

THE CITADEL
THE MILITARY COLLEGE OF
SOUTH CAROLINA



ANNUAL REPORT
1994-1995

THE CITADEL

ARCHIVES AND MUSEUM

HIGHLIGHTS

The Citadel Development Foundation provided the College in excess of \$2.3 million dollars. Funds from the foundation supported student scholarships, faculty development, research grants, travel for presentation of papers, seminars and conferences, cadet travel, major computer networking throughout the campus, the conversion of an auditorium into a multi-media presentation room, and the purchase of computers and other academic equipment.

For the School Year 1994-95, The Citadel awarded 443 Undergraduate Degrees and 202 Graduate Degrees.

The Citadel's accreditation by the Southern Association of Colleges and Schools was reaffirmed for 10 years at their December 1994 meeting in San Antonio, Texas.

The Office of Planning and Assessment was established in January, 1994 and began operating officially in August, 1994. This office's three primary areas of responsibility are institutional research, planning, and assessment.

The College of Graduate and Professional Studies continued to thrive. Graduate student enrollment increased to its highest level ever.

The college's annual audit for FY 93-94 was conducted by the State Auditor's Office. The auditors gave an "unqualified opinion" on the financial statements.

The Treasurer worked with the Financial Aid Office to implement the procedures necessary for the Federal Direct Lending program.

The Citadel Trust, Inc., audit was completed on time and the firm of McLean and Moise rendered an unqualified opinion.

The Vice President for Finance and Business Affairs and the Director of Financial Services worked with our designated bond attorney and the State Treasurer's office to issue \$11 million in revenue bonds to support the construction of the first of four new barracks.

The Business and Finance area implemented a new Point of Sale (POS) system for the Cadet Store, Gift Shop, Laundry, Snack Bar, Tailor Shop, Faculty House, and Athletic Department. The Cadet Store revenue collections for the Fiscal Year totaled \$2,843,000. The Tailor Shop's revenues are generated through sales of new uniforms and blazers as well as alterations. Revenues as of 30 June amounted to \$837,402, a slight decrease from last fiscal year, attributed to a smaller incoming freshman class.

The Citadel Print Shop's in-house color separation work is not only saving more than \$20,000 in outside purchases, but it is saving time which improves job turnaround, gives more control over separation work which results in improved quality and creates job enrichment for pre-press employees resulting in improved morale.

The Citadel Gift Shop Enterprises generated revenues of \$1,948,325 by store sales and concession sales for gift merchandise, barber shop services and commissions from the contracted services for the snack bar, vending machines, coin laundry and amusement machines. The Gift Shop was relocated to Mark Clark Hall in the newly renovated facility during July, 1994.

Colonel Donald M. Tomasik, USA, Retired, took over as Vice President for Facilities and Administration on August 1, 1994.

Construction was started in February, 1995 on the first new Barracks and in May construction was started on our Utility System Repair/Replacement project. The new McCormick Beach House on the Isle of Palms was completed in December, 1994. New chillers were installed in Byrd and Duckett Halls, and a new chiller and an ice storage capability were installed in Jenkins Hall. A lighting retrofit project was completed which provided a rebate from South Carolina Electric and Gas Company in the amount of \$27,735. An expected savings of approximately \$23,426 will result annually. The Citadel acquired the National Guard Armory property on Hagood Avenue from the South Carolina Army National Guard. We successfully won our appeal of fees charged by Charleston County for solid waste disposal. Approximately \$13,000 was returned to The Citadel.

A teleconferencing facility was established in Bond Hall in April.

The State approved policies developed to cover grievances, progressive discipline, evaluations, reduction-in-force, and overtime.

A new organizational structure and functions were developed to include the establishment of a new senior executive position, the Vice President for External Affairs.

The Corps of Cadets demonstrated a high degree of excellence in all of its activities in School Year 1994-95. The cadet leadership quickly established their goals and objectives and an action plan for the year at a Leadership Seminar prior to the start of classes and Cadre training. The leadership focused all of its efforts on its prioritized list of "essential tasks." The Regimental Commander, assisted by his staff and subordinate commanders, using a process of Total Quality Leadership (TQL), established the following as the Regimental Essential Task List (RETL):

- Excellence in Academic Achievement
- Excellence in Physical Fitness
- Excellence in Personal Appearance
- Excellence in Leadership Development
- Excellence in Spiritual Growth
- Enhanced Spiritual Growth
- Enhanced Patriotism, Honor, and Cohesion
- Heightened Awareness of the Negative Effects of Alcohol

Each subsequent level of command further refined the tasks down to the individual level. The next step of the process included establishing measurable standards for evaluation in each area. Finally, cadet leaders developed evaluations of progress and strategies for improvement. The results of these sessions were briefed at every level up to and including the President.

The Cadet activities calendar developed throughout the year supported the RETL. This process included a series of four Leadership Training Days, regular programs in physical training and inspections, additional programs in leadership development for each class to prepare them for roles of increased responsibility, and a supplemental program of guest speakers and lectures to further develop cadet understanding of all aspects of leader development and growth. These speakers included the following who addressed the entire corps of cadets:

General Wayne A. Downing, Commander-In-Chief, US Special Operations Command; William E. Butterworth, WEB Griffith author; Pat Buchanan; Captain Charles E. Bolden, US Astronaut and Deputy Commandant of the US Naval Academy; General Giora Romm, Defense Attache of Israel; David Broder, National Journalist; and Dr. Dana G. Mead, CEO, Tenneco, Inc. Additional speakers who talked to selected cadet groups were MG Richard Chilcoat, Commandant, US Army War College; Bishop Thompson, Catholic Bishop of Charleston; Rev. Ken Smith, Campus Ministries Program; and Dr. Ed Blight, Professor and Surgeon, Loma Linda Medical Center, California.

Throughout the School Year, leaders emphasized establishing priorities and achieving a proper balance among military, academics, physical, and extracurricular activities. Morning Room Inspections continued to be conducted by the Cadet Chain of Command and Tactical Officers. The Commandant's Inspection was conducted on November 5. An unannounced MRI, a personal inspection of the Corps, and an unannounced random inspection of approximately 300 cadet automobiles was conducted on January 10 by the Cadet Chain of Command under the supervision of Tactical Officers and focused on unauthorized items (alcohol, weapons, and drugs). These inspections have proven to be effective tools in reinforcing a zero tolerance for drugs policy and low tolerance for alcohol abuse. The Alcohol Abuse Program initiated in School Year 1983-84 continued this year. The Fourth Class attrition rate, for all causes during School Year 1994-95 was 23.1% (139 of 601), compared with 15.9% (97 of 609) for 1993-94; and 18.8% (118 of 627) for 1992-93. 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.

