD-ROM server. This device, which is connected to The Citadel's VAX network, enables students, faculty, and staff to access key library resources from any VAX terminal on campus - 24 hours a day, 7 days a week. IRM and Library staff worked together to provide this new service, which was partially funded by CDF.

In December, after months of study, the Computer Advisory Committee (which consists mostly of faculty) recommended that all full-time students attending day classes be required to purchase either an Apple Macintosh or an IBM PS/2. However, in April the Academic Board (which is comprised primarily of academic department heads) decided to take no action on this recommendation. This issue will be raised again this fall.

Faculty and Staff Computing

The most significant change in faculty/staff computing in 1990-91 occurred gradually and quietly: an additional 100 desktops were connected to the college's VAX network. Now almost every faculty and staff member on campus is connected to this network and can easily exchange electronic mail messages and files with faculty, staff, and students - and access most major computing services on campus as well. As far as we know, no other college or university in South Carolina has a computing network that allows *all* of its faculty and staff to communicate with each other so easily and use so many services.

Other developments in faculty/staff computing included the increased use of Series Z (the college's administrative systems software) by staff and faculty, the increased use of FOCUS (a "fourth-generation language" that enables nonprogrammers to retrieve information easily) by staff, the implementation of Series Z's fixed assets module, the implementation of tighter VAX and Series Z security systems and procedures, the development of an interactive data entry system for MDA (the cadet merit-demerit-absence system), and the development of a cadet leave tracking system. In addition, groups from seven colleges - the University of North Alabama, Memphis State University, VMI, South Carolina State College, Sumter Technical College, Trident Technical College, and Winthrop College - visited The Citadel to observe and discuss the college's academic and administrative computing facilities and services.

Plans for 1991-92

During the coming year, IRM will purchase and install a large UNIX server as well as 20 RISC workstations for Mathematics and Computer Science. We will also set up a master classroom that will enable faculty to use both Macintosh and IBM multimedia instructional software effectively. Both of these projects will be funded by CDF grants.

Another major emphasis will be expanding the college's computing network, locally and internationally. On campus, two major academic buildings - Capers Hall and Alumni Hall - will be connected to the main Ethernet backbone in Bond Hall by fiber optic cable. The Citadel is also working with four other Charleston area colleges and the Charleston County Library to establish a metropolitan area computer network which will enable faculty, staff, students, and library patrons to communicate electronically and to share library and other academic resources. Finally, we will connect The Citadel's campus network to the Internet, an international network of educational, military, and commercial organizations. Again, all three of these efforts will be funded at least in part by CDF.

V. Daniel Library

The library faculty, in conjunction with Library Committee representatives, analyzed the library's needs in meeting The Citadel's mission and formulated a five year strategic plan to identify direction and to set priorities in fulfilling our role. The major points of this plan address computerization, faculty scholarly support, facilities, and staffing. This year's activities reflect the library's strong commitment in structuring steps to accomplish these charges.

As we assess services and the library's mission statement, it is evident that information has evolved from primarily ownership to information access in meeting user needs. Our efforts this year strengthen such electronic avenues and provide access to library information that extends past the hours of service. We indeed are becoming a "library without walls."

Automation

The library doubled the number of public access terminals available to users and, for the first time, provided end-user database search capabilities through CD-ROM databases. This service has now been expanded to run on the VAX network which enables remote access to databases such as *ERIC* and *ABI/Inform*. The Citadel has also loaded the Charleston Academic Library Consortium's (CALC) union list of serials on the VAX to provide remote access for journal information. Full implementation of the library's local system acquisition module provides on order information to all users. This facilitates patron requests for new titles and collection development in specific subject areas. Reference services have been enhanced through the use of *EPIC*, OCLC's subject access to the Online Library Union Catalog of thirty million records and through the GOVDOC service which catalogs and provides, through tape loads, retrieval of government document bibliographic records. Interlibrary loan (ILL) efficiency and service increased through the acquisition of a micro enhancer that batch updates records, through access to the RLIN database, through revised workflows, and through new procedures. These steps enabled the library to process a total of 6070 ILL transactions, a 33% increase from last year, with no additional staff.

Computer usage has also been expanded for internal tasks. A major library statistical analysis project was completed this year and resulted in a total revision of worksheets so records would conform to The American National Standards Institute's standard on library statistics. To implement this revision, a shelf list count of all library materials was completed to identify an accurate beginning balance of our holdings. The resulting data was entered into a *Lotus 1-2-3* spreadsheet to provide flexible configurations of accurate and current statistics. Library faculty usage of Bitnet provides communication with colleagues and an opportunity to keep current in our field through electronic conferencing.

Faculty Scholarly Support

One of the major steps taken this year to support faculty research is to facilitate interlibrary loan requests, decrease turnaround time, and increase fill rate. This has been accomplished through developing a means of electronic request for such items and by subscribing to an additional national bibliographic utility whose database has an heavy research emphasis. A departmental CDF grant enabled the library faculty to attend advanced online training as an initial step to another program under development. This pilot project will provide the faculty with an opportunity to conduct end-user searching in outside databases available through BRS and Dialog. Another service implemented is the new faculty orientation program designed to describe library services and capabilities. To aid research, all faculty memos were sent to promote the services of Selective Dissemination of Information (SDI's) and to facilitate the renewal of charged materials. To expedite questions of library services and usage, the library has become a support representative of Hotline and cooperated with Information Resources Management (IRM) in creating a VAX online library menu.

Facilities

The Daniel Library is completing total refurbishing of the building; included in this project is third floor space renovation and library space reallocation. The library has assessed space efficiency which resulted in stack reconfiguration and space utilization. The Seminar Room has been reconverted to its original educational design and the current journal section rearrangement facilitates scholarly journals usage. The remainder of the first floor has been carpeted to reduce the noise level and window tinting reduces heat and glare. Renovated used shelving has been purchased to furnish and expand library stack space in the remodeled third floor area. The patio area access has been enhanced and programs, such as poetry readings, have been scheduled for the upcoming year. Several recycling programs have been established to reduce waste costs and to protect the environment. The Library Committee, with the Director, has indicated the necessity for a long range needs analysis of information and technology and the resulting impact on facilities.

Staffing

The position held by Lieutenant Elizabeth W. Carter was reclassified to a faculty position. After a national search, she was the successful candidate for this position and assigned academic rank 15 January 1991 as tenure-track assistant professor with military promotion to Captain. LTC Richard J. Wood, Director of Library Services, resigned effective 15 August 1990. CPT Zelma G. Palestrant was named Acting Director and served until 15 March 1991 when she was appointed to the permanent position with academic and military promotions to be effective 1 July 1991. Support staff remained relatively steady; efforts in cross-

training were part of this year's goals and accomplishments. Library faculty and staff demonstrated strong support, service, and flexibility during this transitional year; this is reflected in new services, hiring freeze management, extended medical leave support, increased cooperation and efficiency, publicity, and strategic planning.

Library Collection and Usage

The library added 3929 titles and 594 volumes for a total book addition of 4523 volumes. With the revised collection statistics, the total book collection figure is 166,081. As the library is a partial depository, government documents continue to grow; journals and audio-visuals remain steady. Total holdings are about 968,000 pieces. Better access and awareness contribute to increased circulation. Total circulation was 47,801 charges, a 22% increase over the past year. User instruction of the library's holdings was in great demand with the cadet fourth class bibliographic instruction program becoming a requirement and with increased faculty requests for discipline specific research instruction. Forty-four classes were held with approximately 1250 students. These students included undergraduate, graduate, Citadel recruits, and high school partnership students. End-user searching of CD-ROM databases was very heavy; library faculty, as intermediaries, conducted a total of 566 online searches in external databases. The library supported curriculum by fostering development and assessment of the collection and by complying with standards from the Southern Association of Colleges and Schools (SACS), the Commission on Higher Education (CHE), and the Association of College & Research Libraries (ACRL).

Scholarly Activity

Faculty scholarly activity and collegial support grew; library faculty contributed three published articles, seven conference papers, four conference organizations, and nine campus publications in addition to institutional and consortial committees and public service. MAJ Herbert T. Nath received a CDF Faculty Achievement Award for service to the library and to The Citadel. CPT Palestrant, as acting director, founded an area multi-type library association to provide a professional forum for the library community and was subsequently elected President of the newly established Lowcountry Library Association. Also in this role, CPT Palestrant initiated strengthening library science education through cooperative efforts with the University of South Carolina Library and Information Science graduate program. Additionally, she served as Associate Coordinator of the South Carolina SOLINET Users Group and currently serves as Coordinator of this regional library network.

W. Archives-Museum

The Mission of the Archives-Museum is to collect, preserve and interpret historic material pertaining to The Citadel. The Archives maintains the manuscript and photographic collections and the Museum manages the artifacts.

From 1960-1989, the Museum collected and displayed military artifacts from different wars. In 1989, General Grimsley and the Board of Visitors decided the Museum and its collections should represent the history of The Citadel. To carry out this new mission, non-Citadel items have been deaccessioned and accepted by the South Carolina State Museum in Columbia. The Citadel Museum has been completely redesigned and new displays have been created to trace the college's history.

On November 2, 1990, The Citadel Museum was rededicated with a reception and speeches by General Watts, President of The Citadel and Ms. Jane Yates, Director of the Archives-Museum and Exhibit Designer. From November 1990 to April 1991, over 5,000 visitors have toured the new museum. The April 1991 issue of Southern Living magazine featured the reopening of The Citadel Museum in their "Around the Region" column.

Forty researchers visited the Archives during the year. Among those researching the collections were Anthony Cowgill, M.B.E., of London, England and author of The Repatriations from Austria in 1945 and James Bacque of Toronto, Canada, author of Other Losses. Ms. Jane Yates, Director of the Archives-Museum, will be acknowledged in the American edition of Other Losses. Over two hundred national and international written and oral requests for information were received during the year.

Donations to the Archives-Museum included Citadel photographs, miscellaneous memorabilia and uniforms.

X. Greater Issues John C. West Lecture

There were two Greater Issues addresses in the 1990-91 academic year. On October 16 Richard D. Schultz, Executive Director of the National Collegiate Athletic Association, spoke on issues in college sports. On March 20 Zalman Shoval, Israel's Ambassador to the United States, discussed problems in the Middle East.

The John C. West Lecturer for this academic year was W. Nathaniel Howell, former American Ambassador to Kuwait, who spoke on February 18 about his experience in Kuwait during the Iraqi occupation and the Gulf crisis.

Y. Honor Committee

Charges	Lying	Cheating	Theft	Toleration	Total
Accusations					
Accused	34	21	8	3	66
Dropped	17	15	5	3	40
Resigned w/o trial	3		2		5
AWOL	1				1
Did not return		1			1
Not guilty	4		1		5
Guilty	4	4			8
Pending	5	1			6
Appeal in process	1				1
Resigned	3				3
Expelled		2			2
Overturnd		2			2
Class					
	I	II	III	IV	Total

Accusations					
Accused	6	14	21	25	66
Dropped	4	7	15	14	40
Resigned w/o trial	1	1	2	1	5
AWOL		1			1
Did not return		1			1
Not guilty		2	2	1	5
Guilty	1	1	1	5	8
Pending		1	1	4	6
Appeal in process			1		1
Resigned		1		2	3
Expelled	1			1	2
Overturnd				2	2

Z. Writing Center

The Writing Center served the college and community with a variety of services during its seventh year of operation. The emphasis remained on elevating the quality of writing across the campus. The second year of a CDF Grant targeted students' study habits and critical reading skills.

USERS: Among the 6,649 users recorded this academic year, over half were freshmen seeking writing instruction. Sophomores, juniors and seniors were the next highest, almost equal in usage. Graduate students recorded 270 visits while faculty and staff logged 204 visits.

SERVICES: Writing instruction remains the primary focus of the Center. A staff of 1 Coordinator of Writing, 2 graduate assistants, and 10 cadets conducted Writing tutorials and workshops regularly. Over 50 faculty consultations or inquiries dealt with Writing Across the Curriculum; several group faculty meetings with Political Science and Air Force proved particularly productive in reviewing and revising curriculum to include more writing as well as suggesting ways to evaluate student writing. Writing HOTLINE calls registered over 200. After an intensive Study Skills/Reading pilot project, this year's program focussed on Study Skills tutorials and workshops geared toward high risk students. Participation in the 8 spring workshops and individual tutorials totaled 330. Interestingly, open workshops on Learning Styles, Memory and Retention, Motivation, and Test Preparation were attended mainly by non-probationary upperclassmen. Ten hours of study skills instruction were given to graduate students and Burke students as well.

SPECIAL ACTIVITIES: The Write Track was distributed on campus and to other institutions. The Center helped significantly with the Burke Project. Cadets and staff attended a number of helpful conferences. The Director continues to serve as a consultant to other academic institutions.

AA. Honors Program

At the beginning of its fourth year of operation, the Honors Program had 18 freshmen, 13 sophomores, 12 juniors, and 9 seniors in the program--a total of 52. Forty-five per cent came from South Carolina, with the rest arriving from all parts of the country, from Washington state to New Hampshire. They majored in a variety of fields: Electrical and Civil Engineering, History, English, Mathematics, Computer Science, Biology, Business Administration, Modern Languages, Physics, and Political Science.

At the beginning of the first semester, two students withdrew from the college for personal reasons. After the first semester, one withdrew for medical reasons, one withdrew from the program, one withdrew from the college for personal reasons, and two were separated from the program for academic reasons. Five students were added to the program. At the end of the year, a total of 50 students were enrolled. Nine were graduated in the spring. We anticipate admitting nineteen incoming freshmen for the fall, so that at the beginning of AY 1991-92 the Honors Program will have 60 students.

The academic performance of Honors Program students in 1990-91 has been outstanding. At the end of the year, the cumulative GPA for Honors students was 3.324; the average in Honors Program courses was 3.318, a difference of .006. Also, the Honors Program sent three students to academic conferences to deliver papers developed from work done in Professor Moreland's Honors Social

Science course. In March, a group of Honors students gave a presentation at the Southern Regional Honors Conference.

Honors Program students provided exceptional leadership for the Corps of Cadets. The following positions or awards were earned by Honors Program students: Regimental Commander, First Honor Graduate, winner of the John O. Willson Ring, Chairman of the Honor Court, Commander of the Summerall Guards, Regimental Supply Sergeant, Second Battalion Commander, Third Battalion Executive Officer, Band Company Pipe Major, 1 First Sergeant, 3 Platoon Sergeants, 1 company Academic Officer, 4 company Clerks, and 3 company Platoon Corporals.

Post-graduate activities of the nine seniors who completed the Honors Program indicate a high level of success: two students in Duke University Law School, one in Samford University Law School (full scholarship), two in the Navy (one in the Nuclear Engineering Program), one in the Army, one a Construction Engineer with Daniel Construction Company, one in Medical School at the University of South Carolina, and one in the Graduate School of Communications at the University of Washington studying advertising.

BB. Institutional Research

The Office of Institutional Research is responsible for providing responses to internal and external inquiries for data and information about the college, its student body and programs, and the preparation of reports to State and Federal agencies.

Reporting

During 1990-91, 36 reports which provided data on the college's student body, faculty, staff and academic programs were completed and submitted to the SC Commission on Higher Education and the US Department of Education. The office also provided data and information for the completion of the college's annual institutional effectiveness reports. This required monitoring of various external and internal data bases to determine students' performance on licensing and professional accreditation examinations, student athletes' academic progress, alumni information and undergraduate retention. Information was also provided to the Southern Association of Colleges and Schools, professional organizations and recruiting services to satisfy their needs for institutional and student data for accreditation studies, publications, and their data bases. In addition to its reporting function, the office also responded to all ad hoc requests from faculty and academic departments for data and information.

Alumni Survey

In the Fall of 1990, the Institutional Research Office assisted in the development and coordination of a survey which was mailed to all undergraduates who graduated between 1980 and 1990. A total of 4,255 ACT Alumni Surveys were mailed, and 1,926 (45%) were returned and scored. The survey solicited information in the following areas: demographics, educational experiences since graduation, assessment of college experiences, and employment and salary history since graduation. The survey also included supplemental questions which were developed by The Citadel staff. A thorough analysis of the survey results will be completed during the 1991-92 academic year. The results will be shared with academic departments as part of their assessment effort.

II. FACILITIES AND CONSTRUCTION

A. General

Major construction projects, the completion of the Hugo related work, and normal repair and maintenance of campus facilities governed the activities this year. Over \$68 million in projects are under design, planned, or under construction at this time.

Some \$5.3 million of FEMA and insurance proceeds have been received with a potential of an additional \$723,764 in FEMA claims that are active that may be received. The reconstruction of The Citadel Beach House remains the largest FEMA claim. Current status is that the information submitted is being evaluated by an A-E Firm in Virginia under contract to FEMA.

Renovation of Barracks continues to be high priority, with the completion of the rehabilitation of Stevens Barracks this past summer and the initiation of similar work on Padgett-Thomas Barracks this summer. Both projects include the repair and repainting of barracks furniture. This barracks work is the precursor of the Barracks Renovation Project that will include the complete rehabilitation of the barracks and bringing them up to present day standards and within code compliance. This Project is presently under design and the design firm is investigating structural, mechanical, electrical, and plumbing conditions. In addition, alternatives for housing cadets temporarily while construction is underway will be presented.

B. Capital Improvement Projects

The \$5,126,000 Alumni Hall project was completed with the exception of the Auditorium that is now underway with a different contractor. Work is scheduled to be completed before first semester starts.

Barracks Four Room Restoration was completed in the summer of 1990, at a cost of \$804,074 that includes design, construction, and furniture repair/repainting.

The Road West of Indian Hill was completed and is a welcome addition to the campus road network.

The Central Energy Facility was completed, but not after delays caused by an initial protest by a supplier, Hurricane Hugo, extreme frigid weather, and hearings before the State Engineer and the Procurement Review Panel concerning the payment of additional costs incurred by some of items previously mentioned.

The new Mess Hall is under construction at a cost of \$5,775,000 with completion scheduled by contract of October but current progress would indicate completion before the first semester

starts. The entire corps will be seated on the first floor with space for overflow dining, corps squad and band on the second floor.

Vandiver Hall construction started last summer with a contract completion date of October of this year. This project is also ahead of schedule and should be completed by the end of August of this year.

The \$6.186 million project for the Bond Hall Renovation has started with the temporary displacement of Faculty and Staff to office trailers located on Kovats Field. Completion of the project is scheduled for October 1993.

The Daniel Library Interior Renovation is underway with the first floor completely painted with work continuing on second and third floors. The Library is receiving a fresh new look. All work will be completed by the end of July.

The Mark Clark Hall 3rd Floor Mechanical Renovation contract has been awarded and construction started. The project will be completed the first part of August.

C. Physical Plant

Barracks - Old plaster ceilings were removed from 19 cadet rooms in the barracks. All quadrangles were painted and shower room floors were replaced in three company areas. Stair treads were replaced and new heavy duty screen doors were installed on the guardrooms. New fixtures were installed in Barracks 2 latrines. All barracks quadrangle lighting was improved. The custodial contractor refinished 47 cadet room floors. Barracks 4 shower drains were renewed. Cadet furniture in Barracks 3 was refurbished, on schedule, by Prison Industries (approximately 2,550 pieces). Every barracks room was inspected during Christmas furlough, deficiencies recorded and repairs made.

Faculty Housing - The Dunnemann Avenue apartment building was waterproofed and painted. Fifteen housing units were repaired and painted; of these, 7 were reassigned and 8 were done while occupied. New fences were installed behind the Maintenance Quarters. Window replacement, trim painting and repair, electrical upgrades and power washing of roofs continued during this period.

Campus Buildings - Partitions and a new door were installed in the Museum to create the archives area. The suspended tile grid systems were inspected and dirty and broken tiles were replaced. Floors in classrooms and hallways were refinished in Bond and Capers Halls. Mark Clark Hall was sealed and treated for Formosan termites. Deas Hall gym and racquetball court floors were refinished. The Boating Center buildings were repaired and painted. Classrooms were painted in Bond and Capers Halls. The carpet in the Infirmary dining room was replaced and 5 rooms and 1 ward were painted. The exterior of the Boiler Plant was painted. Mark Clark,

Capers, Byrd, Deas and Jenkins Halls were power washed and cleaned. Sentry shelters at gates were painted. The Canteen was painted and new Knob counters were installed. A new communications room was constructed in Bond Hall for IRM, and 3 rooms were renovated for use as computer labs. The lobby, classrooms, stairwells, all Air Force offices and doors were painted in Jenkins Hall. The arena floor in McAlister Field House was refinished. The exterior of Seignious Hall was painted. Three Political Science offices in Capers Hall were renovated. Cabinets were rebuilt and termite damage was repaired in Letellier Hall. Repairs were made to steel decking in the Stadium. Painting and repairs were made to the Mess Hall during Christmas furlough.

Roads and Grounds - A scoreboard was installed on WLI Field for soccer team. Repairs were made to surfaces of the parking lots. The Stadium was prepared for football season. All athletic fields were inspected, repaired and readied for use. Preventative maintenance was performed on the electrical distribution system. The old custodial office building was removed. The obstacle course was removed from Indian Hill and improvements were made to the area. The campus perimeter fence was repaired. Grounds personnel supervised the installation of new trees on the parade field.

Campus Systems - Maintenance was performed on the underground steam and electrical distribution systems and water/sewer system and boilers. Power feeds in Johnson Hagood Stadium were upgraded to correct deficiencies.

Support Services - Campus events were covered to include: Citadel Scholars Day, athletic events in McAlister Field House, football games at the Stadium, 1990 Special Olympics on campus, Cadet Talent Show, Weekend Visitor Program, Parents Day, Corps Day, Homecoming, Marion Square Review, Drama Club productions, Greater Issues addresses and Commencement. Also, support was provided for Citadel Summer Camp for Boys and Burke High School Commencement.

Personnel - Three positions were filled: Mr. Keith Yount was hired as a Zone Maintenance Mechanic, Larry Pilarski as Buildings Division Chief and LTC David A. Schottler as Physical Plant Director.

Services - Three vehicles were added to the motor pool, vice 3 unserviceable trucks turned into State Property Division. Three large pieces of equipment were obtained from Federal surplus property outlets. Two leased vans were added for campus activity use.

Training - Physical Plant staff attended workshops and formal courses in HVAC control, Asbestos Abatement Safety Regulations, Hazardous Waste Laws, Vehicle Fleet Management and Boiler Maintenance.

Administration - Physical Plant responsiveness and relations with customers improved. This improved image is a result of new systems for tracking both high priority and special interest work orders, and notification to customers of work order receipt and number for use in tracking status. Made preliminary strides in increased physical plant automation with new systems for OS&D's, insurance files and budget reports.

Maintenance Field House was repainted. Three Political Science Offices in Capers Hall were repainted. Cabinets were repainted and repair damage was repaired in Lattimer Hall. Repairs were made to steel decking in the Stadium. Painting and repairs were made to the West Hall during Christmas through.

Fields and Grounds - A scoreboard was installed on WLL Field for soccer team. Repairs were made to surfaces of the parking lots. The Stadium was prepared for football season. All athletic fields were inspected, repaired and seeded for use. Preventative maintenance was performed on the electrical distribution system. The old custodial office building was removed. The athletic course was removed from Indian Hill and improvements were made to the area. The campus partner fence was repaired. Grounds personnel supervised the installation of new trees on the parade field.

Gas and Electrical - Maintenance was performed on the underground steam and electrical distribution systems and water/sewer system and boilers. Power leads in Johnson Hagedorn Section were upgraded to correct deficiencies.

Support Services - Campus events were covered to include: Citadel Scholars Day, athletic events in McAllister Field House, football games at the Stadium, 1990 Special Olympics on campus, Cedar Talent Show, Weekend Visitor Program, Parents Day, Corps Day, Homecoming, Marion Square Rally, Green Club productions, Greater Issues addresses and Commencement. Also support was provided for Citadel Summer Camp for boys and Burke High School Commencement.

Personnel - Three positions were filled. Mr. Keith Young was hired as a Zone Maintenance Mechanic, Larry Eiland as Buildings Division Chief and TEC David A. Schotter as Physical Plant Director.

Services - Three vehicles were added to the motor pool, also 3 unserviceable trucks turned into State Property Division. Three large pieces of equipment were obtained from Federal surplus property outlets. Two leased vans were added for campus activity use.

Training - Physical Plant staff attended workshops and formal courses in HVAC control, asbestos abatement safety regulations, hazardous waste laws, vehicle fleet management and boiler maintenance.

