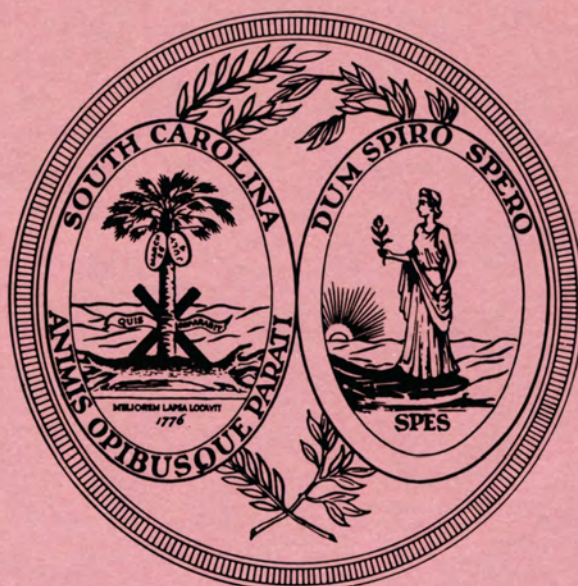


**THE CITADEL
THE MILITARY COLLEGE OF
SOUTH CAROLINA**



**ANNUAL REPORT
1989-1990**

Printed Under The Direction Of The
State Budget And Control Board

THE CITADEL

ARCHIVES AND MUSEUM

HIGHLIGHTS

The National Council for the Accreditation of Teachers' Education (NCATE) conducted its on-site visitation as part of its accreditation process. Within the last year this prestigious agency has revamped its guidelines and raised its standards. Consequently, only one in eight teacher's education programs are receiving full, five year accreditation. The Citadel's education unit, consisting of the teaching certification programs in the Departments of Education, Physical Education, and Psychology, met all standards and had their programs re-accredited for five years.

This was the first year of the implementation of the Core Curriculum. For incoming students, the change in requirements from the survey of United States History to Western Civilization constituted the major change. In the coming year, the greatest impact will be a large number of students taking Chemistry or Biology as their second year science along with one of the several options that comprise the required social science course. Nonetheless, the transition in its first year to the new core curriculum went smoothly.

The South Carolina Commission on Higher Education approved the implementation of the Master of Arts degree program in history. This is a joint effort undertaken with the College of Charleston. The Citadel will concentrate in the areas of U. S. and European history, while the College will focus on Third World studies and the history of the Lowcountry.

Without the generous support of The Citadel Development Foundation, namely \$1.46 million, the college simply could not achieve the level of excellence it has attained. Funds from the foundation support scholarships, grants, faculty development and research, and recognition of faculty excellence. As part of the adoption of the Series Z administrative package, software systems supporting procurement and development came on line, and more computer labs and work station labs are under construction or purchase.

Following statewide competition, The Citadel received grants from the S. C. Department of Education to conduct teacher training institutes for advanced placement (AP) teachers of English, U. S. History, and Comparative Government. These grants represent the fifth year in which Citadel faculty have successfully competed in this statewide process.

Project Challenge, a program under the auspices of the Department of Education, received a major grant of \$150,000 from the Jessie Ball duPont Foundation. Project Challenge is an effort that encompasses Citadel faculty working with nearby Burke High School in developing and implementing a humanities curriculum. Colonel Thomas W. Mahan and Lieutenant Luci Bailey of the Education Department spearhead the project.

Each year, the Governor of South Carolina recognizes the best professor among all the colleges and universities operating in the state by the presentation of an award at a banquet in Columbia. Each college or university may nominate one professor. This year's recipient of the Governor's Professor of the Year is Colonel Thomas W. Mahan, Professor of Education and Psychology, the first Citadel faculty member to be so honored.

The Corps of Cadets performed well throughout School Year 1989-90, even with the difficulties imposed by Hurricane Hugo. The cadets evacuated the campus on 21 September 1990 and returned to class on 9 October 1990. Due to the loss of 12 class days, Christmas leave was shortened and first semester exams, normally scheduled prior to Christmas, were scheduled after Christmas furlough. Spring break was also shortened. Parents' Day and other activities were rescheduled. For several weeks home football games could not be played at Johnson Hagood Stadium. Despite these and other problems associated with the storm, the leadership of the Regimental Commander and his staff contributed immeasurably to smooth operations throughout the year. The flexibility demonstrated by the Corps in implementing the revised school calendar enabled the Class of '90 to graduate as originally scheduled on 12 May 1990.

Hugo inundated our finance offices with water and cut off all power to our computer system. It caused a major drain on our cash account in order to accomplish the approximately \$2 million worth of emergency repairs required to restore the college to full operational status. We have received the first two distributions of payments from our insurance claims and we are still working closely with the Division of Insurance Services staff and the Federal Emergency Management Agency (FEMA) staff to close out all pending claims and receive reimbursement for Hugo related expenses.

Fiscal Year 1989-90 saw a slight retreat in the level of state funding for the higher education formula. After increasing to 93% funding in 1988-89, the General Assembly was able to provide only about 92.68% funding for 1989-90. This forced the college to provide no funding for equipment replacement or purchases with the exception of computers, physical plant equipment, and boating center equipment.

The Citadel's audit for Fiscal Year 1988-89 was performed by Rogers, Montgomery and Company, P.A., Certified Public Accountants under contract to the State Auditor. The report was again an unqualified report. The same audit firm also audited The Citadel Athletic Department under guidelines established by the NCAA and found no major deficiencies.

The Budget and Control Board's Procurement Audit Staff conducted an extensive audit of The Citadel's procurement system to determine how well we complied with state procurement regulations. The audit was conducted for the period November 1986 to April 1990. The college received a very favorable report of findings. The auditors support our request for an increase in our local procurement authority to \$30,000.

The Citadel's procurement staff processed and awarded 55 invitations for bid and one minor construction bid without protest. In addition, 10 invitations for bid which were exempt from the State Procurement Code were processed and awarded without protest. The procurement staff processed in excess of 200 procurements worth \$2.0 million in support of the hurricane cleanup effort.

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. We have obtained property valued at more than \$42,000 this fiscal year to include paints, lubricants, and other general maintenance supplies.

The Citadel has become a recognized leader in the Charleston area in efforts to involve Minority Business Enterprises (MBE) in Citadel procurement activities. Our purchases from minority firms for the first three quarters of this fiscal year total \$238,912 which has surpassed our goal of \$124,489. Our efforts this year were assisted by the needs developed as a result of Hurricane Hugo.

The Citadel staff worked closely with the State Treasurer and the college's bond attorneys to develop the documentation required for the refinancing of \$1,350,000 of Institution Bonds, the issue of a new \$500,000 Institution Bond, the issue of \$3,200,000 of Revenue Bonds, and \$2,000,000 of Plant Improvement Bonds. These bonds will support the new Cadet Dining Facility project, a previously completed Faculty Quarters project, a project to upgrade the Capers Hall cooling system, and a project to relocate the roadway near Indian Hill.

The State passed legislation permitting The Citadel to establish a foundation and transfer the current endowment funds to that foundation. This action will eliminate one of the problems that has been noted in the annual audit management letter for the past several years, i.e., that the funds should be invested by the State Treasurer instead of The Citadel.

Major construction activities on the campus centered on the completion of the McAlister Field House Project, the Central Energy Facility and the Perry Earle Tennis Facility. A much needed Alumni Hall Replacement Project was started as well as the new Coward Hall Project. Projects under design are Vandiver Hall and the Renovation of Bond Hall. Auxiliary activities provided services and goods to students, faculty and staff, as well as providing much needed revenue for athletic operations, scholarships and student activities. The continued emphasis was made on major equipment replacement in both the Print Shop and Laundry activities.

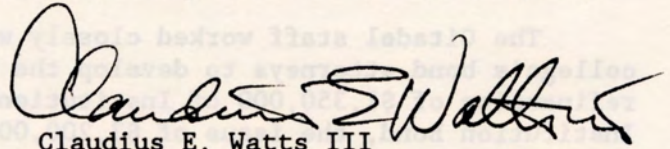
The Citadel Baseball Team participated in the College World Series in Omaha, Nebraska, with Coach Chal Port being named National Coach of the Year by the Sporting News. The team won 46 games and lost 14.

In what turned out to be a busy year for the college's fundraising activities, over \$2 million was collected in the areas of both restricted and unrestricted gifts, scholarships, and Clark Campaign pledges and commitments. Included in this figure were two unplanned fundraising efforts revolving around historic events for The Citadel.

The Hugo Relief Fund collected over \$200,000 in cash from alumni, friends, and foundations assisting with our recovery from the storm. The Inaugural Campaign was announced in March (to this point solely directed toward alumni) to assist in retiring the unbonded financial obligations of the college. A goal of \$1.5 million was established with collections to be completed by the end of Calendar Year 1991. Thus far, over \$450,000 has been committed, meeting our most optimistic projections.

The 16 October 1989 issue of U. S. News and World Report, featured The Citadel as seventh among 148 Southern Colleges and Universities in the annual guide to "America's Best Colleges."

During the 1990 session of the State General Assembly, the most significant piece of legislation directly related to The Citadel was House Bill 4379. This bill authorized The Citadel Board of Visitors to establish a non-profit eleemosynary corporation for the purpose of providing scholarships and other financial assistance and support to the college, to authorize the transfer of certain non-state appropriated funds or property to this non-profit corporation, and to provide for disclosure requirements regarding these funds and property.



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

TABLE OF CONTENTS

	Page
Synopsis of the History of The Citadel.....	5
Organization.....	6
Board of Visitors.....	6
Administrative Staff.....	8
Academic Department Heads.....	11
Organizational Chart.....	13
I. Academic Affairs	
A. General.....	14
B. Biology.....	19
C. Business Administration.....	21
D. Chemistry.....	22
E. Civil Engineering.....	23
F. Education.....	24
G. Electrical Engineering.....	25
H. English.....	28
I. History.....	29
J. Mathematics and Computer Science.....	31
K. Modern Languages.....	32
L. Physical Education.....	33
M. Physics.....	34

TABLE OF CONTENTS

N. Political Science.....	36
O. Psychology.....	38
P. Evening College and Summer School.....	41
Q. Enrollment.....	42
R. Admissions.....	43
S. Scholarships.....	44
T. Student Aid Program.....	44
U. Information Resources Management.....	46
V. Daniel Library.....	48
W. Archives-Museum.....	50
X. Greater Issues and John C. West Lectures.....	51
Y. Honor Committee.....	51
Z. Writing Center.....	52
AA. Honors Program.....	53

II. Administration

A. General.....	54
B. Accomplishments.....	54
C. Physical Plant.....	55
D. Athletic Affairs.....	58
E. Personnel Services.....	62
F. Administrative services.....	72
G. Records Management Services.....	73
H. Necrology.....	75
I. Public Safety.....	75

J.	Auxiliary Services.....	77
K.	Summer Camp for Boys.....	80
L.	Canteen Activities.....	81
M.	Intramural Sports.....	82
III.	Financial Management	
A.	General.....	84
B.	Financial Review of Operations for fiscal Year..... 1989-90.....	88
C.	Financial Statements and Notes.....	91
IV.	Military Affairs, Student Activities, Religious Activities	
A.	General.....	126
B.	State of Training and Discipline of the corps of Cadets	126
C.	Special Activities.....	130
D.	Department of Military Science.....	132
E.	Department of Aerospace Studies.....	134
F.	Department of Naval Science.....	136
G.	Student Activities.....	137
V.	Developmental Matters	
A.	General.....	141
B.	Fundraising.....	141
C.	Alumni Affairs.....	142
D.	Placement.....	143

E. Publications.....	144
F. Governmental and Public Relations.....	144
G. Religious Activities.....	145

M. Intramural Sports..... 82

III. Financial Management

A. General.....	84
B. Financial Review of Operations for Fiscal Year 1988-90.....	88
C. Financial Statements and Notes.....	91

IV. Military Affairs, Student Activities, Religious Activities

A. General.....	126
B. State of Training and Discipline of the Corps of Cadets.....	126
C. Special Activities.....	130
D. Department of Military Science.....	132
E. Department of Aerospace Studies.....	134
F. Department of Naval Science.....	136
G. Student Activities.....	137

V. Developmental Matters

A. General.....	141
B. Fundraising.....	141
C. Alumni Affairs.....	142
D. Placement.....	143

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 Vøsey 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 Charles L. Terry, Jr., '43 (1990)
P. O. Box 6198
Columbia, South Carolina 29260

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)
270 Berry Tree Lane
Columbia, South Carolina 29223

Colonel David S. Boyd, Jr., '62 (1993)
Post Office Box 8838
Greenville, South Carolina 29604

Colonel John A. McAllister, Jr., '80 (1993)
105 Hawthorne Court
Greenwood, South Carolina 29646

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

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

EX-OFFICIO

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

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

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 Milford D. Burriss
Box 9186
Columbia, South Carolina 29290

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.
Executive Assistant to the President.....
Colonel Joseph P. Goodson, USMC, Ret.
Director of Governmental 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 Chaplaincy.....Colonel Floyd Brown, USAF, Ret.
Internal Auditor.....Mrs. Suzanne B. McLeod

Vice President for Academic Affairs

Vice President for Academic Affairs and Dean of the College....
Brigadier General George F. Meenaghan
Dean Emeritus.....Major General Wallace E. Anderson
Dean of Undergraduate Studies.....Colonel Issac S. Metts, Jr.
Admissions and Recruiting.....Major Wallace I. West
Registrar.....Major Ronald F. Gaskins
Assistant Registrar and Records Manager.....
Captain Carla DeMille
Dean of Graduate Studies.....
Lieutenant Colonel Michael B. Barrett
Director of Evening College.....Major Patricia B. Ezell
Director of MBA Program.....
Lieutenant Colonel Ronald M. Zigli
Director of Library Service.....
Lieutenant Colonel Richard J. Wood

Vice President for Administration

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

Director of Physical Plant.....
Lieutenant Colonel Robert W. Collins

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

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

Director of Personnel.....Lieutenant Colonel Lee V. E. Martin

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

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

Vice President for Financial Management

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

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

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

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

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

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

Commandant of Cadets

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

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

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

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

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. Elton B. Coleman
 Manager/Print Shop.....Mr. Gordon D. Knight
 Manager/Cadet Store.....Mr. Tommy B. Hunter
 Manager/Canteen Services.....Mrs. Vera W. Mims

Surgeon.....Dr. H. Clay Robertson III
 Director of Personnel.....Lieutenant Colonel Lee V. E. Martin
 Director of Public Safety and Provost Marshal.....Colonel George S. Stachour, USAF, Ret.
 Resident Construction Engineer.....Mr. William Hamer
 Vice President for Financial Management
 Vice President for Financial Management.....Colonel Calvin G. Lyons, USA, Ret.
 Controller.....Lieutenant Colonel Ralph F. Barber
 Budget Officer.....Major Gary E. Callahan
 Accounting Manager.....Ms. Patricia L. Dennis
 Director/Procurement Services.....Captain William D. Brady, Jr.
 Treasurer.....Commander Robert J. Howell, USN, Ret.
 Commandant of Cadets
 Commandant of Cadets.....Colonel Arthur E. Richards, III, USA, Ret.
 Deputy Commandant.....Colonel Myron C. Harrington, USMC
 Colonel Kenneth E. Krause, USAF
 Colonel John H. Meyer, USA
 Assistant Commandant of Cadets.....Lieutenant Colonel Harvey M. Dick, USA, Ret.
 Director of Student Activities.....Lieutenant Colonel Lawrence E. McKay, USA, Ret.
 Auxiliary Activities
 Director/Laundry and Dry Cleaning.....Mr. Arthur D. Erickson

Academic Department Heads

Colonel Larry H. Addington

A.B., University of North Carolina

M.A., University of North Carolina

Ph.D., Duke University

Professor and Acting Head, Department of History

Lieutenant Colonel Harold W. Askins, Jr.

B.S., The Citadel

M.S., Clemson University

Ph.D., Purdue University

Professor and Head, Department of Electrical Engineering

Colonel Robert E. Baldwin

B.S., The Citadel

M.S., University of South Carolina

Ph.D., University of South Carolina

Professor and Head, Department of Biology

Lieutenant Colonel Mark A. Bebensee

B.A., Millsaps College

M.A., Duke University

Ph.D., Duke University

Associate Professor and Acting Head, Department of Business Administration

Colonel D. Oliver Bowman

B.A., Furman University

M.Ed., University of South Carolina

Ph.D., University of Georgia

Professor and Head, Department of Psychology

Lieutenant Colonel Charles E. Cleaver

B.S., Eastern Kentucky University

M.S., University of Kentucky

Ph.D., University of Kentucky

Professor and Head, Department of Mathematics and Computer Science

Colonel Myron C. Harrington, USMC

B.A., The Citadel;

M.A., Shippensburg State College

Professor and Head, Department of Military Science

Colonel Weiler R. Hurren

B.S., Utah State University

M.S., University of South Carolina

Ph.D., Brigham Young University

Professor and Head, Department of Physics

Colonel David D. Johnson

B.S., University of Kansas

M.A., University of Kansas

Ph.D., University of North Carolina
Professor and Head, Department of Modern Languages

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

Colonel Kenneth E. Krause, USAF
B.S., USAF Academy
M.B.A., Golden Gate University
Professor and Head, Department of Aerospace Studies

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

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

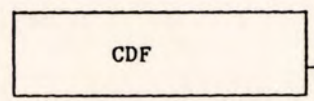
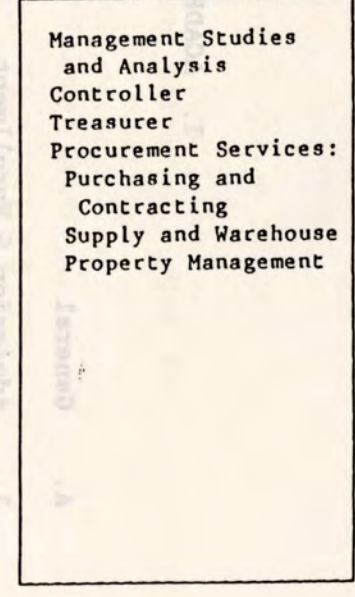
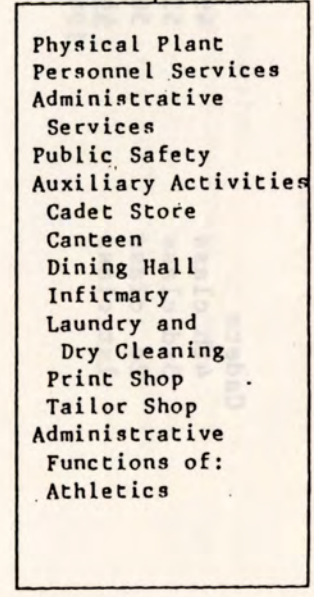
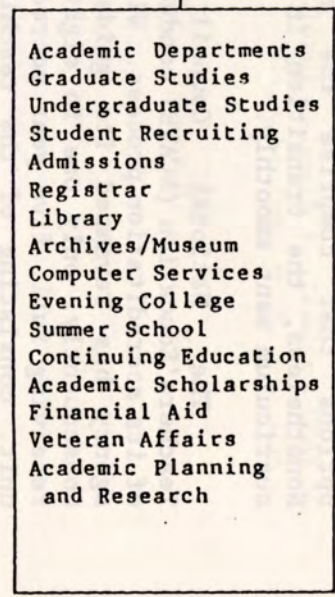
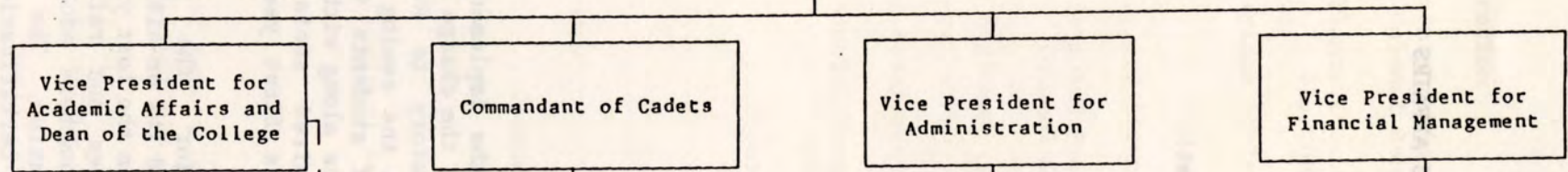
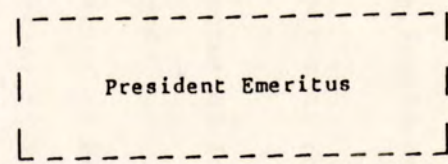
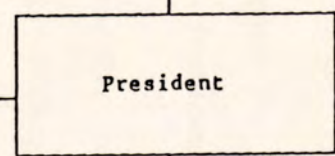
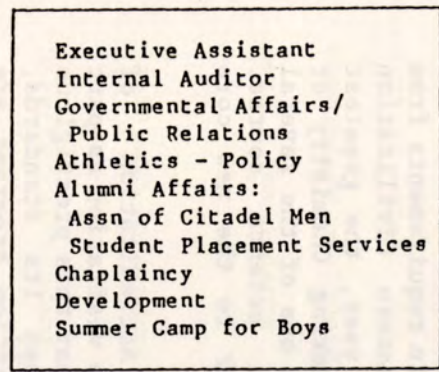
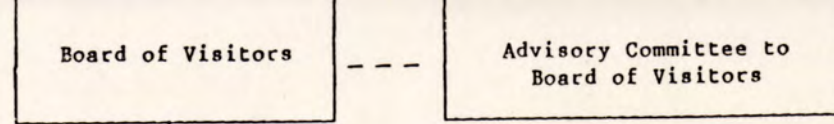
Colonel John P. Smyth
B.S., Indiana State University
M.S., Indiana State University
P.E.D., Indiana State University
Professor and Head, Department of Health and Physical Education

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

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

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

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



— Solid lines direct supervision
 - - - Broken lines coordination

I. ACADEMIC AFFAIRS

A. General

1. Admission & Enrollment

As of Fall 1989, enrollment stood at:

Cadets	
4th class	497
3rd class	522
2d class	500
1st class	<u>449</u>
	1968

Day Students	21
Veteran Students	62
Evening Undergraduates	256
Graduate Students	<u>1361</u>
	1700

Total 3668

2. Curriculum

This was the first year of the implementation of the Core Curriculum. For in-coming students, the change in requirements from the survey of United States history to Western Civilization constituted the major change. In the coming year, the greatest impact will be a large number of students taking Chemistry or Biology as their second year science along with one of the several options that comprise the required social science course. Nonetheless, the transition in its first year to the new core curriculum went smoothly.

The National Council for the Accreditation of Teachers' Education (NCATE) conducted its on-site visitation as part of its accreditation process. Within the last year this prestigious agency has revamped its guidelines and raised its standards. Consequently, only one in eight teachers education programs are receiving full, five year accreditation. The Citadel's education unit, consisting of the teaching certification programs in the Departments of Education, Physical Education, and Psychology, met all standards and had their programs re-accredited for five years.

The South Carolina Commission on Higher Education approved the implementation of the Master of Arts degree program in history. This is a joint effort undertaken with the College of Charleston. The Citadel will concentrate in the areas of U.S. and European history, while the College will focus on Third World studies and the history of the Lowcountry.

The faculty of the Civil and Electrical Engineering Departments have completed various self-assessment forms in preparation for a re-accreditation visit in 1990-1991 by the Accreditation Board for Engineering and Technology (ABET). Both departments currently enjoy accreditation from this agency.

3. Academic Leadership

Lieutenant General Claudius E. Watts III, USAF (Ret.), Citadel Class of 1958, assumed the presidency in August of 1989. He was formally installed as president in an inauguration ceremony on 6 April 1990 in the newly renovated McAllister Field House. Delegates from over 60 colleges, universities and professional societies attended.

LTC Michael B. Barrett, dean of graduate studies and associate professor of history, will return to the Department of History in the fall of 1990. A successor has not yet been named.

Department heads stepping down at the end of school year 1990 are Colonel Robert E. Baldwin, Department of Biology, and Colonel David D. Johnson, Department of Modern Languages. Colonel Baldwin had continued as department head on an acting basis when Dr. Gangemi declined at the last moment to accept that position last year. Colonel Johnson had completed his first five year appointment as department head and decided not to seek re-appointment. Acting heads for these departments for academic year 1990-1991 are as follows:

COL Gerald L. Runey, Acting Head, Biology
LTC Frank D. Frohlich, Acting Head, Modern Languages

4. Promotions

With the approval of the president, the following individuals will be promoted at the beginning of the 1990-1991 academic year:

Academic Promotions

Professor w/rank of Lieutenant Colonel

LTC W. B. Moore, Jr. Associate Professor of History
MAJ J. W. Rhodes Associate Professor of English

Associate Professor w/rank of Major

CPT P. Mailloux Assistant Professor of English
CPT D. A. Trautman Assistant Professor of Mathematics
CPT M. H. Woo Assistant Professor of Civil Engineering

Military Promotions

To Colonel

LTC Charles E. Cleaver, Professor and Head, Department of
Mathematics and Computer Science
LTC Richard D. Porcher, Professor, Biology
LTC Christopher B. Spivey, Professor, Business Administration

To Lieutenant Colonel

MAJ Leslie H. Crabtree, Associate Professor, Mathematics and
Computer Science
MAJ William A. Denig, Associate Professor, Mathematics and
Computer Science
MAJ John J. Mahoney, Associate Professor, Business Administration
MAJ Dan T. Ouzts, Associate Professor, Education
MAJ Jean-Marie Pages, Associate Professor, Mathematics and
Computer Science

5. Outstanding Teaching Awards for 1989-90

James A. Grimsley, Jr., Award for Undergraduate Teaching Excellence

CPT D. A. Trautman, Assistant Professor of Mathematics and
Computer Science

James A. Self Award for Graduate Teaching Excellence

MAJ Linda Kitchen Elksnin, Associate Professor of Education

Governor's Professor of the Year

Each year, the Governor of South Carolina recognizes the best professor among all the colleges and universities operating in the state by the presentation of an award at a banquet in Columbia. Each college or university may nominate one professor. This year's recipient of the Governor's Professor of the Year is COL Thomas W. Mahan, Professor of Education and Psychology, the first Citadel faculty member to be so honored.

C. A. Medberry Award

Colonel A. R. Ballentine, Professor of Chemistry

6. Assistance from CDF

Without the generous support of The Citadel Development Foundation, namely \$1.46 million, the college simply could not

achieve the level of excellence it has attained. Funds from the foundation support scholarships, grants, faculty development and research, and recognition of faculty excellence. As part of the adoption of the Series Z administrative package, software systems supporting procurement and development came on line, and more computer labs and work station labs are under construction or purchase.

7. Faculty

Colonel Emory Spear Crosby, Jr., Professor of Biology, and Colonel Lyon Gardiner Tyler, Jr., Professor of History, retired after a combined total of 40 years between them of distinguished service at this institution. Each was awarded emeritus status.

LTC Peter Greim, Professor of Mathematics and Computer Science, assumed duties as chairman of the Faculty Council, replacing MAJ Patrick R. Briggs, Associate Professor of Physics.

8. Undergraduate Highlights

a. Degrees

	May 1990	Aug 1989
Bachelor of Arts		
Chemistry	4	0
English	21	4
History	24	1
Political Science	72	3
Modern Languages	3	1
Mathematics	5	3
Psychology	10	0
Liberal Studies	0	1
Bachelor of Science		
Biology	20	3
Chemistry	0	0
Computer Science	9	0
Education	14	3
Mathematics	2	0
Physics	2	0
Physical Education	7	0
B.S. in Business Admin.	172	20
B.S. in Civil Engineering	18	5
B.S. in Electrical Engineer.	<u>23</u>	<u>0</u>
	406	44

b. Commissions

U.S. Army		
U.S. Air Force	22	1
U.S. Navy	15	3

U.S. Marine Corps

14

3

9. Graduate Highlights

Degrees	May 1990	Aug 1989
Education Specialist	7	1
M.A. in Teaching	15	5
M.A. in Education	14	9
M. B. A.	21	5
M. Education	<u>51</u>	<u>41</u>
	108	61

10. Academic Enrichment Activities

At the campus-wide and community level, the spring 1990 Greater Issues Address was given by General Alfred M. Gray, USMC, Commandant of the Marine Corps. General Gray spoke on the future of the Marine Corps in light of recent developments in Eastern Europe and the Soviet Union. General Andrew J. Goodpaster, USA (Ret.) and former Chairman of the Atlantic Council, gave the John C. West Lecture to the Corps of Cadets. General Goodpaster talked about the role of NATO and the United States now that "World War III had ended."

Among the major departmental symposia and lectures were the Inn of Court Readings, the Razor Lecture, the 13th Annual Citadel Reading Conference, the 5th Citadel Conference on Latin America, the Citadel Symposium on Southern Politics, the annual meeting of the Southeastern Nineteenth Century Studies Association, and an International Conference on Charged Coupled Devices. The military departments had numerous flag and other officers address various cadet groups on many topics of interest. That we were able to host or conduct all these events along with our routine operations provides ample testimony to the hard work of the staff and faculty following Hurricane Hugo.

11. Special Activities

Following state-wide competition, The Citadel received grants from the S.C. Department of Education to conduct teacher training institutes for advanced placement (AP) teachers of english, U.S. history, and comparative government. These grants represent the fifth year in which Citadel faculty have successfully competed in this state-wide process.

Project Challenge, a program under the auspices of the Department of Education, received a major grant of \$150,000 from the Jesse Ball Dupont Foundation. Project Challenge is an effort that encompasses Citadel faculty working with near-by Burke High School in developing and implementing a humanities curriculum. COL Thomas W. Mahan and LT Luci Bailey of the Education Department spearhead the project.

Among the many research grants awarded Citadel faculty was a continuation (3rd year) grant from to the S.C. Commission on Higher Education to COL Joel Berlingheri of the Physics Department on a project titled "Construction and Evaluation of Holographic Fourier Transform Spectrometers." The amount is in excess of \$75,000. In addition, the Commission also approved a grant under the auspices of the D.D. Eisenhower Science Education Act to LTC Charles Cleaver, Department of Mathematics and Computer Science, for the continuance of a project that teaches secondary school teachers how to use portable calculators in the instruction of mathematics and calculus.

B. Biology

The Department of Biology offers an undergraduate major leading to the Bachelor of Science Degree. The program of study is extremely flexible in that it provides the student a strong background in biology while at the same time allowing him to obtain a broad liberal arts education. The number of undergraduate students has decreased slightly to between 95-125, with 25 graduating in May. Congratulations are extended to the twelve students, both alumni and members of the Class of 1990, who were accepted by various graduate and professional schools. In conjunction with the Department of Education, the department also offers masters degrees with both a major and minor in biology. Enrollment in the Department's graduate program has remained constant with approximately 25 students working toward their masters degrees.