Rotation of Cadet Corporals was again implemented in January. Rank Boards were held at the company battalion, and regimental levels to select cadets for rank for next year. The President approved the rank list in late April and it was released on 4 May 1995.

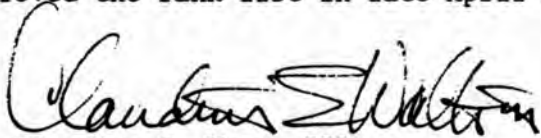

Claudius E. Watts III
Lieutenant General, USAF, Retired
President

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SYNOPSIS OF THE HISTORY OF THE CITADEL

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

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

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

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

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

ORGANIZATION

Board of Visitors

Colonel James E. Jones, Jr., Chairman, '58 (2000)
100 Tower Drive, Box 15
Greenville, South Carolina 29607-1631

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

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

Colonel Francis P. Mood, Jr. '60 (2000)
P. O. Box 11889
Columbia, South Carolina 29211

Colonel John A. McAllister, Jr., '80 (1999)
Rt. 5, Box 176A
Abbeville, South Carolina 29620

Colonel James W. Bradin, USA, Ret. '58 (1995)
22 Oyster Catcher Road
Beaufort, South Carolina 29902

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

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

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

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

Colonel Harvey M. Dick '53 (1999)
283 Grove Street
Charleston, South Carolina 29403

EX OFFICIO

The Honorable David M. Beasley
Governor of South Carolina
P. O. Box 11369
Columbia, South Carolina 29211

Major General Stanhope Spears
Adjutant General of South Carolina
1 National Guard Road
Columbia, South Carolina 29201-4752

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

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

EMERITI MEMBERS

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

Colonel Thomas C. Vandiver, Vice Chairman Emeritus, '29
P. O. Box 1029
Greenville, South Carolina 29602 South Carolina 29544

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

Administrative Staff

Office of the President

President...Lieutenant General Claudius E. Watts III, USAF, Ret.
Executive Assistant to the President.....
Colonel Floyd W. Brown, Jr., USAF, Ret.
Director of Public Relations.....Major Rick Mill, USMCR
Director of Development and Governmental Affairs.....
Lieutenant Colonel Ben W. Legare, Jr., USA, Ret.
Director of Alumni Affairs and Placement.....
Lieutenant Colonel Henry A. Kennedy, Jr.
Coordinator of Chaplaincy Activities.....
Colonel Charles T. Clanton, USA, Ret.
Internal Auditor.....Ms. Robin L. Hartwell

Vice President for Academic Affairs

Vice President for Academic Affairs and Dean of the College....
Brigadier General Roger C. Poole, USAR, Ret.
Deans Emeritus.....Major General Wallace E. Anderson
Major General George F. Meenaghan
Dean of Undergraduate Studies.....Colonel John W. Gordon
Dean of the College of Graduate and Professional Studies.....
Lieutenant Colonel David H. Reilly
Assistant Dean.....Lieutenant Colonel Patricia B. Ezell
Dean of Planning and Assessment.....Colonel Isaac S. Metts, Jr.
Dean of Enrollment Services and Registrar.....
Lieutenant Colonel Ronald F. Gaskins
Associate Registrar.....Major Carla DeMille
Director of Student Activities.....
Lieutenant Colonel Lawrence E. McKay, Jr.

Vice President for Facilities and Administration

Vice President for Facilities and Administration.....
Colonel Donald M. Tomasik, USA, Retired

Director of Administrative Services..... Colonel Malcolm E. Smith, Jr.
Director of Human Resources...Colonel Charles B. Reger, USAF, Ret.
Director of Physical Plant..... Lieutenant Colonel John E. Langsdorf, USAR, Ret.
Director of Public Safety...Lieutenant Colonel Sherman M. Bingham, USA, Ret.
Risk Management and Safety Officer.....Ms. Susan Y. Leighton
Resident Construction Engineer.....Mr. William L. Heaner, III

Vice President for Finance and Business Affairs

Vice President for Finance and Business Affairs..... Colonel Calvin G. Lyons, USA, Ret.
Director of Financial Services..... Lieutenant Colonel Ralph P. Earhart
Director of Information and Reporting..... Ms. Sue Reynolds
Director of Procurement Services.....Major William D. Brady, Jr.

Commandant of Cadets

Commandant of Cadets.....Colonel Joseph W. Trez, USA, Ret.
Assistant Commandant for Leadership and Discipline..... Colonel Roger E. Popham, USA, Ret.
Assistant Commandant for Administration..... Colonel John G. Lackey, III, USA, Ret.

Director of Athletics

Director of Athletics.....Mr. Walter Nadzak, Jr.
Director of Brigadier Club.....Mr. J. Stannard Hurteau
Director of Sports Information.....Mr. Clark D. Haptonstall

Auxiliary Activities

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

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

Colonel John M. Bassel, USMC
 M.A., The Citadel
 Royal College of Defense Studies, London UK
 Professor and Head, Department of Naval Science

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

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

Lieutenant Colonel James Randall Blanton
 B.S./S.A., Indiana State University
 Ph.D., Texas A & M
 Associate Professor and Head, Department of Chemistry

Captain Milton Lee Boykin, USMC, Retired
 A.S., Birmingham-Southern College
 M.A., American University
 Ph.D., University of Alabama
 Professor and Head, Department of Political Science

Colonel Stephen Daniel Coover
 B.S., Ohio State University
 M.A., University of California at Berkeley
 Ph.D., University of Colorado
 Professor and Head, Department of Mechanical and Computer Science

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

Lieutenant Colonel Dennis John Fallon
 B.S., Old Dominion University
 M.S., Ph.D., North Carolina State University
 Professor and Head, Department of Civil Engineering

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

Lieutenant Colonel Herbert T. Nash
 B.S., Indiana State
 M.S./S.A., Olexal Institute of Technology
 Adv. M. of L.S., Florida State University
 Associate Professor and Acting Director of Library Services