III. Finance & Business Affairs

A. Finance:

Fiscal Year 1990-91 saw another significant decrease in State funding for higher education. After receiving 92.68% funding in 1989-90, the General Assembly reduced funding for 1990-91 to only 87.8% at the start of the fiscal year. This low level of funding was further reduced in February 1991 when all State Agencies were directed to absorb a 3% cut as a result of a significant drop in revenue. The college was forced to make major cuts in temporary help, travel, contractual services, supplies, long-distance telephone expenses, and eliminate planned funding for essential maintenance of campus facilities in order to ensure operations without a deficit. On 14 May 1991, the Budget and Control Board announced a 100% freeze on purchases of equipment and all personnel actions to include filling vacant positions, promotions, and reclassifications. The freeze was later modified to permit hire of faculty members and essential temporary personnel required to prepare for fall academic operations. The freeze was not lifted until 30 July 1991. The funding forecast for fiscal year 1991-92 is even worse with higher education slated to receive about 74% of the CHE Formula. The following table reflects State Appropriations levels for higher education over the past four years and shows projected base funding for the upcoming fiscal year:

<u>Fiscal Year</u>	<u>Initial Percentage of Funding CHE Formula</u>	<u>Reductions During Fiscal Year</u>
1987-88	88.6%	None
1988-89	93.0%*	None
1989-90	92.68%*	None
1990-91	87.8%**	3%
1991-92	77.18%	1% cut 7-30-91 2% escrowed 7-30-91

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

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

The President announced a major senior executive-level reorganization to be implemented for Fiscal Year 1990-91. The Vice President for Financial Management was redesignated the Vice President for Finance and Business Affairs and assumed responsibility for seven auxiliary activities which previously reported to the Vice President for Administration. The transaction was successful in major part due to the outstanding management expertise and positive attitude of the seven auxiliary activity heads. The seven activities are:

- The Citadel Cadet Store
- The Citadel Tailor Shop
- The Citadel Laundry & Dry Cleaners
- The Citadel Print Shop
- The Citadel Canteen Activities
- The Citadel Infirmary

software programs. The automated purchasing system was fully implemented on 1 July 1990, and the inventory control portion of the automated fixed assets system was implemented on 31 April 1991. The purchasing system allows departments and activities to enter their purchasing requirements on-line. The purchasing system has decreased the time lag between departments and the Purchasing Office, reduced paper consumption, and increased the effectiveness of the Purchasing Office. The inventory portion of the fixed assets system controls the more than 5,000 movable capitalized assets assigned to the departments and activities.

The Citadel continues to benefit from its designation by the Department of Defense as a Service Educational Activity. This designation permits the college to gain priority access to Department of Defense surplus property. The Citadel has obtained property valued at more than \$132,000 this fiscal year to include heavy equipment, vehicles and general maintenance/supplies and equipment.

The Treasurer's Office continued to maximize the features of the SIS system and, consequently, the Treasurer had much better control over student receivables than in the past. The Treasurer has been able to quickly identify students with financial problems before the student has incurred a huge debt to the college.

B. Auxiliary Service Activities:

The Cadet Store has enjoyed another very successful year during SY 1990-91. Revenue collections for SY 1990-91 as of 1 June 1991 amounted to \$2,330,227. The Cadet Store has enhanced ordering efficiency by creating its own purchase orders on The Citadel mainframe purchasing module (FPR). The new process expedites procurement while reducing the workload on the Central Procurement Office Staff. The educational discount order program selling IBM and Apple Computers has continued to grow. Students, faculty, and staff may purchase state-of-the-art equipment at significant savings. More used textbooks were purchased from students and wholesalers than ever creating a good savings to students. Students save two ways: they receive a "refund" on used books at the end of the semester, and they can purchase "used" books at a lower cost than new books.

At the Tailor Shop, 651 freshmen were measured, fitted, and altered beginning in August and finishing in late February. The annual inventory audit was held in May after graduation revealing \$50,834.95 left in live stock which will be incorporated into fittings for the Class of 1995. This level is a reduction of some \$27,000 from last year and reflects our attempt to support the Corps of Cadets with minimum essential stock levels. Two hundred thirteen rising juniors participated in the Blazer Ensemble program which is a dramatic increase over 114 last year during this same time period. Another measuring period is scheduled for September. This year, for the first time, through coordination with the Commandant's Office, this ensemble can be purchased only through the Tailor Shop. Contracts have been firmed with Thorngate Uniforms for the Class of 1995 and Kuppenheimer Men's Clothiers for Blazer Ensembles for the Class of 1993. More than 8,000 pieces of clothing have been processed for summer storage, to include repair, class striping, and rank chevron installation. Uniforms are also dry-cleaned, mothproofed, pressed, and made ready for the return of the Corps in August. This program will generate approximately \$25,000 in revenue.

The Laundry/Dry Cleaners continued to support the Corps of Cadets with short turn-around service. The Laundry/Dry Cleaners Staff processed more than 587,000 pounds of laundry and more than 62,000 pounds of dry cleaning during the

school year. The Laundry/Dry Cleaners continued its program to update essential equipment. Two automatic pant presses at a cost of \$41,220 were purchased and installed to replace outdated equipment. The Laundry/Dry Cleaners also purchased one heat seal machine at a cost of \$1,915 which is used in the process of sealing cadet I.D. labels on articles of clothing processed by the Laundry.

Major revenue growth for the Print Shop this year has exceeded \$80,000 due in part to printing of the Alumni News and other large color projects. A second darkroom has been installed and is on-line with a total cost of less than \$500 to the Print Shop. This will significantly increase response time, especially during peak load periods. The Print Shop is currently operating several old and "near death" presses. At present, these are operational but are subject to major failure and parts are no longer available. The Print Shop is developing a plan to replace outdated equipment on a phased basis as funding permits.

The Canteen Activities Department increased its area of responsibility by taking over the concessions souvenir sales for athletic events. This change increased the buying power for the Gift Shop and helped increase profits for Citadel use. Another change as of 1 June, the vending department has been contracted to a vending service company. It is anticipated that vending services will be improved and future profits will be increased. The convenience of the QM charge system has been utilized in the Gift Shop. This school year, students charged \$435,000 for haircuts, school supplies, and health and comfort products. The department revenues exceeded \$1,700,000 as of May 1991. Expenditures this year included support for the Faculty House, Student Activities, athletic operations, and athletic grants-in-aid.

The Citadel Infirmary continued its outstanding, 24-hour service for the Corps of Cadets. Cadets visited the doctor 2,772 times in 1990-91 and saw the nurses 7,405 times. Administrative visits totaled 380, and 207 allergy shots were administered.

The college's new Sports Medicine Program, under the direct supervision of Mr. Andy Clawson and working under the auspices of Dr. Clay Robertson, College Physician, enjoyed a successful first year of service to athletics, cadets, and staff. A total of 7,967 persons were treated. Of that total, 6,291 (80%) were athletes; 1,156 (14%) were cadets; and 420 (6%) were others.

ARA Services continued to provide excellent service for the Corps of Cadets and the administration. Family-style meals were served to approximately 2,000 cadets during the school year and approximately 400 campers enrolled in the Summer Camp for Boys program. Additionally, cafeteria-style meals were served in the summer to Summer School students and children enrolled in Citadel athletic camps. Food service also supported approximately 700 catered functions during the year, such as pre-game buffets at the President's house, receptions, class reunions, alumni activities, Board of Visitors functions, and approximately 500 student activities--cookouts, box lunches, club dinners, and regimental functions. The Dining Services Staff is gearing up for the move to the new dining facility in early August.

C. Personnel Action:

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

* Ms. Trici McKay resigned her accountant position in anticipation of becoming the business manager for a new doctors' office opening in Charleston.

* Ms. Nancy Bennett was hired to replace Ms. McKay as general ledger accountant.

* Mrs. Vanessa Staton was hired to fill a new accounts payable position.

* Mrs. Louise Hartsell moved from accounts payable to payroll to fill a position left vacant when Ms. Linda Stephens was promoted to payroll supervisor in the prior year.

* Ms. Sonya Fleming was hired to fill the accounts payable position vacated when Ms. Hartsell moved to payroll. Ms. Fleming was married during the year and is now Mrs. Smalls.

* Lt. Col. Ralph Earhart, Controller, participated as a "mentor" for the Charleston County School Districts gifted and talented student program. A student came to the college one day each month to learn how an accounting department operates.

* Maj. Gary E. Cathcart, Budget Officer, completed the SACUBO College Business Management Institute conducted at the University of Kentucky. He has been selected for lieutenant colonel in his National Guard unit and will assume the position of Brigade Operations Officer beginning 1 July 1991.

* Maj. William D. Brady, Jr., Director of Procurement Services, was the guest speaker at the November 1990 meeting of the Charleston Business Leaders Association. The association is composed of business leaders from the Charleston Trident area. Major Brady's subject was Public Purchasing. He was active in the Coastal Minority Suppliers Development Councils, Inc., and participated in the planning for the Annual Trade Show held in Charleston in September 1990.

* Mr. Jerry Christian, Physical Plant and Operations Procurement Officer, and Mr. Richard Hamilton, Property Manager, attended the Materials Management Office User Seminar in January 1991.

* Mrs. Renee Harrison and Mrs. Jalerie Robinson attended a "Take Control of Your Job" seminar.

* Mrs. Bonnie Elaine Jett, Cadet Store, will retire on 30 June 1991 with 20 years of State service, all at the Cadet Store.

* Mr. Gordon D. "Red" Knight retired as Print Shop Manager after more than 33 years of service at The Citadel. Mr. Knight was a major factor in the significant growth of the Print Shop business volume and enhanced quality of product. We wish Red a long and enjoyable retirement.

* Mr. Joe Stricklin joined the Print Shop Staff early in the academic year as Assistant Print Shop Manager and assumed responsibility as Acting Manager during Mr. Knight's extended absence due to medical reasons.

* Mrs. Leigh H. Ervin joined the Print Shop as secretary replacing Ms. Linda Stewart who resigned to pursue other employment opportunities.

* Ms. Teresa Eichman, Gift Shop Administrative Assistant, had her baby and elected not to return to work. She was replaced by Mrs. Dwan Zemba in November 1990.

* Ms. Beverly Horry, Gift Shop Customer Service Clerk, resigned to take care of her ailing mother. She was replaced by Ms. Sherri Hiott in November 1990.

* Mr. Henley Jenkins, Gift Shop Inventory Control Clerk, became a permanent employee in February 1991.

* In August 1990, Ms. Tania Backman accepted the Clerical Specialist B position in the Gift Shop vacated by Ms. Bambi Richardson.

* Mr. Elton Coleman retired December 1990 following more than 23 years of service as Director of Dining Services at The Citadel. Mr. Coleman was previously awarded the Palmetto Medal by The Citadel Board of Visitors.

* Mr. William Zemba was assigned to replace Mr. Coleman as Director of Dining Services. Mr. Zemba previously worked for ARA Campus Dining Services at Clemson University where he was in charge of all catering services.

* Mrs. Helen McLane was hired as Special Events Coordinator for The Citadel ARA Campus Dining Services in September 1990.

* In September 1990, Mr. Rusty Boston joined The Citadel ARA Campus Dining Services staff. He previously worked for ARA at the College of Charleston.

* Mr. Robert Sanborn joined The Citadel ARA Campus Dining Services staff in April 1991. Previously, he worked for ARA at Charleston Southern University.

D. Financial Review of Operations for Fiscal Year 1990-91

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 operating 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, scholarship/fellowships, and other sundry purposes.

Loan Funds principally represent funds which are limited by the terms of their donors to the purpose of making loans to students who might otherwise be unable to attend The Citadel. These funds covered here include The Citadel Development Foundation Loan Fund, Perkins Loan Fund, and the Stackhouse Trust Loan Fund. The Basic Educational Opportunity and Secondary Educational Opportunity Grants are covered under the Current Restricted Fund. During the past fiscal year, loans of \$93,450 were made from the Stackhouse, CDF, and the Perkins Loan Funds to 70 students. At 30 June 1991, outstanding student loans receivables aggregated \$688,008. Our Perkins default rate was 6.17 percent.

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

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

Plant Funds are divided into four groups: Retirement of Indebtedness, Investment in Plant, Unexpended, and Renewals and Replacements. Retirement of Indebtedness funds are derived from the registration 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 \$868,643 in fees, \$25,497 in other revenue, and \$293,695 in interest income for a total receipt of \$1,187,835. The expenses recorded for bond retirement including interest transfers and service charges totaled \$702,361. The current bonded indebtedness of the college including plant improvement is displayed in the appropriate schedule.

Investment in plant fund represents the aggregate total of buildings, land and moveable and fixed equipment, construction in progress, and library books owned by the college. These assets are carried at original cost plus subsequent additions, or at fair market value at date of gift, if donated. In accordance with practices followed by educational institutions, no provision is made for appreciation or depreciation of physical plant assets. Major additions to plant assets, including purchases of moveable and fixed equipment with a unit value in excess of \$500 having an unexpected 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 1991 is \$68,753,270.

Unexpended Plant Funds balance as of 30 June 1991 amounted to \$6,015,556.

Renewals and Replacement Fund balances as of 30 June 1991 totaled \$716,092. These funds are distributed among eight accounts: barracks, barracks telephones, dining hall, infirmary, laundry, print shop, computer acquisition, and rehabilitation reserve.

E. Financial Statements and Notes:

37
 THE CITADEL
 THE MILITARY COLLEGE OF SOUTH CAROLINA
 BALANCE SHEET
 AS OF 30 JUNE 1991 & 30 JUNE 1990

UNAUDITED

ASSETS	30 June 1991	30 June 1990	LIABILITIES AND FUND BALANCES	30 June 1991	30 June 1990
Current Funds			Current Funds		
Unrestricted			Unrestricted		
Cash and Deposits with the State Treasurer	5,501,726	2,922,706	Accounts Payable	720,484	629,844
Investments	182,547	113,763	Accrued Payroll	1,324,494	1,204,045
Accounts Receivable	639,274	921,170	Accrued Leave	1,193,652	1,126,871
Inventories	1,290,017	1,217,353	Special Deposits	900,979	787,724
Prepaid Expenses	135,719	269,921	Deferred Revenue	318,645	218,335
Land	509,689	621,189	Note Payable	500,000	638,527
Due From Other Funds	56,814	2,188,096	Due To Other Funds	22,000	60,000
			Fund Balance	3,335,532	3,588,852
Total Unrestricted	8,315,786	8,254,198	Total Unrestricted	8,315,786	8,254,198
	=====	=====		=====	=====
Restricted			Restricted		
Cash and Deposits with the State Treasurer	594,395	1,441,750	Accounts Payable	144,028	65,150
Investments	2,072,852	2,142,596	Accrued Payroll	44,802	
Accounts Receivable	1,028,372	630,278	Accrued Leave	10,476	
Note Receivable	139,333	144,333	Note Payable	485,152	593,600
Prepaid Expenses	94,050	66,395	Due To Other Funds		1,326,517
Due From Other Funds	485,152		Fund Balance	3,729,696	2,440,085
Total Restricted	4,414,154	4,425,352	Total Restricted	4,414,154	4,425,352
	-----	-----		-----	-----
Total Current Funds	12,729,940	12,679,550	Total Current Funds	12,729,940	12,679,550
	=====	=====		=====	=====

See Accompanying Notes to Financial Statements.

THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
BALANCE SHEET

UNAUDITED

AS OF 30 JUNE 1991 & 30 JUNE 1990

ASSETS	30 June	30 June	LIABILITIES AND FUND BALANCES	30 June	30 June
	1991	1990		1991	1990
	-----	-----		-----	-----
Loan Funds			Loan Funds		
Cash and Deposits with the State Treasurer	344,298	62,118	Accounts Payable	1,228	
Investments	169,622	239,956	Due to Other Funds	0	10,000
Loans Receivable-students	688,008	723,330	Fund Balance	1,200,700	1,015,404
	-----	-----		-----	-----
Total Loan Funds	1,201,928	1,025,404	Total Loan Funds	1,201,928	1,025,404
	=====	=====		=====	=====
Endowment Funds			Endowment Funds		
Cash and Deposits with the State Treasurer	1,450,826	1,263,492	Accounts Payable	8,700	10
Investments	12,529,731	12,335,743	Due to Other Funds		800,000
Rental Properties	239,000	239,000	Fund Balance	14,420,857	13,248,225
Yacht	210,000	210,000		-----	-----
	-----	-----		-----	-----
Total Endowment & Similar Funds	14,429,557	14,048,235	Total Endowment & Similar Funds	14,429,557	14,048,235
	=====	=====		=====	=====
Plant Funds			Plant Funds		
Unexpended			Unexpended		
Cash and Deposits with the State Treasurer	4,786,000	2,370,628	Accounts Payable	1,989,023	1,070,815
Accounts Receivable		154,434	Institution Bonds Payable	1,165,000	
Capital Improvement Bond Proceeds Receivable	5,501,313	9,275,960	Notes Payable		1,350,000
Due from Other Funds		176,517	Due to Other Funds	1,117,734	707,655
	-----	-----	Fund Balance	6,015,556	8,849,069
	-----	-----		-----	-----
Total Unexpended	10,287,313	11,977,539	Total Unexpended	10,287,313	11,977,539
	=====	=====		=====	=====

See Accompanying Notes to Financial Statements.

THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
BALANCE SHEET
AS OF 30 JUNE 1991 & 30 JUNE 1990

UNAUDITED

ASSETS	30 June 1991	30 June 1990	LIABILITIES AND FUND BALANCES	30 June 1991	30 June 1990
Renewals and replacements			Renewals and replacements		
Cash and Deposits with the State Treasurer	697,363	849,684	Accounts Payable	3,271	21,340
Due from Other Funds	22,000	130,000	Fund Balance	716,092	958,344
Total Renewals & Replacements	719,363	979,684	Total Renewals & Replacements	719,363	979,684
Retirement of Indebtedness			Retirement of Indebtedness		
Cash and Deposits with the State Treasurer	1,522,842	2,329,582	Accounts Payable	19,831	
Due from Unexpended Plant	587,655	587,655	Accrued Interest Payable	65,110	15,556
Total Retirement of Indebtedness	2,110,497	2,917,237	Revenue Bonds Payable	30,000	
			Institution Bonds Payable	30,000	
			Due to Other Funds		150,000
			Fund Balance	1,965,556	2,751,681
			Total Retirement of Indebtedness	2,110,497	2,917,237

See Accompanying Notes to Financial Statements.

THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
BALANCE SHEET
AS OF 30 JUNE 1991 & 30 JUNE 1990

UNAUDITED

ASSETS

30 June 1991 30 June 1990

LIABILITIES AND FUND BALANCES

30 June 1991 30 June 1990

Investment in Plant

Land	2,358,024	2,358,023
Buildings	42,277,444	37,174,229
Construction in Progress	7,689,671	3,561,898
Equipment	10,257,517	9,898,656
Library	6,170,614	6,053,184

Investment in Plant

Lease Liabilities	239,146	402,057
Note Payable	428,999	442,000
Institution Bonds Payable	3,425,000	850,000
Revenue Bonds Payable	3,170,000	
Net Investment in Plant	61,490,125	57,351,933

Total Investment in Plant 68,753,270 59,045,990

Total Investment in Plant 68,753,270 59,045,990

Total Plant Funds 81,870,443 74,920,450

Total Plant Funds 81,870,443 74,920,450

Agency Funds

Cash	106,201	110,742
Investments	364	
Accounts Receivable		1,559

Agency Funds

Accounts Payable	421	19
Due to Other Funds	11,886	28,096
Due to Various Entities	94,258	84,186

Total Agency Funds 106,565 112,301

Total Agency Funds 106,565 112,301

See Accompanying Notes to Financial Statements.

THE CITADEL
Statement of Changes in Fund Balances
For the Years Ended 30 June 1991 and 30 June 1990

	Current Funds		Loan Fund	Endowment & Similar Funds	Renewals & Replacements	Unexpended Plant	Retirement of Indebtedness	Net Investment In Plant	TOTALS Totals (Memorandum Only)	
	Unrestricted	Restricted							Y10 1991	YE 30 June 1990
	-----								-----	
Revenues & Other Additions :										
Unrestricted Current Fund Revenues	37,658,362								37,658,362	36,558,862
Student Fees		136,440					868,643		1,005,083	0
Capital Improvement Bond Proceeds									0	541,453
Federal Grants		538,188				802,260			1,340,448	620,006
State Gifts & Grants		108,493	3,033						111,526	200,755
Private Gifts & Grants		3,809,079		196,387					4,005,466	3,928,307
Realized Gains(Losses) on Investments		48,819	3,402	136,289					188,510	1,058,103
Investment Income		1,032,187	29,715	7,706		139,239	293,695		1,502,541	1,172,252
Expended for Plant Facilities		4,831						7,763,867	7,768,698	6,283,695
Transfer of Debt -Plant Additions						4,820,000			4,820,000	400,000
Retirement of Indebtedness						1,350,000		1,800,912	3,150,912	2,259,109
Insurance Recovery					33,793	95,263			129,056	4,446,085
Other Sources		23,996	15,018	1,810				25,497	66,321	669,669
Total Revenues & Other Additions	37,658,362	5,702,033	51,168	342,192	33,793	7,206,762	1,187,835	9,564,779	61,746,923	58,138,296
Expenditures & Other Deductions :										
Educational & General Expenditures	23,401,948	4,258,277							27,660,225	26,355,447
Auxiliary Enterprise Expenditures	12,909,510	3,617							12,913,127	12,489,483
Indirect Cost Recoveries			3,033						3,033	13,852
Loans Cancelled/Written Off			1						1	4,865
Refunds to Grantors									0	75
Expended for Plant Facilities					316,369	11,421,892			11,738,261	9,006,382
Retirement of Property								606,588	606,588	573,831
Retirement of Indebtedness							600,912		600,912	2,259,109
Interest on Indebtedness							731,850		731,850	202,229
Transfer of Debt -Plant Additions								4,820,000	4,820,000	
Other Expenses			2,381						2,378	400,000
Total Expenditures & Other Deductions	36,311,458	4,261,894	5,415	0	316,369	11,421,892	1,332,761	5,426,588	59,076,376	51,305,273

UNAUDITED

THE CITADEL
Statement of Changes in Fund Balances
For the Years Ended 30 June 1991 and 30 June 1990

	Current Funds		Loan Fund	Endowment & Similar Funds	Renewals & Replacements	Unexpended Plant	Retirement of Indebtedness	Net Investment In Plant	TOTALS Totals (Memorandum Only)	
	Unrestricted	Restricted							YTD 1991	YE 30 June 1990
Transfers										
Net Transfers Between Current Funds	(267,049)	267,049								
Mandatory Transfer from Current Unrestricted to Current Restricted	(6,111)	6,111								
Mandatory Transfer from Auxiliary Enterprises to Retirement of Indebtedness	(132,634)						132,634			
Mandatory Transfer from Current Restricted to Endowment		(84,097)		84,097						
From Current Unrestricted to Retirement of Indebtedness	(590,915)						590,915			
From Current Unrestricted to Unexpended	(956,094)					956,094				
From Current Restricted to Endowment		(57,785)		57,785						
From Current Unrestricted to Renewals & Replacements	(47,100)				47,100					
From Unexpended Plant to Current Unrestricted	399,692					(399,691)				
From Current Restricted to Loan fund		(139,543)	139,543							
From Renewals & Replacements to Retirement of Indebtedness					(16,150)		16,151			
From Current Restricted to Unexpended Plant		(142,248)				142,248				
From Unexpended Plant to Renewals & Replacements					9,374	(9,374)				
From Unexpended Plant to Endowments				688,558		(688,558)				
From Retirement of Indebtedness to Unexpended Plant						1,380,898	(1,380,898)			
Total Transfers	(1,600,211)	(150,513)	139,543	830,440	40,324	1,381,617	(641,198)			
Net Increase/(Decrease) for the Year	(253,308)	1,289,626	185,296	1,172,632	(242,252)	(2,833,513)	(786,125)	4,138,192	2,670,546	6,833,023
Fund Balances at Beginning of Year	3,588,838	2,440,070	1,015,404	13,248,225	958,344	8,849,069	2,751,681	57,351,933	90,203,564	83,370,570
Fund Balances at End of Period	3,335,530	3,729,696	1,200,700	14,420,857	716,092	6,015,556	1,965,556	61,490,125	92,874,110	90,203,593

UNAUDITED

THE CITADEL

Statement of Current Fund Revenues, Expenditures and Other Changes
For the Years Ended 30 June 1991 and 30 June 1990

	1991 Year to Date		TOTALS Totals (Memorandum Only)	
	Unrestricted	Restricted	YTD 1991	YE 30 June 1990
Revenues & Other Additions :				
Student Fees	8,658,212	136,440	8,794,652	8,340,760
State Appropriations	13,357,667		13,357,667	13,449,563
Federal Grants		538,188	538,188	626,449
State Gifts & Grants	11,739	108,493	120,232	180,360
Private Gifts & Grants	417,908	2,365,326	2,783,234	2,670,936
Realized Gains(Losses) on Investments	229	48,819	49,048	4,433
Investment Income	171,845	1,032,186	1,204,032	755,800
Rental & Recovery	179,288	4,831	184,119	0
Auxiliary Enterprises	14,435,950	3,617	14,439,567	13,479,182
Other Sources	425,524	23,995	449,519	829,540
Total Revenues & Other Additions	37,658,362	4,261,895	41,920,257	40,337,023
Expenditures & Other Deductions :				
Instruction	9,989,608	761,247	10,750,855	9,761,443
Research	1,720	244,404	246,124	286,285
Public Service	404,537	28,820	433,357	423,889
Academic Support	2,339,870	321,904	2,661,774	2,462,594
Student Services	2,281,053	89,549	2,370,602	2,458,503
Institutional Support	3,691,399	173,862	3,865,261	3,942,188
Operation & Maint Plant	4,293,708	100	4,293,808	4,315,615
Student Aid & Scholarships	400,053	2,638,392	3,038,445	2,704,930
Total Expenditures & Other Deductions	23,401,948	4,258,278	27,660,226	26,355,447
Mandatory Transfers for principal & interest	0		0	2,631,955
Mandatory Transfers for College Work Study	6,111		6,111	0
Total Educational & General	14,250,303	0	14,253,921	11,349,621
Auxiliary Enterprises :				
Expenditures	12,909,510	3,617	12,913,127	12,489,483
Mandatory Transfers	132,634		132,634	4,577
Total Auxiliary Enterprises	13,042,144	3,617	13,045,761	12,494,060
Total Expenditures & Mandatory Transfers	36,450,203	4,261,895	40,712,098	41,481,462
Excess Revenues Over Expenditures and Mandatory Transfers	1,208,159	0	1,208,160	(1,144,439)

Statement of Current Fund Revenues, Expenditures and Other Changes
For the Years Ended 30 June 1991 and 30 June 1990

	1991 Year to Date		TOTALS Totals (Memorandum Only)	
	Unrestricted	Restricted	YTD 1991	YE 30 June 1990
	<hr/>			
Other Transfers :				
Net Transfers Between Current Funds	(267,049)	267,049	0	
Mandatory Transfer from Current Unrestricted to Current Restricted		6,111	6,111	
Mandatory Transfer from Current Restricted to Endowment		(84,097)	(84,097)	(97,810)
From Current Unrestricted to Retirement of Indebtedness	(590,915)		(590,915)	
From Current Unrestricted to Unexpended	(956,094)		(956,094)	(329,668)
From Current Restricted to Endowment		(57,785)	(57,785)	
From Current Unrestricted to Renewals & Replacements	(47,100)		(47,100)	(236,154)
From Unexpended Plant to Current Unrestricted	399,691		399,691	
From Current Restricted to Loan Fund		(139,543)	(139,543)	
From Renewals & Replacements to Retirement of Indebtedness				
From Current Restricted to Unexpended Plant		(142,248)	(142,248)	(469,698)
From Endowment to Current Unrestricted				11,817
Total Transfers	(1,461,467)	(150,513)	(1,611,980)	(1,121,513)
Excess Restricted receipts over (under) Transfers to revenues		1,440,138		1,406,998
Refunds to Grantors				(75)
Net Increase (Decrease) in Fund Balance	(253,308)	1,289,626	(403,820)	(859,029)

THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1991

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES:

Organization

The Citadel, The Military College of South Carolina, is a component unit of the State of South Carolina and was established as an institution of higher education per Section 59-101-10 of the Code of Laws of South Carolina. The accompanying financial statements present the financial position, the changes in fund balances and the current funds revenues, expenditures and other changes solely of The Citadel, The Military College of South Carolina, and do not include any other component units of the State of South Carolina. The Board of Visitors, which has seven members appointed by the General Assembly, three by the Association of Citadel Men, and one by the Governor, is the governing body of the College. The College operates as an autonomous component unit. The funds of the College are included in the Comprehensive Annual Financial Report of the State of South Carolina.