Colonel Robert E. Baldwin was reappointed to serve as department head for the 1989-90 academic year. Colonel Emory S. Crosby retired in December 1989 after twenty-one years of service to The Citadel. Lt. Colonels F. Lance Wallace and Richard D. Porcher received Faculty Awards for Outstanding Achievement for the 1989-90 academic year.

The Biology faculty have remained professionally active during the past academic year. LTC T. Clark Bowman served as the revision reviewer for the textbook, Biology: A Journey into Life, published by the Saunders College Publishing Company. Colonel Dennis M. Forsythe published two short notes in local ornithological newsletters and is preparing two articles for publication. In addition, he has led birding tours to Arizona, the Northwest Territories, North Carolina coast and to Western Alaska. He is also serving as a consultant to three firms concerning the control of gulls around sanitary landfills. Major B. Joseph Kelley has published a NOAA Technical Report concerning the "Effects of the Rediversion of the Cooper River on the Macrophyte Vegetation of the Freshwater Tidal marsh." He is also working with Professors Robert E. Baldwin and Richard D. Porcher on a project to study "The Effects of Pipeline Installation and Mitigation Efforts on Saltmarsh Productivity." Professor Richard D. Porcher has received a grant from the U.S. Forest Service to study "Post Hugo Effects on the Ecology of Natural Areas of the Francis Marion National Forest."

He serves as a reviewer for Castanea, the Journal of the Southern Appalachian Botanical Club and is working on a book entitled, Wildflowers of the Carolina Lowcountry. Colonel Gerald L. Runey presented two papers at the national meeting of the American Society of Parasitologist entitled, "A Comparison of Helminth Parasites in Llynassa obsolete in 1978 and 1988" and "Immunized and Immune Suppressed Mouse Response to Leishmania donovani Infections." LTC Frank Seabury co-authored an article entitled "Ultrastructure of tube formation and basidiospore development in Ganoderma lucidum" published in Mycologia. He has also co-authored a paper entitled "Localization and partial characterization of a secretory protein in Meloidogyne incognita" which was presented at the 28th Annual Meeting of the Society of Nematologists. Professor F. Lance Wallace published a paper entitled "A New Method of Testing BTI (H-14) Formulations on Aedes taeniarhynchus in Abandoned Rice Impoundments in South Carolina" in the Journal of the American Mosquito Control Association. A second paper entitled the "Effects of Controlled Burning on Aedes taeniarhynchus Eggs in Abandoned Rice Impoundments in South Carolina" was accepted for publication by the same journal.

During the 1989-90 academic year, the Department of Biology with CDF support invited the following biologists to speak to the faculty and student members of the BioCid/TriBeta Club:

1. Mr. Dana Beach - "The Tropical Rain Forests and Human Survival"
2. Dr. Don Wilbur - "Opportunities at MUSC-Medicine and Other Professional Careers"
3. Mr. John Marino - "Podiatric Medicine"
4. Dr. Robert Sabalis - "Medical School Application and Admission Processes"

The Citadel's Tau Nu Chapter of the Beta Beta Beta Honorary Biological Society received several awards at the 33rd Southeastern Regional Convention in Baltimore, Maryland. For the fourth consecutive year the chapter was recognized by the National Executive Committee of Tribeta as the First Honorable Mention of the Lloyd M. Berthoff Award for Chapter Excellence. Lt. Colonel Rex K. Skanchy received the Outstanding Advisor Award for the 3rd consecutive year. Cadet Daniel J. Hein was elected President of the Southeastern Region, District 1 for the 1990-91 academic year.

Professor Robert E. Baldwin resigned the position of Head, Department of Biology effective at the end of the 1989-90 academic year and will return to full-time teaching status in the fall. He will be succeeded by Professor Gerald L. Runey.

During the past eleven years Mrs. Beverly Powell and Lt. Colonel Rex Skanchy have worked hard to ease the many demands placed on the department head. The author (Col. Baldwin) would like to thank them for their many efforts in his behalf, but most importantly he wants to thank them both for their friendship.

C. Business Administration

LTC Mark A. Bebensee was named Acting Department Head effective July 1, 1989. LTC Krishna S. Dhir has returned to Full time teaching as Professor of Business Administration. Col. Robert L. King has resigned his position as the holder of the Robert A. Jolley Chair and Professor of Business Administration. Col. King has served the Department of Business Administration for eight years, and during this time he also served as Department Head and Acting Department Head. Dr. Claude McMillan has completed his two-year term as Visiting Professor and holder of the Frank W. Hipp Chair. LTC Dennis L. Rebber has taken medical disability retirement. LTC Christopher B. Spivey was promoted to the military rank of Colonel effective Fall 1990, and Maj John J. Mahoney was promoted to the military rank of Lieutenant Colonel, effective Fall, 1990.

Dr. Susan Simmons will be joining faculty in a tenure-track position as Associate Professor of Business Administration, effective Fall 1990, in the areas of economics and quantitative method. Dr. Stephen Silver will be joining our faculty in a tenure-track position as Associate Professor of Business Administration, effective Fall 1990, in the areas of economics and quantitative methods. Dr. John Snyder will be joining our faculty in a tenure-track position as Associate Professor of Business Administration, effective Fall, 1990, in the area of accounting. Dr. George S. Vozikis has accepted an offer to be Professor of Business and the first holder of the Alvah Chapman Chair, effective Fall 1990.

LTC Mark A. Bebensee was the recipient of the Algernon Sydney Sullivan Award for the 1989-90 academic year. LTC Mark A. Bebensee and Maj A. Bruce Strauch published an article entitled "Elasticity and Journal Pricing" which appeared in The Acquisitions Librarian. LTC Mark A. Bebensee attended the 1990 annual meeting of the American Assembly of Collegiate Schools of Business, where he heard the initial report of the Accreditation Project task force. Maj A. Bruce Strauch served on the Legal Education Committee of the South Carolina Bar.

Maj J. Michael Alford was invited to conduct a technical session and participate in another session at the Automated Manufacturing Conference and Exhibit (AM 90).

LTC Krishna S. Dhir authored a paper entitled, "Analyzing the Dilemma of USS VINCENNES," which appeared in the Proceedings of the 1990 Western Decision Sciences Institute Conference. Dr. Dhir also co-authored a paper, "Health Care Technology Assessment: A Policy Planning Tool" which appeared in an issue of the International Journal of Public Administration.

Col Robert L. King was awarded a plaque in recognition of his service as editor of the 1989 S.M.A. Proceedings, a nearly 500-page volume titled Marketing: Positioning for the 1990s. Dr. King was

an invited lecturer at Istanbul University, where he spoke to undergraduate and graduate students and members of the faculty concerning Polish marketing practices and their impact on consumer well being. Dr. King is one of fifteen Americans and Canadians invited to participate in a symposium titled "International Marketing: Polish --North American Perspectives," sponsored by the University of Lodz, Poland. Dr. King was elected Secretary-Treasurer of the South Carolina Fulbright Alumni Association. He also hosted a conference of that organization in Charleston.

Dr. Claude McMillan published an article entitled "An Intelligent Scheduling System," in the Journal of Expert Systems, Vol. 1, Number 4, Winter, 1990, pages 17-21. He also published an article in the journal Computers In Personnel, Fall issue, 1989, entitled: "An Expert Scheduler for the Part Timers." Dr. McMillan was the keynote speaker at the Affinitec Corporation user group meeting in St. Louis.

Maj Dorothy P. Moore published an article entitled "An Examination of Present Research on the Female Entrepreneur: Suggested Research Strategies for the 1990s" which appeared in the Journal of Business Ethics, 1990, 9:1-7. She also co-authored an article entitled "When 'Affirmative Action' Cloaks Management Bias in Selection and Promotion Decisions" which appeared in the Academy of Management Executive, 1990, Vol. 4, No. 1, 86-92. Dr. Moore has been elected Associate Vice President for female entrepreneurship in the United States Association for Small Business and Entrepreneurship. She also has been appointed to the Editorial Review Board of Group & Organization Studies -- An International Journal.

CPT Donald L. Sparks visited Namibia to conduct research for an upcoming book to be published by Westview Press.

LTC Ronald M. Zigli has been elected to the Council of Southeast Decision Sciences Institute. The terms of office is February 1990 to February 1992.

D. Chemistry

The Chemistry Department was extremely fortunate that during Hurricane "Hugo" its facilities sustained relatively minor damage. Byrd Hall developed some leaks in the roof, and lost a few windows, but there was no damage to equipment, supplies or furnishings. The operation of the department, therefore, continued smoothly and with no disruption.

As in past years, the department is deeply indebted to CDF for generous financial support of seminars, research and faculty development. Three faculty members had research grants and two received Faculty Development grants. In addition, Dr. May was awarded a Sea Grant research grant. These grants produced fruit in the publication of three papers and the presentation of six papers

at national and regional professional meetings.

The faculty this year has been stable with no new members and no losses. We were fortunate to have Dr. Lisa Zuraw serve as Adjunct Professor.

The implementation of the Core Curriculum in the fall is likely to have a dramatic effect on the enrollment in introductory chemistry courses. We expect that we shall require at least one additional full time faculty member to accommodate the increased enrollment.

There were four chemistry majors who graduated in May; all received the BA degree. One of these will enter the UNC Dental School, two have accepted positions in industry, and one will go into law enforcement.

E. CIVIL ENGINEERING

One hundred thirty-nine students were enrolled in Civil Engineering day program this year. Eighteen seniors graduated in May 1990. Seventy-seven new freshmen have been approved to commence the program during Fall 1990.

There were no changes during the year of permanent party faculty. Dr. Harry C. Saxe completed his duty as the Colonel Louis LeTellier Distinguished Visiting Professor of Civil Engineering. His replacement is being arranged. LTC Thomas J. Anessi and Cpt. Michael H.S. Woo were tenured and selected for promotion to the rank of Major. Captain Kenneth P. Brannan was awarded a CDF outstanding faculty award.

The faculty were most involved in research and professional development. Colonel Charles Lindbergh and Major Dennis J. Fallon presented technical papers at the Fourth National Conference on Earthquake Engineering. Major Dion, Major Stout, Major Fallon and Captain Brannan presented papers on undergraduate engineering education at the Southeastern U.S. Annual Conference of the American Society of Engineering Education in Charlotte, N.C. Major Fallon and Captain Brannan presented another paper at the International Conference on Engineering Education in Canada. Captain Brannan presented a paper at the national American Water Works Association in California. Colonel Lindbergh and Captain Murden continued a sponsored research project to develop a manual for the wind and seismic design of masonry structures. Captain Brannan and Captain Wood completed a sponsored environmental engineering study.

This was the year of Hurricane Hugo. The faculty and students provided significant reconstruction and building code technical assistance to the state and lowcountry in their recovery. Colonel Lindbergh led the formation of a volunteer architect and engineer assistance organization that provided more than 500 technical personnel to the state for recovery purposes. The students assisted

and were acknowledged in the national ASCE magazine. In its final report, the Governor's Emergency Management Review Panel on Hugo endorsed the recommendations and efforts of Colonel Lindbergh in several areas involving improved building standards and other mitigation measures.

The students also completed another successful year with the ASCE student chapter, winning a national award for excellence. A student delegation also attend a regional ASCE student conference at the University of North Carolina and another student conference at Clemson University.

The necessary application was prepared requesting reaccreditation by the Accreditation Board for Engineering and Technology (ABET). The reaccreditation visit is scheduled during the 1990-91 academic year.

The Evening Undergraduate Civil Engineering Program completed its third year with an increased enrollment. The cooperative graduate engineering program directed by Clemson University continued into its second year with success. The civil engineering faculty teaches two-thirds of the courses.

Two "Greater Issues in Civil Engineering" seminars were also conducted. One was entitled "Civil Engineering in the Last Decade of the 20th Century" and was presented by MR. James E. Sawyer, National President-Elect ASCE. The other seminar was presented by Howell C. Jones, Jr., Class of 1950, on "Civil Engineering and Creative Thinking."

F. Education Department

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 1100 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.

The Teacher Education Unit, which includes the Department of Education, has been preparing for approximately two years for the accreditation visit of the National Council for the Accrediting of Teacher Education (NCATE). This prestigious group has accredited The Citadel since 1974. NCATE, since our 1984 visit, has changed significantly its accreditation process and by most accounts made the system substantially more rigorous. In the academic year 1988-89, only six of the forty-six institutions visited by NCATE met all NCATE standards. The Citadel was visited in February 1990 and the Board of Examiners of the NCATE found us in compliance with all standards. This judgment was confirmed by the Unit Accrediting

Board of NCATE at its April meeting. The Citadel then continues among that group of teacher education institutions holding the most prestigious national recognition available. This accreditation is good until 1995 when we will be revisited.

In large measure, it is the quality of the faculty that attracts students and makes for viable programs. The Department is fortunate to have an outstanding faculty made up of individuals who are committed to their profession and to their students. The Education Department has been hired one new faculty member for 1990-91. Dr. Jeffrey Kottler will join us as an associate professor working primarily with the graduate program in counseling. Dr. Kottler comes to us from Michigan with substantial experience in private practice and in higher education. He is the author of several books in his field.

The quality of the faculty in education was recognized further when Col. Thomas Mahan, Professor of Education, was named the Governor's Professor of the Year. To be recognized by the State as the outstanding professor is a high honor for Dr. Mahan and also a high honor for The Citadel. In addition, Maj. Linda Elksnin, Associate Professor of Education, was given the Self Award for outstanding teaching for the year. This honor also confirms the quality of instruction that the Department of Education provides.

In November of 1989, The Citadel and the Department of Education was honored by a grant from the Jesse Ball Dupont Foundation of \$150,000 to support Project Challenge. Project Challenge is a cooperative endeavor between The Citadel and Burke High School. The focus of the project is on the development of a unique curriculum and delivery system for "at-risk" students. The project is highly innovative and preliminary results appear very positive. The project suggests that faculty in the Department of Education are actively engaged in scholarly and professional pursuits that impact directly on the community in which we live and work. Successful projects such as this create a community climate where when one thinks of teacher education one thinks of The Citadel.

Quality is the watchword of the Department of Education. In order to maintain it and to enhance it, the Department has been active in curriculum revision, professional and scholarly activities, 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 1990-91.

G. Electrical Engineering

One hundred and thirty-eight students majored in electrical engineering this year. This is a 5 percent decrease in enrollment from the previous year. Twenty-one cadets and two veteran students graduated in May 1990. Three of the graduated cadets will attend

graduate school beginning this fall.

This year's enrollment in The Citadel's Evening College Bachelor of Science in Electrical Engineering program was sixty-six. Continued growth of this program is anticipated based on this enrollment and numerous inquiries about the program.

Two laboratories and three offices of the Department, including a significant amount of equipment, received major water damage from Hurricane Hugo, but loss of educational time was minimized by extraordinary efforts of our faculty and staff, as well as Citadel Physical Plant personnel. A photograph of one of the laboratories, in its damaged condition, appeared in the Chronicle of Higher Education and in Newsnotes of the Precision Measurements Association. It is not yet known how much insurance compensation will be received.

Three months after Hugo, severely cold weather broke water pipes, with resulting damage to two more of our offices.

The Twenty-Fourth Annual Razor Lecture was presented by Mr. Richard L. Deal, Citadel '59, president of Richard L. Deal & Associates (Telecommunications Consultants). Mr. Deal remained an additional day to lecture to several electrical engineering classes. Our students were intensely interested in his presentations.

Major Jack Stinson, Faculty Advisor to The Citadel's IEEE Student Branch, and twenty-four electrical engineering students attended IEEE Southeastcon '90 in New Orleans, La.

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

The Electrical Engineering Department was the recipient of a donation from AT&T Network Systems of fiber optic equipment and materials valued at \$150,000. Mr. F. Harrison Wallace, Jr., Class of 1977, was instrumental in securing this donation from AT&T. The material and equipment will enable the department to address this major emerging technology in our laboratory program.

Design of the replacement of Alumni Hall for the Departments of Electrical Engineering and Physics was completed in the summer of 1989 and construction started in the fall. Completion is expected in late spring of 1991 with occupancy in the summer of 1991.

The Electrical Engineering faculty is in transition. Mr. David Taylor, Visiting Lecturer, will not return in the fall of 1990. Dr. Jack A. Stinson will be on a sabbatical during the 1990-1991 school year. An active search is in progress to fill the William States Lee Endowed Professorship. This endowed professorship was made possible by a donation from the Duke Power Company and the State of South Carolina's Cutting Edge program for higher education.

The faculty continues to build a record of scholarly and professional achievement. CPT Tamal Bose received his second CDF research grant and submitted a proposal to NSF under the Instrumentation and Laboratory Improvement Program (under review). In addition he presented two papers at IEEE Conferences that were published in the respective Conference Proceedings and has two published papers in highly respected IEEE Transactions, and one paper in the Journal of the Franklin Institute. CPT Joe Epple had a paper presented at the Third DOD Electromagnetic Windows Symposium. In addition, he continues to work on his Ph.D. research, making significant progress toward his doctorate in Electrical Engineering. Professor Jack Stinson is rapidly establishing himself as a national authority in the area of product data exchange through his consulting with a group under the direction of the South Carolina Research Authority. Professor Stinson received a sabbatical for the 1990-1991 academic year to participate fully in the development and implementation of a product data exchange specification standard. LTC 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. He presented a paper at the twenty-first annual Pittsburgh Conference on Modeling and Simulation, and continues to serve as a reviewer for the IEEE Control Systems Magazine. Professor Harold W. Askins was again invited to be one of the principal lecturers in a Modern Power Systems Analysis course at Auburn University. He attended a technical conference of the Southeastern Electric Exchange in Charlotte, N.C. He serves as Chairman of the Power Engineering Educators and Industry Group of the Southeastern Electric Exchange. 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 2-3, 1989 and was elected vice chairman of the Association. Professor Askins continues to serve as a reviewer for the Applied Computational Electromagnetic Society (ACES). COL and Professor Emeritus James F. Scoggin helped the department meet its teaching commitments by teaching a laboratory course during the year and 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 pursuit of the multi-phase self-study begun last year, Colonel Tucker conflated the old Freshman and Sophomore committees into a single departmental Core Curriculum Department under the chairmanship of Major Suzanne O. Edwards. This committee completed its review of the English 102 course, formulated objectives and standards, and submitted the new policy to the department in April 1990, together with suggestions for the assessment of the entire Composition and Literature sequence (English 101-102), and the proposal was adopted as official policy. The department also established a new Assessment Committee, to be chaired by Colonel Tucker, with the objective of implementing the assessment program in the 1990-1991 academic year. All arrangements have now been completed for assessment at the beginning of the Fall Semester, and the department is proud to emerge, as is customary, in the lead, for no other department has established its own program of college-wide assessment. During the 1990-1991 academic year, the Core Curriculum Committee will conduct a similar analysis of the objectives of the Major British Authors courses (English 201-202), while the English Curriculum Committee will work upon a proposal for assessing the English major. The Assessment Committee is charged with the implementation of a full scale assessment program for 1991-1992.

To a very large extent, the department is already in a position to demonstrate its overall success, for we receive dozens of reports from successful alumni. It is safe to say that all our English majors who have gone to law school have fared extremely well. This past year, eleven English majors took the Law School Admissions Test with an average score of 37 (the 84th percentile) and all those who have applied to law school have been accepted. Because of this success, the department has therefore sustained its high reputation among cadets, and we have continued to show about 90 majors on our books. In fact, with twenty-one graduates, the department lies fifth among all departments in graduating seniors.

The quality of teaching, scholarship and service remains high. Colonel Tucker, Major Shields, Major Allen, and Captain Mailloux won Faculty Achievement Awards from The Citadel Development Foundation. Professors Tucker, Edwards, Leonard, Allen, and Wharton gave a total of fifteen papers at scholarly conferences, while Professors Allen, O'Neil, Leonard, Shields, and Tucker published eight articles. Four others were called upon to give lectures in various forums, and two books were published: Professor Tucker's Pedantius: Comoedia Acta in Collegio Sancti Trinitatis (Georg Olms Verlag) and Professor Robert A. White and David G. Allen's Traditions and Innovations: Essays on British Literature of the Middle Ages and the Renaissance (University of Delaware Press). Professors Suzanne Edwards and Jack W. Rhodes published volume four of Nineteenth-Century Studies, Professor James S. Leonard published two issues of the Mark Twain Circular, Professor Thomas A. Tenney published another issue of the Mark Twain Journal, and Professor James A. W. Rembert published two issues of the SEASECS Newsletter. Captain Margaret M. Lally also published several long sections of her poem, Anna Swan, in the

prestigious poetry journal The Kenyon Review. Professors David S. Shields and James M. Hutchisson also contributed sections of the new Heath Anthology of American Literature. As many as seven books are under contract and due to appear, and in order to sustain their continuing research plans, Professors Allen, Edwards, Hutchisson, Leonard, Mailloux, Rhodes, and Shields have received CDF Research Awards. Professor Shields also won a grant from the American Philosophical Society and Professor Hutchisson has landed a travel grant from the National Endowment for the Humanities. Professor James S. Leonard has now completed his sabbatical, and Professor David S. Shields has been awarded a sabbatical leave for 1990-1991. Major Rhodes and Major Edwards made all local arrangements for the annual meeting of the Southeastern Nineteenth-Century Studies Association.

Professor Shields conducted the planning for the English departmental seminar featuring Professor Robert A. Ferguson, Professor of English and Professor of Law at Columbia University, who spoke on "Law Schools and the Mystique of Legal Education." Professor Tucker continued as Advisor-in-Chief to The Citadel Inn of Court and supervised the two major reading programs, the LSAT Workshop, the Mock Trials, and the Moot Court program, while also serving as Executive Director of The Citadel American Inn of Court. Colonel Tucker also contributed a section of the Judicial Continuing Legal Education seminar for the S. C. Bar Association in March 1990. With Judge Klyde Robinson, he also attended the Sixth Annual Convention of the American Inns of Court Foundation in Washington, D. C. and experienced the unusual privilege of dining at the United States Supreme Court.

Professor Jack W. Rhodes has now earned promotion to the rank of Professor with the military rank of Lieutenant Colonel, and Professor Peter A. Mailloux has been promoted to Associate Professor with the rank of Major. Otherwise, the department has suffered no retirements nor resignations and has hired no new teaching staff. Mrs. Mary S. Furlow retired after many years of splendid service to the department and the college. Our new administrative assistant, Mrs. Libby O. Walker, joined us in August 1989.

I. History

The Academic Year 1989-1990 saw several personnel changes in the Department of History, commencing with the retirement of Captain John S. Coussons from office of the Head, effective 20 August 1989, after twelve years of service. Captain Coussons spent the academic year on sabbatical. Colonel Larry H. Addington was made Acting Head for school years 1989-1990 and 1990-1991. Other personnel changes include the promotion of Lieutenant Colonel Winfred B. Moore, Jr., from Associate Professor to Professor; the retirement of Commander, USN, Lyon C. Tyler, Jr., after eighteen years of service; and the continuance of Captain Jane Bishop as an Assistant Professor in probationary status.

The most significant curriculum change for the 1989-1990 year was the implementation of two semesters of Western Civilization as the required Core course for all 4th classmen except History majors beginning in the fall of 1989. At the end of the school year, the department voted to require History majors as well to take two semesters of Western Civilization commencing in the fall of 1991, and a revised major curriculum will be devised accordingly. In May 1990, the Commission on Higher Education formally approved a joint M.A. degree in History in collaboration with the College of Charleston, the implementation to begin in the fall semester of 1990.

The state-mandated self-assessment program as applied to the History Department has so far consisted of an exit questionnaire of graduating majors, a process that will continue in the future years. In addition, work on entry and exit examinations is being considered, though further guidance from the school will be necessary before a system can be put into place by fall 1991.

Hurricane Hugo damaged many homes of faculty of the department in September 1989 and suspended operations of the school for sometime. The History Department was fortunate that its physical facilities received only minor damage and it was able to commence full operations when the school reopened.

Despite the disruption done to the lives of several of our faculty by the hurricane, they continued to be a highly productive group of people in the areas of research and publication as well as in those of teaching and service.

Colonel Larry H. Addington published the second volume of his two-volume study of the history of the patterns of war, the second volume, like the first, being partially funded by the Citadel Development Foundation. Captain Jane Bishop published a co-edited translation of a medieval writing, filled in for a sick professor for most of a semester, and served at a shelter during Hurricane Hugo. Colonel John W. Gordon presented a paper to the Naval History Symposium at Annapolis, completed an essay to appear in a collection on Churchill's generals, and was made a member of the committee for the award of the Birdsell Prize in European Military History for the American Historical Association. Colonel William L. Harris gave a paper at a regional meeting and organized two conferences on Latin America at The Citadel. He also served as advisor to the local chapter of Phi Alpha Theta, the national history honor society. Colonel Jamie W. Moore co-authored a book on the Army Corps of Engineer's flood plain management policy, and presented a guest lecture in the Dean Rusk Lecture Series at Davidson College. He was recommended for, and received, a Citadel Development Foundation Fellowship for the next three years. Colonel Gary Nichols published an article on the economic impact of the Thirty Years' War in Hapsburg Austria, served as Acting Vice Head of the department, and originated a program that will allow a designated CDF cadet recipient to undertake an internship at the U.S. Army Military History Institute at Carlisle Barracks, Pa.

Lieutenant Colonel Joseph F. Tripp co-edited a manuscript of essays on the American South, served as a consultant to the Charleston County School District, and played an outstanding role in handling departmental schedules. He was co-advisor of the Inn of Court and local chapter president of Phi Kappa Phi. Colonel David H. White, Jr., a most conscientious teacher, served as a discussant on a panel sponsored by the Atlantic Council, reached draft stage on a scholarly paper, and served on numerous committees both within and without the department.

The department received a full allotment of ancient world maps late in the year, a necessary equipment for the Western Civilization courses, and most of the department is now equipped with word processors. The increasing use of VCR tapes will require an expansion of our TV resources in the future.

J. Mathematics and Computer Science

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

The number of majors in mathematics and computer science decreased from the previous year. Approximately 125 students were pursuing degrees from among the eight program options offered. The number of undergraduates receiving a bachelor's degree in May, 1990 was 16. A few 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 a D. D. Eisenhower Grant through CHE to offer courses for middle and secondary mathematics teachers on the use of calculators in the classroom. Additionally, the department also taught courses for several school districts funded by EIA.

As in the past, The Citadel Development Foundation has enhanced the department with grants to individuals and the department. Colonel Comer continued as a CDF fellow while CPT Chen, MAJ Cohn, CPT Deutz, LTC Greim, MAJ Hoyle, MAJ Hurd, CPT Riedel, and MAJ Zahid all received research grants. Faculty development grants were received by MAJ Francel, CPT Lipscomb, and MAJ 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.

CPT David Trautman received the James A. Grimsley Outstanding Teaching Award. He also received tenure and was promoted to Associate Professor. Majors Crabtree, Denig, and Pages were promoted to Lieutenant Colonel, and LTC Cleaver was promoted to Colonel.

K. Modern Languages

This year's academic activities can best be described as progressive. The placement exams for entering students are being refined; the Russian and German language classes are also now increasing students' use of the language to communicate in the classroom; two advanced courses that will accommodate French, German, and Spanish language majors in the same class were approved; and groundwork was laid for a study abroad program in Germany to complement ongoing programs in France and in Spain. We are now seeing the results of several years' efforts to improve language instruction on the elementary and intermediate level, namely a noticeable improvement of the students' skills at communication and comprehension. A more concrete effect is seen in increasing numbers of students in the advanced courses, and in the number of majors in the program - thirty-two, four of whom are double majors from other departments. This number is an all-time high for the department.

Improvements in language instruction come from a dedicated staff: one half-time, four tenured professors, two on first year tenure track, and four visiting instructors. All eligible members have taken an active part in service to the school: for example, MAJ Robert Emory was a member of four standing committees in addition to other school-wide assignments.

The members of the teaching staff were also active in scholarly activities. CPT Elba Andrade's review of Feminism and Theatre and an article "Discurso pitico y axiologia social-cristiana en Nos tomamos la universidad", appeared in issues of Gestos. Professors Elba Andrade, David Johnson, and Grant Staley presented papers, and Visiting Instructor Joy Young presented two papers at professional meetings. Also Professors Andrade, Emory, Frank Frohlich, Albert Gurganus, Staley and visiting instructors Carolina Wagner and Carol Young represented the department at various state and local professional meetings.

Awards seem to come to a dedicated staff. Visiting instructors Carol Young and Carolina Wagner received a King Juan Carlos Fellowship to study in Madrid University this summer. In addition, support from CDF has always had a crucial impact on the development of our faculty. Recipients were Captains Andrade and Gurganus who received research grants. Professor Andrade received support to publish her book; LTC Staley received support to attend a workshop on Oral Proficiency; and MAJ Christopher McRae received sabbatical leave support. And last, but not least, Professors Emory

and Staley were recipients of the prestigious CDF Faculty Achievement Awards.

As the new academic year starts, there will be some personnel changes. LTC Frohlich has been named acting head of the department as COL Johnson, having completed his five year term as head, returns to full-time teaching. Professor McRae will return from sabbatical leave, and Visiting Instructors Joy Young and Eileen Howe have accepted employment elsewhere.

L. Physical Education

The Department of Health and Physical Education had a productive year with several significant accomplishments. For the purposes of brevity and emphasis, the major accomplishments are outlined below by the classification of faculty, student, and program.

LTC Gary Wilson was elected Vice President of the Health Division of the Southern District of the American Alliance for Health, Physical Education, Recreation, and Dance. This position is the top elected position in health for the 13 Southern states.

Captain Josey Templeton attended regional workshops to maintain current certification in gymnastics judging and American Red Cross swimming and first aid programs. She attended the AAHPERD Convention in New Orleans and acted as chair-elect of the Council on Physical Education for Children (COPEC).

LTC Gene Styles chaired the Graduate Program and served as the departmental representative on the Graduate Council. He completed a workshop on coaching certification at USC in Columbia.

Colonel Melvin Ezell served the college as Coordinator of the Assessment of Institutional Effectiveness Program. He is the liaison with the MUSC Cardiac Rehabilitation and Wellness Programs. He served the South Carolina Association for Health, Physical Education, Recreation, and Dance as the state coordinator for the student major's club.

Captain John Carter has three publications in progress. Two of the works analyze effects of a vasopressin analog on the movement planning and movement execution and the third seeks to demonstrate relationships between physical activity levels and motor performance among older adults. He presented a paper in Houston, Texas at the North American Society for the Psychology of Sports and Physical Activity Annual meeting, and attended the SCAHPERD and AAHPERD Conventions.