Academic Department Heads

- Colonel Harold W. Askins, Jr.
B.S., The Citadel
M.S., Clemson
Ph.D., Purdue University
Professor and Head, Department of Electrical Engineering
- Colonel John M. Basel, USMC
B.A., The Citadel
Royal College of Defense Studies, London UK
Professor and Head, Department of Naval Science
- Colonel Mark A. Bebensee
B.A., Millsaps College
M.A., Ph.D., Duke University
Associate Professor and Head, Department of Business Administration
- Colonel Joel Carl Berlinghieri
B.S., Boston College
M.S., Ph.D., University of Rochester
Professor and Head, Department of Physics
- Lieutenant Colonel James Randal Blanton
B.S./B.A., Indiana State University
Ph.D., Texas A & M
Associate Professor and Head, Department of Chemistry
- Captain Milton Lee Boykin, USNR, Retired
A.B., Birmingham-Southern College
M.A., American University
Ph.D., University of Alabama
Professor and Head, Department of Political Science
- Colonel Stephen Daniel Comer
B.S., Ohio State University
M.A., University of California at Berkeley
Ph.D., University of Colorado
Professor and Head, Department of Mathematics and Computer Science
- Lieutenant Colonel Ollie Robert Emory
B.A., Catawba College
M.A., Ph.D., University of North Carolina
Associate Professor and Head, Department of Modern Languages
- Lieutenant Colonel Dennis John Fallon
B.S., Old Dominion University
M.S., Ph.D., North Carolina State University
Professor and Head, Department of Civil Engineering
- Lieutenant Colonel Alfred J. Finch, Jr.
B.S., University of Georgia
Ph.D., University of Alabama
Professor and Head, Department of Psychology
- Lieutenant Colonel Herbert T. Nath
B.S., Indiana State
M.S.L.S., Drexel Institute of Technology
Adv. M. of L.S., Florida State University
Associate Professor and Acting Director of Library Services

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

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

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

Colonel Joseph W. Trez
B.A., M.B.A., The Citadel
Professor and Head, Department of Military Science

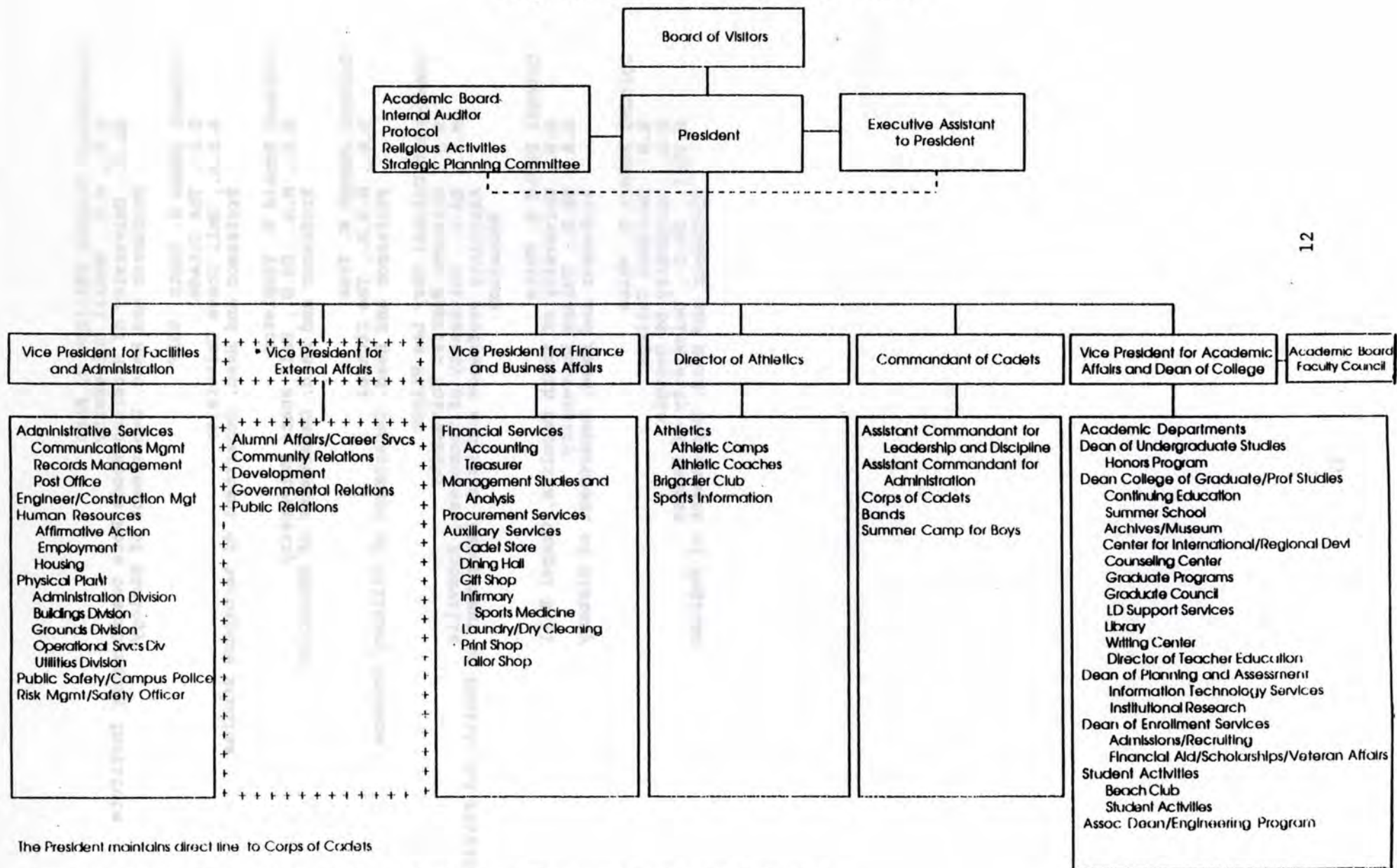
Lieutenant Colonel Gary Lee Wilson
B.S., Oklahoma Baptist University
M.S., Ed.D., University of Tennessee, Knoxville
Associate Professor and Head, Department of Health and Physical Education