Method of Accounting

The financial statements of The Citadel, The Military College of South Carolina, have been prepared on the accrual basis, except that in accordance with accounting practices customarily followed by state educational institutions, no provision is made for depreciation of physical plant and equipment. Revenues from summer sessions are reported totally within the fiscal year in which the program is predominantly conducted. The statements of current funds revenues, expenditures, and other changes are statements of financial activities of current funds related to the current reporting periods. They do not purport to present the results of operations or the net income or loss for the periods as would statements of income or statements of revenues and expenditures.

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; (2) mandatory transfers, in the case of required provisions for debt amortization and interest; and (3) transfers of a non-mandatory nature in all other cases.

Fund Accounting

To ensure the observance of limitations and restrictions placed on the use of the resources available to the College, the accounts of the College are maintained in accordance with the principles of fund accounting. By this procedure, resources for various purposes are classified for accounting and reporting purposes into funds that are in accordance with specified activities or objectives. Separate accounts are maintained for each fund, but 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.

THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1991

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES: (Continued)

Fund Accounting (Continued)

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

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

The current fund group includes those economic resources which are expendable for operating purposes to perform the primary missions of the institution. For a more meaningful disclosure, the current funds are divided into unrestricted and restricted subgroups. 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 utilization.

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; however, each separate enterprise maintains its own assets, liabilities, and fund balances. These enterprises include athletic, cadet store, dining hall, canteen, and barracks.

The loan fund group accounts for the resources available for loans to students. Loan funds are provided by the federal government and by other sources, primarily private gifts. Expenditures include costs of loan collections, loan write-offs, and administrative expenses under the programs.

THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1991

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES: (Continued)

Fund Accounting (Continued)

The endowment and similar funds group includes permanent endowment funds 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 utilized. The term "principal" is construed to include the original value of an endowment, subsequent additions, and realized gains/losses attributable to investment transactions. Quasi-endowment funds are funds determined by the governing board, rather than by the donor or other external agency, to be retained and invested. Subject to any restrictions imposed by the donor of the resources, the principal as well as income may be utilized at the discretion of the governing board.

The plant funds group consists of four self-balancing subgroups: (1) Unexpended Plant Funds, (2) Funds for Renewal and Replacement, (3) Funds for Retirement of Indebtedness and (4) Investment in Plant. The unexpended plant funds subgroup accounts for the resources derived from various sources to finance the acquisition of long-life assets and to provide for renewal and replacement of existing plant assets that are not funded from renewals and replacement fund. Resources set aside to accumulate funds for renewal and replacement of institutional properties are accounted for in the renewal and replacement subgroup. 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 subgroup. The investment in plant subgroup accounts for all long-life assets in service and related debt and all construction in progress and related debt. Net investment in plant represents the excess 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 College. They include the accounts of students, student organizations, and other groups directly associated with the College.

Compensated Absences

State employees are entitled to accrue and carry forward at calendar year-end a maximum of 180 days sick leave and 45 days annual vacation leave, except that faculty members do not accrue annual leave. Upon termination of employment, the employees are entitled to be paid for accumulated unused annual vacation leave up to the maximum of 45 days but are not entitled to any payment for unused sick leave. The entire unpaid liability, inventoried at fiscal year-end current salary costs, is recorded in the current funds. The net change in the liability is recorded as an expenditure in the current year.

THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1991

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES: (Continued)

Risk Management

The College pays insurance premiums to certain other State agencies to cover risks that may occur in normal operations. Several State funds accumulate assets and the State itself assumes all risks for the following:

1. Claims of State employees for unemployment compensation benefits.
2. Claims of covered employees for workers' compensation benefits.
3. Claims of covered employees for health, dental and group life insurance benefits.

In addition, the College pays premiums to the State's Insurance Reserve Fund which accumulates assets to cover the following losses:

1. Real property and its contents.
2. Motor vehicles and boats.
3. General tort claims.

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

Other Significant Accounting Policies

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

THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1991

NOTE 2. STATE APPROPRIATIONS:

The College is a state-supported entity 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. For fiscal year 1991, the College is aware of no additional capital reserve fund allocation.

The amounts shown in the financial statements for this year as "State Appropriations" are comprised of the following:

	1991
Original appropriation	\$13,071,485
Appropriation transfer from Higher Education Commission:	
Desegregation Plan	1,500
Formula Funding	199,964
State Budget and Control Board - Allocation for compensation increases	275,695
State Budget and Control Board Appropriation reduction	(190,977)
Total Appropriation	\$13,357,667

In addition, the College received \$7,500 from the Commission on Higher Education for Palmetto Fellowships reported as a state grant revenue in current restricted funds.

NOTE 3. INVENTORIES:

Inventories are recorded at cost on a first-in, first-out basis. Details of the inventories at year-end are as follows:

	1991
Cadet Store	\$ 924,544
Canteen	199,726
Tailor Shop	127,497
Central Stores	38,250
Total	\$ 1,290,017

THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1991

NOTE 4. INVESTMENT IN PLANT:

Land and improvements are stated at historical cost except those donated which are carried at fair market value at the time of gift. Land, land improvements, and buildings acquired prior to July 1, 1985, are stated at approximate historical cost determined by an independent appraisal. All subsequent building acquisitions are recorded at cost.

Construction in progress expenditures are recorded at cost in the unexpended plant fund when incurred and capitalized in the Investment in Plant Fund as incurred. Upon the completion of the project, costs are capitalized as buildings or equipment, whichever is applicable.

Library books and micro-films are recorded at cost.

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

Details of changes in investment in plant for this year are as follows:

	<u>Land</u>	<u>Buildings</u>	<u>CIP</u>	<u>Furniture and Equipment</u>	<u>Library Books</u>	<u>Totals</u>
June 30, 1990	\$2,358,023	\$37,174,229	\$ 3,561,898	\$9,898,656	\$6,053,184	\$59,045,990
Additions		5,271,215	9,398,988	797,449(A)	133,890	15,601,542
Deletions		(168,000)	(5,271,215)	(438,588)	(16,460)	(5,894,263)
June 30, 1991	<u>\$2,358,023</u>	<u>\$42,277,444</u>	<u>\$7,689,671</u>	<u>\$10,257,517</u>	<u>\$6,170,614</u>	<u>\$68,753,269</u>

A. Includes donated property of \$ 24,004 for the year ended June 30, 1991.

THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1991

NOTE 5: CASH AND INVESTMENTS:

CASH:

The State keeps certain monies in a pooled general deposit account and records each fund's equity interest in the pool. The accounts classified as "Cash" in the financial statements include deposits with the State Treasurer on which earned interest is credited to the General Fund of the State. Cash on deposit with the State Treasurer totalled \$10,147,508 for the year ended June 30, 1991. A portion of this amount \$5,104,499 is held by the State Treasurer for debt service requirements or for bond proceeds. These funds are normally held by the State Treasurer in investment pools. Investment information is not available at the date of this report, accordingly this amount is classified as cash on The Citadel's balance sheet.

State law requires full collateralization of all State Treasurer bank balances. The State Treasurer must correct any deficiencies in collateral within seven days. At June 30, 1991, all State Treasurer bank balances were fully insured or collateralized with securities held by the State or by its agents in the State's name.

Funds not on deposit with the State Treasurer as of June 30, 1991, are fully collateralized or insured by SIPC or FDIC except for \$123,933 of a \$273,933 certificate of deposit from the Bank of South Carolina.

INVESTMENTS:

Legally authorized investments vary by fund but generally include obligations of the United States and certain agencies of the United States, obligations of the State of South Carolina and certain of its political subdivisions, certificates of deposit, collateralized repurchase agreements, and certain obligations of United States corporations.

Other investments are stated at cost except those received as gifts which are carried at market value at the date of gift. The carrying and market values of investments of the various funds at each year-end are as follows:

	- - - - - 1991 - - - - -	
	Carrying Value	Market Value
Unrestricted current fund	\$ 182,547	\$ 189,171
Restricted current fund	2,072,852	2,148,052
Loan funds	169,622	175,781
Endowment funds	<u>12,529,731</u>	<u>12,985,209</u>
Totals	<u>\$14,954,752</u>	<u>\$15,498,213</u>

Any excess of the carrying values over the market values is deemed to be a temporary impairment of values resulting from normal market fluctuations; therefore, unrealized gains and losses have not been reflected in the financial statements.

THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1991

NOTE 5: CASH AND INVESTMENTS: (continued)

These investments are fully insured or registered and held by the Institute or their agent in the Institution's name and consist of the following types as of June 30, 1991:

	1991 Carrying Value	Market Value
U.S. Government or Government Insured Securities	\$ 3,749,553	\$ 3,885,805
Corporate bonds	3,452,865	3,578,335
Corporate stocks	7,682,334	7,964,073
Mortgage	<u>70,000</u>	<u>70,000</u>
Total investments	<u>\$14,954,752</u>	<u>\$15,498,213</u>

NOTE 6. BONDS PAYABLE:

Bonds payable as of year-end consist of the following:

<u>Bond Detail</u>	<u>Original Issue</u>	<u>Next Annual Principal Repayment Amount</u>	<u>Maturity Date</u>	<u>1991</u>
State Institutional				
1977 Series, 4.0% - 4.75%	\$2,600,000	\$ 200,000	12/1/91	\$ 200,000
1979 Series, 5.1% - 6.0%	1,015,000	75,000	12/1/95	375,000
1990 Series, 6.6% - 6.9%	2,000,000	120,000	6/1/06	2,000,000
1991 Series, 5.5% - 7.5%	2,045,000	75,000	12/1/06	2,045,000
Student/Faculty Housing Revenue Bonds				
1990 Series, 6.7% - 6.9%	3,200,000	140,000	6/1/06	3,200,000
Totals				<u>\$7,820,000</u>

THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1991

NOTE 6. BONDS PAYABLE: (continued)

Maturities of the bonds payable by year, including interest, are as follows:

	<u>1991</u>
1992	\$ 1,062,735
1993	866,470
1994	867,580
1995	866,966
1996	830,184
1997	756,515
1998	764,505
1999	768,690
2000	770,705
2001	775,360
2002	777,455
2003	786,520
2004	787,530
2005	798,895
2006	811,797
2007	<u>211,250</u>
Total principal and interest	12,503,157
Less, interest portion	<u>4,683,157</u>
 Total principal outstanding	 <u>\$7,820,000</u>

Student tuition, matriculation and registration fees are pledged for payment of principal and interest on the institution bonds. Student/faculty housing revenues and dining hall revenues are pledged for repayment of the revenue bonds.

Principal payments are due annually plus interest at the rates stated above. Debt service expense for the year is as follows:

<u>Detail</u>	<u>1991</u>
Principal payments	\$ 275,000
Interest expense	362,414
Service charges	<u>6,433</u>
 Total	 <u>\$ 643,847</u>

THE CITADEL
 THE MILITARY COLLEGE OF SOUTH CAROLINA
 NOTES TO FINANCIAL STATEMENTS
 JUNE 30, 1991

NOTE 7. CAPITAL LEASE OBLIGATIONS:

The College has entered into several capital lease obligations for the acquisition of equipment with monthly installment payments extending for periods of forty-eight and sixty months with interest rates ranging from 7.035% to 11.178%. The agreements have various inception dates and monthly payments. Details of these obligations are as follows:

Date Originated	Property Purchased	Balances	Principal Payments	Interest Expense	Balances
		July 1, 1990			June 30, 1991
04/15/87	DP equipment	88,283	42,632	6,250	45,650
06/15/87	DP equipment	213,078	102,919	14,990	110,160
08/15/89	Copier	90,535	15,414	7,297	75,121
08/25/89	Video System	10,161	1,946	952	8,215
	Totals	<u>\$402,057</u>	<u>\$ 162,911</u>	<u>\$ 29,489</u>	<u>\$239,146</u>

Maturities for capital leases are as follows:

	<u>1991</u>
1992	192,664
1993	25,873
1994	25,974
1995	<u>22,974</u>
Total principal and interest payments outstanding	267,384
Less, interest portion	<u>28,238</u>
Principal portion outstanding as of each year-end	<u>\$239,146</u>

THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1991

NOTE 8. NOTES PAYABLE:

Details of notes payable at June 30, 1991, are as follows:

<u>Date Originated</u>		<u>Balances July 1, 1990</u>	<u>Additions (Deductions)</u>	<u>Interest Expense</u>	<u>Balances June 30, 1991</u>
11/06/85	Unsecured line of credit in the restricted current fund used for expenses of the Capital Campaign with interest at 7% due to The Citadel Development Foundation - interest due each June 30; principal due June 30, 1992.	\$ 593,600	(\$ 108,448)	\$ 41,552	\$ 485,152
08/01/81	Note due to the State of South Carolina in the investment in plant fund; secured by a special admissions charge; interest at 10% due annually with a portion of principal. Principal due each year beginning 12/8/91	400,000	-0-	100,000	400,000
01/29/90	Note due to the Division of General Services recorded in the investment in plant fund; secured by various revenues used to purchase computer equipment; payable in annual installments of \$16,151 including interest of 7.5%.	42,000	(13,001)	3,150	28,999
06/19/90	Bond anticipation note recorded in the unexpended plant fund partially refinancing \$1,350,000 note dated June 20, 1990, due June 18, 1991, with interest at 6.6%.	1,350,000	(1,350,000)	89,100	-0-
09/19/90	Note due to a bank recorded in the unrestricted current fund partially refinancing \$1,700,000 note date September 19, 1986, secured by unrestricted pledged amounts to the Capital Campaign. Interest at 6.12% due semiannually with principal due September 1992.	<u>500,000</u>	<u>-0-</u>	<u>30,600</u>	<u>500,000</u>
		<u>\$ 2,885,600</u>	<u>(\$ 1,471,449)</u>	<u>\$ 233,802</u>	<u>\$ 1,414,151</u>

THE CITADEL
 THE MILITARY COLLEGE OF SOUTH CAROLINA
 NOTES TO FINANCIAL STATEMENTS
 JUNE 30, 1991

NOTE 8. NOTES PAYABLE: (continued)

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

	1991
1992	610,863
1993	573,301
Subsequent Years	783,000
Total principal and interest	1,967,164
Less, interest portion	<u>553,013</u>
Total notes payable	<u>\$1,414,151</u>

Also, see Note 14.

NOTE 9. RETIREMENT PLANS:

Substantially all employees of the College are covered by a retirement plan through the South Carolina Retirement System (SCRS) or the South Carolina Police Officer's Retirement System (PORS), cost-sharing multiple-employer defined benefit public employee retirement systems. Generally all State employees are required to participate in and contribute to the SCRS as a condition of employment unless exempted by law. Generally all full-time employees whose principal duties are the preservation of public order, protection or prevention and control of property destruction by fire are required to participate in and contribute to the PORS as a condition of employment. These plans provide annuity benefits as well as disability and group-life insurance benefits to eligible employees. The total payroll for the year ended June 30, 1991, was approximately \$17,700,000.

Plan benefits are established by State law. Employees in the SCRS are eligible for a service retirement annuity upon reaching age 65 or completion of 30 years' credited service. The benefit formula effective July 1, 1990, for the System is 1.82% of an employee's average final compensation multiplied by the number of years of creditable service. An early retirement option with reduced benefits is available as early as age 60. Employees are vested for a deferred annuity after 5 years' service and qualify for a survivor's benefit upon completion of 15 years' credited service. Disability annuity benefits are payable to employees totally and permanently disabled provided they have a minimum of 5 years' credited service. A group-life insurance benefit equal to an employee's annual rate of compensation is payable upon the death of an employee with a minimum of one year of credited service.

THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1991

NOTE 9. RETIREMENT PLANS: (continued)

Employees in the PORS are eligible for a monthly pension payable at age 55 with a minimum of 5 years' service or 25 years' credited service regardless of age. Reduced pension benefits are payable as early as age 50. A member is vested for a deferred annuity with 5 years' service. The benefit formula for full benefits effective July 1, 1990, for the system is 2.0% of the employee's average final salary multiplied by the number of years of credited service. Prior to this, the percentage was 2.0%. Disability annuity benefits and the group-life insurance benefit for PORS members are similar to those for SCRS participants. In addition, participating employers in the PORS contribute to the accidental death fund which provides annuity benefits to beneficiaries of police officers and firemen killed in the actual performance of their duties. These benefits are independent of any other retirement benefits available to the beneficiary.

The College's total covered payroll for the SCRS for the fiscal years ended June 30, 1991, was \$15,487,656. Employees are required to contribute 6% of all compensation. Under Title 9 of the South Carolina Code of Laws, the College's liability under the plan is limited to the amount of contributions (stated as a percentage of covered payroll) established by the State Budget and Control Board. The employer contribution rate is 8.985%. The contribution requirements for the year ended June 30, 1991, were \$1,391,566 from the employer and \$929,596 from employees; these contributions represent 8.985% and 6%, respectively, of the College's covered payroll. Also, the College paid employer group-life contributions of \$23,231 for the year ended June 30, 1991.

The College's total covered payroll for the PORS for the fiscal years ended June 30, 1991, was \$307,899. Employees are required to contribute 6.5% of all compensation. Under Title 9 of the South Carolina Code of Laws, the College's liability under the plan is limited to the amount of contributions (stated as a percentage of covered payroll) established by the State Budget and Control Board. The employer contribution rate is 11.735%. The contribution requirements for the year ended June 30, 1991, were \$36,132 from the employer and \$20,013 from employees; these contributions represent 11.735% and 6.5%, respectively, of the College's covered payroll. Also, the College paid employer group-life contributions of \$616 for the year ended June 30, 1991.

The systems do not make separate measurements of assets and pension benefit obligations for individual employers. Accordingly, information regarding the excess, if any, applicable to the College of the actuarially computed value of vested benefits over the total of the applicable pension fund and any balance sheet accruals, less any pension prepayments or deferred charges, is not available. By State law, the College's liability under the retirement plans is limited to the amounts appropriated therefor in the South Carolina Appropriation Act for the applicable year and amounts from other applicable sources. Accordingly, the College recognizes no contingent liability for unfunded costs associated with participation in the plans.

THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1991

NOTE 9. RETIREMENT PLANS: (continued)

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

Certain of the College's employees have elected to be covered under optional retirement plans. Total covered compensation under these optional plans were \$632,433 for the year ended June 30, 1991. For the year ended June 30, 1991, contribution requirements were \$56,824 by the employer and \$38,536 by the employee. In addition, the College paid \$949 for the year ended June 30, 1991, for group-life insurance for these employees. All amounts were remitted to the South Carolina Retirement Division for distribution to the respective annuity policy providers.

NOTE 10. DEFERRED COMPENSATION PLANS:

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

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

NOTE 11. UNEARNED REVENUES:

Unearned revenues consist of amounts received from various sources but not yet earned.

THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1991

NOTE 12. POST-RETIREMENT AND OTHER EMPLOYEE BENEFITS:

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

The College recorded expenditures applicable to these benefits in the amount of \$801,734 for the year ended June 30, 1991. Information regarding the cost of insurance benefits applicable to College retirees is not available. By State law, the College has no liability for retirement benefits. Accordingly, the cost of providing these benefits for retirees is not included in the accompanying financial statements.

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

NOTE 13. CAPITAL IMPROVEMENTS:

In fiscal year 1991 and in prior years, the State authorized funds for improvements and expansion of facilities using the proceeds of State capital improvement bonds. As capital projects are authorized by the State Budget and Control Board, the bond proceeds are allocated to the projects. The College records the proceeds as revenue and the bond issue costs as expenditures in the unexpended plant fund. These authorized funds can be requested as needed once State authorities have given approval to begin specific projects. The total balance receivable for the undrawn portions of the authorizations are reported in the balance sheet as "Capital Improvement Bond Proceeds Receivable." A summary of the balances available from these authorizations as of June 30, 1991, is as follows:

<u>Authorization</u>	Total Amount Authorized at June 30, 1990	Drawn in Prior Years	Draws in Current Year	Authorized Amount Not Drawn June 30, 1991
Act 538 of 1986	9,083,789	6,218,396	2,865,393	-0-
Act 638 of 1988	<u>8,270,909</u>	<u>1,860,342</u>	<u>909,254</u>	<u>5,501,313</u>
Totals	<u>\$17,354,698</u>	<u>\$ 8,078,738</u>	<u>\$ 3,774,647</u>	<u>\$ 5,501,313</u>

During the year ended June 30, 1991, \$584,909 was allocated to The Citadel from funds set aside in Act 638 of the 1988 Bond Bill for South Carolina Project F12-9355/Statewide Asbestos Survey and Asbestos Abatement.

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

THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1991

NOTE 14. CONSTRUCTION IN PROGRESS AND COMMITMENTS:

The capital improvement projects included in construction in progress at each year-end are as follows:

<u>1991</u>	<u>Project Number</u>	<u>% Complete</u>	<u>Costs Incurred To Date</u>	<u>Estimated Budgeted Costs To Complete</u>
Vandiver Hall	9085	63.02	\$ 1,512,570	\$ 887,430
Coward Hall	9086	83.57	4,933,069	966,931
Campus Streetlights	8736	20.61	26,797	103,203
Lockwood Field Improvements	9118	43.30	216,517	283,483
Stadium Improvements	9397	2.05	82,075	3,917,925
Mark Clark Hall	9258	1.39	49,299	3,504,701
Bond Hall Renovation	9507	14.05	<u>869,344</u>	<u>5,316,656</u>
Totals			<u>\$ 7,689,671</u>	<u>\$14,980,332</u>

See Note 4 for changes in account balances for the year.

The College anticipates funding these projects out of current and future bond issues, private gifts, and student fees. The College had committed for the purchase of future goods and services related to the above projects for \$2,077,745 at June 30, 1991.