Colonel John Smyth chaired the Cooper River Bridge Run Symposium, served as a member of the Cooper River Bridge Run Executive Committee, chaired the departmental NCATE committee, attended SCAHPERD and AAHPERD conventions and participated in an

international symposium studying "Sport - The Third Millennium" in Montreal. The symposium trip was funded by a CDF grant.

Twenty-two health and physical education majors attended the national convention of AAHPERD in New Orleans. Several cadets participated for the S.C. team which won the "Super Stars" national competition. Blaine Hite was recognized by NASPE as the college's physical education major of the year. Jay Grissom received the Keith Hamilton Award from Mrs. Jean Hamilton at the Cadet Awards Banquet. The award is for sustained scholarship, effort and attitude.

The cadet physical education majors enjoyed four evening program speakers and also attended the Cooper River Bridge Run Symposium. The cadet majors also hosted a fellowship night with competition against the faculty. The department also hosted the Cooper River Bridge Run Symposium. The symposium featured three internationally renowned scholars, Dr. Charles Dillman, Dr. Steve Blair, and Dr. Russ Pate, who spoke to two hundred guests and cadets.

The undergraduate and graduate programs received positive evaluations from the professional accreditation arm of NCATE. The National Association for Sport and Physical Education endorsed both programs to NCATE in the Spring 1990 review.

M. Physics

Hurricane Hugo blew the roof off the east end of Bond Hall where the Department of Physics facilities are located, and the deluge that followed dropped hard plaster ceilings and brought down fluorescent lights, sprinkler systems and suspended acoustical ceilings, crushing department material and littering facilities with dirt, plaster and twisted metal. Everything lay buried under a layer of acoustical tile turned to "oatmeal mush" by rain that continued for three days after the hurricane. In six offices and an anteroom, four equipment storage rooms, two classrooms, three laboratories, a student study and all the hallways, almost every commodity -- books, papers, equipment, supplies, personal effects -- was soaking wet. Many items were crushed or otherwise damaged beyond repair, requiring immediate disposal. Nonetheless, the department resumed the semester on October 9 as scheduled. On two separate subsequent occasions, the department moved all effects out of offices, once for painting and once for carpeting, and moved it all back into the offices again. Mr. Braxton Simmons, department technician and laboratory manager, not only rendered great service through the immediate hurricane recovery period, but also donated untold hours afterward in the restoration of damaged equipment and facilities. Despite the havoc wrecked so early in the academic year by the hurricane, the Department of Physics experienced a particularly productive and notable year as indicated by the following activities.

An international conference on charged coupled devices was organized and sponsored jointly by the Department of Physics at The Citadel and the Department of Physics at the College of Charleston. It was held March 15-17, 1990 and attracted an international audience of 65 scientists. Some 40 scientific papers were presented during the three days.

A unique and automated photoelectric telescope located near Tucson, Arizona became operational in September 1989 and has during the past year continuously produced astronomical data which is being reduced and analyzed by faculty and students in the Department of Physics at The Citadel, one of the four college owners of the instrument.

A one-hour television special entitled The Perfect Stargazer was produced by South Carolina Educational Television and featured physics department faculty members at The Citadel and the College of Charleston involved with the four-college automated photoelectric telescope on-site in Tucson, Arizona and the in the analysis of data in Charleston. The Citadel campus and several activities at The Citadel were featured in the television program as well as extensive interviews with LTC Saul Adelman of the Department of Physics at The Citadel.

The \$61,305 second-year phase of a three-year Cutting Edge grant from SCCHE was approved in July 1989 to continue a major research project on "Construction and Evaluation of Holographic Fourier Transform Spectrometers." Several physics department faculty members are involved in the project with COL Joel Berlinghieri, the Principal Investigator. The high resolution bandwidth of the optical spectra was significantly extended as a result of the research accomplished the past year.

Faculty members in the Department of Physics had a total of 16 scientific papers published in refereed physics journals the past year, presented 12 papers at scientific meetings, administered 5 outside research grants and 5 CDF research grants, and received one faculty enhancement grant.

A monthly seminar program for faculty and students included the following participants:

MAJ Patrick Briggs, The Citadel, Non-Linear Dynamics and Chaos; Tricia Reeves, University of South Carolina, Collision of High Energy Ions/Neutral Atoms; Joyce Bagwell, Baptist College at Charleston, Earthquakes in South Carolina; COL Charles Lindbergh, The Citadel, Earthquake Effects on the Built Environment; Robert Hochel, Savannah River Laboratory, Low Energy Gamma Ray Spectroscopy; Donald Mitchell, Johns Hopkins University, Space Physics and the Magnetosphere; Davis Philip, Van Vleck Observatory, Introduction to the Mandelbrot Set; Rudolph Aldinger, Gettysburg College, Fibre Bundles in Gauge Theories; Cadets Jeff Garrett and Mike Moore, The Citadel, Senior Research Projects.

The Citadel chapter of the Society of Physics Students under the leadership of CPT Russell Hilleke traveled to Huntsville, Alabama in January, 1990 to visit the Marshall Space Flight Center and the NASA Space and Rocket Center.

The department continued its special laboratory program directed by MAJ Patrick Briggs for science students at Rivers Middle School and Burke High School. LTC Saul Adelman received a second consecutive three-year CDF Faculty Fellowship. He also received a full Sabbatical Leave for the 1990-91 academic year. MAJ Patrick Briggs was 1989-90 Chairman of Faculty Council in which capacity he presented the 1989 Summer Commencement address and delivered the response for the faculty during the Inauguration ceremony for President Watts. MAJ Peter Rembiesa was on Sabbatical Leave this past year doing full-time research in Quantum Electrodynamics.

Dr. Silvio G. Zenone has completed his second year as visiting Adjunct Professor of Physics.

Cadet Jeffrey Alan Garrett, a senior physics major from Greenwood, SC, received the 1989-90 General Wallace E. Anderson Scholarship, a \$500 award named in honor of the former Academic Vice President and Professor of Physics at The Citadel.

The department hired Mrs. Nancy Sliwa as Administrative Specialist B.

Finally, it should be noted that even as the hurricane was taking its toll, construction was beginning on Alumni Hall as a new facility to house the departments of Physics and Electrical Engineering and has progressed at a very rapid and impressive rate.

N. Political Science

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

Graduates of the department enter military service, public administration, law, criminal justice, graduate and professional schools, business, and federal and state government. In order to prepare graduating seniors for graduate and law schools and professional employment, seminars and workshops are conducted annually on the Foreign Service test, 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 permits one of three 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 and 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.

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, two students attended the Center for the Study of the Presidency's National Student Conference in Washington, D.C., and a delegation of students, accompanied by CPT 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 1989-1990, students served internships with several departments of the City of Charleston (Minority Business Enterprise, Cultural Affairs, Downtown Revitalization, and Community Development), the Charleston County Sheriff's Office, the City of Charleston Police Department, the 9th Circuit Public Defender's Office, several departments of the Medical University of South Carolina, a number of private law firms, 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 Lee Robinson 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. Professor Arcilesi also developed a Special Topics course on change in Eastern Europe and the Soviet Union. These courses are designed to reflect current political issues and keep students abreast of contemporary developments.

The departmental faculty continued during 1989-1990 to be extremely active within the profession. Research papers have been presented at the following scholarly meetings:

- Georgia Political Science Meeting
- Latin American Conferences
- International Studies Association
- Northeastern Political Science Association
- African Studies Association
- Western Political Science Association

National Association of Black Political
Scientists
Southern Political Science Association
Far West Culture Association
Midwestern Political Science Association
Inter-University Seminar on Armed Forces and
Society
Citadel Symposium on Southern Politics

In addition, one book (The Disappearing South? Studies in Regional Change and Continuity, edited by Professors Robert P. Steed, Laurence W. Moreland, and Tod A. Baker) was published by the University of Alabama Press, three other book manuscripts went into publication, and several articles and book chapters written by members of the Political Science faculty were published. Sponsored by a grant from The Citadel Development Foundation, the department sponsored the Seventh Citadel Symposium on Southern Politics. Attended by approximately 80 scholars from around the nation, this conference has come to be recognized nationally as the leading forum for the presentation and discussion of southern politics research. 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 Third World Studies; in this vein, planning began for a conference on Area Studies to be held at The Citadel during the spring of 1991.

The Department of Political Science is sensitive to its role in the community and continues to cooperate with various organizations 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.

0. Psychology

The Department of Psychology experienced a challenging and successful year. The School Psychology program met all standards for accreditation as required by the National Council for the Accreditation of Teacher Education (NCATE). The faculty maintained its reputation for outstanding performance and assumed major leadership roles in state organizations. CPT Kenneth D. Cole was elected President-Elect of the South Carolina Association of School Psychologists (SCASP) and Representative-at-Large of the South Carolina Psychological Association (SCPA). Col D. Oliver Bowman assumed the presidency of the South Carolina Psychological Association. Col Thomas W. Mahan delivered the keynote address, "Naked Without a Mirror," at the Joint Annual Conference of SCPA and SCASP and was a singularly honored by SCPA for his lifetime contributions to psychology. Our department takes great pride in its leadership role in psychology in South Carolina and in the

quality of its academic programs.

The undergraduate major in psychology is designed around a broad liberal education whereby the learnings in the humanities and the sciences are integrated through an emphasis on the study of human behavior. Students in psychology develop an approach to learning which combines an empirical, objective methodology built upon observational and statistical strategies with skill in discerning patterns across data which permits theory construction and analysis. Students who graduate from this major are expected to have the knowledge base and the data analysis skills which would support graduate study in any of the specialty areas of psychology. They also should be well prepared for employment in positions which require understanding and motivating others. The graduate major in school psychology prepares students to deal with psychological and educational problems of children and adults and to improve the psychological milieu of school environments.

Fifty-eight undergraduate students majored in psychology this year. Of the ten May graduates, one was accepted into a graduate program in clinical psychology, one was admitted to law school, five are employed in business, one is employed in government, and two accepted military commissions. Fifty-six graduate students are enrolled in the school psychology program. Six students were awarded the Ed.S. degree in school psychology in May.

During the academic year, 575 undergraduate students and 309 graduate students enrolled in psychology courses. Average enrollment in undergraduate classes was 27 and in graduate classes 20. Enrolled in undergraduate psychology courses in the 1990 first summer session were 38 students with an average class enrollment of 19 and 96 graduate students with an average class enrollment of 14.

Utilizing CDF funds, the department presented Dr. Michael A. Kollar in a public lecture and demonstration on the use of hypnotherapy in counseling and in a one-day workshop on hypnotic induction techniques.

The department was host for the spring meeting of the Charleston Area Psychological Association, presenting student researchers from the Baptist College, the College of Charleston, and The Citadel. Representing The Citadel were Cadet Philip DuBose, who presented his research, "Self-monitoring Ability, Humor Generation, and Cartoons," and Beth Walker, graduate student in school psychology, who presented her work, "The Use of a Token Economy Program for Decreasing Inappropriate Behavior in Mentally Retarded Adults in a Residential Setting."

Faculty members enjoyed a professionally active year. Eighty percent of the psychology faculty received CDF Faculty Development Grants. Sixty percent were awarded CDF research grants. Eighty percent presented at state meetings, sixty percent presented at regional meetings, and forty percent presented at national meetings. One hundred percent attended local professional meetings. The five

full-time faculty served on 18 standing college committees, conducted 14 major workshops, and delivered seven major addresses.

Scholarly activity remained at a high level. Representative examples of this activity are noted. Col Michael D. Doran received a CDF research grant to continue his research on humor and presented a paper entitled, "Self-monitoring Ability, Humor Generation and Acronyms," jointly authored by COL D. Oliver Bowman, CPT Kenneth D. Cole and LT Christopher Keene at the Joint Conference of SCPA and SCASP. Col Aline M. Mahan spoke on the topic, "Learning Disabilities and Twins," at the national convention of the Mothers of Twins Clubs, Inc.; was a symposium discussant on issues in psychology, addressing concerns on sequencing of courses in the undergraduate psychology major at the Joint Conference of SCPA and SCASP; presented at a workshop, "Families and Disaster Recovery--Hurricane Hugo"; and conducted a workshop in identifying children with learning disabilities. LTC James D. Pietrangeli served as judge of student research papers in the behavioral sciences at the Annual Meeting of the South Carolina Junior Academy of Sciences, attended the Second Annual SCHEA Network Conference on the Assessment of Institutional Effectiveness, and participated in a workshop on "Proven Classroom Teaching Techniques." CPT Kenneth D. Cole, who joined the faculty this year, presented a paper, "Identification and Treatment of Socially Maladjusted Adolescents," at the Annual Meeting of the National Association of School Psychologists and conducted a workshop, "School Psychology Review," for practicing school psychologists. He published an article, "Bad Toys for Good Boys and Girls," in the Spring Edition of The School Psychology Scene. COL D. Oliver Bowman presided and presented at a paper session on Child Clinical Techniques at the Annual Convention of the Southeastern Psychological Association; spoke on the topic, "Looking Out, Looking In; Self-Esteem Enhancement," at the national convention of the Mothers of Twins Clubs, Inc.; was keynote speaker at the Spring Meeting of the Tri-County Association for Counseling Development, speaking on the topic, "The Changing Face of the Professional Counselor"; was keynote speaker at the Charleston County Library Staff Day, addressing the group on "Motivational Techniques for Employees of Government Bodies"; and presented two in-service workshops, "Working Together for the Benefit of the Child," for teachers and school psychologists.

The Student Counseling Center remained active in providing vital services to students and faculty. The Center experienced a two percent increase in demand for counseling services this year. During 1989-90, the Center provided 1,940 contact hours: 589 personal counseling hours, 296 educational assessment hours, 85 alcohol awareness hours, 440 barracks outreach hours, 210 infirmary visitation hours, and 320 Evening College admissions testing hours. As a result of Hurricane Hugo, The Student Counseling Center was unable to move to Thompson Hall as originally scheduled, requiring that the activities of the Center be split, with some office space in both Bond Hall and Capers Hall. The staff was diligent in meeting the regular responsibilities of the Center as well as dealing with the additional problems relating to post-Hugo stress,

even with these space restrictions. Both MAJ Robert J. Sauers and LT Christopher Keene were active in professional activities. They attended a two-day workshop, "Topics in MMPI-2 Interpretation." LT Keene volunteered group counseling services to The Citadel/Burke High School Project Challenge and attended a Drug Seminar at the College of William and Mary. MAJ Sauers assumed the additional responsibilities of Assistant to the Dean of Undergraduate Studies.

P. Evening College and Summer School

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

a. the Undergraduate Evening College with majors in business administration, 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 Summer School

2. Enrollment Data 1989-90. The enrollment patterns fluctuated over the past year in the following areas:

a. The Undergraduate Evening College fall and spring enrollment increased about 20 percent from the previous year. This is attributed to the growth of the degree programs and the teacher recruitment program.

b. The Graduate Education enrollment increased in the fall and has remained stable.

c. The MBA enrollment increased an average of 10 percent during the fall and spring terms.

d. The 1990 Summer I enrollment was down 9 percent from Summer 1989.

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

	Students Enrolled by Session			
	Undergrad Day	Undergrad Evening	Graduate Education	MBA
Summer II 1989	531	N/A	425	N/A
Fall 1989	N/A	252	1198	161
		41		

Spring 1990	N/A	176	960	157
Summer I 1990	641	*	708	68

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

Course Enrollment by session

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

	Undergrad Day	Undergrad Evening	Graduate Education	MBA
Summer II 1989	799	N/A	532	N/A
Fall 1989	N/A	545	1494	167
Spring	N/A	437	1268	166
Summer I 1990	1081	*	932	68

*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.

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 was slightly lower in the 1989-90 session than it was for the past year. The decline was reflected primarily in cadet and other undergraduate enrollment.

Q. Enrollment

Cadet Enrollment

	In-State	Out-State	Total
Freshman	226	271	497
		42	

Upperclassmen	797	674	1471
Total	1023	945	1968

Ethnic Count:	White	Black	Hispanic	Nat. Asian	Amer. Indian	Foreign
Freshmen	453	32	4	5	1	2
Upper Classmen	1356	84	5	6	2	18
Total	1809	116	9	11	3	20

The corps of Cadets has representatives from 44 states, the District of Columbia, the Canal Zone, Puerto Rico, and Nine (9) foreign countries. The foreign countries represented in the corps of Cadets are England, Honduras, Jordan, Nicaragua, Nigeria, Panama, and Thailand.

R. Admissions

The 1989-90 entering freshmen class was the smallest in recent years. This occurred because of a reduction in the number of overflow spaces outside the barracks and because of the construction taking place on campus. The entering class had one of the highest percent of in-state students (54%) for the 1980's. The academic profile was excellent. The average on the SAT was 1010, average GPR was 3.0 out of a 4.0, and the class rank averaged in the top 1/3. Thirty-three states were represented and 40 counties in South Carolina. Business Administration continued to be the most popular major followed by Political Science and Engineering. Seven percent (7%) of the entering class were minority students, an increase over the last several years. The veterans program had an increase in students. This was aided by the increase of Marine Enlisted Commissioning Education Program (MECEP) students. They have, over the last several years, become more interested in The Citadel as the institution to further their education. There was also an increase in the number of prospective students visiting the campus. Over 900 took advantage of the overnight visitation program.

The recruiting program was aided by the services of many of our alumni who voluntarily attended college day programs and organized visits to the campus. The Cadet Corps continues to be the best spokesman for the admissions/recruiting process. The cadet-to-prospective student dialogue is crucial in allowing the prospective student to understand the lifestyle and opportunities available on campus.

S. Scholarship

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

For the Academic Year 1989-90, awards were made to 113 freshmen, 87 rising sophomores, 130 rising juniors, and 126 rising seniors. A total of 456 academic scholarships, ranging in value from \$100 for one year to all expenses for four years, were awarded. The total value of these scholarships was \$861,349. The average award for all students was \$1,809. The academic scholarships are awarded on the basis of academic standing, leadership, and other attributes desirable for members of the Corps of Cadets.

In addition to the academic scholarships, 179 cadets held ROTC scholarships. 70 of the ROTC scholarships were awarded by the Army program, 73 were Naval and, 36 were Air Force scholarships. ROTC scholarships pay fees, tuition, books, and laboratory costs, and they give each recipient \$100 a month for 10 months of the year. Total monetary value of the ROTC scholarships was \$776,328, plus \$1,000 a year per recipient.

Under Category IV (outside scholarships) 105 students received \$114,161.

T. Student Aid Program

Under the authorization of the Higher Education Act of 1958, as amended, The Citadel continued to operate seven major Federally funded programs during the 1989-90 year: Pell Grant (PELL), Perkins Loan (Formally National Direct Student Loan [NDSL], Supplemental Educational Opportunity Grant (SEOG), College Work-Study (CWS), the Stafford Loan (STAF), the Plus Loan (PLUS), and Student Loan Supplement (SLS). These programs have assisted students with \$2,069,294.

As a supplement to these programs, The Citadel provided aid to 86 students in the amount of \$99,000. The main contributors to this supplement have been The Citadel Development Foundation (CDF), through loans and grants, and Stackhouse Loan Program. Under the CDF Loans, 16 students were assisted with \$25,000, and under the CDF grants, 68 students were aided with \$71,000; Stackhouse loans in the amount of \$3,000 were awarded to 2 students.

PELL

During the 1989-90 year, the PELL program has made awards, ranging from \$200 to \$2,300, available to 270 students for a total of \$371,637. This was an increase of \$19,277 from the previous year. This increase was due to Congress' appropriation of more money for this program and adjustments in formulas used to determine

the amount of money for which students were eligible.

PERKINS LOAN (PERK)

The average loan under the PERK program this year was \$1,299. This program aided 49 students who were awarded \$63,650 in loans.

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

SEOG

The SEOG program, which made money available to our most needy students, assisted 45 students with grants totaling \$21,650. The average of these awards was \$481. Changes in the law requires the institution to match 5% of money awarded in this program with institutional grant money. This match was made with CDF grant money to SEOG recipients.

CWS

This program allowed 40 students \$22,000 during the past school year. These students were paid minimum wage, \$3.35 per hour until April 1990. At this time minimum wage increased to \$3.80 per hour. In April 1991 minimum wage will increase to \$4.00. Also this year the institutional's required matching funds for the program increased from 20% to 25%.

GSL

Under this program, 371 students applied for loans, and these students were granted \$859,958 in long term, low interest loans. All loans, regardless of income, required a need analysis. This has reduced aid for which students have in the past qualified. With the need analysis required for everyone, aid through this program will continue to decrease in the coming year.

PLUS

Through this program parents were eligible to borrow up to \$4,000 per year. Repayment began 60 days after the check was written, and the payment was a minimum of \$60 per month. Of those applying 178 families utilized this program and received \$625,399.

SLS

For students whose parents were turned down for a Plus Loan and for independent students, this loan was developed. The terms are identical to those of the PLUS except that a student may defer repayment until after he gets out of school. This year 36 students used the program and received \$105,000.

TLP

Eight (8) students who were Education majors and plan to teach in South Carolina have qualified for \$29,793. Through this program, the loan may be cancelled on a percentage basis for the number of years taught in low income schools or in a critical subject area.

PRIVATE LOANS

In 1989-90 a number of students who could not qualify for Stafford Loans have used private loans (Teri, Excel, Concern, etc.). These programs allow a student or parent to borrow up to \$28,000 per year based on credit rating. Thirty-two (32) students received assistance amounting to \$1000,642 through these programs.

U. Information Resources Management

Computing at The Citadel continued to progress during the 1989-90 school year, though at a slower pace than in the two preceding years. The college's central VAX computer system was upgraded for the third time in three years, one new lab was opened, and an on-line service request system and two more administrative systems were implemented. In addition, IRM was organized into four units--VAX Network Operations, Hardware Support Services, Software Support Services, and Administrative Information Systems. Finally, The Citadel's computing environment was featured in the cover story of the Spring 1990 issue of Cause/ Effect magazine.

VAX Network Operations

As the year began the hub of The Citadel's campuswide network consisted of two clustered Digital Equipment Corporation computers--a VAX 6320 and a VAX 8530. In January the 6320 was upgraded to a 6420, which increased the cluster's total computing power by two-thirds. This upgrade was again funded by a grant from the Citadel Development Foundation and was necessary to support the continuing implementation of the college's library automation system and the increasing faculty and student use. During an average weekday about 70 people are logged into the VAX network most of the day.

During the course of the year, Hardware Support Services staff connected 100 more microcomputers and terminals to the VAX network, raising the total from 300 to 400. However, the large-scale

extension of the network into the barracks was delayed. Fortunately no core VAX network components were damaged by Hurricane Hugo, and network operations resumed as soon as electrical service was restored.

Hardware Support Services

The weather did keep Hardware Support Services staff playing catch-up most of the year. The summer began with a series of severe lightning storms that damaged more than 100 microcomputers and terminals connected to the VAX network. July, August, and the first half of September were spent repairing these devices and installing data-line surge suppressors to prevent future damage.

Surprisingly, Hurricane Hugo caused considerably less damage to Citadel computing equipment than did the earlier lightning storms. This was primarily due to the preventive efforts of Hardware Support Services technicians, who spent the two days before Hugo wrapping microcomputers, terminals, and printers in heavy plastic bags. This preparation paid off, as drenched ceilings buried computer equipment in scores of faculty and staff offices, especially in Bond Hall.

Even so, recovering from Hugo consumed most of Hardware Support Service's energies throughout the fall and well into the new year. Faculty and staff computers and VAX connections had to be moved to temporary locations while damaged offices were reconstructed. A new VAX terminal lab was set up in Capers Hall to accommodate students who were displaced when administrative staff moved into two labs in Bond Hall. Finally, as offices were repaired, everything had to be moved back and reconnected!

Software Support Services

The main mission of Software Support Services is to help students, faculty, and staff learn how to use computers more effectively and efficiently--primarily by publishing a series of easy-to-use software user's guides and by teaching 20 to 30 IBM, Macintosh, and VAX courses a semester.

During the past year, however, Software Support Services staff completed three other projects that also furthered this goal. The first was to use DOS 4.0 to develop a standard menu and file structure system for IBM personal computers. This system has now been installed campuswide and is helping users activate software programs, connect to the VAX network, and retrieve data files more quickly.

In March, Software Support Services also implemented a new VAX software package called HOTLINE. This on-line service request/inquiry system enables users to describe a problem or explain what they need on a simple screen, and then their request

is automatically routed to the person who is primarily responsible for providing or coordinating this service. At present about 250 service requests are being received each month by IRM and Procurement Services, and this number should rise significantly as other service-providing departments start using HOTLINE.

Finally in June Software Support Services published the first issue of a monthly newsletter called Citadel Computing News. The purpose of this newsletter is simply to provide useful, timely information to Citadel VAX, IBM, and Macintosh users. So far, both HOTLINE and Citadel Computing News have been well received.

Administrative Information Systems

Despite the interruptions and dislocations caused by Hurricane Hugo, college administrative departments continued to implement Series Z, a comprehensive, interactive, integrated administrative software system developed by Information Associates of Rochester, New York. During the fall the alumni module was implemented, and in the spring both the financial aid and purchasing modules were implemented. Work continues on the personnel, fixed assets, degree auditing, and executive information systems.

As Series Z systems are implemented, administrative departments become responsible for directly entering their data into the college's central computers. But these departments also need to be able quickly and easily to produce lists, labels, reports, and analyses based on this data. Thus last summer The Citadel purchased a software package called FOCUS, which enables people who are not computer programmers to retrieve the information they need from Series Z. Staff throughout the college have done an excellent job of learning and using FOCUS, and this is one reason several colleges have visited The Citadel during the past year to observe and discuss Series Z operations.

V. Daniel Library

A number of library programs and initiatives this year increased access to and use of library resources and online information databases as follows:

(1) The DRA circulation module became fully operational by the beginning of the fiscal year. Library staff know instantly the status of any book and may renew, reserve, or change the status of any item. Notices, fine calculations, and statistical reports are now generated automatically. This has reduced backlogs of books waiting for discharging and shelving, thereby increasing availability of books to students.

(2) The DRA acquisition module was coupled with the FRS procurement system by the end of the fiscal year. Books and other

library materials are now ordered through the system and patrons know instantly books that are on order.

(3) The automated system has increased both library use and borrowing over last year and should continue to do so because students and faculty may conveniently learn the availability and complete bibliographic information of any book or videotape ordered or cataloged by the library from any of hundreds of VAX terminals on campus. Total borrowing outside of the library also increased slightly from 37,636 to 39,550 but in-house use has tripled in some counts and by all observable measures.

(4) Plans to network with the automated systems of the College of Charleston, Trident Technical College, and the Charleston County Public Library which also use the DRA system and the Medical University, which does not, were initiated by the consortium library directors. Electronic transmission of requests, telefacsimile transmission of articles and daily courier service now make library material available within minutes for urgent requests of reference material to hours normally for student and faculty requests. These services have resulted in a doubling of consortium transactions for periodical articles and books from roughly 1110 to 2220 during the fiscal year.

(5) Two high-use databases on CD-ROM or Compact Disk-Read Only Memory (Books In Print and ERIC) were acquired for test searching by librarians. Use was so successful that these databases should be transferred from a library workstation to the VAX network for access to dictionaries, encyclopedias, directories, and indexes by students and faculty from VAX terminals in the next fiscal year.

(6) The library's new collection of 325 videotapes, acquired and cataloged this year for the first time, proved to be the most popular type of material with students and faculty. Two TV/VCR units were donated by Films Incorporated and one acquired for viewing videotapes.

(7) The library has responded to the need for library skills instruction by developing a self-paced, library workbook with exercises. All freshmen cadets, beginning in Fall 1989 thereby learn about library services and how to use the online catalog, indexes, abstracts, and specialized reference tools. This program is expected to further increase library use.

The library added 4,350 books (titles), 11,264 government documents, 31,660 micromedia pieces, 325 video tapes, and 152 periodical subscriptions to bring the total titles to the following totals:

203,171 book volumes (162,826 titles)
90,291 government documents
325 video tapes
578,557 micromedia pieces (film/fiche).
1,682 current periodical subscriptions.

The library faculty continued working with four departments in using the conspectus methodology to identify gaps in the collections that correspond to curriculum needs. This method more closely identifies books that should be used by students in their research.

The library faculty were active in scholarly and professional activities. LTC Wood remained chair of the library consortium through December and was elected President of the South Carolina Data Research Users Group which he founded in 1989 and read a paper entitled "The Conspectus as a Collection Development Tool for College Libraries and Consortia," on May 16, 1990 at the First National Conference on Acquisitions, Budgets, and Collections in St. Louis. LTC Edmund Maynard received a CDF Faculty Achievement award for his activities including service on CATPA, publishing "A case study of faculty attitudes toward library instruction" in Reference Services Review, doctoral level graduate study at Nova University, expert system research, implementation of the ATLAS automated circulation module, and assumption of acting library director and other library responsibilities throughout the year. Major Sherman Pyatt's book, Apartheid, 1979-1988, was published by Garland Press. All librarians contributed to a wide range of important library college, state, consortium or other professional committees and performed scholarly activities too numerous to list here. There was no change in library faculty complement from last year except that Elizabeth Carter's status changed from adjunct faculty to a classified librarian status with rank of Lieutenant beginning 1 July 1990.

Library Science 570, Library Automation, was taught by LTC Wood during the Fall semester. LSCI 580, Graphic and Photographic Design and Production was taught by Ms. Jo Smith during the First Summer Session.

W. Archives-Museum

The Archives-Museum collects, preserves, interprets and displays historic material pertaining to The Citadel. The Archives maintains the manuscript and photographic collections and the Museum manages the artifacts.

The Museum was closed for extensive reorganization during this fiscal year. Non-Citadel exhibits/artifacts were deaccessioned, and new exhibits were designed to chronicle the history of the Citadel as an institution. These projects are the result of a decision made in 1989 by General Grimsley and the Board of Visitors to have the Museum and its collections represent only the college's history.

The displays in the Museum are arranged chronologically in seven divisions. Within each division, the academic, military, social and athletic aspects of cadet life are featured. In addition, the presidents, special events, and changes in the cadet uniform are exhibited. The divisions are:

1842-1861	Early Years
1861-1865	Civil War
1865-1882	Union Occupation
1882-1908	Re-Opening
1908-1931	Bond Era
1931-1953	Summerall Era
1953-Present	Modern Era

Approximately thirty researchers visited the Archives during the year. The papers of General Summerall, Mark Clark and Ellison Capers were used extensively. In addition, numerous oral and written requests were received on topics ranging from the Rapido River conflict of World War II to the architecture of the Old Citadel on Marion Square.

Ms. Jane Yates, Archivist and Museum Director, was acknowledged for her assistance in Cadets in Gray by Gary Baker (Columbia, S.C.: Palmetto Bookworks, 1989) and also in "Palmetto Soldiers: An Album of South Carolina Confederate Soldiers", Military Images May-June 1990 by John Bigham.