Colonel David H. White
A.B., University of North Carolina, Chapel Hill
M.A., Ph.D., Tulane University
Professor and Head, Department of History

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

Organization and Function Chart
The Citadel

The Citadel Organization and Function Chart



The President maintains direct line to Corps of Cadets

* Proposed new position. Offices listed under the Vice President for External Affairs currently report directly to the President

----- Coordination

I. ACADEMIC AFFAIRS

A. General

1. Admission & Enrollment

Enrollment for Fall 1994:

Day Program

Cadets

4th Class	531
3rd Class	467
2nd Class	443
1st Class	457
Fifth Year Cadets	23
	<u>1921</u>

Active Duty 28

College of Graduate and Professional Studies

Veteran Students	20
Evening Undergraduate	272
Graduate Students	1086
Professional Development Students	1114

Total 4441

2. Academic Leadership

Captain Milton L. Boykin was appointed to the position of Department Head of Political Science commencing with Fall Semester of 1994. He replaced Colonel Robert P. Steed who returned to full-time teaching.

Colonel David H. White was appointed to the position of Department Head of History, replacing Colonel Larry Addington who retired.

Colonel John M. Basel began his assignment as Department Head of Naval Science in February 1995 replacing Colonel Guisepe A. Betta.

Colonel Joseph W. Trez replaced Colonel Roy F. Zinser as Department Head of Military Science in July 1994.

Lieutenant Colonel Gary L. Wilson was appointed to the position of Department Head of Health and Physical Education in Fall 1994.

Major John S. Carter, Associate Professor of Health and Physical Education, will chair the Faculty Council for the Academic Year 1995-96, replacing Colonel Edward F. J. Tucker.

3. Academic Tenure and Promotions

Upon recommendations of the Committee on Faculty Tenure and Promotion, the President approved the following faculty members for:

a) Tenure as:

Assistant Professor

Captain Elizabeth A. Carter, Library Services

Associate Professor

Major John A. Brown, Education Department

Major Lawrence J. Dunlop, Electrical Engineering

4. Excellence in Teaching Awards for 1994-95

Recipients for Excellence in Teaching Awards for 1994-95 were nominated by students; and after review by the screening committee, recommendations for the awards were presented to the President for approval. Presentations of the James A. Grimsley, Jr. and Self Awards were made during the Undergraduate and Graduate Commencement ceremonies in May.

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

Colonel Michael B. Barrett
Professor, History

James C. Self Award for Teaching Excellence in Graduate Studies

Major Theresa Gayle Siskind
Associate Professor, Education

5. Faculty Updates

a. New Permanent Faculty for 1995-96

EDUCATION

LTC Mark E. Meadows, Professor

ELECTRICAL ENGINEERING

CPT Stephen J. Walsh, Assistant Professor

HISTORY

CPT Keith N. Knapp, Assistant Professor

PSYCHOLOGY

CPT Nancy L. Bell, Assistant Professor

b. Faculty/Senior Staff Who Retired in 1994-95

Colonel William Paterson Rhett, Jr., Professor of Education, retired at the end of the 1994-95 academic year and was awarded Emeriti status for his many years of devotion and loyal service to the College.

6. CDF Assistance

In response to The Citadel's 1994-95 grant request, The Citadel Development Foundation provided the College in excess of \$2.3 million dollars. Funds from the foundation supported student scholarships, faculty development, research grants, travel for presentation of papers, seminars and conferences, cadet travel, major computer networking throughout the campus, the conversion of an auditorium into a multi-media presentation room, and the purchase of computers and other academic equipment.

From monies allocated to the Academic Impact, support was possible to many worthwhile efforts aimed at enriching the academic experiences of our students and faculty. During this past academic year, these funds supported academic professional development and scholarly activity support for selected faculty members; were used to upgrade instructional equipment in a number of academic programs; covered expenses associated with hosting of guest speakers from Harvard University to the Executive Development Conference held on The Citadel campus; established a Personal Development Library within the Counseling Center; expanded computer networking to additional cadet rooms in the barracks; were used to purchase recording equipment for Cadet Honors Program; supported participation of The Citadel cheerleaders in National Competition; and, enabled a contingent of engineering cadets to participate in "Citadel Night" at the annual student engineering banquet at Wentworth Institute in Boston.

7. Degrees

In the 1994-95 academic year, The Citadel awarded the following degrees:

Undergraduate:	DEC 1994	MAY 1995	SUMMER 1995	Totals
<u>Bachelor of Arts</u>				
Chemistry	0	1	0	1
English	2	14	1	17
History	2	33	1	36
Mathematics	0	4	1	5
Modern Languages				
French	0	1	0	1
German	1	4	0	5

Spanish	0	3	0	3
Political Science	6	52	6	64
Psychology	0	10	1	11
TOTALS	11	122	10	143

Bachelor of Science

Biology	1	24	5	30
Chemistry	0	2	0	2
Computer Science	1	8	0	9
Education	4	21	3	28
Mathematics	0	2	0	2
Physical Education	4	13	1	18
Physics	0	7	2	9

TOTALS	10	77	11	98
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B.S.- Business Administration	15	123	16	154
B.S.- Civil Engineering	2	14	5	21
B.S.- Electrical Engineering	0	25	2	27
TOTALS	38	361	44	443

From monies allocated to the Academic Impact, support was possible to many worthwhile efforts aimed at enriching the academic experience of our students and faculty. During this past academic year, these funds supported academic professional development and scholarly activity support for selected faculty members; were used to upgrade instructional equipment in a number of academic programs; covered expenses associated with hosting of guest speakers from Harvard University to the Executive Development Conference held on the Citadel campus; established a Personal Development Library within the Counseling Center; expanded computer networking to additional cadet rooms in the barracks; were used to purchase recording equipment for Cadet Honor Program; supported participation of the Citadel cheerleaders in National Competition; and, enabled a contingent of engineering cadets to participate in "Citadel Night" at the annual student engineering symposium at Wentworth Institute in Boston.