Authorized Amount Not Drawn June 30, 1991	Drawn in Current Year	Drawn in Prior Years	Authorized as of June 30, 1990	Total Amount Authorized as of June 30, 1991
0-	1,452,792	8,218,246	9,671,038	11,123,830
<u>2,201,313</u>	<u>208,208</u>	<u>1,845,242</u>	<u>2,270,909</u>	<u>4,541,811</u>
<u>2,201,313</u>	<u>2,201,313</u>	<u>8,218,246</u>	<u>4,541,811</u>	<u>15,162,663</u>

THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1991

NOTE 15. INAUGURAL AND CAPITAL CAMPAIGN:

During 1990, the College began conducting an inaugural campaign to raise \$1,500,000 to be used to assist in retiring outstanding debts of the College. Contributions totalling \$506,949 were received in 1991. In addition, the College has restricted pledges receivable due to be collected as follows:

<u>Year Ended June 30</u>	<u>Amount</u>
1992	\$ 129,108
1993	9,827
1994	810
1995	650
Unknown	<u>13,617</u>
	<u>\$ 154,013</u>

The College began conducting a joint capital campaign in 1984 with The Citadel Development Foundation and The Brigadier Club with the goal of raising \$27,000,000 to be used for academic programs and capital expenditures. The amount of pledges received or receivable by The Citadel Development Foundation or Brigadier Club are not readily available. (Also, see Note 18.) As of June 30, 1991, \$9,038,848 had been contributed to the College. These contributions include cash, stocks, bonds, life insurance policies, real property and equipment and are reported as revenues when collected. Restricted gifts and pledges are to be used primarily for endowed chairs, scholarships, and construction and/or improvements to various buildings. Contributions by year in the various funds are as follows:

	<u>1990</u>
Unrestricted current fund	\$ 350,413
Restricted current fund	780,541
Endowment fund	<u>196,387</u>
	<u>\$1,327,341</u>

Pledges totalling \$4,642,820 as of June 30, 1991, are due to be collected as follows:

<u>Year Ended June 30</u>	<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>
1992	\$ 99,175	\$ 226,406	\$ 325,581
1993	54,817	122,112	176,929
1994	28,325	106,508	134,833
1995	24,850	4,840	29,690
1996	22,350	4,620	26,970
After 1996*	<u>2,146,150</u>	<u>1,802,667</u>	<u>3,948,817</u>
Total	<u>\$2,375,667</u>	<u>\$2,267,153</u>	<u>\$4,642,820</u>

* Majority of these pledges are by bequest.

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

THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1991

NOTE 16. RELATED PARTIES:

Certain separately organized legal entities whose activities are related to those of the College have not been included in the accompanying financial statements. The entities are The Citadel Development Foundation, the Association of Citadel Men, and The Brigadier Club and primarily exist for the purpose of providing the College with financial assistance and other support to its educational program.

Various transactions occur between the College and these related organizations. A summary of these transactions and year-end balances for the years ended June 30, 1991, is as follows:

<u>Citadel Development Foundation</u>	<u>1991</u>
Grants, awards, and scholarships received from the Foundation	\$1,974,435
Reimbursement to the College for certain expenses incurred on behalf of the Foundation	32,048
Interest paid to Foundation on notes payable	103,062
Balance due from Citadel Development Foundation included in accounts receivable	851,762
 <u>Association of Citadel Men</u>	 <u>1991</u>
Reimbursements to the College for certain expenses incurred on behalf of the Association	\$ 67,176
Payments to the College for Alumni House operating expenses	5,864
Reimbursements to the College to support Placement Office operations	18,000
Balance due from Association of Citadel Men included in accounts receivable	41,267
 <u>Brigadier Club</u>	
Funds transferred to the College for athletic scholarships	540,000
Reimbursement to the College for certain expenses incurred on behalf of The Brigadier Club	166,604
Funds transferred to the College for note receivable payment	5,000
Balance due from Brigadier Club included in accounts receivable	3,597

At the beginning of the fiscal year the College was obligated to the Foundation \$138,527 for an unsecured advance dated November 16, 1985. During 1991 the advance was repaid as well as \$24,243 in accrued interest. (See Note 8 regarding the note payable for \$485,152 due to the Foundation.)

THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1991

NOTE 16. RELATED PARTIES: (continued)

The Brigadier Club is indebted to the College for \$144,333 as of the beginning of fiscal year 1991 for athletic grants-in-aid on an interest-free note dated October 10, 1984. During the 1991 fiscal year, \$5,000 was received towards the principal of the loan.

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

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

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

The College had financial transactions with various State agencies during the fiscal year. Significant payments were made to divisions of the State Budget and Control Board for retirement and insurance plans contributions, surplus property disposal fees, vehicle rental, insurance coverage, supplies, telephone and interagency mail. Significant payments were also made for unemployment and workers' compensation coverage for employees.

The College provided no significant services free of charge to any other State agencies during the fiscal year ended June 30, 1991. The College provided for facility rentals and printing for the College of Charleston and the Medical University of South Carolina for a fee.

NOTE 17. INTERFUND DEBT:

Included in interfund debt are the following items:

- A. \$587,655 advanced during fiscal year ended June 30, 1985, due from the unexpended plant fund to the retirement of indebtedness fund represents a loan used for the stadium lights project. The College has requested approval to use excess debt service funds to repay this debt.
- B. All other interfund debt is temporary in nature representing cash advances that were primarily used to pay operating expenses. These amounts are considered currently due.

No interest is being paid on any of the interfund debt.

THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1991

NOTE 18. STUDENT LOAN NOTES RECEIVABLE:

Loan losses on student loan notes receivable are neither estimated nor recorded in a reserve account (the amount not being considered significant enough to adversely affect the financial statements). At the time a note is considered to be uncollectible, it is charged to the principal of the fund from which the loan was made.

NOTE 19. STUDENT DEPOSITS:

Student deposits represent prepaid fees by students for succeeding semesters and various other deposits. Student deposits are included in fee revenue during the semester for which the fee revenue is applicable.

Financial statements should be numbered by year.

(*) All assets and liabilities are stated at book value.

1991-1992 Financial Statements (1991-1992) 153'803 600'000 (600'000) 11'508 40'506 552'000 46'112 508'500 190'000 1'800'000

1992-1993 Financial Statements (1992-1993) 153'803 600'000 (600'000) 11'508 40'506 552'000 46'112 508'500 190'000 1'800'000

1993-1994 Financial Statements (1993-1994) 153'803 600'000 (600'000) 11'508 40'506 552'000 46'112 508'500 190'000 1'800'000

1994-1995 Financial Statements (1994-1995) 153'803 600'000 (600'000) 11'508 40'506 552'000 46'112 508'500 190'000 1'800'000

1995-1996 Financial Statements (1995-1996) 153'803 600'000 (600'000) 11'508 40'506 552'000 46'112 508'500 190'000 1'800'000

1996-1997 Financial Statements (1996-1997) 153'803 600'000 (600'000) 11'508 40'506 552'000 46'112 508'500 190'000 1'800'000

1997-1998 Financial Statements (1997-1998) 153'803 600'000 (600'000) 11'508 40'506 552'000 46'112 508'500 190'000 1'800'000

1998-1999 Financial Statements (1998-1999) 153'803 600'000 (600'000) 11'508 40'506 552'000 46'112 508'500 190'000 1'800'000

1999-2000 Financial Statements (1999-2000) 153'803 600'000 (600'000) 11'508 40'506 552'000 46'112 508'500 190'000 1'800'000

2000-2001 Financial Statements (2000-2001) 153'803 600'000 (600'000) 11'508 40'506 552'000 46'112 508'500 190'000 1'800'000

2001-2002 Financial Statements (2001-2002) 153'803 600'000 (600'000) 11'508 40'506 552'000 46'112 508'500 190'000 1'800'000

2002-2003 Financial Statements (2002-2003) 153'803 600'000 (600'000) 11'508 40'506 552'000 46'112 508'500 190'000 1'800'000

2003-2004 Financial Statements (2003-2004) 153'803 600'000 (600'000) 11'508 40'506 552'000 46'112 508'500 190'000 1'800'000

2004-2005 Financial Statements (2004-2005) 153'803 600'000 (600'000) 11'508 40'506 552'000 46'112 508'500 190'000 1'800'000

2005-2006 Financial Statements (2005-2006) 153'803 600'000 (600'000) 11'508 40'506 552'000 46'112 508'500 190'000 1'800'000

THE CITADEL

Supplemental Information to Financial Statements
For the Year Ended 30 June 1991

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 1991

1991

ASSETS

Fixed Assets 1'800'000

Current Assets 1'900'000

Total Assets 3'700'000

LIABILITIES

Capital 1'800'000

Reserves 1'900'000

Total Liabilities 3'700'000

THE CITADEL
Statement of Revenues, Expenditures, and Transfers for Auxiliary Activities
For the Year Ended 30 June 1991

	Athletics	Barracks	Cadet Store	Canteen	Dining Hall	Faculty Quarters	Infirmary	Laundry/ Dry Clean	Print Shop	Tailor Shop	Telephone	Total
Auxiliary Activity Fees	533,710	1,596,275			2,856,275		439,619	849,478		3,622		6,278,978
Sales and Services	1,094,154		2,389,000	1,718,746	240	356,027	31,990	84,003	625,634	875,612	677,288	7,852,694
Other Sources	56,279	3,311	15	14,412	57,627							131,643
Total Revenues	1,684,143	1,599,586	2,389,015	1,733,157	2,914,142	356,027	471,609	933,481	625,634	879,234	677,288	14,263,315
Expenditures	2,154,018	1,331,412	2,042,112	1,467,229	2,394,854	261,099	505,497	820,776	599,534	732,071	600,888	12,909,490
Excess Revenues Over (Under) Expenditures	(469,875)	268,174	346,903	265,928	519,288	94,928	(33,888)	112,705	26,100	147,163	76,400	1,353,825
Transfers In	571,503	50,000			1,277,813	50,906			11,000			1,961,222
Transfers Out	127,916	1,124,842	340,000	225,000	1,652,624	97,930		109,440	8,600	129,641	49,093	3,865,086
Net Increase (Decrease) for the year	(26,288)	(806,668)(a)	6,903	40,928	144,477	47,904	(33,888)	3,265	28,500	17,522	27,307	(550,039)
Year-end Fund Balance	(191,861)	122,907	656,328	686,848	(69,430)	17,798	40,269	223,862	49,173	208,254	160,662	1,904,810

(a) All available funds were transferred from the barracks auxiliary to the barracks restoration project in unexpended plant.

THE CITADEL
 STATISTICAL HIGHLIGHTS
 Analysis of Educational & General Expenditures
 For the Year Ended 30 June 1991

	1991	%	1990	%	1989	%	1988	%
Revenue Sources								
State Appropriations	13,357,667	48.61%	13,449,563	50.08%	13,406,156	48.66%	11,933,952	46.56%
Student Fees	8,794,652	32.00%	8,340,760	31.06%	8,976,229	32.58%	8,054,131	31.42%
Government Grants & Contracts	658,420	2.40%	806,809	3.00%	657,784	2.39%	609,104	2.38%
Private Gifts, Grants & Contracts	2,783,234	10.13%	2,670,936	9.94%	2,980,997	10.82%	3,551,334	13.86%
Other Sources	1,886,718	6.87%	1,589,773	5.92%	1,530,536	5.56%	1,481,183	5.78%
<hr/>								
Total Revenues	27,480,691	100.00%	26,857,841	100.00%	27,551,702	100.00%	25,629,704	100.00%
<hr/>								
Expenditures								
Instruction	10,750,855	38.87%	9,761,443	37.04%	9,340,508	36.12%	8,352,221	36.41%
Research	246,124	0.89%	286,285	1.09%	251,431	0.97%	180,887	0.79%
Public Service	433,357	1.57%	423,889	1.61%	325,692	1.26%	423,197	1.84%
Academic Support	2,661,774	9.62%	2,462,594	9.34%	2,787,023	10.78%	2,305,174	10.05%
Student Services	2,370,602	8.57%	2,458,503	9.33%	2,357,465	9.12%	2,041,491	8.90%
Institutional Support	3,865,261	13.97%	3,942,188	14.96%	4,365,429	16.88%	3,577,890	15.60%
Operations & Maintenance of Plant	4,293,808	15.52%	4,315,615	16.37%	3,950,880	15.28%	3,773,975	16.45%
Scholarships	3,038,445	10.98%	2,704,930	10.26%	2,479,264	9.59%	2,285,446	9.96%
<hr/>								
Total Expenditures	27,660,226	100.00%	26,355,447	100.00%	25,857,692	100.00%	22,940,281	100.00%
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NOTE : This schedule does not include transfers in or out to other activities.

Fiscal Year 1991 data is unaudited. Prior year data is taken from the college's audited financial statements.

THE CITADEL
Fiscal Year 1990-91
Supplementary Information

RENEWAL AND REPLACEMENT FUND
ACCOUNT ANALYSIS

	Balance 6/30/90	Fees and Misc Revenues	Expended	Transfers In/(Out)	Balance 6/30/91
New Computer	172,938	33,793		(168,803)	37,928
Rehabilitation Reserve	176,172				176,172
Infirmary Equipment	16,289		(4,002)		12,287
Dining Hall Equipment	297,088	62,700	(3,215)		356,573
Laundry Equipment	66,610	89,300	(131,019)		24,891
Print Shop	0	8,600			8,600
Barracks Equipment	206,854	36,500	(173,250)	12,026	82,130
Barracks Telephone	22,393		(4,883)		17,510
<hr/>					
Total	958,344	230,893	(316,369)	(156,777)	716,091

REPAYMENT SCHEDULE OF BONDS OUTSTANDING

AS OF 30 JUNE 1991

Year Due	Institution Bonds		Revenue Bonds		Total
	Principal	Interest	Principal	Interest	
1992	415,000	309,725	120,000	218,010	1,062,735
1993	235,000	291,500	130,000	209,970	866,470
1994	250,000	276,320	140,000	201,260	867,580
1995	265,000	260,086	150,000	191,880	866,966
1996	275,000	208,354	165,000	181,830	830,184
1997	215,000	195,905	175,000	170,610	756,515
1998	230,000	185,795	190,000	158,710	764,505
1999	245,000	172,900	205,000	145,790	768,690
2000	260,000	158,855	220,000	131,850	770,705
2001	280,000	143,470	235,000	116,890	775,360
2002	300,000	126,545	250,000	100,910	777,455
2003	325,000	107,610	270,000	83,910	786,520
2004	345,000	86,980	290,000	65,550	787,530
2005	375,000	63,355	315,000	45,540	798,895
2006	405,000	37,992	345,000	23,805	811,797
2007	200,000	11,250			211,250
<hr/>					
Total	4,620,000	2,636,642	3,200,000	2,046,515	12,503,157

IV. MILITARY AFFAIRS AND STUDENT ACTIVITIES

A. General

Colonel Arthur E. Richards, III, US Army, Retired, The Citadel Class of '59, continued his duties as Commandant until 30 September 1990. He departed to take a position in the Jackson, Mississippi High School system as a Senior ROTC Instructor, beginning on 1 October.

Colonel John H. Mayer, US Army, The Citadel Class of '61, continued to serve as Professor of Military Science and Deputy Commandant. Colonel Mayer assumed duties as Commandant of Cadets on 1 October 1990.

Colonel Myron C. Harrington, USMC, The Citadel Class of '60, continued to serve as Professor of Naval Science and Deputy Commandant. Colonel Harrington retired from the USMC on 30 June 1991.

Colonel Kenneth E. Krause, USAF, Air Force Academy Class of '65, continued to serve as Professor of Aerospace Studies and Deputy Commandant.

LTC Harvey M. Dick, US Army, Retired, The Citadel Class of '53, continued his duties as Assistant Commandant. General Watts promoted LTC Dick to the rank of Colonel in the South Carolina Unorganized Militia, at a ceremony in Mark Clark Hall on 11 December 1990. The impressive ceremony was attended by members of the Corps, faculty and staff.

LTC Lawrence E. McKay, US Army, Retired, The Citadel Class of '58, continued to serve as the Director of Student Activities.

Colonel Mayer attended the annual meeting of the Association of Military Colleges and Schools in Alexandria, Virginia, 10-13 March 1991.

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

1. General

The Corps of Cadets performed well during School Year 1990-91. The year got off to a good start in the fall, with the Athletic Cadre reporting on 6 August, followed shortly by the arrival and training of the Fourth Class Athletes. The regular Cadre returned on 13 August and began a week of training in preparation for the arrival of the Class of 1994 on 20 August. Following a good Fourth Class Training Period, the remainder of the Corps returned to campus on the evening of 26 August. Classes began three days later. All aspects of the new School Year went well.

The mature leadership of the Regimental Commander, his staff and subordinate commanders contributed immeasurably to smooth operations. Their no-nonsense approach to their duties resulted in continued improvement in personal appearance, mess hall procedures, drill and ceremonies, and overall academic performance. For the third straight year, the academic average of the freshman class exceeded 2.0 for the first semester. The average for this School Year is 2.2. This can be attributed in large part to the Cadre's emphasis on academic achievement and the enforcement of good study habits.

The Corps' performance and general morale were enhanced throughout the year by their enthusiastic support of the varsity athletic teams. Of special note, the baseball team was congratulated for its many accomplishments in the Southern Conference, the Southeastern NCAA Regionals, and the NCAA World Series. The team members were recognized at the review on 21 September.

The First Class Ring Presentation Ceremony was held in Summerall Chapel on 11 October.

The Commandant initiated meetings twice each month with Tactical Officers and weekly meetings with the Regimental and Battalion Commanders. He also initiated twice each month combined meetings with Regimental, Battalion and Company Commanders. The same agenda and handouts were used at the meetings with Tactical Officers and Cadet Commanders, so that all were informed and knew what was going on, simultaneously. Special emphasis continues to be subjects for Cadet Commanders' Call the first Tuesday of each month. These meetings have improved communications at all levels, to the betterment of the Corps of Cadets.

The renovation of McAlister Field House continues to be a significant milestone for the Corps. The entire Corps can assemble indoors for such activities as basketball games, Greater Issues, West Foundation presentations, and Junior Sword Drill performances as well as the Cadet Talent Show. The Commencement Ceremony for the Class of '91 was one of the very special events conducted in the Field House this School Year.

2. Cadet Regulations

The Blue Book that was revised in 1988 continues to serve as a basic guide for standards of conduct for the Corps of Cadets. The Blue Book continued to be favorably accepted by the Corps and proved its merit throughout the School Year.

3. Corps Strength

We began the School Year with 1373 Upperclassmen and 645 Fourth Classmen, for a total of 2018 cadets. We have lost 87 Upperclassmen (including 14 December graduates and 4 reverting

to Day Student status), and 114 Fourth Classmen. Included in the losses are 17 Upperclassmen and 4 Fourth Classmen who were activated by their Reserve or National Guard units to the Persian Gulf. We gained 40 Cadets, who were readmitted for Second Semester. 405 cadets and 28 Day Students, for a total of 433 graduated during School Year 1990-91 (14 cadets in December and 391 cadets in May; and 9 Day Students in December and 19 Day Students in May). Our current strength is 1466 (935 Upperclassmen and 531 Fourth Classmen).

4. Barracks

The general status of the barracks has improved since 1989 as a result of General Watts' renovation of Barracks #4. Floors, window frames, doors, furniture and walls were renovated. Also, the zone maintenance concept and emphasis by all concerned has improved the reaction time to damages in the barracks. While major renovations remain in the future, positive near-term actions were initiated to improve the cadets' living conditions. Initiatives currently underway to improve the barracks include:

- Painting and repair of all furniture in Barracks #3.
- The issue of cleaning materials to all companies which has improved the appearance and cleanliness of furniture in all barracks.
- Barracks No. 2 will have its furniture repaired and will be painted this summer.

5. Cadre and Fourth Class Training

The special emphasis placed on leadership and "training the trainer" was instrumental in the superb job the Cadre did in training the members of the Class of 1994. The Cadre's approach of being "firm but fair", of setting the example, and treating freshmen with dignity, continued. Throughout the School Year, emphasis in training was placed on establishing priorities and achieving a proper balance between military, academics, physical, and extracurricular activities. Continued emphasis on special leadership training for commanders and staff officers resulted in increased confidence and more efficient performance. Colonel Krause conducted again this spring, the Junior Leaders Training Course initiated in 1989 for members of the Second Class. Colonel Krause also conducted Leadership Training Classes for members of the Third and Fourth Classes. In addition, Colonel Dick conducted Leadership Orientation for Fourth Classmen.

6. Drill and Ceremonies

The Corps' performance during parades and reviews during the First Semester continued to be outstanding. The first Tuesday and Thursday drill periods were better organized and executed. Tuesday drills emphasized squad and platoon movements

until Drill Competition was completed for those elements. The Commandant instituted a "Commanders' Time" the first Tuesday drill period of each month as a result of communications, in his mind, being one of the biggest problems in the Corps. Cadets were given topics and also used their own to get information/policies to the Corps. As a result, all levels of unit leadership were learning and improving skills during these drill periods.

Honor Guard Ceremonies were re-instituted during the School Year. Special ceremonies were conducted by Company K, the Band, and Color Guard, to honor two Court of Military Appeals Judges (Gene Sullivan, USMA graduate, and Walter Cox); Mr. Richard D. Schultz, Executive Director of the National Collegiate Athletic Association; Ambassador W. Nathaniel Howell, Former US Ambassador to Kuwait; and The Honorable Zalman Shoval, Ambassador of Israel.

The practice of excusing the top three companies from Tuesday Drill, based on performance during Friday afternoon parades, and scheduling the Honor Guard in lieu of parades or reviews during questionable weather, continue to have positive impact on the Corps. Also, announcing ceremony scores immediately after they were totaled, and furnishing copies of the score sheets to the companies, continue to increase interest and motivation.

Company C was the overall winner of parade and review competition. However, Company E was the recipient of the Commandant's Cup, as the best drilled company for the second year in a row. The Salute Gun Battery performed in a superior manner throughout the year.

7. Persian Gulf

Twenty-one cadets (17 upperclassmen and 4 fourth classmen) were activated in support of Desert Shield. Service break-down included: Army-9; USMC-9; USN-1; USAF-2. One known Citadel casualty was Captain Mario J. Fajardo, Class of '84, 82nd Airborne Division.

General Watts and Ambassador Twinam briefed the Corps on the Persian Gulf situation in McAlister Field House on 17 January.

The film crew for Mr. Charles Kuralt was on campus 23-25 January for the purpose of doing a story on Citadel participation in the Persian Gulf crisis.

Captain Frederick J. Whittle, Class of 1980, presented to General Watts on 10 May 1991, a South Carolina State Flag which he flew on a combat mission over newly liberated Kuwait.

8. Disciplinary Matters

At the request of the Board of Visitors, Colonel Mayer, Mr. Dawes Cooke (The Citadel's attorney) and Colonel Dick briefed on Commandant Boards to General Watts, college officials, and the Board of Visitors.

The following is a summary of significant disciplinary actions during School Year 1990-91:

	<u>SY 89-90</u>	<u>SY 90-91</u>
Number of Cadets Referred to Suitability Boards	0	0
Number Suspended	0	0
Number Dismissed	0	0
Number of Cadets Referred to Commandant Boards	18	36
Number Receiving Demerits and Tours	5	9
Number Suspended	6	2
Number suspended, suspensions set aside and cadet awarded demerits and tours with provision if he commits a Class I or II offense, suspension is reinstated	1	1
Number Dismissed	1	3
Number dismissed, dismissal set aside and cadet awarded demerits and tours with provision if cadet commits a Class I or II offense, dismissal is reinstated	5	7
Expelled	0	2
Number resigning in lieu of Board	0	12

Alcohol, drugs, and major violations of the Fourth Class System were the more serious disciplinary actions during School Year 1990-91. Of the 36 cadets who were referred to Commandant Boards during the School Year, 7 were referred to the Board for infractions where alcohol was a contributing factor and 14 for drugs. Tougher penalties were imposed for these type offenses throughout the year. The number of alcohol related cases declined from 41 in 1989-90 to 34 in 1990-91.

9. Substance Abuse Programs:

The Alcohol Abuse Program initiated in School Year 1983-84 continues. This program requires all cadets involved in disciplinary actions that were alcohol related, to report to the

Department of Psychology's counselor to the Corps for screening, testing, and counseling. In addition to the 32 cadets who were alcohol referrals in School Year 1990-91, the Student Counseling Center enrolled 2 cadets in the program, who were self referrals. Self referrals bring the overall total number of cadets involved in the program for School Year 1990-91 to 34. Six cadets were self referrals during School Year 1989-90.

The zero tolerance policy regarding drugs continued to be enforced. Fourteen cadets were referred to Commandant's Boards due to drug related offenses. Twelve of these resigned in lieu of appearing before the boards.

The Citadel Department of Public Safety, working in concert with the Narcotics Squad of Charleston City Police, and assisted by a member of the South Carolina Law Enforcement Division, identified five members of The Citadel Corps of Cadets as involved in either possessing, distributing, or conspiring to distribute controlled substances on The Citadel campus or a combination of the above. At approximately 0800 hours on 22 March 1991, Public Safety officers initiated arrests of the five cadets. Three of the arrested cadets resigned from the Corps on 22 March, one additional cadet resigned on 1 April; and one cadet received a delinquency slip for possessing, selling and distribution of illegal drugs, appeared before a Commandant's Board, and was expelled from The Citadel effective 10 May 1991.