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

X. Greater Issues and John C. West Lecture

Owing to campus damage and disruption caused by Hugo, there was no fall Greater Issues Address. In the spring of 1990, General Alfred M. Gray, Commandant, USMC, addressed the corps of cadets concerning defense issues of the 1990's vis-a-vis the Marine Corps. General Andrew J. Goodpaster, U.A. Army (Ret.), member of the Advisory Committee to the Board of Visitors and former Citadel faculty member, gave the John C. West lecture on the topic of what the recent developments in Europe mean for the United States.

Y. Honor Committee

A statistical summary of the activity of the 1989-1990 Honor Committee is provided below. Officers of that committee were cadets Peter A. Rutledge (Chairman), Mark C. Brandenburg (Vice Chairman), and Clarence T. Tolly, III (Secretary). Acting faculty advisor was LTC Michael B. Barrett, Dean of Graduate Studies.

Violation	Lying	Cheating	Stealing	Total
Accusations	25	6	3	24
Resignations	1			1
Trials	4	4	1	9
Guilty	3	2	1	6
Reversals	1			1
Leniency			1	1

Class	Senior	Junior	Sophomore	Freshman	Total
Accusations	10	9	5	10	34
Resignations				1	1
Trails	3	1	2	3	9
Guilty	2	1	1	2	6
Reversals	1				1
Leniency				1	1

Officers for the 1990-91 Honor Committee are Cadets Ronald B. Vignolle (Chairman), Damien M. Marsh (Vice Chairman), and B. J. Partridge (Secretary). Captain John S. Coussons, USNR (Ret.), will serve as faculty advisor.

Z. Writing Center

The Writing Center continues to serve the college community with a variety of services. Almost 9,000 visits were recorded. This has been the most productive year to date in meeting the needs of those with writing deficiencies. Also, thanks to a generous CDF grant, a much-needed Reading/Study Skills pilot program was initiated.

USERS: Freshmen remain the primary users: 4,029, visits this term which includes 53% of the class receiving individualized tutoring. Sophomores, seniors, and graduate students comprise the largest number of users after freshmen. Faculty/staff use swelled to 395 indicating an increased interest in writing across the curriculum. The Center helped with the Burke Project and other community endeavors.

SERVICES: Writing instruction increased by 1600 hours. Writing workshops also increased from 17 to 35 because of the high demand. Word processing use continues to decrease as IRM labs meet students' needs, but with 22 workshops The Center met most word processing instructional needs. Resume assistance remains popular with seniors and graduate students. The Writing HOTLINE stays busy, between 250 and 300 calls per year. Reading and Study Skills tutorials and workshops have been added for additional academic support services. The Pilot Project offered 154 hours of instruction, serving 102 students. Initial testing indicate that more students at The Citadel suffer academic difficulties from lack of effective study skills than from lack of basic reading skills.

Long-range plans continue to be the same: to upgrade the quality of writing on campus and in the community. We also expect to expand the new Reading/Study Skills program.

SPECIAL ACTIVITIES: The Center began publication of a newsletter, The Write Track, and during the year The Citadel and the College of Charleston co-sponsored the first meeting of S.C. Writing Centers. The director attended several conferences and served

as a consultant to a number of academic institutions regarding their writing centers.

AA. Honors Program

At the beginning of its third year of operation, the Honors Program had 19 freshmen, 13 sophomores, and 9 juniors in the program--a total of 41. Sixty-five percent came from South Carolina, with the rest arriving from all parts of the country, including Georgia, Michigan, Florida, Arizona, and New Jersey. These students were majoring in a variety of fields: Electrical Engineering, History, English, Mathematics, Biology, Business Administration, Modern Languages, Physics, and Political Science.

Three students withdrew from the college for personal reasons at the beginning of the first semester, one student transferred to the Air Force Academy, one withdrew for medical reasons after the first semester, one withdrew from the program, and six were separated from the program for academic reasons. Six students were added to the program during the year. Based on their academic performance at the end of the second semester, one student was separated from the program because of grades, leaving a total of thirty-four students in the program. Eighteen incoming freshmen have been admitted for the fall, so that at the beginning of SY 1990-91 the Honors Program will have about 52 students.

The academic performance of Honors Program students in 1989-90 has been outstanding. At the end of the year, the cumulative GPA for Honors students was 3.322; the average in Honors Program courses was 3.343, a difference of .02. Also, the Honors Program sent three students to academic conferences to deliver papers developed from work one in Professor Moreland's Honors Social Science course. In March, a group of Honors students gave a presentation at the Southern Regional Honors Conference, March 29-31. One Honors student was selected to attend the competitive Arizona Honors Academy over the summer, one was chosen to participate in the Leadership America program, and another was awarded a scholarship through the English Speaking Union to study at Cambridge University over the summer.

The achievement of Honors Program students within the rank structure of the Corps of Cadets continues to be good. Seventeen Honors students have been selected to hold cadet rank next year: Regimental Commander, Regimental Supply Sergeant, Second Battalion Commander, Third Battalion Executive Officer, Band Company Pipe Major, 1 First Sergeant, 3 Platoon Sergeant, 1 Company Academic Officer, 4 Company Clerks, and 3 Company Platoon Corporals.

Recruitment for next year's Honors Program has been completed. Eighteen incoming freshmen have been accepted into the program for AY 1990-91, with an average SAT score of 1260, an average class rank in the top 7%, and an average score on the Test of Standard Written English of 56 out of a possible 57.

II. ADMINISTRATION

A. General

Hurricane Hugo's attack on 22 September predominated the campus this school year. Bond Hall and Barracks 2 and 4 suffered the greatest amount of damage, with major roof damage and accompanying water damage. Roofs on faculty quarters and Summerall Chapel sustained substantial damage. Our electrical distribution system, beach house, stadium, boating center facilities, trees and pavements were also heavily damaged. An operations center was established for the recovery operation, and in cooperation with the National Guard and other volunteers, the campus was ready for the return of cadets on 4 October. The initial estimates for damages were in the \$20 million range, however, estimates now have been established at \$6,637,018. Of that amount, our insurance has settled for \$4,214,187, and the remainder less \$173,305 is our FEMA claim of \$2,249,526.

B. Accomplishments

The Citadel Bulldog Baseball Team, after winning the Southern Conference Championship in Charleston, South Carolina and the Atlantic Regionals in Miami, Florida, went all the way to the NCAA College World Series in Omaha, Nebraska in June 1990. There they were defeated by Louisiana State University, 8-2, in their first game in the Series. They came back with an 8-7 win over California State-Fullerton; however, they were eliminated in their second game with L.S.U. Their season ended with a 46-14 record, and the Bulldogs were ranked sixth in the nation in the final Collegiate Baseball/ESPN Poll.

The Bulldog Rifle Team finished the season ranked 12th in the country. They won the NRA/NCAA Sectional March held at VMI, defeating 11 teams, and finished fourth out of 16 teams at the Mardi Gras Invitational.

The \$270,000 Perry Earle Tennis Facility was completed.

The \$1.9 million Central Energy Facility is substantially complete.

The exterior waterproofing of the Daniel Library and Summerall Chapel has been completed.

Although a setback occurred due to Hurricane Hugo, substantial completion of the McAlister Field House has been accomplished with only minor work remaining. The facility is being utilized and a number of activities have taken place in it this year to include: basketball games, the inauguration ceremony of our new president, the commencement ceremony, and professional wrestling matches.

The \$4.7 million Alumni Hall Replacement Project contract was awarded. Work is progressing satisfactorily on the new Electrical

Engineering and Physics building, with completion anticipated in April 1991.

Bids for the new Coward Hall were opened with the low bid of \$4,799,500. This low bid will provide The Citadel with a complete facility to include band rooms on the second floor. Construction started in June 1990, with completion date set for October 1991.

The Vandiver Hall Project design is complete, with anticipated construction bid this summer.

The Roadway Extension Project design has been completed and the Highway Department will be supervising construction and provide funding under its aegis.

The Bond Hall Renovation Project is well under design with anticipated advertisement for bid and construction to begin in the spring of 1991.

The Asbestos Abatement Project for Mark Clark Hall was completed in July 1990 at a cost of \$478,000.

The Barracks Room Renovation Project (Face Lift) was bid on 29 May 1990 with a low bid of \$589,300 for Barracks 4 and an alternate of \$499,000 for renovation of Barracks 3. The Board of Visitors determined that the base bid would be approved with the proviso that the administration seek means of reducing the cost of the project. As a part of the project, but divorced from the construction, is the repair and repainting of the barracks furniture. This is underway and is being accomplished by Prison Industries. Only Barracks 4 will be completed this summer, however, repair and repainting of the furniture in Barracks 3 will continue throughout the school year utilizing a float of barracks furniture.

Revenues in the Cadet Store and Canteen Activities have continued to increase this past year. Canteen Department revenues exceeded \$1,500,000, and revenue collections for the Cadet Store totaled \$2,178,000. This was accomplished in the Cadet Store even with a smaller freshman class, and it was the best the Canteen has ever done despite two major football weekends being moved to Columbia, SC because of Hurricane Hugo damages to our stadium.

C. Physical Plant

1. Organization and Training

a. Personnel

1) The Physical Plant was reorganized to provide zone maintenance personnel to individual buildings on the campus. The zone maintenance personnel oversee the repair, maintenance and custodial work required in the buildings of their assignment. They are capable of doing the day-to day repair and maintenance work, but have to rely on Physical Plant as a whole for

more complicated work. Zone maintenance has elevated the building appearance and condition, and comments from building occupants where zone maintenance is underway have been favorable. Plans call for bringing zone maintenance to all campus buildings next school year.

2) The Physical Plant accounting technician retired and was replaced from within the organization. A new work order clerk was hired. The Director of Physical Plant and two Trades Supervisors submitted their resignations. These positions have been advertised and will be filled.

b. Training

Key personnel were trained to use the "on-line" FRS purchasing system introduced this year by Procurement Services. Plant staff members attended workshops and formal courses relating to Asbestos Inspection, Hazardous Material Storage and Handling, Automotive Repair and Indoor Air Quality Control. Staff members were licensed as Asbestos Program Managers and Abatement Workers. Follow-up physicals were administered to workers who had been certified for small asbestos projects in previous years.

c. Plant Equipment

The following vehicles were purchased for the plant fleet:

- 1 new sedan
- 9 new trucks for shop use
- 6 new gas-operated carry-alls

Also, four new vans and three sedans were procured from the State Department of Motor Vehicle Management as lease vehicles to support campus requirements.

2. Major Shop Activities

a. Barracks - Prior to Hurricane Hugo restorative work in the four battalions followed Palmetto Boys State, Summer Camp for Boys, athletic camps, and summer school students. The work consisted of screen and entrance door replacements, removal of carpet/vinyl and hardwood floor refinishing (or replacement), removal of plaster ceilings and installation of suspended grid systems, light fixture replacement, painting, and installation of ten each fan coil units to replace old style radiators. These units were installed to prompt responses to the Physical Plant concerning their suitability as permanent replacements for existing heating units. (Cadet responses were favorable -- "They don't get as hot", "quiet", "look better", "The little fan makes it heat the room better.") Following the hurricane, Physical Plant forces were dedicated to restoring barracks to liveable conditions as quickly as possible. Barracks 4 sustained the most damage and major efforts were applied to this area. 24 rooms in Barracks 2 were completely renovated due to storm damage and six rooms in Barracks 1 were refurbished because of steam damage from leaking pipes. All guard

rooms have been remodeled. Two shower rooms were renovated with new floors and fixtures.

b. Roads and Grounds - Parking lot improvements were made at Kovats Field. Installed new palm trees at entrance to McAlister Field House. Accomplished project to improve area around Dunneman Avenue apartments: new fencing, sidewalks, and lights improvements. Implemented a tree planting, trimming, and removal project. Installed new lighting fixtures around the parade ground and in front of barracks. Re-landscaped the yard at Quarters One, contracted for repairs to sidewalks, roadways, and parking lots, contracted for the installation of fencing at baseball practice site and Lockwood Field, and repairs and improvements were made to the campus perimeter fencing.

c. Tennis Facility - Provided landscaping for the new Tennis Facility to include new lighting.

d. Mark Clark Hall - A booster system for the domestic water supply was installed. new restroom partitions were installed on the first floor, and the interior of the post office was repainted.

e. Beach Club - Plant workmen constructed temporary structures and provided sanitary facilities to restore limited use to the site. The Physical Plant provided labor and materials to restore electricity, water, and accomplish a general clean-up of the remaining buildings on the property. A contract to remove the remaining metal building was bid and the work was performed.

f. Stadium - Prepared field for football season and installed a backflow prevention device at the water service entrance (City Public Works requirement). Provided standby technical support for all functions at this facility. Repairs were made to the metal decking throughout the facility and drainage was improved on the playing field.

g. Faculty Housing - Buildings C and D exteriors were painted. Units 7 and 8 received new landscape treatments following major sewer line repairs. The interior of Quarters 2A was repaired due to termite damage. Seven faculty housing units were painted complete. Quarters One was repainted and repairs made to kitchens and bathrooms. Seven units received new vinyl flooring in kitchens. Waterproofing and painting was completed at the Dunneman apartment building. Painting and restorative work following the furnace installation project continued. Six units received limited painting and preventive maintenance due to resident move-out and reassignment. In December 1989, the campus was without heat for a number of days when temperatures fell below freezing and remained there during a winter storm. Physical Plant forces worked during the holiday shutdown to repair damages associated with this incident. The major damage was sustained by faculty housing on Register Road due to water pipes that had burst and leaked upon thawing.

h. Utility Systems - Preventive maintenance of storm distribution system was accomplished during summer shutdown. Post hurricane repairs to electrical distribution system are nearing completion. Portions of the sanitary waste system serving faculty housing was replaced. A plan to replace all electric and gas meters serving faculty housing was instituted to increase revenue from old and possibly defective equipment.

i. General - The Physical Plant provided labor and technical support for a number of campus events, such as Talent Show, Drama Club Presentations, Commencement, Corps Day, Inauguration, Greater Issues, Athletic Events, Band Concerts, Palmetto Boys State, Reviews and Parades, Social Events for Student Activities, Homecoming, and Parents Day. Various community service projects were also supported, such as Burke High Commencement, MUSC Commencement, March of Dimes Fun Run and Fitness Walk at Johnson Hagood Stadium.

D. Athletic Affairs

What a year! 1989-90 proved to be one of peaks and valleys - happiness and heartache, including the effects of Hurricane Hugo and the World Series express. A historic football first - playing two home games in Williams Brice Stadium in Columbia, a second straight win over Navy, and finally, the toll that Hugo took on our season.

Basketball had a competitive season with heartbreaking losses, but the newly renovated McAlister Field House was showcased to Clemson and South Carolina fans, as well as all Southern Conference schools.

Soccer had a successful season despite the hurricane's interruption, and wrestling was highlighted by John Jones winning the Southern Conference championship and advancing to the NCAA championship.

Tennis did not win quite as much as the previous year, but the schedule was upgraded and without question was the toughest in the history of the school.

Once again, track managed to break more school records and the golf team had a much-improved season.

The big story was a Cinderella year in baseball that was detailed throughout the nation by our great performances in the NCAA Regionals in Miami and the World Series in Omaha, Nebraska.

In retrospect, it was a great year, with ninety-one scholar-athletes on the athletic director's honor roll - solid graduation rates and the earned respect from other schools around the nation. We are definitely proud of The Citadel's athletic program in 1989-90.

The following is a record of the 1989-90 Wins and Losses by team:

Team	Won	Lost	Tied	Conf. Finish
Football	5	5	1	8th of 8
Basketball	12	16	0	6th of 8
Soccer	10	7	0	4th of 5
Wrestling	7	7	0	4th of 6
Tennis	14	12	0	3rd of 7
Track	2	0	0 (8 meets)	5th of 8
Indoor Track	0	0	0 (6 meets)	5th of 8
Golf	1	0	0 (11 meets)	7th of 8
Baseball	46	14	0	1st of 7**
Cross Country	43	22	1	7th of 8
Rifle	32	8	1	N/A
Total	172	91	3	(.652)

Ties count as one win; one loss.

**Won first ever NCAA Regional Crown. Finished Tied for 5th in the College World Series.

FOOTBALL -- Despite playing six straight games on the road, the Bulldogs finished 5-5-1 overall and 1-5-1 in the conference. The Dogs bolted out to a 4-0 start and their best start since 1928 before the reality of Hurricane Hugo and seven weeks on the road set in. The Bulldogs achieved their highest ranking ever - Number 7 - and defeated 1-A Navy for the second straight year. The Citadel also defeated S.C. State in Columbia in the first-ever meeting between the two schools. Split end Phillip Florence and offensive tackle Rick Brodsky were named first team All-Southern Conference. The Bulldogs led the league in rushing for the third straight season and placed fifth nationally. The Citadel led the conference in average attendance and finished 8th nationally.

BASKETBALL -- The Citadel fifth-year head coach Randy Nesbit guided the Bulldogs to a 12-16 overall record and sixth-place showing in the Southern Conference. Picked to finish seventh by the pre-season prognosticators, the Dogs finished one notch higher than predicted. Patrick Elmore was named a first team All-Southern Conference performer and finished as a runner-up for Player of the Year in the league. He finished seventh on the all-time scoring charts at The Citadel and was named Player of the Week in the Southern Conference twice this past season. Freshman guard Aaron Nichols was the first Bulldog since 1985-86 to be named to the league's all-freshmen team. The Bulldogs swept Furman for the first time since the 1984-85 season and defeated the Paladins in Greenville for the second straight year for the first time since 1967-68. This past season saw the Bulldogs lose five games by a total of 20 points, including a one-point loss to league champ East Tennessee State at home and a four-point home loss to intra-state rival South Carolina.

SOCCKER -- Notched its second straight winning season with a 10-7 overall mark. Head coach Bill Barfield collected his 100th career coaching victory in the season opener against East Carolina. The 10 victories by the Bulldogs were the most since 1980. Advanced to the semifinals of the Southern Conference Tournament. John Ritchie, Craig Stephans and Craig Smalley were named first team All-Southern Conference each for the second time. Freshman Jay Wills was a second team selection. Ritchie was named second team All-South and Smalley and Stephans were named to the third team (first time The Citadel had three players named to the All-South team). Ritchie, a junior, broke the records for most assists in a season (12) and a career (22).

WRESTLING -- Ken Shelton's Bulldogs finished the regular season with a 7-7 overall record. The Dogs hosted the 1990 Southern Conference Wrestling Tournament March 10 in McAlister Field House. Junior John Jones (126) won his weight class and represented The Citadel at the University of Maryland in the 1990 NCAA Wrestling Championship. The LaGrange, GA, native lost in the first round, but was the first Citadel wrestler since Clay Ogden in 1988 to represent the Bulldogs at the national wrestling championship.

TENNIS -- The Bulldogs rebounded from a 6-11 start to post a 14-12 overall record. The Citadel finished 3rd in the Southern Conference Tournament for the second straight season. Todd Elias, a senior, and junior Rob Webster won the Southern Conference No. 1 doubles championship for the second straight season. Elias finished second in singles and Webster third. The Bulldogs defeated the College of Charleston for the first time since 1983. They also participated in the prestigious HEB Tennis Tournament held in Corpus Christi, TX. Bulldog Director of Athletics Walt Nadzak announced that Bo Crouch, a 1986 graduate of The Citadel and four-year tennis letterman, would replace outgoing head coach Akim Anastopoulo as the Dogs' new head coach.

OUTDOOR TRACK -- The Bulldogs finished 5th in the Southern Conference meet held in Boone, NC. The Bulldogs had 14 All-Southern Conference selections, a first in school history. Senior Mike Cason became the first Bulldog to win four 800-meter competitions in succession by claiming the title two weeks ago. Sophomore Carey Cash won the discus and senior Anthony Brevard set a school record in the 400 IH. The Bulldogs defeated Furman and Baptist in a Tri-Meet. They tied Furman for the South Carolina Collegiate Championship (second straight year the Bulldogs have won the state championship). Kelvin Brown set a school record in the discus at the Florida Relays. Cason finished 4th in the 800 meters at the prestigious Gatorade Classic held in Knoxville, TN. Cason also won the Duke Invitational in the 800 meters.

INDOOR TRACK -- The Bulldogs finished 5th in the SoCon meet with senior Mike Cason winning the 800 meters. During the season, Daniel Johnson set two freshman Citadel records in the 400 and 200 and was involved in the college's school record-mile relay team. Kelvin Brown set a Virginia Tech Field House record in the shot put during

the season.

GOLF -- The Bulldogs finished 7th of 8 in the Southern Conference meet two weeks ago. In the Bulldogs' 11 matches this season, they bettered their performance six times compared with the 1988-89 season. The Bulldogs finished second of 12 teams in the Western Carolina Invitational and third in The Citadel Invitational. The Bulldogs also finished six out of 24 at the Fripp Island Invitational. Freshman Mark Andrews paced the Dogs with the lowest stroke average (79.2) on the team and also had the low round (73) of the season. Junior Jason Andrews was second on the team with a 79.5 stroke average, including a low round of 74. Andrews also was just named a CoSida/GTE District III Second Team Academic All-American.

BASEBALL -- The Bulldogs capped the 1990 regular season with their first-ever Southern Conference Tournament Championship. The tournament was held in Charleston and the Bulldogs swept through the seven-team, double elimination tournament with four consecutive triumphs. The Citadel defeated five-time defending SoCon champ Western Carolina for the championship April 29 in front of a tournament record crowd of 3,186. The tournament championship came on the heels of the Bulldog's seventh regular season championship and sixth under head coach Chal Port. They went on to the Atlantic Regionals in Miami, Fla, winning the championship, advancing to the NCAA College World Series in Omaha, Nebraska. They were defeated in their first game of the double-elimination series by Louisiana State University, 8-2, then rebounded with an 8-7 victory over California State-Fullerton in games televised nationally on ESPN cable network. The team was eliminated from the tournament after a second game with L.S.U. They finished the season with a 46-14 record and were ranked sixth in the nation in the final Collegiate Baseball/ESPN Poll. Coach Port was named National Coach of the Year in the June 12 edition of THE SPORTING NEWS. Senior outfielder Anthony Jenkins, senior pitcher-designated hitter Billy Baker and sophomore Ken Britt were named first team All-Southern Conference. Junior shortstop Phillip Tobin was named a second-team selection. Britt was chosen the league's Pitcher of the Year, and Port the league's Coach of the Year (for the 5th time). Baker was named MVP of the SoCon Tournament. Sophomore Gettys Glaze and senior Richard Shirer joined Baker on the All-Tournament team.

CROSS COUNTRY -- The Bulldogs placed 7th of 8 teams in the Southern Conference meet held in Huntington, W.Va. During the season, the Bulldogs finished 3rd of 15 teams at the Pembroke Invitational, tied South Carolina for 4th place at the Seahawk Invitational, 5th of 14 teams in The Citadel Invitational, 4th of 11 teams at the S.C. Intercollegiate Championship.

RIFLE -- The Bulldogs finished the season ranked 12th in the country. The 1989-90 season improved head coach Colonel G.B. (Buck) Stackhouse's coaching record to 348-105-1. The Bulldogs won the NRA/NCAA Sectional Match held at VMI, defeating 11 highly regarded teams, finished 4th out of 16 teams at the Mardi Gras Invitational,

and captured the North and South Carolina Championships. The Bulldogs gained a tie with Army, the first time in school history that the Bulldogs had not lost to the Cadets. Sophomore Douglas Herr finished 2nd at the NCAA Sectionals and 20th nationally, Senior Leo Sihvonen won the NCAA Sectionals, Senior Kevin Lindell placed 3rd at the NCAA Sectionals, and Sophomore Richard DeBernardo placed second at the Mardi Gras Invitational.

E. Personnel Services:

During Fiscal Year 1989-90, the Personnel Department continued to provide full service to Citadel faculty and staff in all aspects of personnel administration and management. Although one new position was added to the Personnel Department Staff, the individual selected for the position was subsequently selected for another position on campus and was transferred and promoted accordingly. The department is still understaffed and housed in an inadequate facility when considering the new programs and functions which continued to be assigned to the department. Following are significant accomplishments during the year:

1. Central Computer Services:

The Personnel Office continued to perfect the human resource series (HRS) of the college computer. A Human Resource Series Policies and Procedures Manual has been developed and is used to facilitate personnel services. The manual is a key tool for the personnel staff as it outlines step-by-step actions to take when effecting personnel requirements. Since the HRS series is not yet operating at full capacity, the goal for FY 1990-91 is to bring on line such functions as applicant tracking, benefit reports to faculty and staff, and personnel reporting requirements such as affirmative action reports.

2. FY 1989-90 Salary Increases:

a. Based on the provisions of the FY 1989-90 Appropriations Act, the President approved the following pay policies for classified employees for FY 1989-90:

1) General Cost of Living Increases: All classified employees received a two percent (2%) general base pay increase effective 1 July 1989. In addition, effective 1 January 1990, all classified employees received an additional two percent (2%) general base pay increase. Both increases had to be calculated on the employee's base salary prior to the 1 July 1989 general base increase.

2) One-Time Lump Sum Payment: Classified employees with continuous service on or before 2 June 1989, and still employed on 1 December 1989, received a one-time lump sum payment on 15 December 1989. Employees earning \$20,000 or less received \$286, and employees earning more than \$20,000 received \$143. Increases could not become a part of an employee's base

salary and could not be subjected to deductions for the South Carolina Retirement Systems. Increases were, however, subjected to federal, state, and social security taxes.

3) Promotional, Reclassification, and Grade Reallocation Increases: Current pay policies for promotional, reclassification, and grade reallocations increases remained in effect for FY 1989-90, 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% was granted, if approved in advance by the President.

4) The Merit Increment Program: The Merit Increment Program was not funded for FY 1989-90. However, performance evaluations were required and reported in the usual manner.

b. Unclassified faculty and staff received salary increases for FY 1989-900 as follows:

1) General Cost of Living Increases:

(a) All unclassified faculty of record on 15 May 1989 received a four percent (4%) general base pay increase effective 1 October 1989.

(b) The President and unclassified staff members whose salaries are controlled by the Executive Compensation Commission received a 0 - 8% pay increase effective 1 October 1989, provided the annual average of four percent (4%) fund limitation was not exceeded.

(c) Unclassified athletic coaches received a 0 - 8% pay increase effective on dates selected by the President following completion of sports seasons for sport coached, provided the annual average of four percent (4%) fund limitation was not exceeded.

2) Promotional 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 1989 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 1989 who average at least the equivalent of meritorious performance for the past three years.

(c) A \$1000 special supplemental salary enhancement for permanent/tenure-track faculty of record on 15 May 1989 assigned to the Departments of Business Administration, Civil Engineering, Electrical Engineering, and Physics, who average 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 1989:

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

NOTE: All qualifying faculty members whose base salary level felled 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 increased from \$4800 to \$5400 effective 1 September 1989.

4) One-Time Lump Sum Payment: Unclassified faculty and staff with continuous service on or before 2 June 1989, and still employed on 1 December 1989, received a one-time lump sum payment on 15 December 1989. Those earning \$20,000 or less received \$286, and those earning more than \$20,000 received \$143. Payment was effected by separate check and did not become a part of a members's base salary and was not subjected to deductions for the South Carolina Retirement Systems. Payments were, however, subjected to federal, state, and social security taxes.

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

1) Requirement that all vacancies remain vacant for eight weeks before fill. Although vacancies could be filled at the discretion of the President, funding for vacancies was automatically deleted from budget allocation received from State. If vacancies were filled, funding then would come from other operating funds.

2) 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.

3) Introduction of a new formula for calculating retirement benefits was effected as follow:

Service Retirement System: From 1.70% to 1.82% of average final compensation.

Police Retirement System: From 1.00 to 1.14% of average final compensation.

4) The employer rate of contributions in the Service Retirement System increased by .55%. There was no change for the Police Retirement System.

5) Enacted legislation authorized members of the Police Retirement System with credit under the Service Retirement System to transfer the credit with a payment of 5 of current salary for each year transferred. The System will also transfer the employee-employer contributions to the Police System.

3. Benefit Programs:

a. Because of significant change in health insurance programs for FY 1989-90, each member of the faculty and staff were required to re-enrolled in a health insurance program of his/her choice. Two sessions of Open Enrollment were scheduled on 12 October 1989 for the purpose of conducting Fall 1989 Open Enrollment. Since there we so many changes, either the faculty/staff member or spouse, or both, were asked to attend one of the scheduled sessions. Following are significant changes in health insurance programs for Calendar Year 1990:

1) Health Insurance rates for Calendar Year 1990 were distributed to all faculty/staff members. Insurance rates were effected 1 January through 31 December 1990. The two Health Maintenance Organizations (HMOs) that continued to service the Tri-County Area are HealthSource and Companion. Student certification is now required for all students 19-22 years of age, and all students must be enrolled as full-time students in order to qualify for participation in the State Health Insurance Programs.

2) The Drug Card Program under the State Group Health Plan was deleted from the program effective 1 January 1990.

3) Medi-Call, a case management program, became mandatory as of 1 January 1990. The Crawford Company was awarded the contract and is the administrator of the program. Medi-Call is designed to assist members with their health care.

b. Although this was the year for open enrollment in the Dental Program, there were no significant changes in the program, and there was no rate increase.

c. Hunt, Dupree and Rhine continues to be carrier for the Money-Plus Program, which is a program that permits participants

to defer costs for health and dental insurance premiums, long-term care premiums, and dependent care. The cost for out-of-pockets expenses was dropped from the Money-Plus Program effective 1 January 1990.

4. Faculty/Staff Academic/Military Promotions:

Faculty Academic/Military Promotions Effected 21 August 1989:

TO ASSOCIATE PROFESSOR AND MAJOR:

Linda K. Elksnin
Spence P. Hurd

TO PROFESSOR AND LIEUTENANT COLONEL:

Saul J. Adelman
Peter Greim

TO LIEUTENANT COLONEL:

Mark A. Bebensee
John R. Braun
Herschel C. Hudson
Winfred B. Moore, Jr.
John H. Pieper, III
Carey Rushing
Gary L. Wilson

TO COLONEL:

Harold W. Askins, Jr.
William J. Clees
Stephen D. Comer
Robert L. King
Robert P. Steed
Edward F. J. Tucker
Lyon G. Tyler, Jr.

Staff Military Promotions Effected on Date Listed:

TO MAJOR:

Carla M. DeMille	1 July 1989
William D. Brady, Jr.	1 July 1989
Robert J. Sauers	1 August 1989

5. Youth Work Experience Program:

The Citadel continues to participate in the federal youth work experience program. Due to reduction in federal funds this year, only twelve (12) student participants were employed throughout the campus in a variety of jobs.