V. Progress

In the 1994-95 academic year, the Citadel awarded the following degrees:

Undergraduate:	DEC 1994	MAY 1995	SUMMER 1995	Totals
Bachelor of Arts	0	1	0	1
Chemistry	3	14	1	17
English	3	33	1	36
History	0	4	1	5
Mathematics	0	1	0	1
Modern Languages	1	4	0	5
French				
German				

Graduate:	DEC 1994	MAY 1995	SUMMER 1995	Totals
Education Specialist	1	7	1	9
M.A. in Teaching				
Biology	1	4	0	5
English	3	4	3	10
History	10	7	1	18
Mathematics	3	6	1	10
M.A. in Education				
English	1	0	0	1
History	2	0	0	2
Biology	0	3	2	5
M.B.A.	9	15	7	31
M. of Education	31	54	22	107
M.A. History	0	2	0	2
M.A. English	0	0	2	2
TOTALS	61	102	39	202

8. SACS Self-Study 1994-1995

The Citadel's accreditation by the Southern Association of Colleges and Schools was reaffirmed for 10 years at its December 1994 meeting in San Antonio, Texas. This action was the culmination of a two and one-half-year effort by the College. The institution self-study, chaired by Dr. Suzanne Ozment, Professor of English, began in the fall of 1991; and the SACS Self-Study Visitation Team arrived on campus in February 1994.

In the Visiting Team's report, The Citadel received accolades in these areas:

1. its efforts to serve the citizens of the Lowcountry by providing unique educational opportunities and to optimize the utilization of resources;
2. the very high percentage of permanent faculty holding doctoral degrees;
3. its efforts and significant progress in recent years in providing computer resources and services to the academic community;
4. an extremely low default rate in the recovery of payments on student loans (approximately 3%);

5. the quality of its athletic program as represented by its on-the-field achievements and its graduation rates, exemplifying clearly that the term "student-athlete" is a reality;
6. strides made in the recent past to create a racial climate that is conducive to learning, relatively free from the problems of the past;
7. a well-organized and responsive procurement function which has been successful in obtaining increased delegated authority and flexibility to manage its own operations;
8. progress made in the construction of new facilities, renovation, and planning and funding of new construction;
9. provision of a safe and secure environment for its faculty, staff, and students with a low incidence of crime.

In October 1995, follow-up reports will be submitted to SACS in four areas:

1. The Citadel will provide evidence that the President and Board have approved the revised mission statement and submit a copy of its long-range planning document.
2. The Citadel will report on the action of the Strategic Planning Task Force on Institutional Effectiveness in establishing adequate procedures for evaluation and assessment and using the results in the allocation of resources and improving institutional programs, services, and operations.
3. The Citadel will submit rosters of all faculty (full- and part-time) who have taught any graduate course (all programs, both joint and contract) during the 1994-1995 academic year and the fall term of 1995. The institution will pay particular attention to the qualifications of all part-time and adjunct faculty (especially those teaching at the graduate level).
4. The Citadel will document action of the State to issue bonds to expand Daniel Library; submit a copy of the report of consultants to advise on the "proper balance between access and ownership," together with the institution's response to the report; include a report on recommendations of consultants who will advise on "proper staffing levels" and actions taken by the institution in response to the consultants' recommendations; and report on action taken to provide adequate learning resources at off-campus sites.

B. Planning and Assessment

The Office of Planning and Assessment was established in January 1994 and began operating officially in August 1994. This office addresses three primary areas of responsibility:

Institutional Research

The Coordinator of Institutional Research is responsible for collecting, analyzing, and presenting data in support of institutional and unit planning, all aspects of The Citadel's program of assessment for institutional effectiveness, and institutional unit decision making. This individual is also responsible for the generation of internal and external reports through which the work of the College is presented.

Planning

The Office of Planning and Assessment supports and facilitates the planning process of the College. The Dean of Planning and Assessment serves ex-officio on The Citadel's Strategic Planning Committee, monitors and assesses institutional and unit planning processes, and reports annually to the College and the Commission on Higher Education on The Citadel's planning process.

Assessment

The Office of Planning and Assessment supports and facilitates the assessment process of the College. The Dean of Planning and Assessment monitors, coordinates, and reviews all assessment efforts at the institutional and department / unit / program levels. Annually, the Dean reports to the College and the Commission on Higher Education on The Citadel's assessment process and results.

The 1994-95 academic year was the first full year of operation for the Office of Planning and Assessment, and during that initial year, much of the effort of the office was directed toward developing a multi-year operating calendar and ensuring that this calendar reflects the major responsibilities of each area--institutional research, planning, and assessment. The major accomplishments in each area are as follows.

Institutional Research

The schedule of annual reports to the Commission on Higher Education has been established, and all reporting processes (IPEDS, CHEMIS, etc.) are working very effectively. Much work has also been done in support of institutional efforts to improve teaching/learning through students' evaluations of their classroom experiences. The computerized survey of instruction selected by the Faculty Council has now been administered five times: Spring '94, Fall '94, Spring '95, Summer I '95, and Summer II '95. Individual results have been provided to the instructors themselves, and summary reports have been provided to department heads and deans. Efforts continue to refine and improve this evaluation process, which is administered in every class (as appropriate) offered for credit by The Citadel during the academic year or in summer school.

Another area of major accomplishment is in the development of an annual Fact Book for the College. The first edition reflects the 1994-95 academic year and will be available for the beginning of the 1995-96 academic year. Efforts continue to refine this document which will be provided annually and will become a primary source of information about The Citadel.

Institutional Research has also provided support for numerous other one-time as well as ongoing efforts to include analysis of transfer credits, analysis of core curriculum completion patterns, determination of cost/revenue analyses for each academic program, program assessment, and several specialized surveys.

Planning

The Strategic Planning Committee of the College was reconstituted in the 1994-95 academic year, and the Office of Planning and Assessment has provided support for that effort which has already resulted in a revised mission statement and a draft of the strategic plan itself. The plan is to be provided to the President by December 1995 and will include a clarification of the institutional planning process.