The following Substance Abuse Programs were presented this School Year:

- Dr. James Harrison from Columbia, SC, conducted a Substance Abuse Program for all Second and Third Classmen in Mark Clark Hall on 6 September.

- A Substance Abuse Program was held for Second and Third Classmen on 18 October.

- A Substance Abuse Program "The Winner's Edge" was presented to all Third Classmen in Mark Clark Hall on 1 December.

- A Substance Abuse Program was conducted for Second and Third Classmen in Mark Clark Hall Auditorium on 24 January.

- Mr. Alvah H. Chapman, Jr., Chairman of the Board, Knight-Ridder Newspapers, Miami, Florida, spoke to the Corps on Substance Abuse on 18 April. Mr. Chapman was the Cadet Regimental Commander, Citadel Class of '42 and currently serves on the Advisory Committee to The Citadel Board of Visitors. Mr. Chapman was appointed by President George Bush to the 27-member Presidential Drug Advisory Council, and was well received by the Corps.

10. Fourth Class Attrition

The Fourth Class attrition rate, for all causes during School Year 1990-91 was 17.7% (114 of 645), compared with 15.9% (85 of 535) for School Year 1989-90, and 15.6% (102 of 655) for School Year 1988-89. Cadet leaders continued a concerted effort to exercise positive leadership and "personalize" the Fourth Class System by requiring the Cadre to show special interest in each freshman's grades, personal problems, and family matters. Special measures were taken to let the new cadets know the Cadre's mission was to establish and maintain high standards, and to help freshmen to meet those standards. Additionally, the Regimental Commander personally interviewed each out-processing Fourth Classman to ensure that the cadet was not leaving due to un-professionalism on the part of the Cadre. Significant gains continued to be noted in the overall quality of the Fourth Class System.

11. Cadet Commanders' Retreat

The Commandant is currently planning a Cadet Commanders' Retreat at the St. Christopher Conference Center on Seabrook Island for two days the weekend of 17-18 August 1991. The purpose of the Retreat is for the top ranking cadets to get to know one another better, receive some training, and put together their program for the '91-'92 School Year. Cost of the retreat will be borne by The Citadel Development Foundation. Plans for attendance include the Regimental and Battalion Commanders and their Executive Officers, Company and Salute Gun Battery Commanders, the Commandant, and the Dean for Undergraduate Studies. Outside speakers may be used to provide training much like the current Leadership Lecture Series. Faculty Advisors will also be invited for a portion of the conference.

12. Rank Selection for School Year 1991-1992

Colonel Mayer designated Cadet Commanders' Call on 5 March for Cadet Evaluations, as a basis for rank selection and other forms of recognition. Peer evaluations were accomplished by classmates, in rank order, using the following criteria: Demonstrated Leadership, Military Bearing, Acceptance of Responsibility, Communications Skills, Decisiveness, Judgment, Physical Conditioning, Initiative, and Team Player. After this was completed, the commander and executive officer evaluated the three classes (freshmen, sophomores and juniors), using the same procedures above. Then the commander combined the peer evaluations, company commander and executive officer evaluations, into one Order of Merit List (OML). Each final class OML was co-signed by the Tactical Officer and Cadet Commander, and a copy given to the Commandant during a briefing by each Cadet Battalion Commander and his Company Commanders on 6 March. These class OMLs were used for rank selection and selection for rank boards. The Cadet Commander instructed

platoon leaders to counsel each cadet of the lower three classes, in his platoon, using a special Evaluation Report Form, so that each cadet will know, in writing, where he stands in his company OML. All cadets assigned at the Battalion and Regimental Staff level were evaluated with their companies. The evaluations, to include the final Class OMLs were completed on 5 March. Senior Rank Boards met during the period 2-11 April, to select Captains and above, and Junior Rank Boards met during the same period to select Sergeants Major, Master Sergeants, First Sergeants, and Supply Sergeants. General Watts presented gold chevrons to the six top ranking cadets for SY 1991-92 at a ceremony in his office on 3 May.

13. Inspections

Morning Room Inspections are conducted by the Cadet Chain of Command, members of the Guard, Tactical Officers, and the Commandant on a routine basis. Saturday Morning Inspections during the First Semester reflected considerable work by members of the Corps. The practice of conducting the in-ranks inspection of the Commandant's Inspection with the entire Corps in formation on the parade ground, was again conducted this fall. The President's Inspection of the Corps was conducted 13 April.

In lieu of SMI on 27 April, the Commandant conducted a Field Day with the Corps, which proved to be a huge success. Cadet companies competed against each other, and Company H was the winner.

To ensure that barracks were in proper state of police when cadets departed on 11 May 1991 for Summer Furlough, Tactical Officers, with the Company Commanders present, made detailed MRI inspections on 9 and 10 May. Cadets who failed to pass the inspections were restricted until the next inspection. A final detailed inspection was conducted on 11 May by Colonel Dick, Major Day, Captain Jones, MCPO Doyle and Gunnery Sergeant Venable. The barracks were left in the cleanest condition in years.

14. ROTC Training

ROTC Training was conducted on 8 September, 10 November, 26 January and 16 February.

15. PT Program

All cadets who failed the PT Test administered by the Physical Education Department during first semester were counseled and provided additional instruction in an effort to ensure they met the standards during second semester. Physical Fitness testing for second semester was completed in January. Some days there were as many as 350 to 400 cadets doing PT from 0530 to 0700 (PE Department, Army, USMC, Navy, Air Force). All

cadets participating in required PT went to the mess hall in the PT uniform.

16. Mess Hall

A reduction of noise level in the Mess Hall continues. Emphasis continues to be placed on good manners. There was a major food fight for the first time in years. Emphasis has been placed on ARA Services to provide additional services and serving utensils, e.g., dessert plates, carving knives for whole turkeys and ribs, tongs for salad, salad bowls for each cadet at mess and ladles for soup. Mr. Zemba and staff have been very cooperative. The Mess Hall Council continues to meet monthly and very few complaints have been received from the Corps of Cadets.

17. Greater Issues Series and Various Presentations

- Mr. Richard D. Schultz, Executive Director of the National Collegiate Athletic Association, presented a Greater Issues Address in McAlister Field House on 16 October. Prior to his presentation, an Honor Guard was performed for Mr. Schultz in front of Bond Hall.

- General Watts and Ambassador Twinam briefed the Corps on the Persian Gulf Situation, in McAlister Field House on 17 January.

- Ambassador W. Nathaniel Howell, Former US Ambassador to Kuwait presented a Greater Issues Address on 18 February. Prior to his address, an Honor Guard was held in his honor.

- LTG William J. Hilsman, USA, Retired, President, CEO, and Chairman, International Mobile Machines, and former Director, Defense Communications Agency, visited The Citadel 8-9 March. While here for induction into The Citadel's chapter of Tau Beta Pi, he spoke to Electrical Engineering seniors and was recognized in the script at parade on 8 March.

- The Honorable Zalman Shoval, Ambassador of Israel, presented a Greater Issues Address to the Corps on 20 March. Prior to his address, he was honored with an Honor Guard, and General Watts hosted a reception in his honor following his address.

18. Filming on Campus

- A SC ETV female reporter and a male cameraman were on campus on 15 November 1990 to film an In-Depth Piece on The Citadel, from an angle of "Why is it important to have single gender colleges in South Carolina?" The basic scenario was to follow a cadet around, filming "a day in the life of a cadet", and interviews with one cadet from the other three classes. LTC Legare was with the crew the entire time they were on campus.

- On 7 and 8 February, a CNN reporter visited campus and filmed segments of the activities of Cadet Michael T. Geer, Fourth Battalion Commander.

- 20th Century Fox filmed a segment of the movie "For the Boys", on campus, 6 April. Cadet participation included cadets dressed in seniors' graduation uniform to recreate an outside graduation scene.

19. Awards

Following are highlights of awards presentations for SY 1990-91:

- Cadet Rogelio L. Lawsin was presented the MacArthur Cadet of the Year Award at a ceremony in General Watts' office on 5 February. Cadet Lawsin also won the Association of Military Colleges Award.

- Dean's List Awards were presented to cadets prior to the Gold Star Review on 8 February.

- The Cincinnati Award Review was held on 22 February. The recipient of the Society of the Cincinnati Award was Cadet Robert C. Boyles.

- General Watts presented Who's Who Certificates to cadet recipients at a ceremony in the President's Office on 8 March. Following the presentations, the recipients were honored at the Review.

- The Cadet Awards Ceremony and Reception were held on 9 April in Mark Clark Hall.

- Cadet David E. Bass received the George C. Marshall Award. He attended the presentation ceremony and the annual George C. Marshall ROTC National Security Seminar at VMI, Lexington, Virginia, 16-19 April. In addition to receiving the Wade Hampton Saber, Cadet Bass received the Strom Thurmond ROTC Award at the Reserve Officers' Association reception and banquet in Charleston, SC on 27 April.

- The College and Military Awards Review was held on 19 April. Prior to the 1545 Review, awards were presented to cadets at a ceremony in Mark Clark Hall at 1500.

- Cadet David L. Odom received the Cadet Medal of Merit Award.

- Cadet Jeffrey U. Beaverstock received the American Legion College Award.

C. Special Activities

Parents' Day activities were celebrated during the weekend 12-14 October. Fourth Classmen officially joined the Corps at parade on 12 October. The parade was also in honor of the birthday of the US Navy. The Junior Sword Drill performance was held in McAlister Field House, and was a highlight of the weekend, as was the Ring Ceremony which followed. The formal Ring Hop was held in Mark Clark Hall. A special review in honor of parents was held on 13 October. Our football team played the University of Chattanooga, and the Summerall Guards performed at half-time.

Homecoming activities were conducted during the weekend of 2-4 November. All activities were attended by large crowds again this year. All Corps ceremonies were conducted with precision and special enthusiasm, in honor of the alumni who returned for the festivities. A special review was held for all alumni on 3 November. Our football team played VMI. During half-time The Citadel Band performed, Miss Citadel was crowned, and Hall of Fame inductees were recognized.

Thanksgiving Furlough for the Corps was from after their last class on 20 November, until 2230 hours, 25 November.

The Christmas season for the Corps began with the lighting of their Christmas tree on Summerall Field in front of Padgett Thomas Barracks. A group of cadets participated in a live nativity scene in Padgett Thomas Barracks. On 1 December, The Citadel boat MARIAH won the Grand Prize in the Charleston Parade of Boats. The Summerall Guards participated in the Columbia, SC Carolina Carillon Christmas Parade on 1 December and were featured on PM Magazine TV Show. Also on 1 December, a group of cadets supported the Medical University of South Carolina Children's Hospital Jingle Bell Run. Christmas Candlelight services for the Corps, faculty and staff were held on 2 December, and a second service was held on 3 December for the public. Both services were attended by large crowds. The Band, Bagpipers, and Color Guard participated in the downtown Charleston Holiday Parade on 2 December.

Corps Day Weekend was held 14-19 March. Activities included the Marion Square Review celebrating the 148th birthday of The Citadel, the Cadet Talent Show, a performance by the Summerall Guards, a tree planting/plaque unveiling ceremony in honor of Citadel Alumni who served in the Persian Gulf, Brigadier Club Awards Review, a concert by The Citadel Chorale, a formal hop, performance by the Bond Volunteers and presentation of the Anthony Griffith Sword, Palmetto Awards Review in honor of The Citadel Board of Visitors, a spring football game at Johnson Hagood Stadium, ecumenical chapel services and reception, and The Citadel Band Concert in Hampton Park.

Spring Holidays for the Corps were from after their last scheduled class on 22 March until 2230 hours, 1 April.

Highlights of appearances by the Band and Bagpipers included: Ceremonial Band-Christening of "Challenge America" in Charleston, SC on 6 September; Band and Pipers-19th Annual Highland Games at Boone Hall Plantation on 15 September; Band and Pipers-Opening ceremonies for the PGA Golf matches on Kiawah Island on 20 September and the Pipers performed at the closing ceremonies on 23 September; Band-Dedication of the Coast Guard Facility in Charleston, SC on 1 October; Pipe Band-42nd USS YORKTOWN C-V 10 Association reunion in Mt. Pleasant, SC on 5 October; Pipers-Flora MacDonald Highland Games, Red Springs, NC on 6-7 October; Band-Shared half-time performance at the USC/Citadel football game in Columbia, SC on 20 October; Pipers-Charleston St. Andrew's Society's Annual Dinner in Charleston, SC on 30 November, and at the St. Andrew's Society's Annual Tartan Ball and Kirkin O' the Tartan in Columbia, SC, 1-2 December; Band and Pipers-Charleston, SC Holiday Parade on 2 December; Pipe Band-Came in 4th in the 14th Annual Scottish Games and Highland Gathering, Orlando, Fla on 12 January; Pep Band and Pipe Band-Southern Conference Basketball Tournament in Asheville, NC on 1 and 3 March, respectively; Band and Pipers-Concert in Hampton Park, Charleston, SC on 17 March, and performed for the State Guard Ceremony at the 50th Anniversary of Governor Maybank's activation of the SC State Guard in Columbia, SC on 21 March; Pipers-American Achievement Award Ceremony in Myrtle Beach, SC on 6 April at which time the award was presented to Mr. Roger Milliken; Pipers-MCI Heritage Golf Classic in Hilton Head on 16 April; Band and Pipers-Concert in Myrtle Beach, SC on 27 April.

The Summerall Guards performed at Porter Gaud School in Charleston, SC on 25 September, and at the Furman vs Citadel football game in Greenville, SC on 17 November. In addition to the Parents' Day, Columbia, SC Christmas Parade, Homecoming, Corps Day and the Charleston, SC military parade in appreciation for outstanding service during the Persian Gulf War performances, two performances were conducted at Disney World during the period 8-10 March. They also performed during the 1991 Clarendon County Striped Bass Festival in Manning, SC on 20 April, and during Commencement Week at The Citadel on 10 May.

Highlights of performances by the Cadet Color Guard included: Sertoma Football Classic, Charleston, SC, 17 and 18 August; Cheraw, SC Chamber of Commerce Banquet, 15 November; 5th Annual Joint Meeting, SE US-Korean Economic Committee and Korea-SE US Economic Council, Inc., hosted by the Governor of South Carolina, Charleston, SC, 19 November; Charleston, SC Holiday Parade, 2 December; SC Registration and Election Officials Conference, Charleston, SC, 28 January; National Basketball Association Properties, Inc., 1991 All-Star Weekend, Charlotte, NC, 9 February; WLI Memorial Service, Charleston, SC, 17 February; American Achievement Award Ceremony, Myrtle Beach, SC, 6 April; SC Medical Association Annual Meeting, Charleston, SC, 25 April; Reserve Officers' Association Reception and Banquet, Charleston, SC, 27 April; and the SC Rotary Conference for

District 777, Charleston, SC, 3 May.

In addition to their performances on 11 and 12 October during Parents' Day weekend, the Junior Sword Drill performed for the 5th Annual Joint Meeting of the Southeast US-Korean Economic Committee and Korea Southeast US Economic Council, Inc., hosted by the Governor of South Carolina, in Charleston, SC on 17 November.

Highlights of performances by the Gospel Choir included: Concert at Stratford High School and the College of Charleston on 18 November; Charleston AFB Chapel on 3 February; Black Heritage Week Celebration, Engineer Command, Naval Facilities, North Charleston, SC, 11 February; Concert at Charleston Southern University, 17 February; Spring tour of Virginia, Maryland, and New York, 20-25 March.

The Protestant Chapel Choir sang at Bethel United Methodist Church on 21 October, and toured Atlanta, Georgia, 18-21 April.

Highlights of performances by the Cadet Chorale included: Homecoming Concert in Summerall Chapel, 2 November; Luncheon for SC Governor's Conference on Tourism and Travel, Charleston, SC, 24 January; Commissioning of Aegis Cruiser COWPENS (CG63), Charleston Naval Base, SC, 9 March; Fine Arts Festival kick-off at Sea Island Academy, Johns Island, SC, 15 April; Concert tour with the Original 13 of Raleigh and Charlotte, NC, 4-7 April, at which time they participated in a concert with St. Mary's College, Raleigh, NC, and sang the National Anthem at the Charlotte Hornets' game.

The Original 13 also performed during the Retirement Dinner in honor of MG Jackson L. Flake, Jr., 120th US Army Reserve Command, Ft. Jackson, SC on 5 October, and the formal dinner honoring MG Richard MacMillan, Jr., Atlanta, Georgia, on 12 January. In addition, they performed at the National Prayer Breakfast, Chief Petty Officers' Club, Charleston, Naval Base, 7 February.

The Bulldog Orchestra performed for the Society of Colonial Wars in Charleston, SC on 9 November. The Combo performed for the WLI Anniversary Banquet, Charleston, SC on 22 February.

Highlights of singing appearances by Cadet DeRhon Robinson included: Sang the National Anthem for the National Basketball Association Properties, Inc. 1991 All Star Weekend, Charlotte, NC, 9-10 February; Trident United Way Yellow Ribbon Weekend Telethon, Charleston, SC, 13 April; and the General Mark W. Clark Volunteers Association's Fiftieth Anniversary Celebration, Charleston, SC, on 27 April.

The Mayor of Charleston, SC declared 14 April 1991 as Appreciation Day to honor our Armed Forces in appreciation for outstanding service during the Persian Gulf War. Citadel

participation in the military parade included: Full Regimental Color Guard, Full Regimental Staff, Regimental Band and Pipers, Honor Company (K Company) and the Summerall Guards.

Class elections for School Year 1991-92 were held as follows:
First Class: 16 April; 2nd Class: 23 April.

The Commandant briefed Mr. William D. Clark, Principle Deputy Assistant Secretary of the Army for Manpower and Reserve Affairs and co-hosted with General Watts, a lunch in his honor on 26 April.

Commencement activities began with an Awards and Retirement Review and the Baccalaureate Service on 9 May 1991. Immediately after the Review, members of the Fourth Class were officially recognized by upperclassmen, at which time the 1991-92 Chain of Command was in effect. Members of the Board of Visitors were honored by a review on the morning of 10 May, and the Summerall Guards performed prior to the traditional review in honor of the Class of 1990 that afternoon. After the review, General and Mrs. Watts hosted the graduating seniors and their families at a reception. A commissioning ceremony was held in Summerall Chapel on 11 May. RADM Stanley E. Bump, US Navy, Commander, Charleston Naval Base, SC, administered the Oath of Office. The Commencement Ceremony was held in McAlister Field House before a capacity crowd. Due to the large number of visitors, most cadets were excused from the event in order to allow families and guests of the graduates to attend. 405 cadets and 28 day students, for a total of 433 received diplomas and joined the ranks of Citadel Men. The format begun last year, of conducting graduation indoors, has proven to be extremely successful.

D. Department of Military Science

1. Mission

Recruiting, training and commissioning the future officer leadership of the United States Army is the mission of the Department of Military Science. The mission is accomplished by providing our cadets with challenging, exciting and quality training designed to test a cadet's mettle. The program prepares a cadet to accept the demanding responsibilities of an Army lieutenant. 54 senior cadets received a commission at graduation. Five cadets received their commissions between October '90-January '91. Three cadets will receive their commissions after summer school and another 16 cadets in the Class of 1991 will receive their commissions at the completion of Advanced ROTC Summer Camp at Fort Lewis, Washington. The total is 78 Army commissionees for the Class of 1991.

2. Personnel

Colonel John H. Mayer, Class of '61, completed his fourth year as the Professor of Military Science and will retire 1

December 1991. This summer the Battalion will lose four Captains but we are currently programmed to receive replacements for each. Captain Steve Torrance was accepted into the Army's Degree Completion Program and will complete his Masters in Business Administration. Captain Chris Vanslager and Captain Craig Hilliker were both accepted into the Fully Funded Graduate Program and will start their advanced civil schooling for entrance into the Army's new Acquisition Corps. Captain Larry Hillian departs for Fort Sill, Oklahoma where he will work in his functional area with nuclear weapons. In addition to the four officers, we will lose two NCOs. SFC Henderson departs for Belgium and SSG Shively departs for Korea. Joining the Army team this summer is Colonel Roy F. Zinser, Jr., Class of '68, coming from the 10th Mountain Division, Fort Drum, New York. Captain Bill Luce will join us from Recruiting Command. Captain Kurt Runge and Captain Rick Rennebaum are both joining us from the 82nd Airborne Division where they just participated as Company Commanders in Desert Storm. SSG Clarence Greeno is replacing SFC Henderson and is coming from Hawaii. Sergeant Dennis Miller is replacing SSG Shively and is coming from Europe.

3. Operations

1990-91 was our fifth year as the Palmetto Battalion. This organization, made up entirely of Army contract and scholarship cadets, plans and coordinates all the training activities for the Army cadets under the supervision and guidance of our Active Duty cadre. The battalion conducted five field training exercises for cadets bound for the Advanced Summer Camp. The culmination of this year's training was the week long "Mini-Camp" held 13-18 May '91 at Fort Jackson, SC. The Mini-Camp is a culmination of all training that has occurred during the year and is the final test to see if our cadets are prepared for the Advanced Summer Camp training. Our Ranger Challenge Team finished second in the Brigade competition and seventh in the First Region competition. Several distinguished guest speakers addressed Army cadets during the year to include: United States Army Chaplain (Colonel) Lawrence A. Kelly, Jr., Command Staff Chaplain of the U.S. Army Forces Command, Fort McPherson, Georgia, and Major General T. Eston Marchant, Adjutant General, S.C. National Guard. 749 students were enrolled in the Army ROTC program during second semester while 755 students were enrolled in the program first semester. Besides the 78 cadets who will ultimately be commissioned with the Class of 1991, 74 junior cadets are under contract or scholarship. Currently, 11 sophomores and 4 freshmen are on Army scholarships.

4. Extracurricular Activities

The Battalion had an active company in the Association of the United States Army. It has been cited as the largest student chapter in Cadet Command. It sponsored the annual

formal Dining-In and again sent six cadets and a Citadel display to the annual AUSA Convention in Washington, D.C. in October. The Citadel Chapter of the Army Aviation Association of America (AAAA) remains as the only chapter which is solely run by cadets. AAAA sponsored a Military Aviation Orientation and Static Display in November with three aircraft, a U.S. Coast Guard search and rescue helicopter and two S.C. National Guard attack and observation helicopters. Two trips to MacIntyre Air Base, Columbia, provided an in-depth look at a S.C. National Guard Attack Helicopter Battalion. In April, members of AAAA attended the annual convention in St. Louis, Missouri. Our cadets were specifically invited to all executive-level functions as guests of the National AAAA President. The Cordell Airborne Ranger Company is another active organization. Consisting of 120 cadets, they participated in four field training exercises. The Society of the American Military Engineers remains very active as they visited several projects, including a four-day trip to Fort Belvoir, Virginia, to tour the Engineer Research and Development facility. Last summer, Army cadets did extremely well in our special training schools. 56% of our cadets finished in the top 1/3 of all cadets at Advanced Camp. Four of the 72 cadets to attend Advanced Camp received the Platoon Leadership Award. Fifty-two cadets received their Airborne wings and seventeen cadets received the Air Assault Badge. Twelve cadets attended Cadet Troop Leadership Training with Active Duty units. Army cadets will be attending these schools again this summer and a higher success rate is anticipated.

5. Future Developments

The Battalion will continue to strive to recruit more individuals into the Army program and train and retain the quality cadets to commission them as lieutenants upon graduation. We strive for excellence in leadership, but want the whole man who also demonstrates the academic and physical requirements necessary to become a quality officer. We have made numerous improvements to our facilities and program and, during the recent inspection by the Commanding General of Cadet Command, he stated, "The Citadel is the best ROTC Battalion in Cadet Command." We are proud of what we have accomplished, but we will continue to work hard providing the cadets the training, equipment and material necessary to educate them on the opportunities of the Total Army Force; the Active Army, the Army Reserves, and the Army National Guard.

E. Department of Aerospace Studies

1. Personnel

This summer will be characterized by a high turnover of assigned personnel. Colonel Kenneth E. Krause was assigned as the AFROTC Southeast Region Commander, at Maxwell Air Force Base, Alabama. Colonel Krause's duties as Deputy Commandant of

Cadets and Professor of Aerospace Studies were assumed by Colonel James G. Scott, a 1969 Citadel graduate. Due to manpower cutbacks as a result of budgetary limits, TSgt Scott Dean's position as the NCOIC of Administration and Personnel will be eliminated upon his retirement on 1 September 1991. Detachment manning will consist of eight officers (all having Masters Degrees) serving as Assistant Professors of Aerospace Studies, four enlisted members, and one civilian secretary. Captain Laura A. Berry, Thomas P. Gill, John D. Crawford, and Edmund G. Memi served their second year as Assistant Professors of Aerospace Studies. Captain Miller is serving his fourth and final year as Assistant Professor of Aerospace Studies. Captains Memi, Metts, Crawford, Miller, and Gill served as Company Tactical Officers, and Major Ward served as a Battalion Tactical Officer. Captain Metts, Major Ward, Captain Crawford, and TSgt Lee were reassigned this summer. New officers slated to arrive in the summer of 1991 are Captains Mark W. Salas, Dean P. Newsome, Joel B. Juren, and Mark A. Blume. These officers will be available for Tactical Officer duty except Captain Juren who will arrive at the end of August. The detachment will add Captain Gill as the Regional Director for Admissions (ADCO). This position was previously at the University of South Carolina and was transferred to The Citadel upon Captain Gill's selection as the new ADCO. Captain Gill will report directly to the AFROTC Southeast Region Commander and will not be available for Tactical Officer duty.