6. In-Service Training and Career Development:

Opportunities in in-service training and career development programs were planned and offered to members of the faculty and staff, e.g., Employee Orientation Program, Stress Management, and Supervisory Development. In addition, The Citadel was represented at the American Association for Affirmative Action Conferences, the College and University Personnel Association Conferences, and the State Human Resource Management Conferences. Several staff members attend the HRS User Computer Conference.

7. Personnel Reports:

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

8. Retirements:

Retirement counseling was arranged and conducted for 27 members of the faculty and staff. In addition, a Retiree Update Seminar for retired members of the faculty and staff was held in March 1990 with 94 participants in attendance. The following members of the faculty and staff retired during FY 1989-90:

Mr. Anthony G. Anderson	31 July 1989
Mr. Nathaniel Green	15 October 1989
Ms. Margaret J. Paturzo	31 December 1989
Ms. Nancy D. Rankin	31 December 1989
Col Emory S. Crosby	31 December 1989
Ms. Doris B. Jeter	15 January 1990
Ms. Betty L. Wasson	15 March 1990
Col Lyon G. Tyler, Jr.	15 May 1990
Col Joseph P. Goodson	30 June 1990
Ms. Rose Marie M. McCarty	30 June 1990
Ms. Earthlene Chapman	30 June 1990

9. 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 Certificate and Pin were presented in January 1990 to the following members of the faculty and staff:

For 10 Years Service:

Faculty:

Maj Jack A. Stinson, Jr.

Staff:

LTC Robert W. Collins	Mr. Jack L. Ferrell, Jr.
Mr. Andrea H. Ackerman	Ms. Deborah D. Fertig
Mr. Nathaniel B. Baker	Ms. Edith M. Kaufman
Mr. Richard G. Bee, Jr.	Mr. C. J. Kingston
Ms. Leola R. Bennett	Mr. Angela E. McRee
Ms. Deborah T. Causey	Mr. William H. Rue, Jr.
Ms. Mary A. Cave	Mr. James Shokes, Jr.
Mr. Larry W. Eitel	Mr. Michael C. Smith
Mr. Arthur D. Erickson	Mr. James W. Sumner
	Mr. Daniel H. Williams

For 20 Years Service

Faculty:

Col Melvin H. Ezell, Jr.
 Col Dennis M. Forsythe
 Col Robert P. Steed
 Maj Bernard J. Kelley, Jr.

Staff:

Maj Carla M. DeMille
 Ms. Jane W. Barton
 Mr. Richard R. Clarke
 Mr. Elijah Mazyck

For 30 Years Service

Staff:

Mr. Nathaniel Green

Ms. Roselyn P. June

10. Statistical Summary of Personnel Actions:

	<u>Classified</u>	<u>Unclassified</u>
Merits / Employee Performance Eval.	464	159
Promotions	10	0
Reallocations	10	0
Reclassifications	19	1
Salary Adjustments	49	0
Transfers	4	0
Demotions	3	0
Salary Demotion	0	0
New Hires	48	10
Terminations	40	4
Disability Retirements	0	0
Service Retirements	7	3
Deaths	1	0
Temporary Employees		
Students	277	
Temporary Staff Employees	155	
Adjunct Faculty	58	
Graduate Assistants	36	
Special Contract Employees	62	

11. New Faculty employed for Academic Year 1989 - 90, effective 22 August 1989:

Dr. Elba M. Andrade, Ph.D., was changed from a temporary visiting Assistant Professor to appointment of Assistant Professor of Modern Languages.

Dr. Mei-Qin Chen, Ph.D., was employed as Assistant Professor of Mathematics and Computer Science.

Dr. Kenneth D. Cole, Ph.D., was changed from a special employment contract to appointment of Assistant Professor of Psychology.

Dr. Albert E. Gurganus was employed as Assistant Professor of Modern Languages.

Dr. James M. Hutchisson, Ph.D., was employed as Assistant Professor of English.

Dr. Theresa G. Siskind, Ed.D., was employed as Assistant Professor of Education.

Dr. Josephine H. Templeton, Ph.D., was employed as Assistant Professor of Health and Physical Education.

Effective 1 July 1989, Ms. Zelma G. Palestrant was changed from a temporary Instructor to an appointment of Assistant Professor of Library Science.

Effective 1 July 1989, Mr. Alan B. Johns was employed as Assistant Professor of Library Science.

13. Temporary Faculty employed effective 22 August 1989:

Ms. Celia C. Halford continued temporary employment as Instructor of English.

Captain Richard O. Haughey, USCG, Retired continued temporary employment as Visiting Assistant Professor of Business Administration.

Mr. Clyde L. Hiers continued temporary employment as Visiting Assistant Professor of Business Administration.

Mr. Beau J. Pettijohn continued temporary employment as Instructor of Business Administration.

Dr. William T. Slayton, Jr., Ph.D., continued temporary employment as Visiting Assistant Professor of English.

Mr. Stephen J. White continued temporary employment as Instructor of History.

Ms. Carol M. Young continued temporary employment as Instructor of Modern Languages.

Mr. David L. Taylor, continued temporary employment as Visiting Lecturer of Electrical Engineering.

Mr. William L. Spearman was employed as Instructor of Business Administration.

Effective 1 July 1989, Ms. Elizabeth W. Carter continued temporary employment as Instructor of Library Science.

14. Temporary Faculty employed on Special Employment Contract:

Dr. Claude McMillan, Ph.D., Holder of the W. Frank Hipp Chair and Professor of Business Administration.

Ms. Joy Young, Visiting Instructor of Modern Languages.

Ms. Carolina P. Wagner, Visiting Instructor of Modern Languages.

Ms. Eileen H. Howe, Visiting Instructor of Modern Languages.

Dr. Silvio G. Zenone, Ph.D., Visiting Professor of Physics.

Ms. Luci Bailey, Instructor of Education.

Dr. Jeri O. Cabot, Visiting Assistant Professor of Political Science.

15. Faculty authorized educational leave of absence and sabbaticals effective 22 August 1989:

Captain Milton L. Boykin, USNR, Retired, Ph.D., Professor of Political Science.

Captain John S. Coussons, USNR, Professor of History.

Major James S. Leonard, Ph.D., Associate Professor of English.

Major Christopher R. McRae, Ph.D., Associate Professor of Modern Languages.

Major Peter J. Rembiesa, Ph.D., Associate Professor of Physics.

Effective 15 January 1990, Lieutenant Colonel Aline M. Mahan, Professor of Psychology.

16. Faculty returned from educational leave of absence and sabbaticals effective 22 August 1989:

Colonel Joel C. Berlinghieri, Ph.D., Professor of Physics.

Captain John S. Carter, Assistant Professor of Health and Physical Education.

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

Major Margaret A. Francel, Ph.D., Associate Professor of Mathematics and Computer Science.

Major John J. Mahoney, Associate Professor of Business Administration.

Major Arnold B. Strauch, JD, Associate Professor of Business Administration.

17. Faculty resignations has been accepted effective 31 August 1989:

Major Donald E. Beers, Associate Professor of Education.

Lieutenant Colonel William A. Evans, Associate Professor of Business Administration.

Lieutenant Colonel Ronald A. McWhirt, Professor of Education.

Effective 31 January 1990, Mr. Beau J. Pettijohn, Instructor of Business Administration.

18. Following are Key Staff appointments for FY 1989-90:

Mr. Richard A. Hamilton, Property and Inventory Control Manager.

Ms. Shelly M. Mangold, Programmer Analyst II

Mr. Edward W. Steers, Student Services Program Coordinator

Mr. Richard N. Whittle, Systems Programmer II

Mr. Jay C. O'Dell, Computer Operator II

Ms. Katherine F. Lucas, Student Services Program Coordinator

Mr. William J. Lakner, Computer Technician

by Administrative Services for action by The Citadel Physical Plant and/or Division of Information Resource Management.

283 trouble reports were resolved by Division of Information Resource Management, with much local consultations concerning the resolutions of problems in the use of single line and digital telephones.

Hurricane Hugo: Because of advanced planning for Hurricane Hugo, the college sustained minimum telephone outage following the storm. A command post was established in short order to receive and disseminate information relating to conditions at The Citadel. Administrators, communication consultants and technicians responded immediately and continued working around the clock until lines and equipment damaged by the hurricane were restored.

Telephone service to the Academic Departments has been upgraded with digital telephones for both secretaries and department heads. This upgrade has greatly enhance telephone capabilities within academic departments.

4. Fax Services:

The Fax Service has become a major vehicle in the rapid movement of information to and from The Citadel. Information is being received and transmitted around the world via the Fax Service. During Fiscal Year 1989-90 over 3136 messages were received and/or transmitted.

5. Affirmative Action:

The Affirmative Action Plan has been updated and approved by the President, the Chairman of the Board of Visitors, and the State Human Affairs Commission. Progress was made in all areas of Affirmative Action except faculty and executive/managerial. A revised version of the human relations training authorized by the President and conducted by members of the State Human Affairs Commission was developed and is being presented as part of the Supervisory Development Training for faculty and staff. In addition, the following reports and/or publications were prepared and distributed:

The Affirmative Action Plan
The EEO 6 Report
The Applicant Data Report
The Affirmative Action Goals Report

G. Records Management

Records Management continues to provide services of the Records Center, Central Files and Microfilming to all departments and activities of the college.

1. Faculty and Staff Terminated Employee Files:

Processed, merged and filed 445 terminated faculty and staff employee files for the Personnel Office and individual departments for 1988.

2. Retention Schedules:

There are 73 retention schedules currently with the South Carolina Department of Archives and History for review and approval.

3. Student Financial Files:

The Treasurer's Office transferred to the Records Center 1102 student financial files which were filed.

4. Key projects completed during the year:

Processed, prepared and microfilmed approximately 10,100 201 files of graduates and non-graduates from 1919-1953.

Microfilmed and placed in jackets transcripts of the Graduate Program, Evening College and Summer School from 1966 through 1953.

5. Microfilm:

Following is a brief statistical summary of records processed, microfilmed, indexed and filed:

Admissions Office - BK Books for 1988.

Graduate Program, Evening College and Summer School - Transcripts 1966-July 8, 1988. 201 Files for the Graduate Program 1968-1984.

Personnel - Official Orders (Bulletins, General, Confidential, Memorandum, and Special) 1988 and 1989.

Registrar Office - Transcripts and 201 Files for graduates 1989 and non-graduates 1988-89.

201 Files for graduates and non-graduates 1919-1953.

Report of grades for 1986 through summer school 1988.

Treasurer's Office - Student Ledgers November 1983 through June 1988.

Total number of documents microfilmed: 261,707.

6. Records Center:

Records placed in the Records Center: 227 cubic feet

Records retrieved from the Records Center: 1322 records

Records shredded: 490 bags

Records destroyed: Approx. 68 cubic feet

H. Necrology

One in-service death occurred during FY 1989-90. Ms. Gloria Frasier of The Citadel Laundry died on 7 September 1989.

I. Public Safety

1. Thefts:

The Department of Public Safety continued additional efforts in the investigation of on-campus crime during the past year, with particular emphasis in theft within the barracks. Officer Gary Ludwigson, our academy-certified investigator, personally followed up on every theft reported in the barracks. The continued effectiveness of our program is reflected in the barracks theft statistics. A total of 40 thefts in the barracks was reported and investigated during the past school year. This represents a decrease of 29.8% from the number of thefts (57) reported during SY 88-89. Since initiating this program two years ago, barracks thefts have decreased by a phenomenal 44.4%.

A total of \$4,447.00 was reported stolen. \$1,384 of this amount was in cash. The remainder consisted of clothing, jewelry, equipment, and similar items. 31 of the thefts involved items or money left unsecured in the room when it was taken. The barracks thefts were concentrated in the 1st and 3rd battalions: 1st Battalion, 12 thefts; 2nd Battalion, 6 thefts; 3rd Battalion, 17 thefts; and 4th Battalion 5 thefts.

Bicycle thefts continued at last year's all time low rate. We lost only one bicycle (a faculty bicycle which was unregistered and unsecured). This compares with only one stolen last year and 6 stolen in 1987-88.

A total of 23 vehicles were entered by thieves during the year. The vehicles were rarely locked at the time of the theft. Items totaling \$7,641.00 were reported taken. Most of the items taken were articles of civilian clothing. The area in the vicinity of Summerall gate was the hardest hit with 17 of the thefts reported at that location. The fence was down in this area following Hurricane Hugo and it was several weeks after the cadets returned before it was completely repaired. Many of the thefts occurred during this period.

There were no thefts involving breaking and entering reported from the buildings on campus; however, weights worth \$250 were reported missing from Deas Hall due to a door which could not be secured by the staff.

2. Vehicle Registration and Parking:

A total of 2,760 vehicles were registered to park on campus consisting of 1,150 cadet vehicles, 607 faculty and staff vehicles and 1,003 vehicles belonging to Day and Evening students. There were 1,199 parking citations issued. This is a decrease of 206 from the previous year. Of these 1,199 citations, 131 were voided upon appeal. The major difference between this year and last was the dramatic decrease in cadet violations. Only 410 citations were issued to cadets as contrasted to 839 last year. This is the first year that more parking citations were issued to persons other than cadets than to cadets.

The most comprehensive parking study in the past 10 years was prepared by the Department of Public Safety. Major changes in cadet and faculty parking resulted from this study.

Graduation parking for the ceremony held in McAlister Field House was the smoothest and most efficient in the past 15 years.

3. Building Inspections:

The Department of Public Safety conducted over 13,200 building inspections during the past year.

4. Lost and Found:

The owners of 33 of the 86 items turned in to Lost and Found were identified and their lost property returned to them.

5. Training:

The 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. Sergeant Bowers became only the second woman certified as a S.C. Criminal Justice Academy Firearms Instructor. She has successfully trained and certified all of the department's officers. Sergeant Bowers also completed the Field Training Officer instruction course during the past year. Officer Jack Ferrell has been designated as the department Field Training Officer and has completed the basic one-week instructor course at the academy. He and Officer James Gibson are now preparing an extensive field training curriculum to standardize on-job training of all Public Safety Officers. It is anticipated that this will be completed during the Fall semester. Four of our officers completed the basic 8-week law enforcement officer course at the South

Carolina Criminal Justice Academy during the past year. One more officer is scheduled to attend this summer.

6. Uniforms:

Foul weather gear was purchased for all officers following Hurricane Hugo when the inadequacy of two sets of "stand-by" rain gear became apparent.

7. Miscellaneous Services:

Public Safety officers gave over 100 jump starts to individuals with dead batteries during the year. Most of these involved cadet vehicles. In addition, over 63 cars were unlocked for individuals who had inadvertently locked their keys inside.

Over 2,000 ID cards were made for cadets, faculty, staff, contractors, and dependent children of faculty and staff personnel.

Officer Ludwigson set up and manned a booth on safe driving and personal security at the Wellness Day on campus.

Sergeant Bowers was requested by name to give a presentation at the Southeast Regional Meeting of the International Association of Campus Law Enforcement Administrators on her experiences as the ranking law enforcement officer on campus during Hurricane Hugo. Her presentation also covered the damage of the storm to the campus and the evacuation of the student body. She used slides, videos, and posters to illustrate her talk. Her performance received excellent ratings from the campus law enforcement chiefs at the meeting.

J. Auxiliary Activities

1. Cadet Store

School Year 1989-90 was another very successful year for the Cadet Store. Revenue has continued to increase as it has each year for the last 20 years, including the years of low enrollment and small freshman classes. Revenue collections for SY 1989-90 as of 25 May 1990 amounted to \$2,178,000. The enhancement equipment and Model 70 IBM computer has increased the efficiency of the Cadet Store operation.

The Cadet Store continues to sell IBM and Apple computers through an educational discount program, and is now in the process of working out an agreement with some software companies to develop a program to special order software for students and faculty/staff at discount prices.

Effective 1 April 1990, the Cadet Store successfully tied in to The Citadel mainframe purchasing module, thereby providing the store the capability of creating their own purchase

orders for resale items.

2. Dining Services

ARA Services continues to provide excellent service for the Corps of Cadets and the Administration. Family-style meals are served to approximately 2,000 cadets during the school year and to approximately 1,350 campers attending Palmetto Boys State and Summer Camp for Boys during the summer. Additionally, cafeteria-style meals are served in the summer to summer school students and children enrolled in Citadel athletic camps. Food Service is also provided for approximately 700 catered functions during the year, such as pre-game buffets at the President's House, receptions, class reunions, alumni activities and Board of Visitors activities, and for approximately 500 student functions, such as cookouts, box lunches, club dinners, and regimental functions.

The Dining Services have functioned exceptionally well during regular and emergency situations this year. In the aftermath of Hurricane Hugo at the start of the cleanup effort, Mr. Elton Coleman, Director of Dining Services, and his staff gathered in the mess hall and, after temporary power was restored, they provided three meals a day for campus residents and employees working in the restoration of the campus. In addition, they provided facilities for the National Guard for meals and provided meals for contractor personnel working on campus and for elements of Army and Marine Corps units.

3. Infirmary

The Infirmary had a very good year. The Department of Health and Environmental Control conducted its annual inspection of the Infirmary and no medical violations were found, however, the Infirmary was given one year to repair a rear storage room that was damaged by Hurricane Hugo. Fire inspections and drug inspections by DHEC in the Infirmary were satisfactory. The Corps of Cadets had fewer significant illnesses in School Year 1989-90 than in previous years as indicated in the report that follows. The flu vaccine was offered, but had very little response.

a. Productivity Report

Doctor Visits	2,892
Nurse Visits	6,441
Administrative Visits	325
Total Patient Contacts	9,658
Infirmary Admissions	569
Outside Hospital Admissions	32
Outside Referrals to Specialists	20
Number of X-rays taken	213
Number of Infirmary Lab Tests	292
Flu Shots Given	15
Navy ROTC Shots Given	54
Allergy Shots Given	253

b. Significant Medical Problems Diagnosed

Appendicitis	1
Diarrhea Outbreaks	81
Pneumonia, all types	10
Chicken Pox	2
Concussions	5
Sprains:	
Ankles	239
Knees	124
Back	55
Other	209
Strep Throat	91
Mono	22

4. Laundry and Dry Cleaning

The Citadel Laundry processed 620,247 pounds of laundry this school year at an average cost of \$1.09 per pound. 58,408 bundles were processed at an average cost of \$11.60 per bundle. 60,576 pounds of dry cleaning were processed (549 pounds more than last school year). 5,878 uniform items were dry cleaned, 159 more than in School Year 1988-89.

Laundry and Dry Cleaning operations began cleaning articles of clothing from 4th Battalion and F Company on 27 September 1989, when electrical power became available after Hurricane Hugo. 97 percent of the clothing received was saved from having claims. Laundry was also processed for the U.S. Army, Marine Corps and the National Guard during this period. No other laundries in the area were operational.

The bid for automatic pant presses was awarded to Texchine Inc. of Chapin, SC for a total costs of \$86,356.20. Delivery of the four units is scheduled for the week of 30 July. The new rotary screw air compressor, purchased from Edmac Compressor Co. of Columbia, SC for a total cost of \$10,706.85, has been received and is in the process of being installed.

Employees attended computer courses offered by The Citadel on various programs utilized on campus.

5. Tailor Shop

The Tailor Shop enjoyed a successful school year as a service auxiliary to the College along with a good overall efficiency and operating in the black. Revenue was down somewhat due to a smaller freshman class.

543 incoming freshmen were measured, fitted and altered finishing in early March. Due to Hurricane Hugo, Parents Day was delayed for quite some time, which backed up deliveries to freshmen.

The Department sustained minimal damage from Hugo, with no damage to uniforms, equipment and other items housed inside. All uniforms that were damaged by Hugo were brought in from the barracks after the storm, processed, and made ready for the return of the Corps.

The annual inventory audit was held 29 June, revealing \$67,702.05 in live stock which will be incorporated into fittings for the Class of 1994. Stock levels are high due to carrying more advanced stock in some areas to support early needs of the Corps and the critical deadline for Parents Day.

The Navy ROTC contract was completed in late April with 44 contract students participating. The Blazer Ensemble program dropped off drastically from last year with only 114 cadets participating. Another measuring period for Blazer Ensembles is scheduled in September. Contracts have been firmed with Thorngate Uniforms for the Class of 94 and Kuppenheimer Men's Clothiers for Blazer Ensembles for the Class of 1992. Tarriff sizes have been ordered for advance stock and is coming in daily.

The summer work program and storage is near completion with 7,243 pieces of uniforms being processed, which includes repair, class striping and rank chevron installation. Uniforms are also dry-cleaned, mothproofed and pressed and made ready for the return of the Corps in August. The summer work program will generate approximately \$26,000 in revenue for the Tailor Shop.

The Master Craftsman and Seamster Supervisor attended the Supervisory Development Seminar in May. Managed attended classes and are fully operational on the new procurement module within the FRS system. The director, Mr. Murray, made a visit to the Uniform Manufacturing facilities in Norristown, PA, in May for an on-hands look at the people who have been producing the cadet uniforms for over 30 years.

6. Print Shop

The Print Shop this year has completed the installation of the new typesetting system. With the addition of the Varityper Laser typesetter, we now have a modern, efficient, speedy method of preparing all printing. The two color press added last year and the automated binding system installed three years ago has been performing to our highest expectations. This equipment has allowed the Print Shop to do jobs that were in the past sent to other shops.

Production has been increased approximately \$50,000 over last year, with most of the increase being done the last half of the year. More of this type of work will be brought in during FY1990-91.

K. Summer Camp for Boys

1. The Citadel Summer Camp for Boys opened its 34th year on 17 June 1990, with Colonel John P. Smyth and Captain Dale R.

Dittmer serving as Director and Deputy Director respectively.

2. Camp enrollment increased by 10%, with 30 new campers recruited by former or returning campers. For First Session, 161 boys graduated, including 37 sons of alumni. Second Session enrollment still stands at 196, for a total of 357 campers in the 1990 program.

3. \$2,500 in scholarships were awarded to campers and counselors in 1990. First Session recipients were:

First Honor Graduates - Brian Kucaba, camper from Spartanburg, SC, and Gibb Little, camper from Irmo, SC.

Outstanding Counselor - Keith Dillingham ('91), cadet from Summerville, SC

Second Session recipients will be announced after the 4 August graduation exercises.

4. The camp purchased a wide-screen, video projector to help reduce costs for video rentals. A new activity, Fitness and Games, replaced Bowling as a result of the renovations to Mark Clark Hall. First Session campers and counselors also attended the Bob Hope Save the Yorktown Benefit in McAlister Field House on 3 July 1990.

5. The camp employed 49 cadets, alumni, and junior counselors for the summer. Utilizing the barracks and other facilities that would otherwise be dormant over the summer, the camp also continues to support the college by financially assisting: the Canteen and Gift Shop, the Cadet Store, the Boating Center, the Health and Physical Education Department, campus dining facilities, laundry services, the Infirmary, and Physical Plant through contributions, utilization fees, equipment purchases, etc. The camp also contributed \$3,000 to the President's Discretionary Fund at the end of the 1989 camp.

L. Canteen Activities.

The Canteen Activities Department has had a successful sales year. Department revenues exceeded \$1,500,000.00 as of May 1990. These receipts are the best the department has ever accomplished. This years success was the result of employee dedication and the support of all the Citadel Family, including the Charleston community.

Hurricane Hugo was a setback that The Citadel overcame, including this department. Whenever our two home football games were moved to Columbia, SC, our staff packed up merchandise and moved to the USC Stadium to sell during the games.

The Corps have continued to utilize the convenience of our QM Charge System; this school year cadets charged \$421,680.00 (figure

does include haircuts charged in the Barber Shop).

This Fiscal Year administrative costs and rent were charged to the department. This was an expense not before charged and now makes this department totally self supporting. The \$71,463.00 was a significant change factor for the department's profits. Our expenditures this year also included:

- 1) \$8,500.00 for equipment improvements
- 2) \$8,000.00 to support the Faculty House
- 3) \$225,000.00 to support Student Activities and Athletic Operations to include scholarships.

M. Intramural Sports

The Intramural Sports Program enjoyed another year of full participation in all phases. LTC Eugene Lesesne and Graduate Assistant Harm Lamaker led the Corps to continued prominence in the National Honorary Athletic Fraternity, Sigma Delta Psi. Five new members and one repeat member qualified for the Corps Epsilon Beta Chapter in 1989-90. This led the nation in new members. Arthur John Lontoc won the award for Outstanding Intramural Athletic Officer and Jonathan Taggart Daniels was selected as the Outstanding Intramural Athletic Sergeant. Darrell John Creedon won the award for the Outstanding Intramural Athlete of 1989-90. Cadet William May was awarded the Most Outstanding Intramural Referee Award; this was a new award designed to improve intramural referees. Cadet L. C. Younce was selected to be the Regimental Athletic Officer for the 1990-91 school year. H Company won the Regimental Intramural Championship and the accompanying Board of Visitors' trophy and plaque. Bowling was not featured as an Intramural Sport for the Corps this year, as the Bowling Lanes were permanently closed. Two new sports were added to replace bowling: Horseshoes on pits constructed by the Intramural Department and Billiards in Mark Clark Hall.

The Citadel Sports Clubs were successful in presenting opportunities for cadet participation and in representing the college in 17 intercollegiate activities. The Lacrosse Club won 10 of their 14 games scheduled. The Pistol Club again brought national recognition to The Citadel with a National Championship in the ROTC Division and third in the overall Open Championships. Pistol qualified five shooters for the Olympic Training Camp. Rugby, under the coaching of LTC Porch and David Lane, had a good year, winning against USC but losing a close game to Clemson for the State Championship. The Sailing Club continues to improve. They were victorious over the College of Charleston and ended the season in second place overall in their conference. This high finish will qualify them for several national races during the coming school year. The Civil Air Patrol Club was not able to attend the state competition this year due to Hugo. The Crew Club participated in a Regatta in Augusta that included teams from Europe and England. The Martial Arts Clubs continue to grow in number. Boxing was not very active this year as they had no place to practice on a regular

basis. The Fencing Club had one of their best years ever which included a win over VMI for the Silver Saber. This was the Club's first win over VMI. The SCUBA Club was reinstated under the leadership of LTC Speicher this year and qualified 35 members as open water divers. The Lacrosse Club continues to be successful in their competition with a winning record again this year. The Skydiving Club received some needed new equipment this year in a purchase of \$30,000 worth of material for \$5,000 from the USC Club.

The Cadet Corps was active in Intramurals, Club Sports and Varsity Sports this year with 98.4 percent of the cadets taking part in some form of athletics.

<u>Fiscal Year</u>	<u>Initial Percentage of Funding of One-Time Funds</u>	<u>Reductions During Fiscal Year</u>
1986-87	92.9%	1.04 Mid-Year 0.88 February
1987-88	88.8%	None
1988-89	93.0%	None
1989-90	92.88%	None
1990-91	87.8%	7

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

**Includes 1.04 one-time funds to supplement base funding for 83.3%

The Citadel's audit for fiscal year 1988-89 was performed by

FINANCIAL MATTERS

A. General

Without question, the most significant event of Fiscal Year 1989-90 was Hurricane Hugo. Hugo not only inundated our offices with water and cut off all power to our computer system, but it caused a major drain on our cash account in order to accomplish the approximately \$2 million worth of emergency repairs required to restore the college to full operational status. The college staff received excellent support from the staff and insurance adjustors working for the Budget & Control Board's Division of Insurance Services. We have received the first two distributions of payments from our insurance claims and are still working closely with the Division of Insurance Services staff and the Federal Emergency Management Agency (FEMA) staff to close out all pending claims and receive reimbursement for Hugh-related expenses.

Fiscal Year 1989-90 saw a slight retreat in the level of state funding for the higher education formula. After increasing to 93% funding in 1988-89, the General Assembly was only able to provide about 92.68% funding for 1989-90. This forced the college to provide no funding for equipment replacement or purchases with the exception of computers, physical plant equipment, and boating center equipment. The following table reflects state appropriations levels for higher education over the past four years and shows approved base funding for the upcoming fiscal year:

<u>Fiscal Year</u>	<u>Initial Percentage of Funding of CHE Formula</u>	<u>Reductions During Fiscal Year</u>
1986-87	95.9 %	2.6% Mid-Year 0.8% February
1987-88	88.6 %	None
1988-89	93.0 %*	None
1989-90	92.68%*	None
1990-91	87.8 %**	?

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

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

The Citadel's audit for fiscal year 1988-89 was performed by

Rogers, Montgomery and Company, P.A., Certified Public Accountants under contract to the State Auditor. The report was again an unqualified report. The same audit firm also audited The Citadel Athletic Department under guidelines established by the NCAA and found no major deficiencies.

Fiscal Year 1989-90 saw The Citadel begin the training on 26 March 1990 to fully implement another software module of its administrative computer system. The new Procurement System will significantly modify the manner in which requisitions and purchase orders are processed. The new system relies entirely on electronic input by departments/activities to generate a final hard copy purchase order for issue to the vendor. Departments/activities became fully operational on the new system as they completed their scheduled training sessions with all elements of the college scheduled to "go live" by 1 July 1990.

The college's property manager began processing the property records for transfer to the Information Associates, Series Z, Fixed Assets system. The Fixed Assets system is scheduled to be brought on-line 1 July 1990. All new capital items after 1 July will be automatically brought into the Fixed Assets system. The present records, approximately 4,400, will be converted to the new system during the first quarter of the next fiscal year.

The Treasurer's Office was deeply involved with refining the procedures relating to the Student Information System. During the course of the year, this component of the administrative computing system permitted the Treasurer to accept complete control of receivables. He can now have up-to-date data concerning student payments and is able to personally contact each student who has an outstanding balance.

The Citadel purchased and implemented a fourth generation computer language, FOCUS. This enabled all areas of finance to write their own computer generated report programs. The finance areas were able to retrieve information quickly and in the format needed. Because of this, reporting and reconciliations can now be accomplished much more efficiently than in the past.

The quarterly review system continues to be an integral part of the fiscal resource management effort at the college. The extensive review of all areas of the college identified potential shortfalls early in the year and enabled the administration to respond appropriately. Review actions to supplement operating budgets are handled on a case-by-case basis and ensure that the college operates within available fiscal resources. The college was unable to fund other than the most essential equipment requirements this year. State funding levels simply did not allow the "luxury" of programming replacement equipment as a matter of normal business.

The Budget and Control Board's Procurement Audit Staff conducted an extensive audit of The Citadel's procurement system to determine how well we complied with state procurement regulations.

The audit was conducted for the period November 1986 to April 1990. The college received a very favorable report of findings. The auditors support our request for an increase in our local procurement authority to \$30,000.

The Citadel's procurement staff continues to perform in an exceptional manner within our current \$10,000 local authority. The staff processed and awarded 55 invitations for bid and one minor construction bid without protest. In addition, 10 invitations for bid which were exempt from the State Procurement Code were processed and awarded without protest. The procurement office was one of the first offices open on campus after Hurricane Hugo. The procurement staff processed in excess of 200 procurements worth \$2.0 million in support of the hurricane clean-up effort.