Assessment

Major efforts have been made this year to develop an assessment plan for the College to include reporting cycles for each academic program and operational unit. This institutional assessment plan, reflecting assessment cycles for academic programs and major operational areas through 1999, has been provided to the Commission on Higher Education. Some progress has been made in encouraging academic departments and operational units to begin functioning in an assessment mode by articulating the program/unit mission; describing expected results (for academic programs, these results involve what students are learning and what they can do); outlining the methods for determining how well these expectations are being met; and, finally, carrying out an assessment by presenting actual results and actions taken. The 1994-95 assessment report to the Commission on Higher Education addressed the Social Science Core Curriculum Course, offered by the Department of Psychology; the process of preparing of first-year students to use reference resource materials in Core Curriculum courses; five academic majors (Business Administration, Civil Engineering, Education, Electrical Engineering, and Health and Physical Education); academic advising; facilities; performance of student athletes; and performance on licensure examinations. Each annual assessment report will include different components of the core curriculum, academic majors, and operational areas until all have begun to function in an assessment cycle with summary reports annually and major assessments each three to four years. The Strategic Plan of the College stresses that planning, assessment, budgeting, and resource allocation must become the continuing operational cycle of the College.

C. College of Graduate and Professional Studies

Graduate Council

The Graduate Council met monthly during the 1994/95 academic year. In addition to its regular agenda, several important issues were addressed and resolved during the year. Standards and procedures for new and continuing members of the Graduate Faculty were developed and approved by the Council. Issues of concerns to the SACS re-affirmation visit were addressed and appropriate actions taken. A Standing Committee of Admissions was formed with

a charge to review annually policies and procedures related to graduate admissions. A program change in the community counseling program submitted by the Department of Psychology was approved as were letters of intent submitted by the Department of Political Science for undergraduate and graduate programs in criminal justice. A total of 10 new courses were approved as were 31 course modifications. Courses that had not been offered in the past five years were deleted from the graduate course inventory.

Dean's Office

Despite significant problems associated with growth, the College of Graduate and Professional Studies continued to thrive. Graduate student enrollment increased to its highest level ever. Policies and procedures related to faculty, students, programs, and curricula were developed and implemented. However, this growth has brought with it the challenge of staffing, space, and funding associated with rapid and significant growth.

Assistant Dean's Office

1. The office provides administrative services to eight distinct areas:
 - a. the Undergraduate Evening program with degree programs in business administration, civil engineering, and electrical engineering;
 - b. the Graduate Evening programs leading to the Master of Arts in Teaching, the Master of Education, the Master of Arts in Education, and the Specialist in Education degrees;
 - c. the Master of Business Administration program;
 - d. the Master of Arts in History;
 - e. the Master of Arts in English;
 - f. Summer School;
 - g. non-credit continuing education;
 - h. graduate level professional development contract course offerings.
2. Enrollment data 1994-95. The enrollment patterns have fluctuated over the past year in the following areas:
 - a. The Undergraduate Evening College fall and spring enrollment has remained constant since the 1993-94 year.
 - b. The Graduate Education enrollment increased in the fall and the spring semesters. This increase is due primarily to the increased offerings in professional development contract courses offered off-campus through area school districts.
 - c. The MBA enrollment has remained constant at approximately 125-130 over this year.

- d. The 1995 Summer I enrollment decreased 3 percent from Summer I 1994.
- 3. The enrollment picture is reflected in the data summarized in the following table:

Student Enrollment by Session
College of Graduate and Professional Studies
Student Headcount
Academic Year 1994/95

	Summer II '94	Fall '94	Spring '95	Summer I '95
Undergraduates	400	252	196	518
Graduates	874	1137	1097	632
Off-campus	618	1249	1643	1042
Total	1892	2536	2964	2192

- 4. Recruiting and Retention Activities
 - The various programs have continued to be very productive through this past year.
 - a. Orientations for students from Trident Technical College in the 2+2 engineering programs were conducted each semester with great success by our coordinator of marketing and recruiting.
 - b. The degree programs in Civil Engineering and Electrical Engineering have increased slightly in enrollment, and we continue to receive applications for these programs. The 2 + 2 transfer agreement between The Citadel and Trident Technical College was reviewed and retained for the BS degree in Civil Engineering and Electrical Engineering.
 - c. The enrollment in the Business Administration program remains constant at about 36 majors. A transfer agreement between The Citadel and Trident Technical College was reviewed and retained for the BS degree in Business Administration.
 - d. A series of student activities such as pre-game parties, and refreshment breaks were provided for students in the College of Graduate and Professional Studies during the academic year.
 - e. A picture ID card system, bar-coded for the library, was initiated and is managed by the office of the College of Graduate and Professional Studies.

- f. A newsletter which provides students with information pertinent to their program is published each semester and was mailed directly to students in degree programs.
- g. A student support services brochure was prepared for distribution to students enrolled in the College of Graduate and Professional Studies.
- h. The Graduate Education degree programs have maintained the past year's enrollment.
- i. The Summer School enrollment decreased three percent from Summer I of last year.
- j. Enrollment in the MBA program has remained constant over the past year.
- k. A series of non-credit continuing education real estate appraisal courses has been offered to approximately 600 students. There has been a number of non-credit courses developed.
- l. The department of Mathematics and Computer Science successfully offered three series of non-credit continuing education UNIX courses.

D. Biology

Mission

The Department of Biology offers an undergraduate major leading to the degree of Bachelor of Science. The program provides a strong background of required core courses and the flexibility of free electives to allow the student to pursue a broad education in the liberal arts and sciences. In addition, the Department contributes to the core curriculum with a two-semester, eight-hour sequence of General Biology, and offers service courses in Human Anatomy and Human Physiology for the Department of Health and Physical Education.

The Department offers the degree of Master of Arts in Teaching (Biology) in conjunction with the Department of Education, and also contributes significantly to the Master of Arts in Education (Biology) degree.

Major Issues Addressed and Actions Taken

The primary issue addressed by the Department as a whole was the development of a detailed set of standards for promotion, tenure, probationary reappointment, and merit salary increases. Another key action was the development of a cost analysis for all laboratory courses, with estimates that include depreciation schedules for capital equipment. The issue of staff shortage was addressed through a series of faculty meetings, one of which was attended by the Vice President for Academic Affairs. It was agreed that a temporary (three-year) junior professor would be engaged, with the hope that a permanent faculty line would be available within three years. In an effort to enhance the competitiveness of our graduates for medical school admissions, a program of mock interviews was initiated with the help of several physicians who are Citadel alumni.