2. Operations

The Department of Aerospace Studies continued several academic programs begun in previous years. The instructor training program provided reviews of administrative procedures, regulatory requirements, and new instructor improvement techniques. Lesson plans, examinations, and related course materials were updated. A comprehensive in-service training program focuses on new ideas to better educate our students about the Air Force and caps an Education and Training program rating of Excellent by a recent higher headquarters evaluation. At the close of the SY 1990-91, 758 students were enrolled in the AFROTC program. Of these, 36 were Air Force scholarship/contract students. For FY 1991, 19 cadets were (or will be) commissioned as Active Duty Air Force second lieutenants. Due to Air Force directed manpower ceiling reductions, contract cadets were once again offered the opportunity to voluntarily dis-enroll from the Professional Officer Course and eight cadets took advantage of that offer. Five cadets were dis-enrolled involuntarily for failure to maintain military and/or academic retention standards. Estimated officer production for FY 1992 is 14. Special students (those not currently on contract) continue to be attracted to the AFROTC curriculum of management, leadership, history, and foreign affairs.

3. Extracurricular Activities

The Department of Aerospace Studies continued to engage in many activities to enhance the cadets' knowledge of the Air Force mission. For example, we hosted several prominent guest speakers and briefing teams and continued the Base Visit program. During this year, we arranged for guest speakers on Operation Just Cause and Desert Shield/Storm operations. Additionally, panels of Active Duty Air Force officers from Charleston Air Force Base presented their personal perspective of the Air Force way of life to sophomore cadets in the Aerospace Studies program. Five rising seniors spent two weeks at various bases in the Advanced Training Program. Out of 19 cadets completing field training in 1990, we had seven cadets finish in the top 25 percent of their respective camps. Two cadets finished in the top 10 percent earning Superior Performance Awards while five ranking in the top 25 percent of camp received the Excellent Performance Award. Despite the limitation imposed by Desert Storm operations, approximately 325 cadets went on base visits to Charleston, Shaw, Carswell, and Myrtle Beach Air Force Bases. Fifty-six cadets flew 10 separate Combat Air Drop Flying Missions aboard C-141 aircraft. We arranged for 38 cadets to attend Charleston Air Force Base Chemical Warfare Training and another 38 attended Code of Conduct, Land Navigation and Personnel Safety Training to better prepare them for Active Duty. The Citadel Roland F. Wooten Arnold Air Society Squadron has tripled in size and is now 60 members strong. Increased recruiting by squadron members resulted in 32 cadets joining--the largest pledge class ever. They took on expanded service projects such as visiting hospitalized veterans, decorating the VA hospital rooms for the Christmas holidays, and collecting "Toys for Troops" who are deployed overseas for Desert Shield/Desert Storm. Other activities included a POW/MIA flag raising vigil. To honor the Air Force birthday, for the fourth year in a row, cadets planned a highly successful dinner and invited several high ranking military and community members.

4. Future Plans

Next year, the total enrollment in AFROTC will remain constant at about 40 percent of the South Carolina Corps of Cadets. Continued emphasis on giving cadets a first-hand look at Air Force opportunities will underscore our activities. With the end of Desert Storm, we plan to increase our Base Visit programs for the 1991-92 School Year and continue to offer the Flight Orientation Programs and have a greater selection rate. We plan to strongly encourage all Air Force contract cadets to aggressively pursue leadership positions within the Corps of Cadets. We are bracing ourselves for a leaner year in terms of available dollars for Air Force scholarship opportunities. We have already had to terminate several scholarships because of the students' inability to maintain academic standards. We expect fewer approvals from higher headquarters on all waivers in areas such as changes in contract categories, civil involvements, and academic standards. We will continue to

emphasize quality not quantity in recruiting of our future Air Force officers during this austere budget period.

F. Department of Naval Science

1. Personnel

Colonel Myron C. Harrington continued as Commanding Officer, Professor of Naval Science, and Deputy Commandant throughout School Year 90-91. After 30 years of faithful and dedicated service to the Marine Corps, Colonel Harrington retired on 30 June. Major William S. Gerichten transferred to Kaneohe Bay, Hawaii in June. Lieutenants Marinus Storm and Richard Martel transferred in June, as well as Chief Storekeeper Ralph Clark and Gunnery Sergeant Kenneth Strickland. Lieutenant Cochran is scheduled to be released from Active Duty on 1 August. Colonel John B. Creel, Jr. reported as Commanding Officer, Professor of Naval Science and Deputy Commandant in July as well as Commander Thomas E. Smith as Executive Officer. Lieutenants Ford Menefee, Jonathan Hensley, and Kenneth W. Childress joined the unit as assistant professors. Chief Gary Nordyke reported in as our unit storekeeper and Staff Sergeant Marryll Brisbin reported in as The Citadel Drill Master. Eight officers from the unit are slated to serve as Tactical Officers.

2. Operations

Three hundred and seventy-seven midshipmen were enrolled in NROTC classes at the end of the School Year. Sixty-five of those were supported by Naval scholarships. Thirty-nine seniors were commissioned, including 1 Marine Enlisted Commissioning Education Program (MECEP) student, 1 Enlisted Commissioning Program (ECP) student and 8 Platoon Leaders Class (PLC) students. One additional MECEP student will be commissioned in August, bringing the total to 40 Naval Service commissionees from the Class of '91.

3. Extracurricular Activities

The Department's Guest Lecture Program is designed to enhance NROTC midshipmen knowledge of the Navy and Marine Corps missions, and also to broaden their outlook and increase their exposure to a variety of views, opinions, and insights regarding the topical issues facing the Naval Services. Topic items addressed included the leadership challenges facing junior officers in the Marine Corps; organization, structure and mission of NATO's military arm; combat leadership; life as a career Naval officer; Command Master Chief orientation for junior officers; military law, submarine operations; nuclear power program career opportunities; capabilities of the Navy/Marine Corps Air/Ground Team; the role of a junior officer in the Marine Corps Security Forces; and the duties and responsibilities of junior Naval aviators.

The Naval ROTC Unit, The Citadel, is busy this summer coordinating cruises for over 30 cadets. Seven of these cruises included exciting and emergency operations. Two cadets attended the SEAL's special warfare training and were involved in operations related to the evacuation of Luzon, Philippines. Two other cadets made numerous port calls in the Atlantic and Mediterranean. Cadet Ricky Freeman (Marine junior), was selected to attend Mountain Leader Warfare School. All of the senior Marine cadets attended Officer's Candidate School (Bulldog) in Quantico, Virginia. The unit also supported 3 three-week offshore sailing sessions from Charleston to Fort Myers, Florida and back. The Rebellion Reach, NSY-17, logged almost 1000 miles underway in the training and qualification of 18 midshipmen from 6 different universities.

During the past year, the unit hosted the following distinguished guests: Rear Admiral Stanley E. Bump, USN, Commanding Officer, Charleston Naval Base, Rear Admiral T. A. Meinicke, USN, Commander, Submarine Group Six, Charleston, Colonel Wesley Fox, USMC, Commanding Officer, Officer Candidate School, Quantico, Virginia, and Captain Mario J. Bagaglio, USN, Chief of Naval Education and Training (CNET) Nuclear Power Coordinator, Pensacola, Florida.

The Naval ROTC Unit placed considerable emphasis upon conducting a variety of training activities to enhance the professional development of our midshipmen. These activities included additional training days devoted to physical fitness and swim testing, sail qualifications, ship tours; the "Seaview Program" which permitted 6 juniors to spend 24 hours aboard Charleston-based Navy ships to experience, first-hand, the duties and responsibilities of a division officer; a Mini-Surface Warfare Officer Course for newly commissioned Ensigns as preparation for their first training assignment; and a Marine-option field training exercise at Parris Island, S. C., for 52 Marine-option personnel, which focused on the practical application of classroom instruction. In addition, unit personnel managed the embarkation of over 100 midshipmen, via Charleston, from other NROTC units across the country and from the U. S. Naval Academy; participated in 6 college weekend visitor programs and 4 football recruiting weekends; escorted 80 Fourth Classmen on a tour of the USS Yorktown; reorganized The Citadel Navy Sailing Association to provide for more active leadership and management on the part of members and increased involvement in sailing activities; a recruiting visit by a MECEP student to the MECEP prep school to bolster MECEP enrollment; and a recruiting visit to the Navy BOOST School to bolster unit and college minority enrollment.

As always, emphasis is being placed on motivating our NROTC midshipmen to perform to the limit of their capabilities. Academic grades continue to be above the college average. During the spring CNET Scholarship Selection Board, 6 Citadel NROTC cadets were selected out of 8 applicants for a 75 per cent

selection rate. MECEP students continue to set a sterling example for our midshipmen with an aggregate grade point average of 3.5, while our Navy Enlisted Commissioning Program students finished the year with a 3.3 aggregate grade point average.

To further emphasize academic excellence our department has instituted an NROTC supervised study hall 1900-2100 on Monday, Tuesday, and Thursday evenings. The program began in Fall semester 1990. This coupled with weekly counselling by NROTC class advisors should provide a sense of concern for our students.

G. Student Activities

1. General

Student participation and leadership increased in a broad range of student activities. The quality of opportunities and activities continued to improve. The five special programs: New Cadet Arrival, Parents' Day, Homecoming, Corps Day and Commencement were successful through proper planning, coordination and execution with major leadership participation by the Corps of Cadets. The increased leadership opportunities for cadets provided constructive input, participation and hands-on leadership for the Class of 1991.

Campus Family Life Activities continued to grow on and off campus. The first annual staff and faculty Valentine's Dance was held in Mark Clark Hall with the Cadet Bulldog Orchestra providing the music. The Citadel Women's Club received continued support in their full range of activities. The Yard of the Month Program was re-established. Record participation by staff, faculty, families and students in the quarterly golf outings is indicative of the high morale and cooperative feeling on campus.

Community Service increased during the 1990-91 School Year. The United Way Fund Drive exceeded its goal of \$33,000 with one-third of the contributions coming from the Corps of Cadets. The cadet vocal, marching and band organizations participated in a variety of activities throughout the United States. The student support for Desert Storm activities through telethons and parades was noteworthy. The support for activated cadets included members of the Junior Class sending tee shirts to each cadet, a parade, chapel and graduation recognition.

The Burke program continued to grow and the "Big Brother" program had a full year of healthy activities for single parent boys in the Charleston area. Cadets provided leadership and support through Alpha Phi Omega and the Afro-American Society. Youth Services Charleston and Jenkins Orphanage were major recipients of cadet support.

The Student Activity staff experienced a twenty-five

percent turnover during the 1990-91 School Year. Sam Evans relocated to the Alumni Office and Mrs. Rogers moved to Georgetown with her family. Mrs. Wilma Styles adds a positive diversified background as new Administrative Assistant. Mrs. Styles is a former cadet hostess and mother of a graduate. Her business/accounting background and computer training will assist in administering a three-quarter million dollar budget for all aspects of Student Activities. Lee Glaze brings a strong accounting, business and management background to his position as facilities manager. He is an enthusiastic Citadel graduate that provides youthful role model leadership for the cadets. The Deputy Director serves on the Youth Service Charleston Board and a Regional Red Cross Advisory Council. The Director of Student Activities serves on The Junior Achievement Board, the Trident United Way Board, Youth Services Charleston Board, SCHEA State Advisory Board and Brigadier Club Board.

2. Social and Recreational Activities

The Standing Hop Committee, with the guidance and direction of the Social Director, hosted three outstanding, well attended hops. The strong support by the Corps of Cadets and dates is indicative of the appreciation for the quality and enjoyment of the formal hops. The implementation of two receiving lines improved the flow of cadets and dates to the dance floor.

Dance classes were presented for the first time in recent memory. The demand for attendance caused the hostess to quadruple the number of classes offered and supported by the cadets.

The oyster roast, beach parties, class parties and organizational outings at The Citadel Beach Club returned cadet use of the beach club to the pre-Hugo level.

The Super Bowl party had the largest turn-out to date. TV movies and harbor cruises continued to be popular and well-attended.

The Cadet Hostess provided family birthday cakes to cadets and was an effective link in supporting student travel requests and assisting cadets in ordering flowers for special occasions.

The Department implemented a new Social Host Program for all student functions that requested the opportunity to serve alcohol to legal users. The request required food, trained security support and additional advisor support.

The Cadet Talent Show displayed an extraordinary variety of talent. The attendance and participation by cadets is indicative of the high interest and appreciation for the quality of the program.

The Citadel Players presented "True West." The setting, student support and acting were noteworthy. It was the first effort to present a play that was currently on Broadway.

The Citadel Cheerleaders supported the Bulldog athletic teams at competition and pep rallies. The squad received two awards at the National Camp. A couple was selected as one of ten couples to compete in the National Cheerleading Finals in Florida.

The cadet committees provided a very efficient and enjoyable Miss Citadel Contest. The competition was keen and the five finalists represented the 18 company nominations.

3. The Beach Club

The student use of the Beach Club returned to near normal after the Hugo experience. The oyster roast, social functions, and class parties were successful and enjoyed by all participants. The barn was repaired prior to the 90-91 School Year and the main house project is on hold pending final approval for funds from FEMA.

4. Post Office

The Post Office operated efficiently in three locations during the 90-91 School Year. The annual federal inspection met all postal requirements for operations and fiscal responsibility.

5. Publications

The Sphinx staff prepared a yearbook that was deeply appreciated by the Class of 1991. Early delivery and writing quality were significant improvements over the previous edition. The Brigadier, the student newspaper, experienced growing pains with advisors and senior editorial staff. The establishment of a Formal Advisory Committee, chaired by the Director of Student Activities, and the relocation of the publications rooms will provide the means to improve the quality, timeliness, training and production of the student staff. The Shako, The Citadel literary magazine, published its largest edition to date in the spring of 1991. The large number of student contributors is noteworthy. The freshman handbook, The Guidon, continues to be a useful reference for new members of the Corps of Cadets. This publication was printed and distributed in a timely manner. The Fulcrum, the publication of The Citadel Honors Students Association, produced its second edition focused on the "new world order."

6. Special Services

The Fine Arts Program enjoyed its most productive year in both quantity and quality. The full Charleston Symphony

performed in the fall and spring for the first time. The Symphony Chamber Orchestra made three appearances on campus and one of the highlights was the return of the Preservation Hall Jazz Band from New Orleans. In addition to the on-campus programs, continuous opportunities were coordinated for students to attend area fine arts programs at reduced rates. The total student participation was the largest in recent times.

The Citadel Blood Drive continued to be a major provider for the Low Country with a total 1600 units donated by the Corps of Cadets, faculty and staff.

Substance Abuse seminars were highlighted by Mr. Alvah Chapman, '42, addressing the Corps of Cadets. The Citadel is an active member of the National Substance Abuse Program initiated in 1990. The Department established a formal Social Host Program that requires clubs or classes to submit a written request to host a social function identifying food to be served, security arrangements and supervision.

The Department coordinated and processed the applications for a rising senior selected for Leadership American and a rising senior selected for the National FBI Intern Program.

The efficiency of management and utilization of Mark Clark Hall continues to improve. More student organizations utilized Mark Clark Hall during 1990-91 than the previous five years. The banquets on campus complement the etiquette program that is emphasized by the staff.

The exposure and proficiency of the choral groups was noteworthy. Choral groups performed in Atlanta, Charlotte, Raleigh, Columbia, New York and at the United States Naval Academy. Two performances in Charlotte were on national TV at NBA sponsored events. The quality performances supported by alumni groups introduced The Citadel to national audiences.

The department staff is highly motivated and provides a genuine interest and active support for each and every student at The Citadel. Mark Clark Hall is a comfortable place for the students and they are challenged to participate and lead viable activities, organizations and publications to enhance their educational opportunities at The Citadel.

The Student Activities Department Standard Operating Procedures (SOP) is in the process of being updated in the May-June 1991 time frame.

The Department has initiated input and planning for its areas of responsibility for The Citadel Sesquicentennial.

V. Administration

A. Personnel Services:

During FY 1990-91, the Department of Personnel and Administrative Services was moved organizationally from reporting directly to the Vice President for Administration to the Chief of Staff. Personnel services continue to be a key function of the department as the Personnel Department continued to provide full service to Citadel faculty and staff in all aspects of personnel administration and management. Although one personnel position was added last fiscal year, the position has remained vacant due to budget restraints, leaving the department understaffed. In addition, the department moved from Bond Hall to a trailer complex on Kovats Field where it will remain pending completion of the Bond Hall Renovation Project. Housing in the trailer complex is more conducive to personnel services than offices in Bond Hall since, for the first time in years, all staff members are co-located in one trailer. Following are significant accomplishments during FY 1990-91:

1. Central Computer Services: The Personnel Office continues to perfect the human resource series (HRS) of the college computer, meeting regularly with assigned program analyst, the HRS Team members, and the computer series managers. Since the HRS series is not yet fully functional, efforts are underway to perfect and develop new techniques to improve HRS. In addition, the Personnel Department is now on line with the State Division of Human Resources Management. This addition will greatly enhance personnel reporting with the State and also permit the department to control better personnel actions associated with employment management.

2. FY 1990-91 Salary Increases:

a. Based on the provisions of the FY 1990-91 Appropriations Act, the President approved the following pay policies for classified employees for FY 1990-91:

1) General Cost of Living Increase: All classified employees received a 2.5% general cost of living increase on 1 September 1990.

2) Promotional, Reclassification, and Grade Reallocation Increases: Current pay policies for such increases remained in effect for FY 1990-91, which was to award percentage increases as follows:

For salaries of \$14,999 or less	- 0-8%
For salaries between \$15,000 and \$19,999	- 0-6%
For salaries over \$20,000	- 0-4%

However, if justified fully that a promotion or reclassification was the result of unusual changes in responsibility and/or a movement of several grades, a percentage increase of up to 10% can be granted, if approved in advance by the President.

2) The Merit Increment Program: Funds to reinstate the Merit Increment Program for FY 1990-91 were provided for an average 2% merit increase and was awarded as follows:

Below Performance Requirements	- 0%
Meets Performance Requirements	- 1.5%
Exceeds Performance Requirements	- 2.5%
Substantially Exceeds Performance Requirements	- 3.5%

Employees whose salaries were at or above the maximum of their pay ranges received a merit increase, not to exceed one year. At the end of the one year, their annual salary must be adjusted to the maximum of their pay range.

b. Based on the provisions of the FY 1990-91 Appropriations Act, the President approved the following pay policies for unclassified employees for FY 1990-91:

1) General Cost of Living Increases:

(a) The President and unclassified staff members whose salaries are controlled by the Executive Compensation Commission and unclassified faculty of record on 15 May 1990 received a 0 - 9%, not to exceed an average of 4.5%, on 15 November 1990.

(b) Unclassified athletic coaches received a 0 - 9% pay increases effective on dates selected by the President following completion of sports seasons for sports coached, provided the annual average of 4.5% limitation was not exceeded.

2) **Promotion and Enhancement Increases:** Based on action by the President effecting recommendations of the November 1987 Faculty Salary Committee, as outlined in the FY 1988-89 Annual Report, faculty academic promotional and enhancement increases were awarded and effected 1 September 1990 as follows:

(a) \$1000 for promotion to Associate Professor and \$1500 for promotion to Professor.

(b) A \$1000 faculty salary enhancement for all permanent/tenure-track faculty of record on 15 May 1990 who average at least the equivalent of meritorious performance for the past three years.

(c) A \$500 discipline salary enhancement for permanent/tenure-track faculty of record on 15 May 1990 assigned to the Departments of Business Administration, Civil Engineering, Electrical Engineering, and Physics, who averaged at least the equivalent of meritorious performance for the past three years.

(d) Established a "salary floor" for each academic rank at The Citadel as follows for all permanent/tenure-track faculty of record on 15 May 1990:

Professor:	\$39,000
Associate Professor:	\$31,000
Assistant Professor:	\$25,000

NOTE: All qualifying faculty members whose base salary level fell below the above salary floors after adjustments for increases noted above received salary increases to the appropriate "salary floor" for their academic rank.

3) **Academic Department Head Stipend:** The Academic Department Head Stipend remained the same at \$5,400.

c. Other Provisions of State Law that Impacted on Personnel Services:

1) Requirement that faculty and staff report any pay supplement received if it is not being reported by The Citadel as additional earnings and is not a part of individual's budgeted salary.

2) The Internal Revenue Service requires all children age 2 and over to have a social security number and will eventually require social security numbers for all children regardless of age.

3) Effective 1 January 1991, members of the faculty and staff can establish service credit in the S. C. Retirement System for out-of-state and federal civilian service by installments on a payroll deduction basis. Amount due must be at least \$500 to qualify for installment purchase and period of service being purchased must be six months or more. Since then, the Retirement System has expanded the program to include military service, withdrawal service and any other service credit requiring only a contribution by the employee.

4) Effective 1 January 1991, members of the South Carolina Retirement Systems may designate one or more beneficiaries with or without trustees, to receive any payment due upon death while in active service.

5) Employees retiring on 1 April 1991 and after are authorized credit for up to 4 1/2 months (90 days) for unused sick leave at retirement. The 4 1/2 months cannot count as service credit in establishing eligibility to retire.

6) A retired employee who returns to employment for an employer covered by the System may earn up to \$10,500 in a fiscal year without penalty.

3. Benefit Programs:

a. Health Insurance: The only significant change in health insurance programs for FY 1990-91 was that there would no longer be a requirement for open enrollment. If a faculty or staff members wishes to add a dependent, a late entrant application form has to be completed. Applications are sent for approval or disapproval to Blue Cross/Blue Shield or the Health Maintenance Organizations. After approval/disapproval is received, the necessary personnel action is completed and sent to the State insurance benefit section. Following are changes in the health insurance program for CY 1991:

1) Health insurance rates for CY 1991 were distributed to all faculty and staff members. Insurance rates were effected 1 January 1991. The two Health Maintenance Organizations (HMO's) that continue to service the tricounty area are HealthSource and Companion. Student certification is still required for all students 19-23 years of age, and all students must be enrolled as full-time students in order to participate in the State Insurance Program. Social security numbers are now required for all employees/dependents over the age of two (2). If social security numbers are not in the system, claims will be denied until submitted.

2) Medi-Call, a case management program, is still mandatory. The Crawford Company is the administrator for the program. Medi-Call is designed to assist members with their health

care.

3) Additional benefits were added to the psychiatric, drug and alcohol abuse coverage. If a member is referred by a psychiatrist or other physician to a Licensed Professional Counselor, Licensed Marital and Family Therapist or Licensed Independent Social Worker, these services will be reimbursed. These expenses are covered subject to all of the other limitations of the plan. As with all other expenses, only medically necessary services are covered.

4) Mammography Testing Program was expanded as of 1 July 1991 to include paying in full for routine mammogram for female employees, retirees, and dependents of employees and retirees, who are State Health Plan members, and are between the ages of 35 and 75 years of age. Members must go to one of the participating facilities. The participating facilities list is updated periodically and made available to members of the faculty and staff.

5) The Pap Smear Program is new and was effected 1 January 1991. Under the terms of this program, covered employees, retirees, and dependents of employees and retirees between the ages of 18 and 65 may receive a \$15 benefit each year before the deductible. Eligible participants can choose where to have the pap smear performed.

b. **Dental Insurance:** R.E. Harrington was awarded the State dental contract 1 July 1990. New dental cards and booklets were distributed to all faculty and staff members. Effective 1 January 1991, the fee schedule of some allowable changes were increased. Class I benefits increased 5%, and Class II and Class III benefits each increased 10%. Even though the benefits in these three classes increased, there were no increase in the premium.

c. **MoneyPlus:** Hunt, Dupree and Rhine continues to be the carrier for the MoneyPlus Program, which is a unique way to help participating members save by using their pretax earnings to pay for insurance premiums, dependent care, and out of pocket medical expenses, with each having a fee schedule. The medical Spending Account (out of pocket medical expenses) was again an added benefit effective 1 January 1991,

d. **Life Insurance:** A new optional life insurance program was offered, the Optional Supplemental Life Insurance Plan (OSLI) effective 1 January 1991. The Hartford Life and Accident Insurance Company is the carrier for this plan as well as the Optional Life Insurance (OLI) Plan. The OSLI plan is portable and may be continued upon retirement. Participating members must be enrolled in the OLI plan or show medical evidence of good health in order to participate in OSLI. The OSLI plan offers coverage of either \$15,000 or \$25,000, regardless of salary level.