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. We have obtained property valued at more than \$42,000 this fiscal year to include paints, lubricants, and other general maintenance supplies.

The Citadel has become a recognized leader in the Charleston area in efforts to involve Minority Business Enterprises (MBE) in Citadel procurement activities. Our purchases from minority firms for the first three quarters of this fiscal year total \$238,912 which has surpassed our goal of \$124,489. Our efforts this year were assisted by the needs developed as a result of Hurricane Hugo.

The Citadel staff worked closely with the State Treasurer and the college's bond attorneys to develop the documentation required for the refinancing of \$1,350,000 of Institution Bonds, the issue of a new \$500,000 Institution Bond, the issue of \$3,200,000 of Revenue Bonds, and \$2,000,000 of Plant Improvement Bonds. These bonds will support the new Cadet Dining Facility project, a previously completed Faculty Quarters project, a project to upgrade the Capers Hall cooling system, and a project to relocate the roadway near Indian Hill.

The Controller's staff worked with the State Treasurer to establish a fund which would permit the monies earned by auxiliary activities to draw interest to the credit of The Citadel, instead of to the credit of the State Treasurer. A similar account was established for contributions made on behalf of Cadet Mazyck, a football player suffering from cancer.

Hurricane Hugo devastated all finance office areas. Staff offices were moved to temporary locations for approximately six weeks. A draft payroll for 30 September 1989 was computed the night before the hurricane struck, but checks were not printed. The Controller's Office staff wrote all Citadel paychecks by hand and payday was held on Friday, 29 September, as scheduled. For the first two days, writing the paychecks was accomplished without the convenience of electricity, either for lighting or operating

calculators. The Treasurer's Office made special arrangements to cash paychecks for Physical Plant personnel who were too busy working to go off campus to banks.

The State passed legislation permitting The Citadel to establish a foundation and transfer the current endowment funds to that foundation. This action will eliminate one of the problems that has been noted in the annual audit management letter for the past several years, i.e., that the funds should be invested by the State Treasurer instead of The Citadel.

The Treasurer's Office assumed the responsibility for the billing of all receivables--student, customer, and general. This step has provided the Treasurer complete control over all receivables, their aging, and collection of overdue accounts.

The Citadel contracted with a collection agency for assistance in collecting old accounts. Working with the agency has provided the means to clear many old accounts.

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

Mrs. Sophie Gamble, Accounting Technician I, resigned to go into business with her husband.

Mrs. Anita Hoffman transferred from the Controller's Office to replace Mrs. Gamble.

Ms. Linda Stephens was promoted to the position of Payroll Supervisor to replace Mrs. Hoffman.

Ms. Margaret Paturzo, Administrative Assistant to the Vice President for Financial Management, retired in December 1989 after more than 23 years at The Citadel.

Mrs. Meredith Yates transferred from the Office of the President to replace Ms. Paturzo.

MAJ Gary E. Cathcart, Budget Officer, completed the second of three years at the SACUBO College Business Management Institute conducted at the University of Kentucky. He also participated in a forum presentation on Disaster Preparation during the Information Associates FRS/HRS Users Conference in Salt Lake City, Utah.

MAJ Cathcart was activated by the South Carolina Army National Guard prior to Hurricane Hugo and served continuously during the hurricane recovery period. In recognition of this service, he was awarded the South Carolina Palmetto Cross (the highest state award for Guard members), the Army Humanitarian Award, the South Carolina Achievement Ribbon, and the South Carolina Meritorious Service Medal.

Mrs. Betty Sandifer, Senior Budget Analyst, attended professional development seminars on writing skills, communication, and time management.

MAJ William D. Brady, Director of Procurement Services, was promoted to major in the Unorganized Militia of South Carolina. He was elected Chairman of the Board of Directors of the Coastal Minority Suppliers Development Councils, Inc. He was also elected to the Board of Directors of the Carolinas Minority Suppliers Development Councils, Inc., the regional area affiliate of the National Minority Suppliers Development Councils, Inc. MAJ Brady served on the Scholarship Development Committee of the South Carolina Association of Governmental Purchasing Officials. He was the guest speaker at the May meeting of the Coastal Minority Suppliers Development Councils, Inc., held in Charleston.

Mr. Jerry Christian, Physical Plant and Operations Procurement Officer, was certified at the Professional Public Buyer (PPB) level. Certification was awarded by the Universal Public Purchasing Council after completion of requisite purchasing classwork and certification testing. The PPB level is the first level of certification in the public purchasing field.

Mr. Richard R. Clarke, Citadel Class of 1962, was promoted from property manager to supply manager on 1 September 1989. He has overall responsibility for the administration of campus supply and property management functions.

Mr. Richard Hamilton, a retired Navy senior chief, joined the staff on 1 September 1989 as property manager. He was previously employed at Lieber Correctional Institution as a supply specialist.

LTC Ralph Earhart, Controller, was "loaned" to the Office of the Comptroller General of South Carolina to assist in the compilation of the State of South Carolina's Comprehensive Annual Financial Statement as required by General Accepted Accounting Principles (GAAP).

COL Calvin G. Lyons, Vice President for Financial Management, served as chairman of the Southern Association of College and University Business Officers (SACUBO) Committee for Honors and Recognitions.

B. Financial Review of Operations for Fiscal Year 1989-90

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 \$91,650 were made from the Stackhouse, CDF, and the Perkins Loan Funds to 67 students. At 30 June 1990, outstanding student loans receivables aggregated \$726,287.61. Our Perkins default rate was 7.08 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 \$875,749 in fees and other revenue and \$225,938 in interest income for a total receipt of \$1,101,687. The expenses recorded for bond retirement including interest transfers and service charges totaled \$209,522. The fund also contributed \$713,354.87 toward capital construction projects. The fund balance at year end is \$4,324,688.23 for a net increase of \$1,865,759.23 over the 30 June 1989 fund balance. The current bonded indebtedness of the college including plant improvement is displayed in the appropriate schedule.

Investment in plant fund represents the aggregate total of buildings, land and moveable and fixed equipment, and library books owned by the college. These assets are carried at original cost plus subsequent additions, or at fair market value at date of gift, if donated. In accordance with practices followed by educational institutions, no provision is made for appreciation or depreciation of physical plant assets. Major additions to plant assets, including purchases of moveable and fixed equipment with a unit value in excess of \$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 1990 is \$55,331,473.

Unexpended Plant Funds balance as of 30 June 1990 amounted to \$7,288,947.

Renewals and Replacement Fund balances as of 30 June 1990 totaled \$958,344. These funds are distributed among seven accounts: barracks, barracks telephones, dining hall, infirmary, laundry, computer acquisition, and rehabilitation reserve.

C. Financial Statements and Notes:

THE ACCOMPANYING NOTES TO FINANCIAL STATEMENTS

	1997	1996	1995
ASSETS			
Current Assets	11,000,000	11,000,000	11,000,000
Cash and equivalents	2,000,000	2,000,000	2,000,000
Accounts receivable	4,000,000	4,000,000	4,000,000
Inventory	3,000,000	3,000,000	3,000,000
Prepaid expenses	2,000,000	2,000,000	2,000,000
Other	2,000,000	2,000,000	2,000,000
Non-current Assets	10,000,000	10,000,000	10,000,000
Property, plant and equipment	8,000,000	8,000,000	8,000,000
Intangible assets	2,000,000	2,000,000	2,000,000
LIABILITIES AND EQUITY			
Current Liabilities	10,000,000	10,000,000	10,000,000
Accounts payable	4,000,000	4,000,000	4,000,000
Short-term debt	3,000,000	3,000,000	3,000,000
Other	3,000,000	3,000,000	3,000,000
Non-current Liabilities	1,000,000	1,000,000	1,000,000
Long-term debt	1,000,000	1,000,000	1,000,000
Equity	10,000,000	10,000,000	10,000,000
Common stock	1,000,000	1,000,000	1,000,000
Retained earnings	9,000,000	9,000,000	9,000,000

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DATE 05/10/2011 BY 60322 UCBAW/STP

THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
BALANCE SHEET
AS OF 30 JUNE 1990 & 30 JUNE 1989

UNAUDITED

ASSETS	30 June 1990	30 June 1989	LIABILITIES AND FUND BALANCES	30 June 1990	30 June 1989
	-----	-----		-----	-----
Current Funds			Current Funds		
Unrestricted			Unrestricted		
Cash and Deposits with the State Treasurer	4,856,305	3,859,821	Accounts Payable	539,869	680,348
Investments	350,916	641,752	Accrued Payroll	1,201,814	1,080,291
Accounts Receivable	813,004	609,434	Accrued Leave	1,099,965	1,021,353
Inventories	1,217,353	1,185,225	Special Deposits	787,724	738,339
Prepaid Expenses	264,886	191,565	Deferred Revenue	249,549	287,985
Land	621,189	709,689	Note Payable	638,527	138,527
Due From Other Funds	61,713	2,424,992	Due To Other Funds	60,000	64,492
			Fund Balance	3,607,918	5,611,143
	-----	-----		-----	-----
Total Unrestricted	8,185,366	9,622,478	Total Unrestricted	8,185,366	9,622,478
	=====	=====		=====	=====
Restricted			Restricted		
Cash and Deposits with the State Treasurer	1,945,159	1,173,750	Accounts Payable	65,158	82,396
Investments	520,572	768,427	Note Payable	593,600	593,600
Accounts Receivable	631,552	205,604	Due To Other Funds	176,517	354,544
Note Receivable	144,333	144,333	Fund Balance	2,472,736	1,316,054
Prepaid Expenses	66,395	54,480			
	-----	-----		-----	-----
Total Restricted	3,308,011	2,346,594	Total Restricted	3,308,011	2,346,594
	-----	-----		-----	-----
Total Current Funds	11,493,377	11,969,072	Total Current Funds	11,493,377	11,969,072
	=====	=====		=====	=====

92

See Accompanying Notes to Financial Statements.

THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
BALANCE SHEET
AS OF 30 JUNE 1990 & 30 JUNE 1989

UNAUDITED

ASSETS	30 June 1990	30 June 1989	LIABILITIES AND FUND BALANCES	30 June 1990	30 June 1989
	-----	-----		-----	-----
Loan Funds			Loan Funds		
Cash and Deposits with the State Treasurer	253,648	281,801	Due to Other Funds	0	51,000
Investments	32,144	30,889	Fund Balance	1,015,404	975,046
Loans Receivable-students	729,612	713,356			
	-----	-----		-----	-----
Total Loan Funds	1,015,404	1,026,046	Total Loan Funds	1,015,404	1,026,046
	=====	=====		=====	=====
Endowment Funds			Endowment Funds		
Cash and Deposits with the State Treasurer	737,555	3,033,457	Accounts Payable	10	35
Investments	13,906,054	9,868,138	Due to Other Funds	121,615	661,790
	-----	-----	Fund Balance	14,521,984	12,239,770
Total Endowment & Similar Funds	14,643,609	12,901,595		-----	-----
	=====	=====	Total Endowment & Similar Funds	14,643,609	12,901,595
	=====	=====		=====	=====
Plant Funds			Plant Funds		
Unexpended			Unexpended		
Cash and Deposits with the State Treasurer	841,566	200,276	Accounts Payable	1,031,529	856,390
Investments		1,500,000	Notes Payable	1,750,000	1,900,000
Accounts Receivable	292,135		Due to Other Funds	707,655	2,885,897
Capital Improvement Bond Proceeds Receivable	9,275,960	12,863,716	Fund Balance	7,218,609	9,818,502
Due from Other Funds	298,132	896,797			
	-----	-----		-----	-----
Total Unexpended	10,707,793	15,460,789	Total Unexpended	10,707,793	15,460,789
	=====	=====		=====	=====

See Accompanying Notes to Financial Statements.

THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
BALANCE SHEET
AS OF 30 JUNE 1990 & 30 JUNE 1989

UNAUDITED

	30 June 1990	30 June 1989		30 June 1990	30 June 1989
ASSETS	-----	-----	LIABILITIES AND FUND BALANCES	-----	-----
Renewals and replacements Cash and Deposits with the State Treasurer	849,684	869,033	Renewals and replacements		
Due from Other Funds	130,000	130,000	Accounts Payable	21,340	
	-----	-----	Fund Balance	958,344	999,033
Total Renewals & Replacements	979,684	999,033	Total Renewals & Replacements	979,684	999,033
	=====	=====		=====	=====
Retirement of Indebtedness Cash and Deposits with the State Treasurer	2,351,719	1,933,780	Retirement of Indebtedness		
Due from Unexpended Plant	587,655	587,655	Accrued Interest Payable	8,848	38,108
	-----	-----	Fund Balance	2,930,526	2,483,327
Total Retirement of Indebtedness	2,939,374	2,521,435	Total Retirement of Indebtedness	2,939,374	2,521,435
	=====	=====		=====	=====

See Accompanying Notes to Financial Statements.

THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
BALANCE SHEET
AS OF 30 JUNE 1990 & 30 JUNE 1989

UNAUDITED

ASSETS	30 June 1990	30 June 1989	LIABILITIES AND FUND BALANCES	30 June 1990	30 June 1989
	-----	-----		-----	-----
Investment in Plant			Investment in Plant		
Land	2,358,024	2,358,023	Lease Liabilities	400,576	438,561
Buildings	36,808,621	25,660,378	Note Payable	42,000	1,700,000
Construction in Progress	5,074,532	9,744,260	Institution Bonds Payable	850,000	1,120,000
Equipment	9,897,656	9,500,104	Net Investment in Plant	58,899,441	49,927,695
Library	6,053,184	5,923,491			
	-----	-----		-----	-----
Total Investment in Plant	60,192,017	53,186,256	Total Investment in Plant	60,192,017	53,186,256
	-----	-----		-----	-----
Total Plant Funds	74,818,868	72,167,513	Total Plant Funds	74,818,868	72,167,513
	=====	=====		=====	=====
Agency Funds			Agency Funds		
Cash	47,204	38,445	Accounts Payable	19	76
Investments	47,008	38,478	Due to Other Funds	11,713	26,213
Accounts Receivable	5,121	6,776	Due to Various Entities	87,601	57,410
	-----	-----		-----	-----
Total Agency Funds	99,333	83,699	Total Agency Funds	99,333	83,699
	=====	=====		=====	=====

See Accompanying Notes to Financial Statements.

THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
STATEMENT OF CHANGES IN FUND BALANCE
AS OF 30 JUNE 1990

UNAUDITED	Current Unrestricted	Current Restricted	Loan Fund	Endowment Funds	Unexpended Plant Fund	Renewals Replacements	Retirement of Indebtedness	Investment in Plant
REVENUES								
Unrestricted Current Fund Revenue	36,138,023							
Student Tuition/Fees		80,080					875,749	
Bond Proceeds					541,453			
Federal Grants & Contracts		607,109						
State Grants & Contracts		150,364						
Contributions & Private Grants		3,418,275		504,715	72,145	42		
Gains on Sale of Investments		29,803		1,033,363				
Endowment & Investment Income		924,455	42,035				225,938	
Auxiliary Enterprise Revenues								
Other Sources		22,012	3,185		4,371,436			14,338,337
Total Revenues	36,138,023	5,232,098	45,220	1,538,077	4,985,034	42	1,101,687	14,338,337
EXPENDITURES								
Educational & General	22,191,990	3,754,157		18,625				
Auxiliary Enterprises	12,693,524	1,250						
Indirect Cost Recoveries			3,183					
Loans Cancelled			1,679					
Transfers to Other Agencies								
Expended for Capital Projects					8,752,723	242,422		5,294,123
Retirement of Property	88,500							27,464
Retirement of Indebtedness							1,840,340	
Interest & Other ROD Expenses							211,142	3,004
Total Expenditures	34,974,014	3,755,407	4,862	18,625	8,752,723	242,422	2,051,482	5,324,591
Mandatory Transfers In		5,560						
Mandatory Transfers Out	(5,560)	(22,481)		22,481				

THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
STATEMENT OF CHANGES IN FUND BALANCE
AS OF 30 JUNE 1990

UNAUDITED	Current Unrestricted	Current Restricted	Loan Fund	Endowment Funds	Unexpended Plant Fund	Renewals Replacements	Retirement of Indebtedness	Investment in Plant
Total Mandatory Transfers	(5,560)	(16,921)	0	22,481	0	0	0	0
Non-Mandatory Transfers In	1,221,103	947,952		740,281	2,655,251	446,945	2,380,349	0
Non-Mandatory Transfers Out	(4,382,777)	(1,251,040)			(1,487,455)	(245,254)	(983,355)	(42,000)
Total Non-Mandatory Transfers	(3,161,674)	(303,088)	0	740,281	1,167,796	201,691	1,396,994	(42,000)
Revenues Over Expenditures	(2,003,225)	1,156,682	40,358	2,282,214	(2,599,893)	(40,689)	447,199	8,971,746
Beginning Fund Balance	5,611,143	1,316,054	975,046	12,239,770	9,818,502	999,033	2,483,327	49,927,695
Ending Fund Balance	3,607,918	2,472,736	1,015,404	14,521,984	7,218,609	958,344	2,930,526	58,899,441

THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
COMPARATIVE STATEMENT OF CURRENT FUND REVENUES & EXPENDITURES
AS OF 30 JUNE 1990 & 30 JUNE 1989

UNAUDITED	Current Unrestricted 1990	Current Restricted 1990	Total Current Funds 1990	Total Current Funds 1989
REVENUES				
Student Tuition & Fees	8,530,751	80,080	8,610,831	8,976,229
State Appropriations	13,277,813		13,277,813	13,406,156
Federal Grants & Contracts		607,109	607,109	559,615
State Grants & Contracts	11,891	150,364	162,255	98,169
Contributions & Private Grants	302,958	2,260,435	2,563,393	2,980,997
Gains on Sale of Investments	(129)	19,845	19,716	91
Endowment & Investment Income	205,232	615,562	820,794	818,702
Auxiliary Enterprise Revenues	12,961,107	4,786	12,965,893	12,521,246
Other Sources	848,399	17,226	865,625	711,743
Total Revenues	36,138,022	3,755,407	39,893,429	40,072,948
EXPENDITURES & OTHER DEDUCTIONS				
Instruction	9,173,536	547,001	9,720,537	9,340,508
Research	2,804	285,962	288,766	251,431
Public Service	379,739	44,857	424,596	325,692
Academic Support	2,225,436	239,456	2,464,892	2,787,023
Student Services	2,240,302	98,816	2,339,118	2,357,465
Institutional Support	3,634,066	154,087	3,788,153	4,365,429
Operations & Maintenance of Plant	4,318,446		4,318,446	3,950,880
Grants & Scholarships	306,160	2,383,978	2,690,138	2,479,264
Total Educational & General Expend.	22,280,489	3,754,157	26,034,646	25,857,692
Mandatory Transfers		16,921	16,921	1,416,745
Total E & G Exepnditures & Deductions	22,280,489	3,771,078	26,051,567	27,274,437
Auxiliary Enterprise Expenditures	12,693,524	1,250	12,694,774	11,790,014
Mandatory Transfers Out	5,560		5,560	0
Total Auxiliary Expend. & Deducts	12,699,084	1,250	12,700,334	11,790,014
TOTAL EXPENDITURES AND MANDATORY TRANSFERS	34,979,573	3,755,407	38,734,980	37,647,706
Excess Revenues Over Expenditures and Mandatory Transfers	1,158,449	0	1,158,449	2,425,242
Non-Mandatory Transfers In	1,221,103	947,952	2,169,055	506,485
Non-Mandatory Transfers Out	(4,382,777)	(1,251,040)	(5,633,817)	(2,026,996)
Total Non-Mandatory Transfers	(3,161,674)	(303,088)	(3,464,762)	(1,520,511)
Excess of Restricted Receipts Over Revenues		1,476,691	1,476,691	2,953,382
NET INCREASE IN FUND BALANCE	(2,003,225)	1,156,682	(846,543)	(512,014)

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1990 AND 1989

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 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 educational institutions, no provision is made for depreciation of physical plant and equipment. 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, 1990 AND 1989

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.

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, 1990 AND 1989

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. 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 unrestricted current funds. The net change in the liability is recorded as a revenue or an expenditure in the current year.

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1990 AND 1989

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.
3. General tort claims.
4. Medical malpractice.

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, 1990 AND 1989

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 1988-89, an appropriation from the Capital Reserve Fund authorized by the joint resolution passed in the 1989 General Assembly session was available effective thirty days after the completion of the 1988-89 fiscal year for specified expenditures. With respect to the appropriation allocation of \$77,000 for the lump-sum payments to state-funded employees, effective on the first pay day after November 30, 1989, each state employee who was in continuous state service since June 2, 1989, was eligible to receive a one-time, lump-sum payment. Employees earning more than \$20,000 received \$143 and those who earned \$20,000 or less received \$286. With respect to the appropriation allocation of \$84,377 for the Health Insurance Reserve Fund deficiency surcharge of \$251, the allocation was based on the agency's actual July 1989 employee count of state-funded health plan participants. The amounts shown in the financial statements for each year as "State Appropriations" are comprised of the following:

	1990	1989
Original appropriation	\$12,650,852	\$12,382,348
Capital reserve fund allocation for lump-sum payment and health insurance reserve fund		161,377
Appropriation transfer from Higher Education Commission:		
Graduate Incentive Fellowship		66,374
Palmetto Fellowship	7,500	
Desegregation Plan	16,697	22,543
Cutting Edge	394,818	364,695
State Budget and Control Board - Allocation for compensation increases	425,437	403,652
Vacancy & Travel Reduction	(217,491)	
Difference in fiscal year 1988 supplemental appropriation recorded and actual		5,167
	\$13,277,813	\$13,406,156

The supplemental and capital reserve fund appropriations were approved for carry forward to the next year.

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1990 AND 1989

NOTE 3. INVENTORIES:

Inventories are recorded at replacement cost. Details of the inventories at each year-end are as follows:

	1990	1989
Cadet Store	\$ 923,601	\$ 898,070
Canteen	179,200	190,827
Central Stores	44,850	49,639
Tailor Shop	67,702	46,689
Summer Camp	2,000	
Total	\$ 1,217,353	\$ 1,185,225

	1990	1989
Total Appropriation	\$13,277,819	\$13,408,136
recorded and actual		
supplemental appropriation		
Difference in fiscal year 1989		
Vacancy & Travel Reduction		
incentives		
Allocation for compensation		
State Budget and Control Board		
Cutting Edge		
Desegregation Plan		
Palmetto Fellowship		
Graduate Incentive Fellowship		
Higher Education Commission		
Appropriation transfer from		
insurance reserve fund		
for long-term payment and health		
Capital reserve fund allocation		
Original appropriation		

The supplemental and capital reserve fund appropriations were approved for carry forward to the next year.

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1990 AND 1989

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 each 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, 1988	\$2,358,023	\$24,264,613	\$ 3,193,142	\$8,095,291	\$5,906,978	\$43,818,047
Prior period adj.				(104,797)		(104,797)
Additions		1,395,765(B)	7,933,383	1,932,185(A)	155,122	11,416,455
Deletions			<u>(1,382,265)</u>	<u>(422,575)</u>	<u>(138,609)</u>	<u>(1,943,449)</u>
June 30, 1989	<u>2,358,023</u>	<u>25,660,378</u>	<u>9,744,260</u>	<u>9,500,104</u>	<u>5,923,491</u>	<u>53,186,256</u>
Additions		11,148,244	6,478,516	938,926(A)	157,157	18,722,843
Deletions			<u>(11,148,244)</u>	<u>(541,374)</u>	<u>(27,464)</u>	<u>(11,717,082)</u>
June 30, 1990	<u>\$2,358,023</u>	<u>\$36,808,622</u>	<u>\$ 5,074,532</u>	<u>\$9,897,656</u>	<u>\$6,053,184</u>	<u>\$60,192,017</u>

A. Additions include donated property of \$105,224 and \$4,265 for the years ended June 30, 1989 and 1990, respectively.

B. Includes donated property of \$13,500.

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1990 AND 1989

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 such 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 \$3,391,558 and \$5,121,421 for the years ended June 30, 1990 and 1989, respectively.

State law required full collateralization of all State Treasurer bank balances. The State Treasurer must correct any deficiencies in collateral within seven days. At June 30, 1990, 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, 1990 and 1989, are as follows:

	1990		1989		Fund
	Carrying Amount	Bank Balance	Carrying Amount	Bank Balance	
Insured (SIPC)	\$ 969,834	\$ 969,834	\$1,064,396	\$1,062,875	Unrestricted current
Insured (FDIC)	16,691	16,691	13,326	13,326	Unrestricted current
Insured (FDIC)	44,700	44,700	2,609	248,826	Unrestricted current
Insured (SIPC)	171,884	171,884	394,159	394,159	Restricted current
Insured (FDIC)	505,381	505,381	46,182	46,182	Restricted current
Insured (FDIC)	53,490	53,490	45,000	45,000	Restricted current
Insured (FDIC)	59,794	59,794	68,053	68,053	Loan
Insured (FDIC)	1,254	1,254	1,197	1,197	Loan
Insured (FDIC)	-0-	-0-	747	2,086	Agency
Insured (FDIC)	46,913	46,913	37,489	36,047	Agency
Collateralized	-0-	-0-	99	99	Agency
Collateralized	-0-	-0-	-0-	-0-	Unrestricted current
Collateralized	104,724	104,724	638,593	638,593	Restricted current
Collateralized	523,475	523,475	2,206,030	2,201,069	Endowment fund
Insured (FDIC)	-0-	-0-	200,000	200,000	Endowment fund
Collateralized	-0-	-0-	121,615	121,615	Unexpended plant
Uncollateralized/uninsured	150,000	150,000	-0-	-0-	Endowment Fund
Uncollateralized/uninsured	-0-	-0-	48,124	48,124	Restricted current
Total deposits	\$2,648,140	\$2,648,140	\$4,887,619	\$5,127,251	

INVESTMENTS:

The accounts classified as "Investments Held by State Treasurer" in the financial statements comprise monies held for the Institution and the State of South Carolina which are legally restricted and interest earned becomes revenue of the specific fund from which the investment was made. Information regarding the carrying amount and market value of investments as of the balance sheet date are disclosed for each type of investment in the separately issued report of the State Treasurer's office. The carrying values of securities held by the various funds at each year-end are as follows:

	1990	1989
	Carrying Value	Carrying Value
Loan fund	\$ 210,337	\$ 195,272
Retirement of indebtedness fund	2,281,996	1,208,529
Unexpended plant fund	1,370,025	1,500,000

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1990 AND 1989

NOTE 5. CASH AND INVESTMENTS: (Continued)

INVESTMENTS: (Continued)

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.

All investments managed by the State Treasurer are fully insured and/or collateralized. Information pertaining to the degree of credit risk attached to the investment portfolios is disclosed in the Comprehensive Annual Financial Report of the State of South Carolina; however, information pertaining to the credit risk for investments of an individual agency, department or institution is not available.

"Investments Held by State Treasurer" are stated at amortized cost. Purchases and sales are accounted for on the settlement made date. Unrealized gains and losses on investments have not been recorded but are identifiable. Realized gains and losses on investments have not been recorded but are identifiable. Realized gains and losses on securities transactions are included with interest income received for reporting purposes but are separately identifiable.

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

	1990 Carrying Value	1989 Carrying Value
Unrestricted current fund	\$ 101,946	\$ 641,752
Restricted current fund	520,572	768,427
Loan funds	30,889	30,889
Endowment funds	13,752,289	9,419,138
Agency funds	96	
Totals	\$14,405,792	\$10,860,206

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.

These investments are fully insured or collateralized by securities held by the Institute or their agent in the Institution's name and consist of the following types as of June 30, 1990 and 1989:

	----- 1990 -----		----- 1989 -----	
	Carrying Value	Market Value	Carrying Value	Market Value
U.S. Government or Government Insured Securities	\$ 5,179,257	\$ 5,189,650	\$ 5,320,544	\$ 5,367,890
Corporate bonds	2,625,426	2,648,877	1,600,772	1,786,287
Corporate stocks	6,531,109	7,264,121	3,868,880	4,991,417
Mortgage	70,000	70,000	70,000	70,000
Total investments	\$14,405,792	\$15,172,648	\$10,860,196	\$12,215,594

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1990 AND 1989

NOTE 6. BONDS PAYABLE:

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

<u>Bond Detail</u>	<u>Original Issue</u>	<u>Next Annual Principal Repayment Amount</u>	<u>Maturity Dates to</u>	<u>1990</u>	<u>1989</u>
State Institutional Bonds 1977 Series, 4.0% - 4.75%	\$2,600,000	\$ 200,000	1991	\$ 400,000	\$ 600,000
1979 Series, 5.1% - 6.0%	1,015,000	75,000	1995	<u>450,000</u>	<u>520,000</u>
Totals				<u>\$ 850,000</u>	<u>\$1,120,000</u>

Maturities of the bonds payable by year are as follows:

	<u>1990</u>	<u>1989</u>
1990	\$	\$ 317,585
1991	309,987	309,987
1992	297,125	297,125
1993	88,725	88,725
1994	84,825	84,825
Subsequent years	<u>157,875</u>	<u>157,875</u>
Total principal and interest	938,537	1,256,122
Less, interest portion	<u>88,537</u>	<u>136,122</u>
Total principal outstanding	<u>\$ 850,000</u>	<u>\$1,120,000</u>

Student tuition, matriculation and registration fees are pledged for payment of principal and interest on these bonds.

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

<u>Detail</u>	<u>1990</u>	<u>1989</u>
Principal payments	\$ 270,000	\$ 260,000
Interest expense	47,585	58,628
Service charges	<u>207</u>	<u>207</u>
Total	<u>\$ 317,792</u>	<u>\$ 318,835</u>

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1990 AND 1989

NOTE 7. CAPITAL LEASE OBLIGATIONS:

The College has entered into several capital lease obligations for the acquisition of office and data processing equipment with installment payments extending for periods of forty-eight and sixty months. The agreements have various inception dates and monthly payments. Details of these obligations are as follows:

Date Originated	Property Purchased	Balances			Balances			Balances
		July 1, 1988	Principal Payments	Interest Expense	June 30, 1989	Principal Payments	Interest Expense	June 30, 1990
12/84	Off set press	\$ 2,977	\$ 2,977	\$ 132	\$ -0-	\$ -0-	\$ -0-	\$ -0-
08/85	Copier	2,304	1,072	343	1,232	1,232	183	-0-
04/87	DP equipment	165,277	37,181	11,793	128,096	39,813	9,069	88,283
06/87	DP equipment	399,069	89,836	26,431	309,233	96,155	21,754	213,078
08/89	Copier	-0-	-0-	-0-	-0-	346	2,414	3,830
08/89	Video System	-0-	-0-	-0-	-0-	-0-	-0-	95,385
		<u>\$569,627</u>	<u>\$131,066</u>	<u>\$ 38,699</u>	<u>\$438,561</u>	<u>\$137,546</u>	<u>\$33,420</u>	<u>\$400,576</u>

Maturities for capital leases are as follows:

	1990	1989
1990		\$168,206
1991	\$192,513	166,791
1992	192,513	166,791
1993	25,722	
1994	25,722	
1995	<u>22,413</u>	
Total principal and interest payments outstanding	\$458,883	\$501,788
Less, interest portion	<u>58,307</u>	<u>63,227</u>
Principal portion outstanding as of each year-end	<u>\$400,576</u>	<u>\$438,561</u>

The capital leases were collateralized by equipment costing \$625,809 and \$687,994 at June 30, 1990 and 1989, respectively.