Staffing - Summary of Changes

Professor Richard Porcher returned from sabbatical leave, and Professor F. Lance Wallace began a year's sabbatical leave. A national search was conducted for a three-year position in Developmental Biology. Four finalists were interviewed, and Dr. Alix G. Darden of the Medical University of South Carolina was selected. She will join the faculty in August 1995. Dr. Maureen Whitehurst joined the Department as a Research Assistant Professor, and Dr. Toby Mapes resigned his position as Research Assistant Professor. Mr. Carl Sims resigned his position as Laboratory Manager, and was replaced temporarily by Mr. Lanny Littlejohn, and then permanently by Mr. Cyril Robinson.

Faculty Promotions, Major Scholarly Activities, Major Awards and Recognitions

There were no faculty promotion or tenure actions during the year. Professor Porcher completed his book, *Wildflowers of the Carolina Lowcountry and Lower Pee Dee*, and the *Guide to the Assessment of Contaminated Sediments*, co-edited by Professor Philippe Ross, also appeared. Professors Robert Baldwin, N. Gayle Sauer, and T. Clark Bowman authored completely new laboratory manuals for Biology 111 and Biology 112. Professor Wallace was selected for attendance at a prestigious international workshop on the Biology of Disease Vectors, held in Crete. Professor Keith Murphy received research grants from the U.S. Department of Agriculture and the Iams Company. Professor B. Joseph Kelley and Professor Porcher received a research grant from the National Oceanic and Atmospheric Administration (NOAA), and Professor Ross received two grants from NOAA, one from the U.S. Environmental Protection Agency, and one from the Charleston Harbor Project. Professor Ross was elected to the academic honor societies of Sigma Xi and Phi Kappa Phi, was elected President of the Carolinas Chapter of the Society of Environmental Toxicology and Chemistry, was named as NATO Senior Guest Scientist (Portugal), and gave an invited lecture in London, England for the Royal Chemical Society. Professor Dennis Forsythe attended the International Ornithological Conference in Vienna, Austria. Biology faculty presented numerous papers at regional, national, and international meetings.

Student Information

The 1994-1995 academic year concluded with 156 undergraduate Biology majors, including freshmen. There is no minor in Biology. At the May 1995 commencement, the Bachelor of Science degree was awarded to 24 Biology majors. Enrollment in core curriculum courses remained at or near levels of the previous year. Total enrollment in General Biology I (BIOL 101) was 483, while the General Biology I Laboratory course (BIOL 111) had a total enrollment of 474. General Biology II (BIOL 102) total enrollment was 331, while the General Biology II Laboratory course (BIOL 112) had a total enrollment of 351. The enrollment discrepancy between Biology I and II courses is due in part to the fact that trailer sections of Biology I were added in the Spring 1995 semester, while trailer sections for Biology II will not be added until Fall 1995. Eight graduates have been accepted to medical schools, three to dental school, two to veterinary schools, and three to graduate schools. Cadet Jon Hegler served as Vice President of the Southeast Region of the Beta Beta Beta honor society, and Cadet Stephen DeFrance was selected for the FBI summer internship and training school program at Quantico, Virginia.

The Department's scientific research internship program in Environmental Sciences entered its third year of operation. In the Fall 1994 term, four undergraduate students received hands-on research experience with the National Oceanic and Atmospheric Administration, National Marine Fisheries Service

(NOAA/NMFS), two with the U.S. Department of Agriculture's Vegetable Crop Research Laboratory, and two with the Medical University of South Carolina. In the Spring 1995 term, three undergraduates interned at NOAA/NMFS, two with the South Carolina Department of Wildlife and Marine Resources (SCDWMR), and three with the Medical University of South Carolina. The research internship program is an initiative intended to enhance the preparation of Biology majors who intend to pursue careers in fields other than the health professions.

E. Business Administration

Mission

For the Corps of Cadets, the Department of Business Administration at The Citadel offers an undergraduate business program in a disciplined military environment to give all its students the knowledge and skills they need to assume positions of leadership in business and society. The Citadel's undergraduate experience is distinctive, in that it offers development of character and leadership through participation in the Corps of Cadets, small classes, faculty whose first priority is teaching, and professors who can live on-campus and interact with students outside of the classroom, all of which comprise a unique learning community.

Through the College of Graduate and Professional Studies, the department offers its undergraduate major in a coed, cooperative "2+2" format with Trident Technical College. The Master of Business Administration is designed to provide for citizens in the Charleston area a quality professional education in business administration preparing graduates with the requisite knowledge, skills, analytical abilities, and social/cultural awareness to successfully pursue executive careers in a changing global economy.

Major Issues Addressed and Actions Taken

The school year 1994-95 has been another important one in the Department of Business Administration's quest to achieve the national distinction of a special accreditation from the American Assembly of Collegiate Schools of Business. Throughout the year, we have been hard at work preparing the Self-Evaluation report, the documentation which forms the basis for the AACSB's decision that a program is ready to be visited by a Peer Review Team. This report will be submitted at the end of August, and we hope to host a Peer Review Team next February. In order to assist us with the preparation of this important report, the department hosted Dean Timothy Mescon, Dean of the School of Business at Kennesaw State College, as a consultant in February. Then in May, we were privileged to have Dean Frank Navratil, Dean of the School of Business at John Carroll University and member of our AACSB Peer Review Team, make his initial orientation visit to the campus.

Business faculty members have been involved in a variety of projects connected with our efforts to achieve AACSB accreditation. During the fall semester our faculty revised and approved the final written versions of four basic processes which will be used to carry out the work of our department. These processes are: *Faculty Appointment, Reappointment, Tenure, and Promotion; Annual Faculty Planning, Performance Reviews, and Faculty Renewal & Development; Procedures for Reviewing Curriculum Content and Delivery Systems; and Assessment Philosophy, Process, and Survey Instruments.* Almost all of the department's

faculty were involved with at least one of these documents at some stage of its development.

For the first time in our department's history, we now have written processes developed and approved by the faculty to describe all of our majors activities. Our processes involving faculty personnel actions are significant for several reasons. First, we specify approximate weights we expect faculty to give to each of the areas of teaching, intellectual activities, and service. Then we spell out specific performance standards in each of these areas. Finally, we explain how faculty will be evaluated in each of these areas. For the first time ever in our department, we dealt with the thorny issue of how to evaluate teaching effectiveness. As a group, we decided to use four performance measures, each of which is equally weighted: peer evaluation, department head evaluation, student evaluation, and a faculty portfolio. It is important to note that three of these four components (all except department head evaluation) have never been used before in our department.