Participants may enroll in both programs at any time by completing a medical evidence of good health form for approval/disapproval by The Hartford Life and Accident Insurance Company.

5. In-Service Training and Career Development:

Opportunities in in-service training and career development programs were limited during FY 1990-91 due to budget restraints. Programs offered by other State agencies and institutions were promoted and attendance encouraged. Employee orientation programs were held monthly. In addition, The Citadel was represented at the American Association for Affirmative Action Conference, the College and University Personnel Association Conference, the College and University President's Council, the College and University Personnel Council, the Division of Human Resource Management Conference, and the Division of Insurance Services Benefits Conference. Several staff members attended the Human Resources Series User Computer Conference and varying professional seminars throughout the year.

6. Youth Work Experience Program:

The Citadel continued to participate in the federal youth work experience program. Sixteen (16) student participants were employed throughout the campus in a variety of jobs.

7. Personnel Reports:

Personnel reports continue to be a significant function with reports submitted to the State Human Affairs Commission, the Commission on Higher Education and the U.S. Department of Education. In addition, several survey requirements were required by varying organization, all of which were completed and returned as requested.

8. Faculty/Staff Academic/Military Promotions:

**Faculty Academic/Military Promotions Effected
21 August 1990:**

TO ASSOCIATE PROFESSOR AND MAJOR:

Peter A. Mailloux David A. Trautman
Michael Hoi Sing Woo

TO PROFESSOR AND LIEUTENANT COLONEL:

Winfred B. Moore, Jr. Jack W. Rhodes

TO LIEUTENANT COLONEL:

Leslie H. Crabtree	William A. Denig
John J. Mahoney	Dan T. Ouzts
Jean-Marie P. Pages	

TO COLONEL:

Charles E. Cleaver	Richard D. Porcher, Jr.
Christopher B. Spivey	

Staff Military Appointments Effected on Date Listed:

TO FIRST LIEUTENANT:

Michael D. Payton	13 July 1990
James D. Hazzard	1 August 1990
Karen M. Lazaro	16 August 1990

TO CAPTAIN:

Christopher D. Keene	1 July 1990
Elizabeth W. Carter	16 January 1991

TO MAJOR:

Angela W. Williams	1 July 1990
Kenneth R. Cook	16 January 1991

TO LIEUTENANT COLONEL:

David A. Schottler	16 October 1990
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TO COLONEL:

Harvey M. Dick	11 December 1990
George B. Stackhouse III	1 January 1991

9. Retirements:

Retirement counseling was arranged and conducted for 30 members of the faculty and staff. In addition, a Retiree Update Seminar for retired members of the faculty and staff was held 5 April 1991 with 118 participants in attendance. The following members of the faculty and staff retired during FY 1990-91 on dates listed:

Service Retirements:

Mr. Bill L. Butler	15 August 1990
Ms. Mildred Polite	31 December 1990
Col David D. Johnson	15 May 1991

LTC Harold B. Alexander	15 May 1991
LTC J. Harmann Pieper	15 May 1991
Col Aline M. Mahan	30 June 1991
LTC James D. Pietrangeli	30 June 1991
Mr. John T. Anderson	30 June 1991
Ms. Bobbie E. Jett	30 June 1991
Ms. Dorothy M. Owens	30 June 1991

Disability Retirements:

LTC Dennis L. Rebber	1 July 1990
Ms. Joyce C. Mayfield	15 October 1990
Ms. Patricianne H. Mosier	1 January 1991
Mr. Gordon D. Knight	30 June 1991

10. **Faculty/Staff Recognitions:**

The Citadel Certificate of Appreciation was presented to retiring members of the faculty and staff along with the State Retirement Certificate of Service. In addition, the State Service Certificates and Pins were presented in January 1991 to the following members of the faculty and staff:

For 10 Years Service:

Faculty:

Col Weiler R. Hurren	LTC Saul J. Adelman
LTC Jack W. Rhodes	

Staff:

Maj Robert J. Sauers	Ms. Carolyn A. Bartley
Mr. Marvin A. Brigman	Ms. Lavinia R. Campbell
Mr. Samuel G. Evans III	Ms. Barbara B. O'Donald
Ms. Dorothy M. Owens	Ms. Barbara E. Secrest
Mr. Phillip W. Vanderpool	

For 20 Years Service:

Staff:

Mr. William A. Clawson	Mr. Charles L. Fabers
Ms. Mary H. Munday	Ms. Carolyn R. Smalldridge

For 30 Years Service:

Staff

Ms. Jean C. Marshall	Mr. Henry Robinson
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11. Statistical Summary of Personnel Actions:

	<u>Classified</u>	<u>Unclassified</u>
Merits/Employee Performance Evaluations	340	179
Promotions	6	12
Reallocations	87	0
Reclassifications	26	0
Salary Adjustments	2	0
Transfers	6	0
Demotions	0	0
New Hires	44	13
Terminations	33	9
Service Retirement	5	5
Disability Retirement	3	1
Deaths	1	1

Temporary Employees:

Students	377
Temporary Staff Employees	158
Adjunct Faculty	91
Graduate Assistants	44
Special Contract Employees	50
Military Contracts	30

12. New Permanent/Tenure Track Faculty Employed Beginning Academic Year 1990-91, Effective 21 August 1990:

Major Jeffrey A. Kottler, Associate Professor of Education

Colonel Philip W. Leon, Professor of English

Major Stephen J. Silver, Associate Professor of Business Administration

Major Susan A. Simmons, Associate Professor of Business Administration

Major John P. Snyder, Associate Professor of Business Administration

Lieutenant Colonel George S. Vozikis, Professor of Business Administration and Holder of the Alvah H. Chapman, Jr. Chair

13. Temporary Faculty Employed for Academic Year 1990-91:

Dr. Dennis Cash, Assistant Professor of Education

Dr. Lawrence J. Dunlop, Associate Professor of
Electrical Engineering

Ms. Celia C. Halford, Instructor of English

Captain Richard O. Haughey, USCG, Retired, Assistant
Professor of Business Administration

Mr. Clyde L. Hiers, Assistant Professor of Business
Administration

Mr. Murray A. Kaplan, Instructor of Business
Administration

Albert J. Kunze, III, Assistant Professor of
Electrical Engineering

Mr. Roger E. Rosenthal, Instructor of Mathematics
and Computer Science

First Lieutenant Deborah K. Ross, Research
Associate, Department of Education

Mr. William L. Spearman, Instructor of Business
Administration

Ms. Carolina P. Wagner, Instructor of Modern
Languages

Ms. Carol M. Young, Instructor of Modern Languages

**14. Temporary Faculty Employed on Special Employment
Contract for Academic Year 1990-91:**

Dr. Lisa Zuraw, Adjunct Faculty of Chemistry

Mr. Patrick A. Lennon, Adjunct Instructor of Biology

Dr. Silvio G. Zenone, Ph.D., Visiting Professor of
Physics

Ms. Cynthia E. Bolt, Adjunct Professor of Business
Administration

Ms. Jadwiga K. Lubiniecka-Georgiev, Adjunct
Professor of Modern Languages

**15. Faculty Authorized Educational Leave of Absence and
Sabbaticals Effective 21 August 1990:**

Lieutenant Colonel Saul J. Adelman, Professor of
Physics

Major J. Michael Alford, Associate Professor of Business Administration

Captain Andre' H. Deutz, Assistant Professor of Mathematics and Computer Science

Major David S. Shields, Associate Professor of English

Major Jack A. Stinson, Associate Professor of Electrical Engineering

Captain Milton L. Boykin, USNR, Professor of Political Science

16. Faculty Returned from Educational Leave of Absence and Sabbaticals Effective 21 August 1990:

Captain Milton L. Boykin, USNR, Professor of Political Science

Captain John S. Coussons, USNR, Professor of History

Major James S. Leonard, Associate Professor of English

Colonel Aline M. Mahan, Professor of Psychology

Major Christopher R. McRae, Associate Professor of Modern Languages

Major Peter J. Rembiesa, Associate Professor of Physics

17. Faculty Resignations:

Ms. Luci L. Bailey, Research Associate, Department of Education

Captain Kenneth D. Cole, Assistant Professor of Psychology

Colonel Robert L. King, Professor and Holder of the Robert A. Jolley Chair of Business Administration

Major Jeffrey A. Kottler, Associate Professor of Education

Captain Herbert H. J. Riedel, Assistant Professor of Mathematics and Computer Science

Dr. William T. Slayton, Visiting Assistant Professor of English

Mr. David L. Taylor, Visiting Lecturer of Electrical Engineering

Mr. Stephen J. White, Instructor of History

Colonel Richard J. Wood, Director of Daniel Library and Associate Professor of Library Science

18. **Key Staff Appointments Effected During FY 1990-91:**

Colonel Malcolm E. Smith, Jr., USMC, Retired, Chief of Staff

Ms. Amanda M. Colehour, Student Services Program Coordinator II

Commander David A. Schottler, USN, Retired, Engineering Associate I (Director of Physical Plant)

Mr. Jerry L. Wessinger, Architect

Mr. Eric A. Hamilton, Engineering Associate II

Mr. Caleb L. Davis, Jr., Assistant Director of The Citadel Brigadier Club

Mr. Junior L. Frazier, Trades Supervisor II

B. **Administrative Services:**

Administrative Services:

Administrative Services continues to serve all departments and activities of the college. As an ongoing process, records of assignments, reassignments and terminations of on-campus faculty and staff quarters are maintained along with the preparation and submission of various reports associated with on-campus quarters. Additionally, following is a brief summary of administrative publications prepared and distributed during CY 1990:

83 Weekly Bulletins

22 General Orders

69 Special Orders

15 Memoranda

742 Travel Orders

30 Foreign Travel Requests

Also, published The Citadel Telephone Directory with -

assistance of a commercial vendor at no cost to the college, and provided input to the Southern Bell Telephone Directory and the State Telephone Directory.

2. Copier Services:

Copier services continued operations as an auxiliary activity. There are 27 copiers strategically located throughout the campus to serve the needs of all departments and activities. Sufficient funds were earned during CY 1990 to lease or upgrade older copiers and hence ensure "state of the art" service in all areas of the campus. The main copier, a Xerox 1065, is the high volume, high speed copier. One duplicator and four (4) copiers were added to the system. Replacement copiers and duplicators are "state of the art" copying and duplicating equipment in every respect. All replacements were purchased or leased with revenue realized from the copier service operation.

3. Telecommunications:

a. Telephone service continues to improve. Efforts to improve service as related to student long distance service, maintenance, billing, and other related items continue. All aspects of telephone service continue to be a challenging experience with much still to be learned in this ever-changing business. At the same time, The Citadel continues to be a leading influence in telecommunication improvements. As a result of efforts taken, a major survey was initiated to identify and validate the voice/data capability of the college telephone system. The results of this survey provided updated records and are a basis for improvements currently being implemented. Because of advanced planning the relocation of various departments and activities from Bond Hall to a trailer complex on Kovats Field and to Alumni Hall was accomplished in an orderly, efficient manner. Several cost reduction actions have been implemented and others are being studied on an on-going basis. Following is a brief summary of services provided:

1) 148 telephone work orders were processed and evaluated for action by The Citadel Physical Plant or the Division of Information Resource Management.

2) 230 telephone trouble reports were resolved by the Division of Information Resource Management, which required considerable consultation concerning the resolution of problems in the use of single line and digital telephone instruments.

3) Student telephone service in the barracks has been upgraded with a new exchange (953-XXXX) added. This upgrade enhances telephone capabilities and provides better service for administrative telephone users.

b. In addition, because of several construction and renovation projects, considerable planning and implementation went into the requirement to relocate or install new telephone cables throughout the campus, i.e., McAlister Field House, Alumni and Thompson Hall, plus projects soon to be completed, i.e., Coward and Vandiver Halls. These projects were in addition to the main project associated with the Bond Hall Renovation Project, which included the complete revamping and updating of the telephone equipment room located in Bond Hall.

4. Fax Service:

Fax Service has become a major vehicle in the rapid movement of information to and from The Citadel. Information is being received from and transmitted around the world via the fax telephone service. During FY 1990-91, over 6,750 actions were received or transmitted. Additionally, in order to improve fax service, a new fax machine was purchased and installed in the executive wing of Bond Hall.

C. Affirmative Action:

The Citadel Affirmative Action Plan was updated and approved by the President, The Citadel Board of Visitors, and the State Human Affairs Commission. Progress was made in all areas of affirmative action except the faculty and executive/managerial job categories. The State Human Affairs Commission has been asked to develop and present a special affirmative action program all department/activity heads and first-line supervisors. This program will be presented by staff members from the State Human Affairs Commission during the 1991 Fall Semester. In addition, the following reports and publications were prepared and distributed:

The Citadel Affirmative Action Plan
The Federal Government EEO-6 Report
The State Applicant Data Report
The Citadel Affirmative Action Goals Report

D. Records Management:

Records Management continues to provide services as a Records Center/Central Files/Microfilming Unit to all departments and activities. A major undertaking was the relocation of much of the unit's operation from Bond Hall to the trailer complex on Kovats Field. Although files are dispersed and space is somewhat limited, the unit is able to continue service. Following are significant accomplishments during FY 1990-91:

1. Faculty and Staff Terminated Employee Files:

Processed, merged and filed 499 terminated faculty and staff employee files for the Personnel Office and individual departments for CY 1989.

2. **Retention/Disposition Schedules:** Developed and forwarded to the Department of Archives and History for review and approval 14 retention/disposition schedules

3. **Student Financial Files:** Accepted and transferred 651 student financial files for retention and filing from the Treasurer's Office to the Records Center.

4. **Microfilm:** In addition to microfilming, indexing and filing the Board of Visitors Minute Books for August 1987 to August 1989, microfilmed 62,584 action as follows:

- 51 Confidential student files - 1983-1988
- 1558 Faculty and staff terminated employee files - 1985-1988
- 623 Graduate program 201 files - 1985-1988
- 2381 Report of grades - Spring 1989-Fall 1990
- 4231 Report of grades - 1940's War Training
- 970 Official general, special and confidential orders, bulletins and memoranda - 1989-1990
- 323 Student publicity information files for 1990 graduates and 1989-90 non-graduates.
- 440 Transcripts for 1990 graduates
- 205 Transcripts for 1989-90 non-graduates
- 440 201 files for 1990 graduates
- 205 201 files for 1989-90 non-graduates

5. **Records Center:** Significant accomplishments of the records center follows:

- 248 cubic feet of records placed in Record Center
- 1078 documents retrieved for customers
- 590 bags of records shredded
- 5000 pounds of records destroyed

E. **Necrology:**

Two in-service deaths occurred during FY 1990-91:

Major Vance E. Hightower, Director of Financial Aid and Scholarships, died 7 October 1990.

Colonel Salvatore A. Arcilesi, Professor of Political Science, died ~~1~~ February 1991.

F. Public Safety

1. Thefts

The Department of Public Safety continued to concentrate on theft within the barracks. Sergeant Gary Ludwigson, our academy certified investigator, personally followed up on every theft reported in the barracks. A total of 38 thefts in the barracks were reported and investigated during the past school year. This represents a slight decrease from the forty thefts reported during SY 90/91. Since initiating this program three years ago, the number of barracks thefts has decreased by a phenomenal 46%!

2. Drug Enforcement

Cadet vehicles were stopped and searched on a random basis throughout the year. No drugs or contraband were recovered.

An extensive investigation was spearheaded by officer James Gibson with technical assistance by the City of Charleston Narcotics Team. This investigation resulted in the arrest and subsequent resignation/separation of five student offenders for possession, use and/or distribution of illegal substances (LSD, prescription drugs, and/or steroids). An additional four students received administrative actions and separated from the college for involvement with drugs.

One cadet was discovered with marijuana in a shirt pocket and resigned in lieu of administrative action.

3. Vehicle Registration and Parking

A total of 3,528 vehicles were registered to park on campus or on Sophomore field.

Cadet	1195 (Includes 312 on Sophomore Field)
Faculty and Staff	647
Day/Evening Students	1686

Vehicles of the sophomore class were parked on "Sophomore field" located on Fishburne Street across from the City Police station. The field was secured around the clock by Roper Hospital security personnel in exchange for allowing Roper Hospital employees to also park on the field. Shuttle bus service was provided for the cadets on weekends.

4. Building Inspections

The Department of Public Safety conducted over 13,200 building inspections during the past year.

Special emphasis was placed on energy conservation and uniform appearance of buildings during the past year. Considerable improvement has been noted in both areas as a result of our inspections and followup actions taken in conjunction with the Chief of Staff's office.

5. Miscellaneous Services

Over 2,300 ID cards were issued to cadets, faculty, staff, contractors, and dependent children of faculty and staff personnel. This represents an increase of approximately 300 cards over the previous year.

6. Training

An intensive training program within the department has continued during this past year. All officers are ahead of schedule in the in-service training now mandated by South Carolina Law for continued certification.

Sergeants Frank Nigro and Paul Alford both completed the Basic Instructor Course at the South Carolina Criminal Justice Academy. Sergeant Nigro has been designated the department training officer. Sergeant Alford has also achieved certification as a Law Enforcement Firearms Instructor. Officer Jack Ferrell has been designated as the department Field Training Officer and has also completed the basic one-week instructor course at the academy.

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

7. All officers have been issued "BDU" type uniforms for wear during firearms and physical exertion training as well as during emergency weather situations.

The Director of Public Safety changed from a U. S. military uniform to the Departmental Police Uniform.

8. Community Service Recognition

Officer Philip Cahoon was recognized for spearheading The Citadel participation in the "Buck a Cup" campaign for Easter Seals. He was presented with a plaque for collecting over \$1,000 in donations to this cause. This is the second such recognition for Officer Cahoon.

The department sponsored the annual Roper Hospital wheel chair and foot races for charity for the third consecutive year.

The department was recognized for its support of the on-campus charity bicycle race sponsored by the Charleston Bicycle Club and The Medical University.

9. Personnel

All shift workers were authorized shift differential pay in accordance with the state criteria.

Sergeant Catherine Bowers resigned to take a position with the Department of Public Safety at the Medical University.

Officer William A. Fletcher was hired to fill the vacancy of Sgt. Bowers.

Officer Bill Butler retired from the department with 16 years of service. He was 66 years old.

Colonel Stackhouse was promoted to the rank of Colonel in the Unorganized Militia of South Carolina.

G. Religious Activities

1. General

Worship services were conducted weekly for cadets, other students, faculty, staff and friends of The Citadel. Protestant services followed by a coffee were held on Sunday mornings in Summerall Chapel at 0930. Special ecumenical services, with a reception following, recognized major Citadel weekends (Parents' Day, Homecoming, Corps Day), anniversaries of our Armed Forces and other holiday events (Christmas, Easter, Martin Luther King, etc). Catholic Masses were offered Sundays and Monday through Thursday in Summerall Chapel or Blessed Sacrament Chapel. Episcopal Holy Eucharist was held on Monday and Thursday evenings in St. Alban's chapel. Muslim worship was occasionally held in the Sacristy of Summerall Chapel.

2. On-Campus Ministry

a. Religious activities included Monday night denominational group meetings and Thursday night para-church group meetings---all well attended. These meetings were under the guidance of campus ministers from local churches who are specifically designated to work with the different faiths and denominations. Advisors to the para-church groups were members of the faculty or staff who have a very strong religious faith. Special first semester events included:

(1) "Gathering" for parents and new cadets the Sunday afternoon prior to beginning of the school year. This well attended event included a brief worship service followed by a reception and the opportunity for parents and new fourth classmen to meet the President and senior staff members, as well as the Director of Religious Activities and campus ministers.

(2) The Religious Banquet for fourth classmen, held after completion of the first week of fourth class training, gave the new cadets an opportunity to meet one another and to have their first regular meeting with the campus minister of their faith or denomination. Colonel Harvey M. Dick, Assistant commandant, was guest speaker.

(3) Religious Emphasis '90, 29-30 October, had General Charles Duke, USAF, Retired, former astronaut and moonwalker, as the featured speaker. Music was provided by Miss Kellye Cash, Miss America 1987, and sister of cadet Carey Cash, Citadel football player. "R.E. '90" activities began with a Prayer Breakfast; and each evening a worship service was held in the chapel. The Protestant and Gospel Choirs sang for the services and, in addition, on Monday evening Miss Cash was accompanied in song and testimony by her mother, Billy Cash, who is also a noted vocalist and speaker. Average attendance at these services was 400-450.

(4) The annual Christmas Candlelight Service was held in Summerall Chapel on Sunday and Monday evenings, 2-3 December 1990. This service combined all Citadel Cadet Choirs and members of the band; and played to an overflow crowd of cadets, faculty, staff and guests from surrounding communities. Each evening we had to turn away approximately 200-300 people. The final rehearsal on Saturday afternoon was held before 850 Girl Scouts and their sponsors.

(5) This past year, we had the largest Protestant Choir (100 plus) that we have had in years with the highest retention rate throughout both semesters. This was accomplished through motivation, appreciation cookouts and challenging music. Mr. Gregory Howard Jones continued to do an outstanding job as Choir Director, as did LTC Mark Bebensee, Organist.

(6) The cadet Gospel Choir presented a concert on 10 April in honor of the graduating class of 1991.

(7) Baccalaureate speaker for the Class of 1991 was The Reverend Sterne W. Bolte of the Sumter, South Carolina, United Methodist Church. His sermon, which compares instrument flying to total reliance on God, is always a hit with the cadets and others attending.

(8) The cadet Religious Council sponsored the religious rock group, "Petra," at a concert open to the public in McAlister Field House. Attendance numbered over 2,000.

b. Colonel Floyd W. Brown, Jr., USAF, Ret., former Commandant and current Director of the Summerall Chapel Association and Active Duty Advisory Committee, continued to serve as coordinator of Chaplaincy Activities during FY 1990-91. Under Colonel Brown's guidance the following activities were initiated during the year.

(1) Guest preachers, representing all faiths/denominations, were invited to serve as guest clergy at the 0930 Protestant service each Sunday. This "fresh look at the Gospel" each Sunday was welcomed by most regular attendees.

(2) A series of four (4) Religious Orientation services were set up for all new fourth classmen to acquaint them with two forms of Protestant worship, a Catholic worship and a Jewish service. These services, attended by all fourth classmen were handled by ministers, priest and a rabbi from the local community, and went a long way in improving religious tolerance among the many faiths and denominations represented by our cadet Corps.

(3) A "Morning Coffee and Refreshment Hour" was held following the 0930 service, to afford cadets an opportunity to meet people from downtown or from the faculty and staff. This event was hosted by the Chaplain's Office and the Summerall Chapel Association. Much credit for the continued success of this is given to Mr. and Mrs. Ron (Linda) Suciu.

(4) A Chapel Concert series was initiated for the academic year with six concerts being held on Fridays after parade. These consisted of organ concerts and special musical programs featuring the Chorale and "Original Thirteen." These were open to The Citadel family and public at no charge.

3. Of-Campus Activities

a. Forty-eight statewide and local retreats, socials and religious observances were attended/held off campus by the different campus religious groups under the guidance of our campus ministers. Most of these were held on open weekends to insure that cadets did not miss scheduled military activities. The Commandant's Department allowed some groups to leave on closed weekends for major religious conferences, etc.

b. The Protestant and Gospel choirs successfully performed at churches and local events throughout South Carolina and in other states. The Protestant Choir journeyed to Atlanta, Georgia, for a most successful spring concert tour, performing at four churches, Agnes Scott College, a shopping mall and "Six Flags Over Georgia." The Atlanta area Citadel Club did a yeoman's job in sponsoring our cadets for these events. The Gospel Choir performed at the United States Naval Academy, Annapolis, Maryland, and several churches in New York during their spring tour. The success of these tours, plus the conduct and appearance of our cadets, continue to be a strong public relations asset for The Citadel and the state.

c. Colonel Brown attended the Service Academies Chaplain's Conference at the United States Coast Guard Academy, New London, Connecticut, 8-10 April 1991. This conference, held at a different Military/Naval Academy each year, provides an outstanding forum for discussion of items/issues common to all military schools, whether state-supported (Citadel, VMI) or national service academies. The theme this year dealt with moral and ethical issues confronting today's cadets and midshipmen.

d. Colonel Brown took five cadets to Washington, D. C., in February 1991 to attend the National Prayer Breakfast and participate in the Student Leadership Conference. Cadets Andy Decann, Marc Kochamba, Rod Schaffer, Rit Varriale and Dan House, gave a good account of themselves and Colonel Brown received many compliments from other participants, praising the cadets' appearance and conduct. This is the sixth consecutive year that The Citadel has participated, and our cadets have always left a very good impression on fellow students and sponsors of this event.