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1990 AND 1989

NOTE 8. NOTES PAYABLE:

Details of notes payable at June 30, 1990 and 1989, are as follows:

Date		Balances July 1, 1988	Interest Expense	Balances June 30, 1989	Principal Additions (Deletions)	Interest Expense	Balances June 30, 1990
<u>Originated</u>							
11/06/85	Unsecured line of credit in the						
Revised	restricted current fund used						
04/21/87	for expenses of the capital cam- paign with interest at 7% due to The Citadel Development Foun- dation.	\$ 593,600	\$ 41,552	\$ 593,600	\$ -0-	\$ 41,552	\$ 593,600
09/19/86	Note due to a bank recorded in the investment in plant fund; secured by first \$2,003,450 of unrestricted pledged amounts to capital campaign; Principal due September 19, 1989; Interest at 5.95% due semiannually.	1,700,000	101,150	1,700,000	(1,700,000)	101,150	-0-
06/20/89	Bond anticipation note recorded in						
Revised	the unexpended plant fund due June 19, 1990, with interest at 6.24%, refinanced for \$1,350,000 on June 19, 1990 with interest of 6.10%.	-0-	-0-	1,500,000	(150,000)	84,240	1,350,000
09/19/90	Note due to a bank recorded in the investment in plant fund; secured by the first \$400,000 of unrestricted pledges; principal due Sept. 18, 1992; Interest at 6.21% due semiannually.	-0-	-0-	-0-	500,000	31,050	500,000
1980	Note due for repayment of Capital Improvement Bond proceeds. (Note 13)	400,000	-0-	400,000	-0-	-0-	400,000
		<u>\$2,693,600</u>	<u>\$142,702</u>	<u>\$4,193,600</u>	<u><\$1,350,000></u>	<u>\$257,992</u>	<u>\$2,843,600</u>

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

	1990	1989
1990		\$3,906,712
1991	\$2,100,442	
1992 and beyond	938,811	400,000
Total principal and interest	3,039,253	4,306,712
Less, interest portion	195,653	113,112
Total notes payable	<u>\$2,843,600</u>	<u>\$4,193,600</u>

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1990 AND 1989

NOTE 9. 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.

NOTE 10. 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), both of which are 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.

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, 1988, for the System is 1.7% 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.

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, 1988, for the System is 2.0% of the employee's average final salary multiplied by the number of years of credited service. Disability annuity benefits and the group-life insurance benefit for PORS members are similar to those for SCRS participants. 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 CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1990 AND 1989

NOTE 10. RETIREMENT PLANS: (CONTINUED)

The College's total covered payroll for the SCRS for the fiscal years ended June 30, 1990 and 1989, was \$14,872,039 and \$14,324,506, respectively. Effective July 1, 1988, employees are required to contribute 6% of all compensation. Prior to this, each employee contributed 4% of their salary up to \$4,800 and 6% of their salary in excess of \$4,800 each calendar year. 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 7.7%. The contribution requirements for the year ended June 30, 1990, were \$1,145,147 from the employer and \$891,652 from the employees; these contributions represent 7% and 6%, respectively, of the College's covered payroll. The contribution requirements for the year ended June 30, 1989, were \$1,002,715 from the employer and \$859,472 from employees; these contributions represent 7.7% and 6.5%, respectively, of the College's covered payroll. Also, the College paid employer group-life contributions of \$22,308 and \$21,486 for the years ended June 30, 1990 and 1989, respectively.

The College's total covered payroll for the PORS for the fiscal years ended June 30, 1990 and 1989, was \$306,424 and \$303,315, respectively. Effective July 1, 1988, employees are required to contribute 6.5% of all compensation. Prior to this, the required employee contribution rate was 5% of salary. 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 10.3%. The contribution requirements for the year ended June 30, 1990, were \$31,562 from the employer and \$19,918 from employees; these contributions represent 10.3% and 6.5%, respectively, of the College's covered payroll. The contribution requirements for the year ended June 30, 1989, were \$31,250 from the employer and \$19,716 from employees; these contributions represent 10.3% and 6.5%, respectively, of the College's covered payroll. Also, the College paid employer group-life contributions of \$613 and \$607 for the years ended June 30, 1990 and 1989, respectively.

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 therefore in the South Carolina Appropriation Act for the applicable year. 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, 1990 AND 1989

NOTE 10. 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 was \$288,821 and \$44,294 for the years ended June 30, 1990 and 1989, respectively. For the year ended June 30, 1990, contribution requirements were \$20,217 by the employer and \$17,653 by the employee. For the year ended June 30, 1989, the amounts were \$3,227 and \$2,657, respectively.

NOTE 11. DEFERRED COMPENSATION PLANS:

Several optional deferred compensation plans are available to state employees 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 12. 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, 1990 AND 1989

NOTE 13. CAPITAL IMPROVEMENTS:

During prior years, the state authorized funds for improvements and expansion of College facilities using the proceeds of state capital improvement bonds to be issued by the state. The balances receivable for these authorizations are included in the balance sheets as "Capital improvement bonds proceeds receivable." The authorized funds can be requested as needed once state authorities have given approval to begin specific projects. Repayment of the bonds is not the responsibility of the College. A summary of the authorized capital improvement bonds as of June 30, 1990 and 1989, is as follows:

<u>Authorization</u>	Total Amount		Authorized Amount	
	Authorized at June 30, 1990	Draws in Prior Years	Draws in Current Years	Not Drawn June 30, 1990
Act 518 of 1980(A)	\$ 3,650,000	\$3,650,000	-0-	-0-
Act 538 of 1986	9,083,789	3,727,924	2,490,472	2,865,393
Act 638 of 1988	<u>8,270,909</u>	<u>221,605</u>	<u>1,638,737</u>	<u>6,410,567</u>
Totals	<u>\$21,004,698</u>	<u>\$7,599,529</u>	<u>\$ 4,129,209</u>	<u>\$ 9,275,960</u>

<u>Authorization</u>	Total Amount		Authorized Amount	
	Authorized at June 30, 1989	Drawn in Prior Years	Draws in Current Year	Not Drawn June 30, 1989
Act 518 of 1980(A)	\$ 3,650,000	\$1,169,823	\$2,480,177	\$ -0-
Act 538 of 1986	9,083,789	109,028	3,618,896	5,355,865
Act 638 of 1988	<u>7,729,456</u>	<u> </u>	<u>221,605</u>	<u>7,507,851</u>
Totals	<u>\$20,463,245</u>	<u>\$1,278,851</u>	<u>\$6,320,678</u>	<u>\$12,863,716</u>

- (A) There is a provision in this Act that requires the College to repay that that portion of the authorization that exceeds \$3,250,000 up to a maximum of \$400,000. During the year ended June 30, 1989, the College drew down all remaining funds under Act 518. Under the terms of this Act, The Citadel was to execute a note to the State of South Carolina with interest as determined by the Budget and Control Board. No note has been executed as of the date of this report. The \$400,000 is reported as a note payable at June 30, 1990, and June 30, 1989.

During the year ended June 30, 1990, \$541,453 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.

During the year ended June 30, 1989, \$43,456 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 CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1990 AND 1989

NOTE 14. CONSTRUCTION IN PROGRESS AND COMMITMENTS:

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

1990	Project Number	% Complete	Costs	Estimated
			Incurring To Date	Budgeted Costs To Complete
Streetlight Repairs/Replacements	8736	20.32	\$ 26,417	\$ 103,583
Exterior Paint/Waterproofing	8739	28.93	61,463	151,003
Building Roof Repairs	8740	82.54	1,365,003	288,745
Steamline Repairs	9034	100.00	84,345	-0-
Vandiver Hall	9085	23.89	264,905	844,001
Coward Hall	9086	6.00	376,273	5,898,727
Lockwood Field Improvements Athletic and PE Field Improvements	9118	43.30	216,517	283,483
Alumni Hall	9119	84.47	223,839	41,161
Stadium Improvements	9257	37.66	1,770,607	2,930,393
Mark Clark Hall	9397	2.07	82,075	3,917,925
Tennis Facility	9258	.29	10,256	3,523,744
Central Energy Facility	9505	49.44	135,950	139,050
Bond Hall Improvements	9506	8.90	133,530	1,366,470
PCB Inspect/Removal	9507	5.21	322,450	5,863,550
Exterior Concrete	9117	31.78	31,780	68,221
Storage Tank	9120	37.36	85,507	143,343
Mark Clark Hall Asbestos	9352	99.32	295,987	2,013
Traffic Control	9509	87.20	37,892	5,564
Barracks Improvements	9510	5.58	12,841	217,159
Totals	9508	85.04	<u>42,521</u>	<u>7,479</u>
			<u>\$ 5,580,158</u>	<u>\$25,795,614</u>

1989	Project Number	% Complete	Costs	Estimated
			Incurring To Date	Budgeted Costs To Complete
McAlister Field House	7885	96.48	\$ 7,920,248	\$ 288,604
Vandiver Hall	9085	35.48	393,447	715,459
Coward Hall	9086	3.74	205,173	5,269,827
Lockwood Field Improvements Athletic and PE Field Improvements	9118	41.45	207,242	292,758
Alumni Hall	9119	84.47	223,839	41,161
Stadium Improvements	9257	6.24	284,930	4,281,070
Mark Clark Hall	9397	1.97	78,950	3,933,050
Tennis Facility	9258	.29	10,256	3,523,744
Central Energy Facility	9505	49.44	135,950	139,050
Bond Hall Improvements	9506	8.90	133,530	1,366,470
Barracks Improvements	9507	1.75	108,174	6,077,826
Totals	9508	85.04	<u>42,521</u>	<u>7,479</u>
			<u>\$ 9,744,260</u>	<u>\$25,936,498</u>

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

The College has obtained the necessary funding for construction and/or major renovations of certain of its facilities. The College had committed for the purchase of future goods and services related to the above projects for \$2,077,745 at June 30, 1989, and \$3,199,757 at June 30, 1990. The College estimates that it has sufficient resources available to satisfactorily complete the above-listed projects.

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1990 AND 1989

NOTE 15. TRANSFER OF EXCESS DEBT SERVICE FUNDS:

The College transferred \$685,832 in 1990 from the retirement of indebtedness ("debt service") fund to the unexpended plant fund. The funds were available for transfer because of the maintenance of minimum balances, including reserves for payment of debt service as required by law. All of the transfers were approved by the State Budget and Control Board.

NOTE 16. CAPITAL CAMPAIGN:

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, 1990 and 1989, \$6,076,638 and \$5,880,810 had been contributed to the College, respectively. 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:

	1990	1989
Unrestricted current fund	\$ 195,828	\$ 285,616
Restricted current fund	1,111,422	377,541
Investment in plant fund		118,724
Endowment	<u>719,251</u>	<u>-0-</u>
	<u>\$2,026,521</u>	<u>\$ 781,881</u>

Pledges totalling \$5,111,952 as of June 30, 1990, are due to be collected as follows:

Year Ended June 30	Unrestricted	Restricted	Total
1991	\$ 125,658	\$ 418,011	\$ 543,669
1992	68,185	200,205	268,390
1993	33,766	105,520	139,286
1994	27,460	105,008	132,468
1995	23,215	4,840	28,055
After 1995*	<u>2,164,325</u>	<u>1,835,759</u>	<u>4,000,084</u>
Total	<u>\$2,442,609</u>	<u>\$2,669,343</u>	<u>\$5,111,952</u>

* Majority of these pledges are by bequest.

It is not practicable to estimate the net realizable value of such pledges.

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1990 AND 1989

NOTE 18. 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, 1990 and 1989, are as follows:

	<u>1990</u>	<u>1989</u>
<u>Citadel Development Foundation</u>		
Grants, awards, and scholarships received from the Foundation	\$1,610,203	\$1,769,885
Restricted gift from the Foundation to pay interest on note payable	50,575	101,150
Reimbursement to the College for certain expenses incurred on behalf of the Foundation	24,908	22,522
Interest paid to Foundation on note payable	41,552	41,552
Transfer of scholarship from the endowment fund to The Citadel Development Foundation		1,408
Balance due from Citadel Development Foundation included in accounts receivable	571,480	103,867
<u>Association of Citadel Men</u>		
Reimbursements to the College for certain expenses incurred on behalf of the Association	76,870	49,086
Payments to the College for Alumni House operating expenses	6,808	5,090
Payments to the College to support Placement Office operations	18,000	18,000
Balance due from Association of Citadel Men included in accounts receivable	26,488	42,027
<u>Brigadier Club</u>		
Funds transferred to the College for athletic scholarships	480,000	470,000
Reimbursement to the College for certain expenses incurred on behalf of The Brigadier Club	149,564	93,640
Balance due from Brigadier Club included in accounts receivable	5,013	9,410

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1990 AND 1989

NOTE 18. RELATED PARTIES: (Continued)

In addition, the College owes the Foundation \$138,527 for an unsecured advance dated November 16, 1985, as of each year-end. There is no repayment plan in effect. See Note 8 regarding the note payable for \$593,600 due to the Foundation.

Also, The Brigadier Club is indebted to the College for \$144,333 as of each year-end for athletic grants-in-aid on an interest free note dated October 10, 1984.

The Foundation passed a resolution that it will pay the interest due on the \$1,700,000 note payable which the College owed to a bank through December 31, 1989. This interest amounted to \$101,150 annually, \$50,575 for the fiscal year ended June 30, 1990. The \$1,700,000 note was paid and another issued for \$500,000 in September 1989. The foundation does not pay interest on the current note.

The College entered into a trust agreement dated October 1, 1984, in which The Citadel Development Foundation was to serve as Trustee of the capital campaign. The Trustee's responsibilities include receiving, holding and accounting for gifts to the capital campaign. The Trustee shall receive no compensation for providing these services. See Note 17. This agreement was terminated effective June 30, 1988, and the College now performs this function.

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; and legal services from the Attorney General.

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 years ended June 30, 1990 and 1989.

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1990 AND 1989

NOTE 19. INTERFUND DEBT:

Included in interfund debt are the following items:

- A. \$300,000 advanced during fiscal year ended June 30, 1986, due from the investment in plant fund to the endowment fund represents supplemental funding to purchase land on Lockwood Drive. The Board of Visitors passed a resolution during FY 90 to forgive the debt.
- B. \$250,000 advanced during fiscal year ended June 30, 1987, due from the unexpended plant fund to the unrestricted current fund represents temporary funding for capital improvements - this advance is to be repaid by gifts to the capital campaign.
- C. \$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.
- D. 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 repayment period has been specified and no interest is being paid on Items B to C above.

NOTE 20. 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 21. DUE TO GENERAL FUND OF THE STATE:

The amounts classified as due to general fund of the state represent unremitted indirect costs on federal grants.

NOTE 22. HURRICANE DAMAGES

The college incurred an estimated \$6,607,019 worth of damages from Hurricane Hugo. Insurance payments of \$4,343,151 had been received by June 30. The College anticipates that the majority of the remaining amount will be paid by the Federal Emergency Management Agency (FEMA). As of June 30, the College had received no FEMA funds, several projects had not yet been established with FEMA, the reimbursable amounts of many of the projects established with FEMA were in dispute, and the few small reimbursement requests submitted to FEMA initially had been returned pending additional information. Management at the College is confident that funds will eventually be received from FEMA, but at this time there is no data available to estimate the range of money that will be received. Because of this situation, no receivable has been booked for fiscal year 1990 for FEMA funds.

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1990 AND 1989

NOTE 23. PRIOR PERIOD ADJUSTMENTS:

The following adjustments were determined to be necessary to the following fund balances as of June 30, 1988, no adjustments are required for June 30, 1989.

	<u>Increase (Decrease)</u>		
	<u>Unrestricted Current Fund</u>	<u>Endowment and Similar Funds</u>	<u>Investment in Plant Fund</u>
To reverse revenue recognized in prior year which was an insurance reimbursement received on property owned by endowment fund	\$ (24,900)	\$	\$
To record fund owned by the College not previously recorded on its books		147,997	
To record stock which was recorded in agency funds in error in prior years		24,000	
To adjust equipment at June 30, 1988, for items included twice and equipment sold that had not been deleted			(118,544)
To adjust equipment at June 30, 1988, for items under \$500 not previously deleted			(72,253)
To adjust carrying value on property donated in prior years			71,000
To record equipment not previously included on property listing			15,000
	<u>\$ (24,900)</u>	<u>\$ 171,997</u>	<u>\$ (104,797)</u>

THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1990 AND 1989

NOTE 23. PRIOR PERIOD ADJUSTMENTS:

The following adjustments were determined to be necessary to the following fund balances as of June 30, 1988, no adjustments are required for June 30, 1989.

Investment in Plant Fund	Unrestricted Endowment and Similar Funds	Unrestricted Current Fund	Increase (Decrease)
24,000	24,000	24,000	24,000
118,264	118,264	118,264	118,264
32,223	32,223	32,223	32,223
71,000	71,000	71,000	71,000
12,000	12,000	12,000	12,000
<u>2,104,787</u>	<u>2,104,787</u>	<u>2,104,787</u>	<u>2,104,787</u>

THE CITADEL

Supplemental Information to Financial Statements

For the Year Ended 30 June 1990

To record fund owned by the College not previously recorded on its books

To record stock which was recorded in agency funds in error in prior years

To adjust equipment at June 30, 1988, for items included twice and equipment sold that had not been deleted

To adjust equipment at June 30, 1988, for items under \$500 not previously deleted

To adjust carrying value on property donated in prior years

To record equipment not previously included on property listing

THE CITADEL
Statement of Revenues, Expenditures, and Transfers for Auxiliary Activities
For the Year Ended 30 June 1990

	Athletics	Barracks	Cadet Store	Canteen	Dining Hall	Faculty Quarters	Infirmary	Sports Medicine	Laundry/Dry Clean	Print Shop	Duplicating Services	Tailor Shop	Telephone	Total
Auxiliary Activity Fees	492,328	1,512,162			2,624,222		402,308		796,589					5,827,609
Sales and Services	1,056,294	34,409	2,246,877	1,610,381		322,077	63,661	1984	110,430	553,923		740,528	673,061	7,413,625
Other Sources	35,435	11,626		10,512	80,930			106			85,674		872	225,155
Total Revenues	1,584,057	1,558,197	2,246,877	1,620,893	2,705,152	322,077	465,969	2,090	907,019	553,923	85,674	740,528	673,933	13,466,389
Expenditures	2,188,672	1,176,924	1,932,751	1,386,413	2,372,800	287,678	457,057	118,346	774,349	520,644	91,244	732,377	655,517	12,694,772
Transfers In	620,767	200,000						114,941						935,708
Transfers Out	156,173	440,053	340,430	225,000	364,386		3,800		169,300	11,000	21,645	73,945		1,805,732
Net Increase (Decrease) for the year	(140,021)	141,220	(26,304)	9,480	(32,034)	34,399	5,112	(1,315)	(36,630)	22,279	(27,215)	(65,794)	18,416	(98,407)

THE CITADEL
 STATISTICAL HIGHLIGHTS
 Analysis of Educational & General Expenditures
 For the Year Ended 30 June 1990

	1990	%	1989	%	1988	%	1987	%
Revenue Sources								
State Appropriations	13,277,813	49.31%	13,178,405	48.11%	11,859,127	47.49%	11,908,130	47.04%
Student Fees	8,610,831	31.98%	9,002,424	32.87%	8,044,251	32.21%	6,625,895	26.18%
Government Grants & Contracts	769,364	2.86%	669,002	2.44%	390,112	1.56%	577,786	2.28%
Private Gifts, Grants & Contracts	2,563,393	9.52%	3,083,671	11.26%	3,127,820	12.53%	4,137,476	16.35%
Other Sources	1,706,135	6.34%	1,456,580	5.32%	1,550,787	6.21%	2,063,643	8.15%
<hr/>								
Total Revenues	26,927,536	100.00%	27,390,082	100.00%	24,972,097	100.00%	25,312,930	100.00%
<hr/>								
Expenditures								
Instruction	9,720,537	37.34%	9,378,091	36.19%	8,390,426	36.08%	8,070,050	36.35%
Research	288,766	1.11%	254,296	0.98%	178,515	0.77%	204,478	0.92%
Public Service	424,596	1.63%	325,692	1.26%	423,197	1.82%	392,077	1.77%
Academic Support	2,464,892	9.47%	2,787,023	10.76%	2,303,228	9.90%	2,051,563	9.24%
Student Services	2,339,118	8.98%	2,363,560	9.12%	2,058,454	8.85%	2,107,194	9.49%
Institutional Support	3,788,153	14.55%	4,371,795	16.87%	3,831,481	16.48%	4,168,792	18.78%
Operations & Maintenance of Plant	4,318,446	16.59%	3,950,880	15.25%	3,780,904	16.26%	3,456,029	15.57%
Scholarships	2,690,138	10.33%	2,481,300	9.58%	2,289,022	9.84%	1,752,717	7.89%
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Total Expenditures	26,034,646	100.00%	25,912,637	100.00%	23,255,227	100.00%	22,202,900	100.00%
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THE CITADEL
Supplementary Information

RENEWAL AND REPLACEMENT FUND
ACCOUNT ANALYSIS

	Balance 6/30/89	Fees and Misc Revenues	Expended	Transfers In/(Out)	Balance 6/30/90
New Computer	424,920		(125,191)	(126,791)	172,938
Rehabilitation Reserve	164,855	89,000	(1,220)	(76,463)	176,172
Duplicating Services	0			21,645	21,645
Infirmary Equipment	12,489			3,800	16,289
Dining Hall Equipment	234,347	62,741			297,088
Laundry Equipment	(91,983)	169,300	(10,707)		66,610
Barracks Equipment	232,013	58,500	(83,659)		206,854
Barracks Telephone	22,393				22,393
Total	999,034	379,541	(220,777)	(177,809)	979,989

REPAYMENT SCHEDULE OF BONDS OUTSTANDING

AS OF 30 JUNE 1990

Year Due	Capers Hall		Institution Bonds*		Total
	Principal	Interest	Principal	Interest	
1991	200,000	13,500	1,425,000	21,488	1,659,988
1992	200,000	4,500	75,000	17,625	297,125
1993			75,000	13,725	88,725
1994			75,000	9,825	84,825
1995			75,000	5,906	80,906
1996			75,000	1,969	76,969
Total	400,000	18,000	1,800,000	70,538	2,288,538

* Infirmary, Chapel, Steamline, Fire & Safety projects.
The 1991 amounts include the \$1.35 million dollar bond anticipation note held for the Coward Hall project.

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.

Colonel John M. Mayer, US Army, The Citadel Class of '61, continued to serve as Professor of Military Science and Deputy Commandant.

Colonel Myron H. Harrington, USMC, The Citadel Class of '60, continued to serve as Professor of Naval Science and Deputy Commandant.

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.

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

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

1. General

The Corps of Cadets performed well during School Year 1989-90. The year got off to a good start in the fall, with the Athletic Cadre reporting on 7 August, followed shortly by the arrival and training of the Fourth Class Athletes. The regular Cadre returned on 14 August and began a week of training in preparation for the arrival of the Class of 1993 on 21 August. Following a good Fourth Class Training Period, the remainder of the Corps returned to campus on the evening of 27 August. Classes began two days later. All aspects of the new School Year were going well. The football team was undefeated in three starts, and was nationally ranked. The Corps and the Cadet Chain of Command were performing well. However, on 21 September, exactly one month after the arrival of the freshman class, the Corps of Cadets evacuated the campus prior to the arrival of Hurricane Hugo.

The members of the Corps from South Carolina and neighboring states travelled home, taking more distant out of state classmates with them. The football team departed for the US Naval Academy on 21 September. They chalked up their fourth victory of the year against the midshipmen on 23 September, and moved up in the ratings to number 7 in the nation. Original pre-Hugo planning envisioned the Corps returning to campus on Sunday evening, 24 September. However, as a result of the damage inflicted by the storm, the Corps was unable to return to Charleston until 4

October. After several days of cleaning debris on campus and in the surrounding neighborhoods, and a trip to Columbia for a football game with Western Carolina, the cadets returned to classes on 9 October.

Hugo tested the Corps and cadet leadership to the fullest. While the damage to some facilities was significant, the greater impact of the storm from the cadets' perspective was the major revision to the school calendar, necessitated by the loss of twelve class days. Parents' Day had to be rescheduled, there was no stadium for home football games, Christmas leave was shortened, and exams, normally scheduled for completion prior to Christmas, were waiting after the Corps returned from the holidays. Spring break was also shortened. However, these modifications to the college calendar enabled the Corps to complete the School Year as originally scheduled, with Commencement conducted on 12 May 1990.

The mature leadership of the Regimental Commander and 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 second straight year, the academic average of the freshman class exceeded 2.0 for the first semester. 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. Especially noteworthy was the Corps' support of the football team at the "home" games played at William Brice Stadium at the University of South Carolina, following Hugo. Other athletic highlights for the Corps included the basketball team's return to the renovated Field House, and the baseball team's winning a Southern Conference Championship, the Atlantic Coast Regional Championship, and a trip to Omaha, Nebraska to the NCAA World Series.

Damages inflicted to Stevens Barracks and Padgett Thomas Barracks by Hugo did not help the situation. While major renovations remain in the future, positive near-term actions have been initiated to improve the cadets' living conditions. Guard rooms and selected rooms throughout the Corps area were upgraded following the storm. This summer, Stevens Barracks will be closed and more rooms will undergo a facelift, to include the installation of new floors, replacement of ceilings, and painting of walls and furniture.

The completion of the renovation of McAlister Field House marked a significant milestone for the Corps during School Year 1989-90. For the first time in three years, the entire Corps could assemble indoors for such activities as basketball games, Greater Issues, and West Foundation presentations, and the Cadet Talent Show. The inauguration of Lieutenant General Claudius E. Watts III

as the 17th President of The Citadel, and the Commencement ceremony for the Class of '90 were very special events conducted in the renovated Field House during the spring.

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. 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 1993. The Cadre's approach of being "firm but fair", of setting the example, and treating freshmen with dignity, resulted in a major decline in disciplinary actions relating to violations of the Fourth Class System. 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. The Junior Leaders Training Course initiated in 1989 was conducted again this spring for members of the Second Class.

4. Drill and Ceremonies

The performance of the Corps during drill and ceremonies showed continued improvement during School Year 1989-90. 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. Company Commanders were assembled during these periods, and company level drill procedures were reviewed. Thus, 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 O, the Band, and Color Guard, to honor Major General T. Eston Marchant, Adjutant General of South Carolina; Colonel John Butterfield, United States Air Force, ROTC Regional Commander; Lieutenant General David R. Palmer, Superintendent of the United States Military Academy; General Andrew J. Goodpaster, United States Army, Retired; and United States Senator Ernest F. Hollings. An Honor Guard formation in McAlister Field House was also used as the foundation for the Cincinnati Award Ceremony due to inclement weather.

The practice of excusing the top four 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, had positive impact on the

Corps. Also, announcing ceremony scores immediately after they were totaled, and furnishing copies of the score sheets to the companies, increased interest and motivation.

Company K 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 School Year. The Salute Gun Battery performed in a superior manner throughout the year. On one occasion, the firing pin failed on a gun; however, the Battery continued to fire the salute. Spectators were unaware that the majority of the rounds were fired by only one gun.

5. Disciplinary Matters

The following is a summary of significant disciplinary actions during School Year 1989-90:

	<u>SY 89-90</u>	<u>SY 88-89</u>
Number of Cadets Referred to Suitability Boards	0	3
Number Suspended	0	0
Number Dismissed	0	2
Number of Cadets Referred to Commandant Boards	18	10
Number Receiving Demerits and Tours	5	5
Number Suspended	6	0
Number suspended, suspensions set aside and cadet awarded demerits and tours with provision if he commits a Class I or II offense, suspension is reinstated	1	0
Number Dismissed	1	0
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	4
Number resigning in lieu of Board	0	1

The more serious disciplinary actions continued to be alcohol related. Of the 18 cadets who appeared before Commandant Boards during the School Year, 14 were referred to the Board for infractions where alcohol was a contributing factor to misconduct. Tougher penalties were imposed for these type offenses throughout the year. The number of alcohol related cases declined from 67 in 1988-89 to 41 in 1989-90.

6. Substance Abuse Program

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 41 cadets who were alcohol referrals in School Year 1989-90, the Student Counseling Center enrolled 6 cadets in the program, who were self referrals. Six cadets were also self referrals during School Year 1988-89. Self referrals bring the overall total number of cadets involved in the program for School Year 1989-90 to 47.

The zero tolerance policy regarding drugs continued to be enforced. One senior cadet was suspended in the fall for two semesters, for simple possession of marijuana off campus.

7. Fourth Class Attrition

The Fourth Class attrition rate, for all causes during School Year 1989-90, was 24.5%. 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.

C. Special Activities

Corps activities for the first semester were performed as scheduled through 21 September 1989. Plans for transporting, feeding, and billeting the Band and a contingent of the cadets at Quantico, Virginia and Fort Meade, Maryland for The Citadel vs Navy Football Game, on 23 September, were completed. However, the trip was cancelled on 21 September because of Hurricane Hugo. Following Hugo and the Cadets' return in October, the Corps conducted a march-on at The Citadel vs Western Carolina football game in Columbia. The Corps was awarded the key to the city by the Mayor of Columbia.

The Commandant's Inspection was held as originally scheduled, on 28 October 1989. The inspection served as an intermediate milestone in efforts to normalize Corps operations. A thorough inspection of rooms was conducted. The Corps then formed for personal inspection on the parade ground, as has been done for the past three years. All aspects of the inspection were satisfactory.

Parents' Day activities were delayed by Hugo to the weekend of

4 November. All phases of this special weekend were well executed and well received by the large crowd of guests on campus. As the renovation of McAlister Field House was not yet completed, the Junior Sword Drill again performed on the quadrangle of Padgett Thomas Barracks. The Ring Ceremony was also held in Summerall Chapel for the third year.