4. Facilities

a. Repairs to the flat roof on the front of Summerall Chapel were completed over the summer. Although the damaged roofs existed before Hurricane Hugo exacerbated the situation, requiring the much needed roof replacement/repair.

b. Repair of interior walls and refurbishing of the pews and chancel furniture in Summerall Chapel continued as on-going "self-help" projects using mostly volunteer help from the Chapel Association members and a few cadets. The Citadel Physical Plant is assisting in this work.

c. Office space in Mark Clark Hall was refurbished to provide a more efficient office and meeting area for the Director of Chaplaincy, improve the cadet "relaxation area," and provide a counseling area for use by the campus

ministers. The old Chaplain's Office in Summerall Chapel was modified to provide office space for the Administrative Assistant to conduct wedding business and give on-scene assistance to the hundreds of visitors and tourists to Summerall Chapel each week.

d. A major relocation project was undertaken in late June 1991 to move the Coordinator of Chaplaincy Activities to the Crumpton Room in Summerall Chapel and the assistant to the sacristy in the chapel. Room 211, Mark Clark Hall, is being taken over by the cadet publications office, requiring us to move our counseling room and cadet relaxation area to Room 340, Mark Clark Hall. Although the reason for relocation was explained, it was not a welcomed move because of cramped space in the chapel, inaccessibility to chapel offices during functions in the chapel and the isolation of Room 340, Mark Clark Hall, in regard to normal cadet traffic.

5. Related Activities

a. During '90-'91, the chapel was used for 291 in-house events (worship services, choir practices, Fine Arts series, Ring Ceremony, Graduations, Baccalaureate, meetings, etc.); 89 wedding rehearsals and 92 weddings; 17 community concert events, including rehearsals; seven (7) baptisms; four (4) funerals; three (3) memorial services, and two (2) special services of prayer for peace during the Gulf War. The latter two were well attended by Citadel personnel and members of the community.

b. Breakfast meetings in Mark Clark Hall were held bi-monthly for campus ministers and para-church group advisors to discuss and coordinate all religious group activities as well as keep this group apprised of all Citadel activities pertinent to their mission.

H. Development

1. Fund Raising

The fiscal year was marked by continued successful efforts to identify, solicit, and gain private gifts and commitments for the college. Three major projects saw the focus of these efforts and significant progress was seen in each area.

The Inaugural Campaign, celebrating the inauguration of Lieutenant General Claudius E. Watts III as The Citadel's president combined with a strategy to retire some of the college's financial obligations, was launched in March 1990 as a 20-month effort to raise \$1.5 million in case to offset these obligations. The Citadel had some \$3 million in debts not covered by outstanding bonds; varying amounts for the Lockwood Field purchase, a long-standing note due The Citadel Development Foundation for Seignious Hall, an obligation due Excess Debt Service for The Johnson Hagood Stadium lights, an as-yet unbonded obligation for the Faculty Quarters Project, and the college's accepted portion of Vandiver Hall construction costs. To date, over \$1 million has been given or pledged (with payments due by the end of 1991) and, through other avenues, additional funding was located to reduce the debt by almost half.

The Citadel Regimental Band and Pipes received and unprecedented invitation to participate in the month-long Edinburgh Tattoo in Scotland. A

military-style musical extravaganza, The Edinburgh Tattoo annually brings together outstanding military musical units from throughout the British Commonwealth and the world. The Citadel is the first American military college unit to ever be invited to participate in this historic event. Funds were received from The Citadel Development Foundation, The Jessie Ball duPont Fund, and other donors to cover the costs involved.

With the construction of Alumni Hall---a \$4.7 million project funded by State General Obligation bonds---to house the Electrical Engineering and Physics Departments, the sole remaining unfunded project in for the building was completion of its teaching auditorium. Mrs. Paola C. Groverman of San Mateo, California, generously donated \$200,000 in honor of her father, David Graham Copeland, Citadel Class of 1903. Mr. Copeland, who was a graduate of the United States Naval Academy and Rensselaer Polytechnic Institute, had a distinguished career in the Navy, as General Manager of Barron Collier Interests in Florida, and in a host of public service and volunteer positions. In honor of his accomplishments, The Board of Visitors has named the Alumni Hall Auditorium for Mr. Copeland.

In tabular form, the following represents total cash and gifts-in-kind to the college (excluding The Citadel Development Foundation and The Citadel Brigadier Club) for the past year:

Unrestricted	\$ 317,413
Scholarships	193,118
Construction Projects	562,117
Inaugural Campaign	506,167
Hugo Relief Fund	2,929
Endowments	38,294
Designated Gifts	30,236
CDF and Brigadier Club (transferred out)	15,914
Prizes and Awards	2,325
Equipment and Other Gifts-in-kind	56,123
John Monroe J. Holliday Building Fund	51,640
Citadel-Burke High School Achievement Project	49,595
Other	36,251
Total	\$1,862,122

Of these gifts, a particular payment must receive special note. The Jessie Ball duPont Fund of Jacksonville, Florida pledged in 1989-90, \$150,000, over three years to support Project Challenge, The Citadel-Burke High School Achievement Project. As noted elsewhere in this annual report, Project Challenge has become a national model for assisting at-risk minority students by providing them counseling and a specially-designed curriculum to keep them in high school. Numerous local, state, and national awards and recognition have brought credit upon the project, Burke High School, The Citadel, and The duPont Fund.

In September 1990, Mr. Jac Powell, Associate Director of Development, resigned from The Citadel to become Director of Admissions for Miami-Dade Community College in Florida. In February, 1991, Dr. James A. Adams, Director of Development, was recalled to active duty as an Army Reservist in support of Operation Desert Storm. The Development Office operated, in large part, under the full time direction of its sole remaining professional level employee,

Assistant Director Sam Jones. Despite this significant personnel challenge, the continued operation and initiatives of the development effort never faltered.

I. Alumni Affairs

Alumni clubs continue to be very active. A strong effort is being made by the Association of Citadel Men to coordinate, list, update, announce and generate interest in old and new clubs. The Spring issue of Alumni News provides the means for alumni to see where clubs exist and how to start a club. It is estimated that some 100 plus club meetings have taken place with many thousands of alumni participating.

The Alumni Association Scholarships and Endowment Funds continue to grow. The Association made nearly \$150,000 available for 30 cadet scholarships, eight of which are all expense paid. This past spring, John Monroe Holliday '36, made a commitment of \$500,000 for the purpose of a new Alumni Center. This facility will be a great addition for the faculty, students and its alumni.

The Governmental Affairs Committee of the Association of Citadel Men again stepped forward as an important volunteer group. By taking the lead in making our alumni more informed on matters of concern in the state legislature, this group has served our school well. Also, this committee was instrumental in providing important volunteer assistance in the success of the annual Legislative Barbecue held in Columbia. The committee was also responsible for making funds available to compliment the college's on-going government relations effort.

The Alumni Office will be an integral part in developing the activities and programs for the Sesquicentennial celebration. We will also try to re-focus our area clubs by tasking them to take more responsibility in providing resources for CAPP, Alumni Career Networking, and Alumni Public Relations Advisory efforts.

J. Placement

The Placement office continues to build its resources for student and alumni use. A major achievement was the total integration of the Alumni Career Network into the school's VAX system. This integration now allows immediate updating of the human resources information that the career network is to provide. It also allows easier access to cross-reference occupations, location, in-state, and out-of-state resources of our alumni.

Placement Services battled hard this year to continue to provide interview schedules and seminars (informational). Some 29 companies that recruited on campus in 1989-1990 did not recruit on campus this year (1990-1991); fifty-three companies provided interviews and five (5) companies provided seminars. This reduction was offset by the addition of 30 new companies interviewing off campus for this school year. In addition, 12 informational recruiting seminars were provided. This provided a net increase of seven (7) recruiting situations for the class of '91 over the class of '90.

In addition, the Placement Office held 5 seminars covering job and career search skills. Two of these seminars included programs with in-the-field specialists (representative of Price-Waterhouse and of (Marcon).

Seventy-five (75) interview schedules and approximately 800 interviews were provided for the 212 registered students. Also, our referral service continues

at a rate of approximately 10 companies per month. Referrals of resumes are mailed or faxed. This service includes both students and alumni resumes.

32.5% of the class of '91 returned the Senior Survey forms. Some 47% of the returned surveys indicate career decisions have been made.

The average salary offer for all majors has been \$25,500. Engineers have been offered an average salary of \$29,900 while those entering banking were offered an average of \$21,800. Sales, management, law enforcement and accounting offers fall in between those numbers at nearly \$24,500. Interesting to note, the highest reported offer (of \$38,000) was made to a Business Administration major.

The Placement Office intends to produce several resume booklets. Target areas are: MBA's, Accounting, and Law Enforcement. This effort should increase the referral range for our students with these interests.

K. Publications

This past year the focus of the *Alumni News* has developed a sense of balance between campus activities and alumni activities, particularly as seen from an alumnus point of view. Very favorable comments have been received about the creativity and style that the *Alumni News* has projected.

Through the *Sally Port* continues to be a valuable and informative communication.

The *Citadel Calendar Comments* published monthly during the college year furnishes comprehensive news for members of the faculty, staff, retirees, Advisory Committee and Board of Visitors

L. Governmental and Public Relations

1. Governmental Affairs

The most significant piece of legislation regarding The Citadel that surfaced in the 1991 General assembly was House Bill 3150, which, if passed, would have allowed women to enter the Corps of cadets. The Bill was defeated in the House Education Committee on 5 March. The Bill was then attached to the Appropriations Bill as an amendment which was defeated in the full House by a vote of 68 to 29.

A technical connection was required to the 1990 House Bill 4379 (see 1990 Annual Report), at the request of the State auditor's office. This Bill, passed in 1990, authorized The Citadel's Board of Visitors to establish a nonprofit eleemosynary corporation, the purpose of which was to provide scholarship and other financial assistance or support to the college. House Bill 3832 which contained the necessary technical change to House Bill 4379, was passed and ratified on 31 May.

On 8 December 1990, the president hosted a day-long briefing, tour of facilities and dinner for members of the General assembly who had graduated or attended the college, and those members of the Legislature on The Citadel

Board of Visitors. The event was an unqualified success that resulted in a broadening of needs for the college in the minds of those who attended.

Members of the Legislative Joint Committee on Cultural Affairs visited The Citadel on 8 June for a business meeting and tour of Spoleto activities. Quarters One was used to host a luncheon for the members. A brief presentation on The Citadel was made to the group before they adjourned from their meeting.

Fifty eight per cent of the General assembly members attended the 1991 Citadel Bar-B-Que held on 17 April in Columbia. This figure compares to 59 per cent in 1990 and is considered high for a social event late in the legislative year.

No members of The Citadel Board of Visitors stood for re-election by the General Assembly in 1991.

2. Public Relations

The Citadel was listed for the third consecutive year by U. S. News and Corld Report as one of "America's best Colleges." The rating, eighth in Southern Regional Colleges and Universities, as listed in the 1991 annual College Guide, published in October 1990, contributed to a positive year for the college from an aspect of public relations.

A significant contribution to the positive image enjoyed by The Citadel during the reporting period was a CBS television documentary featuring The Citadel's involvement in Operation Desert Shield/Storm shown on 10 February 1991, during the Charles Kuralt, "Sunday Morning" show.

Newhouse News Service reporter, David Wood, visited the campus in March 1991 for the purpose of including The Citadel in a nationwide feature piece on Desert Shield/Storm. The college received positive coverage from the resulting syndicated column and photographs that appeared in newspapers across the nation.

The Public Relations office increased its advertising in magazines and publications targeted at Charleston and South Carolina audiences. "Charleston Insider," "City of Charm," and the 100 year anniversary issue of "The State" featured paid advertisments on the college.

A completely new version of the legislative fact sheet was produced in 1990. "An Overview of The Citadel" was a fold out, eight-page publication that included a brief written paragraph on the most important facets of the college. This publication was provided to Citadel staff, visitors and legislators.

A national toll free telephone service was established in August 1990 to provide information on Citadel activities. By dialing 1-800-868-DAWG, the caller activates a recorded message updated every week on aspects of Citadel activities. Local callers use 792-6726. The service proved to be an instant success with over 300 calls a week being reported during the football season.

A promotional flyer on the 1990-1991 parade schedule and The Citadel was sent to South Carolina Welcome Centers, hotels, motels and tour agencies. As a result, a significant increase in the number of tour buses was realized that visited and stopped on campus. During a day in September 1990, twenty-four buses in one hour were counted entering Lesesne Gate.

The Citadel hosted a 20th Century Fox film crew on 6 April to film graduation scenes for the Bette Midler, James Caan movie, "For The Boys." In the movie, Ms. Midler's son plays the part of a Citadel graduate who is commissioned in the Infantry and sent to Vietnam. Approximately \$4,000.00 in Citadel uniforms and graduation dias material was sent to assist in filming graduation scenes filmed in Hollywood. The movie is expected to be released in late 1991.

M. Summer Camp for Boys

1. Celebrating the 35th Anniversary of the program's establishment by General Mark W. Clark in 1957, the camp staff welcomed to the first session 180 boys from 19 states. This was the largest group of first session campers since 1986. Approximately half of those boys are residents of South Carolina. General Watts opened that session on Sunday, June 16 and closed it on Saturday, July 6 as 177 boys graduated. Second session opened on Sunday, July 14 with 181 boys from 15 states and Mexico. In addition, approximately 20 former staff members gathered in Mark Clark Hall that day for a "reunion" to celebrate the camp's anniversary. Second session closed on Saturday, 3 August 1991 with 181 boys graduating. General Meenaghan was the graduation speaker.

2. The camp has employed 55 cadets, alumni, and former campers as counselors and senior staff members. Four counselors will be incoming freshmen in the fall.

3. New features to this year's program included the addition of Camp Television as a specialized activity, utilization of the IRM Macintosh computers for the Camp Newspaper, and crabbing from the Boating Center docks. IVS Media Productions, Inc.---the company that produced the Portrait of the Citadel recruiting film---has been filming and will soon be editing a promotional videotape due for release in the fall. In addition, the camp has purchased a computer which had dramatically improved office efficiency: cost \$4,000.

4. Scholarships totaling \$2,500 was awarded by the camp this session. Outstanding cadet counselors were Marty Stanford from Columbia, MD (First Session), Class of '92, and Johnny Syfrett from Walterboro, SC (Second Session), Class of '94.

5. The camp contributed \$4,000 to the President's Discretionary Fund in January.

N. Athletic Affairs

The following is a record of the 1990-91 Wins and Losses by team:

Team	Overall Record	Conf. Record
Soccer	8-8-2	3-1 Lost in SoCon Tour.Champ.Game
Cross Country	57-19	NA

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Football	7-5*	4-3	Ranked 15th 1-AA; 1-AA Playoffs
Rifle	35-23	NA	
Wrestling	10-6	2-2	
Basketball	6-22	1-13	
Tennis	8-20	2-3	
Golf	56-45	NA	Moved up 4 spots in Conf. Meet
Track	No indiv. matches	NA	
Indoor Track	No indiv. matches	NA	
Baseball	34-19-1	16-2	Won regular season championship
Totals	221-167-1	(.569)	

*1-AA Playoff Appearance

\$Regular Season Champions

#Runner-Up Tournament Champions

Possibly the most far-reaching study on college graduation rates was published by **The Chronicle of Higher Education** and The Citadel was one of the most impressive schools of the 262 Division 1 colleges. The Bulldogs led the Southern Conference in overall athletes' graduation rate (83.3), football graduation rate (85.7) and was second in basketball graduation rates (50.0). According to the **Chronicle's Research**, The Citadel athletic program was tops in the State of South Carolina and its football program was second in the nation among schools which grant football scholarships (just behind Duke). Bill Phillips (football) received a \$10,000 post-graduate scholarship from the National Football Foundation and College Hall of Fame. He also collected an additional \$3,000 from Medical Economics and has been accepted to several medical schools. Rob Webster (tennis) received the Southern Conference's first ever post-graduate scholarship for a male athlete. 102 athletes (out of approximately 250) were named to the Fall Athletic Director's Honor Roll, led by Jason Andress (golf), who has a 3.85 in electrical engineering.

In Soccer, the Bulldogs tied for regular season championship with Furman for the first time in school history, but received the league's second seed in the tournament due to criteria. Craig Stephans was named 3rd team All-South. Stephans was the Dogs' lone first team All-Southern Conference selection. Andrew Hoyback, Jef Fayssoux, Powell Williams and John Ritchie made the second team honor squad. Highlight wins were against East Carolina (4-0), Appalachian State (3-1 OT), VMI (3-1) and Marshall (3-2). Bulldogs lost the championship game of the SoCon Tournament to Appalachian State, 5-4, in overtime.

In Cross Country, the Bulldogs finished in the top 5 in 6 of 7 meets. The Bulldogs finished ahead of VMI for the first time in five seasons at the Winthrop College Invitational. Individually, junior Rich Lampe won the first four meets of the fall.

The Bulldogs continued to show marked improvement as Charlie Taaffe's squad compiled a 7-5 overall record, a No. 15 final national ranking and received an at-large bid to the NCAA Division 1-AA football playoffs. The Bulldogs have now put three straight non-losing seasons together for the first time since the 1979-81 teams. The Bulldogs finished in the upper division of the league for only the 19th time in 55 years of conference play and became only the 12th team in

Citadel football history to win 7 or more games in one season. Class of 1991 is the 4th winningest senior class in Citadel football history (24-21-1). They defeated South Carolina for the first time since 1950 and spent 10 of 11 weeks ranked among the nation's top 1-AA teams, with a high of 9th. The Bulldogs led all 1-AA teams in turnover margin (+1.91). J. J. Davis played in the Senior Bowl, was named a first team All-Southern Conference honoree as well as first team Walter Camp All-America and Sports Network All-America, and second team Associated Press All-America. DeRhon Robinson was a first team all-conference pick, first team Kodak All-America and second team Sports Network selection. Offensive tackle Carey Cash and free safety Lester Smith were named first team all-conference in addition to Davis and Robinson. Second team selections were quarterback Jack Douglas, fullback Everette Sands, rush, and Bill Melby, cornerback Shannon Walker and drop end David Brodsky. Bill Phillips, a senior fullback, received \$13,000 in post-graduate scholarship funding from The National Football Foundation and College Hall of Fame and Medical Economics. Phillips also was a District 111 GTE-CoSIDA Academic All-American selection. Head coach Charlie Taaffe was named SoCon Coach of the Year for the second time in three years. Bulldogs averaged 16,288 fans per game, the second best mark in the league.

The Rifle team enjoyed another banner year under the direction of head coach Buck Stackhouse. The rifles were led by junior Doug Herr, who shattered The Citadel air rifle record when he fired a 386 out of a possible 400 in the NCAA Qualification Match at VMI. Herr also was the high individual shooter in 8 separate matches this past season. Herr earned second team NCAA All-America in both the smallbore and air rifle classifications.

The Bulldogs' 10-6 record in wrestling was an improvement over the 7-7 record registered in 1989-90. Defeated league and military foe VMI in a dual meet for the first time since 1979. At conference meet, Bulldogs had 6 third places and one runner-up (Sean Begley) finish, who missed national qualifying by one point in overtime. Senior Alan Hupp compiled a 2206 overall record in the 142 pound division. The Citadel started 4 freshmen and also introduced a first-year head coach in Dave Kennedy.

In basketball, Bulldogs finished with a record of 6-22 and a SoCon mark of 1-13. Twenty-two (22) losses were the most in school history and the Bulldogs' last place finish in the league was the first time The Citadel has finished in the basement since 1981. The one victory in league play is the worst showing for a Bulldog five since the 1956 team did not win a league contest. The 2,379 points the Bulldogs gave up this year were the most in school history by 132 points (the 1987-88 team had given up the second most in school history). Ted Mosay finished his career as the 11th all-time leading scorer with 1,183 points and also was named a first team All-Southern Conference Coaches pick. At the end of the session, the Bulldogs' starting lineup consisted of 2 freshmen, 1 senior, 1 junior and 1 sophomore. Of the Bulldogs' 15 roster players, 12 will be returning next season.

The new Tennis head coach, Bo Crouch, inherited a young squad. Rob Webster, a senior chemistry major, closed out a stellar career by finishing with a 17-8 overall singles record. Webster's career mark was 87-25 and Webster was one-half of the doubles championship duo for the 1989 and 1990 seasons. Webster became the first recipient of the Southern Conference's post-graduate scholarship

and received the Sportsmanship Award of the SoCon Tennis Tournament. He and junior partner, Kirk Bonnoitt, finished 3rd in the SoCon in No. 1 doubles. New faces making their impact were freshmen Michael Spake, who posted a 12-15 record at No. 4 singles and finished 3rd at the SoCon tournament and Raul Rodriguez, who was the Bulldogs' No. 5 singles player and finished 3rd in his flight at the SoCon tournament. A local product, Rodriguez finished with a respectable 10-16 record. Freshman Chad Jordan played No. 6 singles and had a 13-14 record for the second best record on the team, but missed the tournament due to injury.

The Bulldogs once again boasted of several outstanding individual accomplishments this season. Indoor (SoCon meet finishes), Carey Cash, 3rd shotput (All-Conference), 1,600 meter relay team (Oscar Hughes, Detric Cummings, Orin Sharper, Dan Johnson), 3rd (All-Conference). Outdoor (SoCon meet finishes), Carey Cash, 2nd place shot, 3rd place discus (All-Conference), Ryan Gould, 3rd place javelin (All-Conference). Rich Lampe broke school records in the indoor 3,000 meters and outdoor 3,000 meters. Freshmen school records were broken by Detric Cummings (400 meters) and Ryan Gould (javelin).

The Bulldog golf squad was a much improved unit this season, finishing 4th at the SoCon meet, the highest finish for the golf team since 1985. The Dogs finished in the upper half in five of their seven invitationals, including 4th three times. Freshman Mark Watkins tied for 4th in the medalist competition and also recorded the lowest round in the SoCon this year with a 68. Fellow freshman, John Hillman, finished 18th overall at the SoCon meet. The season saw a close to the career of Jason Andrews, The Citadel's top scholar-athlete with a 3.85 in electrical engineering.

The 1991 basketball season proved to be yet another outstanding accomplishment for the Bulldog baseball program. Chal Port was named Southern Conference Coach of the Year for the 6th time and the Bulldog baseball team won its 8th league title and 7th under Port with an impressive 16-2 slate. The 34-19-1 record was one of the best under Port, as the 34 victories was tied for the third most wins in one season. The Bulldogs have strung together four straight winning seasons and 23 out of the last 24 years. They won 20 straight league games at College Park dating back to the 1989 season and defeated South Carolina for the first time since 1989. The pitching staff was ranked among the nation's top 10 during the season and the 9 saves for Hank Kraft ranked the Chesapeake, Va., native among the nation's top 10 in saves. Kraft broke season and career marks for saves and Phillip Tobin smashed the games played record. The Class of 1991 was the winningest senior class in Citadel baseball history, piling up a 143-73-1 slate. The year's team also broke the single season record for fielding with a 963 mark. Kraft and Gettys Glaze combined for a school-record 13 saves. Senior pitcher, Brad Stowell, finished 6th in appearances (61), 11th in innings pitched (219-1/3) and 7th in wins (21). Three pitchers were named pitchers of the week by the SoCon and outfielder Jason Rychlick was selected player of the week in the SoCon. Blaze (DH), Philip Tobin (SS) and Dan McDonnell (2B) were named first team all-SoCon, while Ken Britt (P), Hank Kraft (P), Jason Rychlick (OF), Tony Skole (3B), Chris Lemonis (1B) and Glaze (C) were named 2nd team All-SoCon.

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The Bulldogs golf squad was a much improved unit this season, finishing 4th at the SoCon the highest finish for the team since 1987. The Dogs finished 1st in five of their 18 events and won the medalist competition and three times. Mark Kirtz tied for 4th in the medalist competition and also received the SoCon Player of the Year award. The team saw a close race for the SoCon title with the Bulldogs finishing 4th.

The Bulldogs baseball season proved to be yet another outstanding accomplishment. The Bulldogs baseball program, Coach Paul Southern Conference Coach of the Year for the 6th time and the Bulldogs baseball team won the 5th league title and 7th under Fort with an impressive 18-7 state. The 34-19-1 record was one of the best under Fort, as the 34 victories was tied for third most wins in one season. The Bulldogs have string together four straight winning seasons and 21 out of the last 24 years. They won 19 straight league games at College Park dating back to the 1989 season and defeated South Carolina for the first time since 1989. The pitching staff was ranked among the nation's top 10 during the season and the 9 saves for Mark Kirtz ranked the Chesapeake, Va., native among the nation's top 10 in saves. Kirtz broke season and career marks for saves and Phillip Tobin smashed the games played record. The Glass of 1991 was the winningest senior class in SoCon baseball history, piling up a 143-78-1 state. The year's team also broke the single season record for fielding with a 963 mark. Kirtz and Gortys Glass combined for a school-record 13 saves. Senior pitcher, Brad Stowell, finished 6th in appearances (61), 11th in innings pitched (219-1/3) and 7th in wins (21). Three pitchers were named pitchers of the week by the SoCon and outfielder Jason Rychlick was selected player of the week in the SoCon. Blaze (DH), Phillip Tobin (SS) and Dan McDonnell (2B) were named first team all-SoCon, while Ken Britz (F), Hank Kirtz (F), Jason Rychlick (OF), Tony Skole (3B), Chris Lascaris (1B) and Glass (C) were named 2nd team All-SoCon.

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