Homecoming activities were conducted during the weekend of 17-19 November. All activities were attended by large crowds. All Corps ceremonies were conducted with precision and special enthusiasm, in honor of the "old grads" who were back on campus. The Citadel vs Furman football game was played at the repaired Hagood Stadium. Many of the problems associated with Hugo were being overcome and operations were returning to normal.

The Christmas season for the Corps commenced with the initiation of the "first annual" Corps' Christmas Tree Lighting Ceremony on Summerall Field, in front of Padgett Thomas Barracks. The Christmas Candlelight Services originally scheduled for 3-4 December were moved to the evenings of 17 and 18 December to bring the program closer to Christmas. This change was made possible as a result of first semester exams being moved to January, after the Corps returned from the holidays. Capacity crowds were in attendance on both evenings.

The Summerall Guards performed at The Citadel vs East Tennessee State football game at Johnson, Tennessee, on 28 October. In addition to the Parents' Day, Homecoming, and Corps Day performances, two performances were conducted at Disney World during the period 11-13 March. The Guard also performed a special indoor drill at the Charleston Place Omni, before the National Wild Turkey Association. A revised seven minute drill series was developed and presented prior to graduation. The new drill is more crisp and precision oriented, and was specifically designed to meet time constraints associated with future on the road half-time performances.

Corps Day Weekend activities began with the Marion Square Review commemorating the 147th Anniversary of The Citadel, on 15 March 1990. The momentum regained toward the end of the first semester was maintained, and the Corps of Cadets performed well before large crowds for the reviews on 16 and 17 March 1990. Cadet Gheysens, the Regimental Executive Officer, and LTC Robert Collins, Director of the Physical Plant were awarded Palmetto Medals in recognition of their outstanding performance following Hurricane Hugo. The march to the chapel by elements of the Corps for Sunday services, and the Band's rousing concert of patriotic music in Hampton Park were well received by the numerous visitors on campus.

The highlight of second semester activities was the inauguration of Lieutenant General Claudius E. Watts III as the 17th President of The Citadel, on 6 April 1990. Inaugural activities began with an Honor Guard Ceremony for the principal guest speaker, Senator Ernest F. Hollings, The Citadel Class of

'42. The inauguration ceremony was conducted in McAlister Field House before the Corps and a large number of guests representing institutions of higher learning from across the nation. Following the ceremony, a luncheon for inaugural delegates was held in Mark Clark Hall. General Watts was honored by the Corps of Cadets at an afternoon review.

Commencement activities began with an Awards and Retirement Review and the Baccalaureate Service on 10 May 1990. General and Mrs. Watts and members of the Board of Visitors were honored by a review on the morning of 11 May, and the traditional review in honor of the Class of 1990 was held that afternoon. At a special ceremony in the President's Office, those cadets selected as the key leaders of the Corps for School Year 1990-91 were presented with their gold chevrons.

Commencement activities continued on the morning of 12 May 1990 with the commissioning ceremony held in Summerall Chapel. Lieutenant General Ellie G. Shuler, Jr., United States Air Force, Commander, Eighth Air Force (SAC), Barksdale, Louisiana, The Citadel Class of '59, administered the Oath of Office. The Commencement Ceremony was conducted in McAlister Field House before a more than capacity crowd. Due to the large number of visitors wishing to attend the ceremony, most cadets were excused from the event to give their seats to our guests. 395 members of the Corps received their diplomas and joined the ranks of Citadel Men. The format of conducting graduation indoors proved very 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. 48 senior cadets received a commission at graduation. Five cadets received their commissions between October '89-January '90. Six cadets will receive their commissions after summer school and another 16 cadets in the Class of 1990 will receive their commissions at the completion of Advanced ROTC Summer Camp at Fort Bragg. The total is 75 Army commissionees for the Class of 1990.

2. Personnel

Colonel John H. Mayer, Class of '61, completed his third year as the Professor of Military Science. In December 1989, the battalion lost Staff Sergeant Kurt Koppang who was reassigned to Fort Lewis, Washington. This summer, the battalion loses two more Active Duty cadre. Major Hubert D. Capps departs on 1 August for reassignment to the Manpower Division, National Guard Bureau, Washington, D.C. The Bureau has not identified a replacement.

Captain(P) Matthew K. H. McCarville departs on 1 July for The Command and General Staff College, Fort Leavenworth, Kansas. The unit also lost one of its Department of Army civilian secretaries, Ms. Carol Corneille. Joining the Army team is Captain Michael F. Hobby and Sergeant Raymond Palacios. Captain Hobby, who replaces Captain McCarville, is scheduled to arrive in mid-June. He is currently assigned to Fort Jackson. Sergeant Palacios, who replaces Staff Sergeant Koppang, arrived on 17 May. He was last assigned to 3-11 Armor Cavalry Regiment in Bad Hertzfeld, Germany.

3. Operations

1989-90 was our fourth 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 six 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 14-19 May '90 at Fort Jackson. 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 fourth out of 15 teams selected to compete in First Region competition. Several distinguished guest speakers addressed Army cadets during the year to include: Colonel Henry L. Hunt, Deputy Staff Chaplain, USA Forces Command, Fort MacPherson, Georgia; Brigadier General Joseph C. Hurteau, Deputy Commanding General, 1st Special Operations Command, Fort Bragg, NC; and Major General T. Eston Marchant, Adjutant General, S. C. National Guard. 724 students were enrolled in the Army ROTC program during second semester while 738 students were enrolled in the program first semester. Besides the 75 cadets who will ultimately be commissioned with the Class of 1990, 75 junior cadets are under contract or scholarship. Currently, 24 sophomores and 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), as the only student chapter, remained very active with field trips, displays, and guest speakers. Members of the AAAA attended the annual AAAA Convention in Orlando in April. 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. 37% of our cadets finished in the top 1/3 of all cadets at Advanced Camp. Three of the 97 cadets to attend Advanced Camp received the Platoon Leadership Award. Three cadets received their Ranger Tab at Ranger School. Fifty cadets received their Airborne wings and 6 cadets received the Air Assault Badge. Ten 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

Colonel Kenneth E. Krause continued as the Professor of Aerospace Studies and Deputy Commandant of Cadets. Unit manning consists of eight officers serving as Assistant Professors of Aerospace Studies, five enlisted members, and one civilian secretary. Captain Laura A. Berry, Captain John D. Crawford, Captain Thomas P. Gill, and Captain Edmund G. Memi served their first year as Assistant Professors of Aerospace Studies. Captains Memi, Crawford, and Gill served as company tactical officers, and Captain Memi, at the President's request, converted to Assistant Public Affairs officer working for LTC Legare. No officers or enlisted personnel are scheduled for reassignment during the summer of 1990.

2. Operations

The Department of Aerospace Studies implemented several academic programs begun during the previous year. The instructor training program prepared new instructors for their first teaching experience and provided reviews of administrative procedures, regulatory requirements, and new instructor improvement techniques. Lesson plans, examinations, and related course materials were updated. At the close of the SY 1989-90, 791 students were enrolled in the AFROTC program. Of these, 57 were Air Force scholarship/contract students. For FY 1990, 23 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 four cadets took advantage of that offer. One cadet was dis-enrolled involuntarily for failure to maintain standards. Estimated officer production for FY 1991 is 24. Special students (those not currently on contract) continue to be attracted to the AFROTC curriculum of management, leadership, history, and foreign affairs. Current trends indicate approximately 50 cadets from the Class of 1993 will seek an Air Force commission.

3. Extracurricular Activities

The Department of Aerospace Studies continued to engage in many activities to enhance our 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, guest speakers included the Air University National Security Briefing Team and monthly intelligence briefings at our Commander's Calls. We had three briefings by officers directly involved in the planning and execution of Operation JUST CAUSE. Additionally, panels of Active Duty Air Force officers from Charleston AFB presented their personal perspective of the Air Force way of life to sophomore cadets in the Aerospace Studies program. We expanded this Shadow Program to pair each senior with an Active Duty junior officer in his related career field for a year-long shadow opportunity for the senior. Five rising seniors spent three weeks at various bases in the Advanced Training Program. Sixty-one percent of our cadets finished in the top 50 percent of their respective summer Field Training Encampments. We had one Vice-Commandant Award winner and two Superior Performance Award winners. Several base visits were also conducted, providing 184 of our cadets a first-hand orientation to the Air Force mission. Our Detachment was also involved in several retention and motivational activities. Overall, 447 cadets participated in incentive programs during the School Year. Citadel AFROTC cadets placed sixth (of 148 AFROTC detachments) and our Active Duty staff placed tenth in a nationwide Physical Fitness Test competition. The Arnold Air Society had another successful year. They were selected as the Area V headquarters for SY 1990-91, and raised over \$600.00 participating in the Arthritis Foundation Telethon.

4. Future Plans

Next year, the total enrollment in AFROTC is, for the first time, expected to exceed 800 cadets. Continued emphasis on showing cadets a first-hand look at the Air Force and Air Force career opportunities will underscore our cadet-centered activities. We hope to increase our Advanced Training and Base Visit programs next year and will continue to offer the Flight Orientation Program to even more cadets. With our frequently updated and stimulating curriculum, we expect superb results--both in an academic and leadership sense next year. We will continue to emphasize quality in recruiting of our future Air Force officers.

F. Department of Naval Science

1. Personnel

Colonel Myron C. Harrington continued as Commanding Officer, Professor of Naval Science, and Deputy Commandant. Unit personnel consist of 4 Marine and 6 Navy officers, 1 Marine enlisted member, 3 Navy enlisted members, two federal civil service employees and one South Carolina State secretary employee. Lieutenant Colonel Richard Dennis retired from the Marine Corps on 1 May 1990, after 24 years of service. He is pursuing a civilian career in Fort Worth, Texas. Chief Yeoman Jerry Barrett also retired, completing 20 years of service. Lieutenant Gregg Elmendorf will depart this summer for assignment to Navy Department Head School in Newport, Rhode Island. Lieutenant Randy Tucker will leave in May for Naval Postgraduate School in Monterey, California. Lieutenant Hitch Peabody joined the unit in March and Lieutenant Carl Cusaac (The Citadel Class of '86) and Captain Claude Davis are slated to join the unit this summer. Six officers from the unit are slated to serve as Tactical Officers.

2. Operations

Three hundred and fifty-nine midshipmen were enrolled in NROTC classes at the end of the School Year. Seventy-three of those were supported by Naval scholarships. Twenty-eight seniors were commissioned, including three Marine Enlisted Commissioning Education Program (MECEP) students. Six additional students will be commissioned during the summer, bringing the total to 34 Naval Service commissionees from the Class of '90.

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; Persian Gulf operations; combat leadership; life as a career Naval officer; Command Master Chief orientation for junior officers; military law; submarine operations; nuclear power program career opportunities; Iranian hostage rescue operation; 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.

During the past year, the unit hosted the following distinguished guests: Rear Admiral William W. Mathis, USN, Commanding Officer, Mine Warfare Command, Charleston, South Carolina; Rear Admiral Stanley E. Bump, USN, Commanding Officer, Charleston Naval Base; Major General Jerome G. Cooper, USMCR,

Commanding General for Mobilization, Camp Lejeune, North Carolina; Brigadier General Gary E. Brown, USMC, Director, Personnel Procurement Division, Manpower Department, Headquarters Marine Corps; and Colonel Wesley Fox, USMC, Commanding Officer, Officer Candidate School Quantico, Virginia.

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 2 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 six newly commissioned Ensigns as preparation for their first training assignment; and a Marine-option field training exercise at Parris Island, S. C., for 51 Marine-option personnel, which focused on the practical application of classroom instruction. In addition, unit personnel managed the embark of 150 midshipmen, via Charleston, from other NROTC units across the country and from the U. S. Naval Academy; participated in four college weekend visitor programs and four football recruiting weekends; escorted 130 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 MECEP students to MECEP prep school to bolster MECEP enrollment; and conducted 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 Chief of Naval Education and Training Scholarship Selection Board, 12 Citadel NROTC cadets were selected out of 21 applicants for a 57 per cent selection rate. MECEP students continue to set a sterling example for our midshipmen with an aggregate grade point average of 3.60, while our Navy Enlisted Commissioning Program students finished the year with a 3.30 aggregate grade point average.

G. Student Activities

1. General

The Department of Student Activities enjoyed a productive and dynamic 1989-90 School Year. The department provided a wide variety of activities to all students, coordinated efforts for the Campus Life Program, and continued to support community service projects.

The new cadet orientation and welcome was upgraded through the addition of a welcome reception hosted by The Citadel's First Lady. Etiquette instruction was also provided by the Commandant's wife. Five new organizations were added to the Student Activities

role, including The Citadel MBA Association. This is the first graduate student/alumni organization coordinated by Student Activities. The Bulldog Booster Program of matching freshman cadets with Charleston families continued for the second year.

Improvements to Mark Clark Hall during the School Year included refurbishing restrooms and painting hallways, stairwells, and the auditorium on the second floor. Asbestos removal from the building was initiated in May.

2. Social and Recreational Activities

The Standing Hop Committee, with guidance and direction of the Cadet Hostess, planned and orchestrated the three annual Corps formal hops. The receiving line for the Homecoming Hop enabled cadets to present their dates to the new President and First Lady of The Citadel.

The Beach Club was used for the Cadre and new cadet welcome functions. A September beach outing, and an April beach social for the Corps were also conducted. The April beach party included a special recognition for Raymond Mazyck, and entertainment provided by cadet musical groups.

The annual cadet oyster roast was conducted for the first time as a non-alcoholic function at the Mt. Pleasant National Guard Armory.

The Super Bowl party, 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.

With the completion of McAlister Field House renovations, the Cadet Talent Show returned in March after a three year absence. This year's show was of professional quality, and equalled the performances of earlier years. The cadet talent and support by the Corps were noteworthy.

The Citadel Players presented two performances of "A Night at the Rainbow Bar and Grill" in the spring. The production was well received by cadets and members of the local community.

Student Activities also coordinated the annual United Way drive: \$30,000 in pledges and \$34,300.82 in actual collections were received. Student contributions in 1989-90 doubled that of the previous year.

The Citadel cheerleaders continue to support the Bulldog athletic teams at competition and during pep rallies.

The Miss Citadel Program was again sponsored by Student Activities.

3. The Beach Club

Hugo inflicted heavy damage on the Beach Club. However, Club operations included a full schedule of activities in the fall, before the storm, and the facility was operating in a reduced mode in support of cadet activities by the end of March 1990. A major clean-up effort at the Beach House was conducted during the winter. In addition to the Corps' beach party, a cook-out for the Campus Family Life and Citadel's Women's Club was held at the beach, in April. The shuttle bus service, which had been in operation before the storm, resumed in April, and enabled Fourth Classmen to enjoy the Beach Club. A plan to re-build or renovate the main Beach Club facility is under development.

4. Post Office

The Post Office provided timely service and mail distribution for the campus. Temporary relocation of the Post Office from Mark Clark Hall to a trailer, during asbestos removal operations, was accomplished following graduation.

5. Publications

The Brigadier, the student newspaper, was recognized by the South Carolina Press Association with the following awards (all state colleges competing, regardless of size): First Place - Best Editorial, Best Informational Graphic, and Best Editorial Cartoon; Second Place - Best Layout and Design; Third Place - Best News Story and Best Editorial. The number of first place awards received by The Citadel was the largest received by any college in South Carolina. In national competition, the American Scholastic Press Association presented The Brigadier a first place award for Best Sports Coverage, and a second place award for overall competition.

Publication of The Sphinx, the student yearbook, was not completed before the end of the School Year. The yearbook is scheduled for distribution from the publisher in June. The material sent to the publisher should result in a high quality cadet staff production.

The freshman handbook, The Guidon, continues to be a useful reference for new members of the Corps of Cadets. This publication is scheduled for printing and distribution by mid-summer.

The Shako, The Citadel literary magazine, doubled the number of editions published over the previous School Year. Quality improvements noted in the publication were the direct result of the cadet editor and the faculty advisor.

The Fulcrum, developed by The Citadel Honors Students Association, was published for the first time in March 1990. This literary work is being reviewed for possible quarterly publication during the coming School Year.

6. Special Services

The Fine Arts Program increased the number of offerings in 1989-90 to eight. The wide variety of performances in this program included the United States Navy Band from Washington, DC, a ballet, a symphony, "Porgy & Bess", and a variety of concerts. Cadets enjoyed the on-campus programs, at no charge. Special rates and arrangements for cadets to attend off-campus events were also arranged by Student Activities.

The Citadel Blood Drive continued to be a major provider for the local community. Blood collection capabilities by the local Red Cross were curtailed by Hurricane Hugo. Blood donations by the Corps resumed in March and April, after the Red Cross replaced essential equipment.

Substance Abuse Seminars continued to provide effective information to members of the Corps. Special substance abuse presentations were made this past School Year by an attorney, a medical doctor, and a senior business executive. Cadet awareness of alcohol abuse also stimulated the formation of a Citadel Chapter of Students Against Driving Drunk (SADD).

The Ring and Invitations Committee, and the senior class officers coordinated and hosted the Ring Presentation Ceremony and class banquet. The date for these special events was adjusted because of Hurricane Hugo.

The Student Activities Department continued to provide leadership for a variety of awards committees, and hosted the annual Cadet Awards Banquet in Mark Clark Hall in April. The department also chaired the Parents' Day, Homecoming, and Corps Day Activities Committees.

The Big Brother Program and initiatives in support of Burke High School were other major local community service projects supported by Student Activities.

The department also coordinated and processed the necessary documentation that resulted in the selection of a USA TODAY second team (top 40 in the nation) Academic All-American, a Leadership America selection (top 25 rising seniors in the United States), and a Federal Bureau of Investigation National Intern Selectee.

V. DEVELOPMENTAL MATTERS

A. General

The six development functions---fund raising, alumni affairs, job placement, governmental affairs, public relations and publications and chaplaincy complemented each other effectively in 1989-90

B. Fund Raising

1. Development Office

Despite the successful and early completion of The General Mark W. Clark Campaign for The Citadel Tomorrow, Fiscal Year 1989-90 was marked by two fundraising initiatives while the day-to-day business of collecting Clark Campaign pledges and commitments and other designated gifts to the college continued.

In September 1989, Hurricane Hugo struck the coast of South Carolina and in its fury inflicted more damage upon The Citadel than the campus had experienced in its history. The Development Office passed word of the damage to alumni and friends and solicited their financial relief. We were careful to point out that optimism ran high that insurance coverages and FEMA would help us recover most of the losses. We knew, however, that there inevitably would be a shortfall in this recovery and that we would have to have private support. Two mailings in October and December graphically portrayed the power of the storm, and we were successful in raising over \$206,000

As part of the planning for the President's inauguration, the Development Office designed a "mini-campaign" to retire some of the college's financial obligations. The Citadel has 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, the 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. Through other avenues, we feel that this debt can be reduced almost by half. We approached our alumni for short-term commitments of \$1.5 million to be collected by the end of 1991 and before the college's Sesquicentennial in 1992. At year end, \$450,000 in pledges had been made. We are confident that by the end of Calendar Year 1990, The Inaugural Campaign will approach the \$750,000 level and we will meet our goal by the end of 1991.

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:

Hugh Relief Fund	\$ 208,335
The Inaugural Campaign	\$ 195,917
The Clark Campaign	\$1,022,481
(pledge and commitment payments)	
Other Restricted Gifts	\$ 405,645
Other Unrestricted Gifts	\$ 50,923

Scholarships

\$ 143,220

\$2,026,521

Of these gifts, a particular one must receive special note. The Jessie Ball Dupont Fund of Jacksonville, Florida was approached some time ago about the possibility of funding Project Challenge---a unique partnership between The Citadel and Charleston's inner-city Burke High school. Under the direction of education professor Colonel Tom Mahan, Project Challenge is designed to identify and assist at-risk minority students by providing them counseling and a specially-designed curriculum to keep them in school. If successful, this program could well become the prototype for other such at-risk programs throughout the nation. The Dupont Fund saw the difference our program could make in K-12 education and is providing over \$150,000 in incremental seed funding for the next three years. This grant insures that this experiment will have every chance for success.

The Development Office is pleased to be a vital, integral, and essential part of planning for The Citadel's future. As State appropriations for our "assisted" college decrease, the importance of private revenue support becomes increasingly crucial.

2. Citadel Development Foundation

The Citadel Development Foundation received \$966,035 in gifts during the year. Alumni donated \$722,209, parents and other friends \$71,685 and business, industries and foundations \$172,140.

3. The Brigadier Club, Inc.

The Citadel Brigadier Club continues to achieve new membership and dollar totals. 1989 was a great year. Les McElwee '53, Executive Director of The Citadel Brigadier Club, and his assistant, Caleb Davis '72, credit the success with a positive attitude on the part of coaches, administrative officials and cadet-student-athletes. Coaches have visited Citadel Clubs in South Carolina, North Carolina, Georgia, Florida and Virginia, along with Les, Caleb, and Walt Nadzak. It is all worthwhile, the coaches say, because of the super support our alumni and friends give The Citadel and The Citadel Brigadier Club. In 1990, the second Brigadier Club Auction was held and \$32,000 was realized. This was even better than the first Auction totals of \$26,000. Again, thanks to friends and alumni who make it all possible.

Membership Totals	\$ 850,000
Insurance	1,070,000
Memorial Fund	90,668
Total	<u>\$2,010,668</u>

C. Alumni Affairs

1. Alumni involvement increased in numerous ways because of the following:

A. Selection of Lieutenant General Claudius E. Watts III, '58, as president.

- b. Hurricane Hugo.
- c. U. S. News and World Report
- d. 1990 Baseball Team

2. CAPP was placed under the leadership of Colonel Floyd W. Brown, Jr., '55. A seminar on recruiting and admissions was held on campus during the fall. Numerous CAPP workers represented the college at college fairs and at various high schools. Captain Edward W. Steers III, '68, Assistant Director of Admissions, is working closely with Colonel Brown to make CAPP as effective as possible.

3. Alumni clubs are the bedrock of alumni support. Approximately 120 club meetings were held during the fiscal year. CDF, The Brigadier Club and the Development Office also use the clubs to help advance their development programs.

4. The Alumni Career Insight Program---Over 1,000 alumni have volunteered to assist cadets and alumni as resources and contacts during the career exploration process and the job search.

5. The Legislative Barbecue was again a great success. Approximately 2,700 guests attended the 14th annual event. Nearly 200 letters were sent to selected alumni requesting that they host their state representatives and senators. Nearly 60% of the legislators attended.

6. One hundred forty-nine (149) members of the Class of '90 became life members of the Association upon graduation. This represented 35% of the class, the highest percentage since the program was initiated in 1983.

7. Fifty six percent (56%) of addressable alumni were members of the association for 1989, giving The Citadel one of the highest alumni participation rates of all institutions of higher education.

D. Placement

Captain Ben D. Ledbetter, '71, formerly of the admissions and athletic departments joined the alumni/placement staff as assistant director in August of 1989. He replaced Captain Patricia Davis who had served in that capacity the previous four years.

1989-90 was a strong year for the placement office. While recruiting was down 15-20% nationally, The Citadel held its own.

- 1. 225 or 53% of seniors registered with the Placement Office.
- 2. 52 company visits were made to the campus generating 83 interview schedules and 905 initial interviews.
- 3. Nearly 70% (255) of the graduating class returned the senior survey with the following information:

- a. average salary for 64 respondents accepting job offers---\$25,000.

- b. 70 graduates undecided or still seeking employment
- c. 38 accepted as full-time graduate students
- d. 95 commissioned in armed service.

4. 11 seminars were conducted during the course of the academic year.

5. The Career Fair sponsored by the Placement Office and Association of Citadel Men had 38 companies and over 60 representatives.

E. Publications

Rose Marie McCarty, Publications Editor, resigned effective 30 June 1990 after 32 years of service to The Citadel and Association. Captain Samuel D. Evans, '78, was named publications editor effective June 1, 1990. He has served The Citadel in various staff capacities since graduating.

The responsibility of Publications is to keep all Citadel constituencies informed, accomplish marketing or promotional objectives of great value to the institution, and to enhance the image of The Citadel.

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

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

Through the Sally Port, a newsletter of the Association of Citadel Men mailed to all alumni, continued as a valued and informative communication.

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

F. Governmental and Public Relations

1. Governmental

During the 1990 session of the State General Assembly, the most significant piece of legislation directly related to The Citadel was House Bill 4379. This bill authorized The Citadel Board of Visitors to establish a non-profit eleemosynary corporation for the purpose of providing scholarships and other financial assistance and support to the college, to authorize the transfer of certain non-state appropriated funds or property to this non-profit corporation, and to provide for disclosure requirements regarding these funds and property.

Over 59% of the General Assembly members attended the annual Citadel Barbecue held in Columbia on 16 May.

Incumbent Leonard C. Fulghum was re-elected by the General assembly to another six-year term on The Citadel Board of Visitors. James M. Leland was also elected by the General Assembly to a six-year term on the Board of Visitors.

2. Public Relations

The college had another successful year of events and accomplishments that resulted in a positive public relations image for the institution.

The October 16 issue of U. S. News and World Report, featured The Citadel as seventh among 148 Southern Colleges and Universities in the annual guide to "America's Best Colleges." This is the second consecutive national rating for the college by U. S. News and World Report.

In September 1989, "Portrait of The Citadel," a 15 minute video that took over 12 months to film and produce was made available to cadets, parents and friends of the college. It met with great success and replaces an outdated film used by the Admissions and recruiting office for viewing by applicants and parents.

The Director of Public Relations, LTC Ben W. Legare, Jr., was named to the American Association of State Colleges and Universities Public Information Officers Advisory Committee. This national committee is composed of 20 public information professionals from higher education institutions across the United States.

G. Religious Activities

1. General

Worship services were offered and conducted weekly for cadets and other students, faculty, staff and friends of The Citadel. Protestant services were held on Sunday mornings in Summerall Chapel and Sunday evenings in Mark Clark Hall. Special, ecumenical services with a reception following recognized major Citadel weekends (Parents' Day, Homecoming, Corps Day), anniversaries of our Armed Forces and all major 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 the first semester, and Sunday morning and Thursday evenings, second semester. Muslim worship took place in the Crumpton Room of Summerall Chapel each Friday.

2. On-Campus Ministry

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. Special first semester events included the following:

a. "Gathering" for parents and new cadets was held 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 Director of Religious Activities and campus ministers.

b. The Religious Banquet for fourth classmen was held after completion of the first week of fourth class training. This event gave the new cadets an opportunity to meet other new cadets and to have their first, regular meeting with the campus minister of their faith or denomination.

c. Religious Emphasis '89 was held 23-24 October 1989. Mr. Doug Burleigh, President of Young Life, was the featured speaker. Music was provided by the noted singer, Kim Boyce. Each day began with a Prayer Breakfast, and each evening, a worship service was held in the chapel---all voluntary.

d. The annual Christmas Candlelight Service was held in Summerall Chapel on the evenings of 3-4 December 1989. 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 both evenings. The plate offering was donated to hurricane Hugo relief efforts.

Colonel Floyd W. Brown, Jr., USAF, Ret., former Commandant and current Director of the Summerall Chapel Association and Active Duty Advisory Committee, was appointed in January to serve as Coordinator of Chaplaincy Activities. He replaced Chaplain Gordon E. Garthe, Chaplain to the Corps, who resigned that same month. Under Colonel Brown's guidance the following activities were initiated for second semester:

a. Guest preachers representing all Christian faiths/denominations were invited to serve as guest clergy at the 9:30 a.m. Protestant Service each Sunday.

b. Colonel Brown took three cadets to Washington, D. C., in February 1990 to attend the National Prayer Breakfast and participate in the Student Leadership Conference. Cadets Bentley, Brannon and Selzer gave a good account of themselves, and Colonel Brown received many compliments from other participants praising the cadets' appearance and conduct.

c. The cadets initiated a student forum/ Sunday School that was held each Sunday following Protestant and Catholic services. Presbyterian Campus Minister, Dr. Wanda Neely, and Colonel Brown served as advisors for this group. Guest ministers or speakers were often invited to make the keynote remarks.

d. A "Morning Coffee and Refreshment Hour" was begun, following the 9:30 service, to afford cadets an opportunity to meet people from downtown or from the faculty and staff. This event was hosted by the Office of the Chaplain and the Summerall Chapel Association. Much credit for the success of this is given to Mr. and Mrs. Ron (Linda) Suciu.

e. Monday evening Episcopal worship was changed to Sunday at 11:00 to allow Episcopal cadets to attend the forum/Sunday School.

f. The cadet Gospel Choir presented a concert in April, in honor

of the Graduating Class of 1990.

g. Baccalaureate speaker for the Class of 1990 was The Right Reverend Charles I. Jones III, Citadel Class of 1965, Episcopal Bishop of Montana.

h. Graduate School Commencement Exercises were held in Summerall Chapel; 9 May 1990.

i. A rehabilitation and renovation of chapel facilities was begun in May.

3. Off Campus Activities

Statewide and local retreats, socials and religious observances were attended/held off campus under the direction of the Director of Religious Activities and campus ministers. In August, Chaplain Garthe held a "team-building" retreat for the 1989-90 Religious Council at Ebenezer Retreat Center, Rincon, Georgia.

The Protestant and Gospel choirs successfully performed at churches throughout South Carolina and in other states. The Protestant choir's spring tour took them to Florida and Georgia for church appearances. The Gospel Choir performed in Maryland, D. C. and Virginia, including the Pentagon, during their spring tour. The success of these tours, plus the conduct and appearance of our cadets, continues to be a strong public relations asset for The Citadel and the state.

Each cadet parish (Protestant, Catholic, Episcopal) sent a representative to Washington for the National Prayer Breakfast and Student Leadership Conference in Washington.

Colonel Brown attended the Service Academy Chaplains' Conference at the U. S. Naval academy, Annapolis, Maryland, 24-26 April 1990. 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.

4. Facilities

Roof repairs were completed on Summerall Chapel and the Howie Carillon in early spring. Although the damaged roofs existed before, Hurricane Hugo exacerbated the situation, requiring the much-needed roof replacement/repair.

Repair of interior walls and refurbishing of the pews and chancel furniture in Summerall Chapel was undertaken in June as an "in-house" and "self-help" series of projects. The Citadel's Physical Plant is assisting in this work as well as restoring outside lighting for the great chancel window.

Office space in Mark Clark Hall is being 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 different campus ministers. The old Chaplain's office in Summerall Chapel has

been fixed up 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.

5. Related Activities

Summerall Chapel was used by Palmetto Boys State for their daily midday services during their stay at The Citadel, 9-16 June 1990. The Citadel Summer Camp for Boys used the chapel on Sundays for worship services June 17-July 29, 1990.

During 1989-90, the chapel was used for 362 in-house events, 87 wedding rehearsals and 89 weddings, 29 community events including rehearsals, three baptisms and one funeral.