In our *Assessment* document, we explain our departmental assessment philosophy and processes. We also explain how we will use results of our surveys to make curriculum adjustments and modifications in an effort to continuously improve our programs. In 1994 we conducted an exit survey of graduating seniors, and we also conducted a survey of corporate recruiters who came to our campus to interview prospective new employees. Our *Curriculum Review* document explains how we will regularly review our undergraduate and graduate programs, and it contains calendars for the review activities connected with each program.

Faculty Promotions, Major Scholarly Activities, Major Awards and Recognitions

Business faculty continued to be extremely active this year in the areas of faculty development, research, and other scholarly activities. Many professors received Citadel Development Foundation research grants or faculty development awards. The work of our faculty appeared in a variety of public forums through the publication of papers and articles in a wide assortment of scholarly journals. Several faculty also made contributions to books in their professional fields. MAJ Stephen J. Silver, Ph.D., spent the year in Africa teaching in Cameroon on a Fulbright Scholarship.

Several faculty members have been involved in various projects of The Citadel's *Center for International and Regional Development* this year. The *Center's* Director is LTC George S. Vozikis, Professor and Alvah Chapman Chairholder in Business Administration, and the Associate Director this year was CPT Janette W. Moody, Ph.D., Assistant Professor of Business Administration.

The MBA Association's *Outstanding Professor* award, a selection made by a vote of students in our MBA Association, went to CPT Richard T. Pokryfka, Ph.D.

Student Information

Business Administration continues to be the most popular undergraduate major at The Citadel. We welcomed 139 new freshman majors last fall. This past May, 123 seniors (about 34% of the graduating class) received their Bachelor of Science in Business Administration degree.

The department's *Wall Street Journal* Award, given to the most outstanding undergraduate business major and selected by a vote of the faculty, went to Cadet Ted M. Vick, a *magna cum laude* graduate from Chesterfield, SC. The *Outstanding*

MBA Student award, as selected by the graduate faculty, was given to Ms. Heide Griffin.

F. Chemistry

Mission

The Department of Chemistry offers undergraduate majors leading to the Bachelor of Arts or Bachelor of Science degree. The program of study leading to the Bachelor of Arts degree prepares the graduate to enter medical, dental, or other professional schools; military service; or positions in industry. The program of study leading to the Bachelor of Science degree builds on a stronger background in mathematics and physics and provides a more in depth preparation in chemistry preparing graduates to go to graduate school in chemistry or chemical engineering or to fill positions in industrial laboratories. The department also offers a minor in chemistry which provides the student a more in depth understanding of advanced theories and techniques that are illustrated in the major subfields of chemistry.

In its Core Curriculum sequences, the department seeks to provide each student a firm background in the theory and practice of chemistry while requiring the student to make observations about the physical world, to reason about his observations according to scientific standards, and to begin to understand the system of principles that control nature.

Major Issues Addressed and Actions Taken

During the course of the year, progress was made in a number of areas including: disposal of hazardous/waste chemicals, renovation of the HVAC system, development of standards and procedures for merit/tenure/promotion, completion of the comprehensive 5-year review for the American Chemical Society, and acquisition of major pieces of software to be placed on the Bond Hall servers.

Department committees also had a very busy year.

Assessment: This year the committee began the work of establishing goals for the Core Curriculum sequences and an assessment process for determining how well these goals are being met. The committee also began to explore approaches for assessing our two major programs and the minor program. As part of this process, the committee met with each of the rising juniors and the students whose records indicated they would have problems graduating with their classes. In most cases, any deficiencies found were minor and could be corrected before a major problem arose. However, in two instances, problems concerning the G.P.R. in the major were brought to light and the cadets informed. While this effort is clearly more advising than assessment, the committee felt that as assessment plans were being formulated, it was important to have a firm grasp of how majors are performing.

Curriculum: The special topics courses were updated this year to allow more flexibility and to make them more appropriate for both B.S. and B.A. majors.

Extracurricular Activities: The first annual Chemistry Department Awards dinner was held at Ryan's Steakhouse. The cadets who were at the top of their class were honored and presented with plaques.

Facilities: In addition to the work required in the disposal of hazardous/chemical wastes, the committee reviewed existing equipment, future needs, and the general condition of Byrd Hall.

Introductory Chemistry: The Subcommittee for each Core Curriculum sequence was involved in the selection of a textbook for its freshman chemistry sequences. They were also given an additional charge late in the year to consider any recommendations made by the Assessment committee concerning the assessment of the Core Curriculum sequences. Additionally, software relative to these sequences was reviewed with respect to using the servers in Bond Hall to provide access to the students.

Tenure: The committee met with the candidates for probationary appointment. In both cases, positive recommendations for an additional probationary year were made.

Staffing - Summary of Changes

No changes were made.

Faculty Promotions, Major Scholarly Activities, Major Awards and Recognitions

Presentations

LTC Blanton gave presentations at state and regional meetings, CPT Mabrouk presented an invited seminar at the College of Charleston, and CPT Zuraw gave a presentation at a state meeting.

Grants - Research

LTC Blanton, MAJ McAfee, CPT Zuraw, and CPT Mabrouk wrote successful grant proposals for CDF research funding. Additionally, LTC Blanton wrote a successful proposal for funds to present the results of his research at the Fall ACS meeting.

Grants - Development

COL May and MAJ Richardson received funds from CDF to attend major meetings for the purpose of attending symposia related to their coursework.

Other Activities

LTC Blanton served as a referee (reviewer) for grant proposals submitted to the Petroleum Research Fund administered by the American Chemical Society, and COL May served as a reviewer for the professional journal, *Quaternary Research*.

Student Information

The Department saw approximately 900 students enrolled in its lecture and laboratory courses in the Fall 1994 semester and approximately 800 in the Spring 1995 semester. Because of the relatively low number of chemistry majors, easily

95% of this number were in our core courses, or participating in higher level "service" courses.

This year we had 3 chemistry majors graduate (2 B.S. and 1 B.A.). Two are pursuing careers in the military and the third is seeking employment in industry. Cadet John Goolsby was the recipient of the ACS Undergraduate Award for The Citadel. To be considered, the student must have a cumulative G.P.R. of 3.500 or higher.

G. Civil Engineering

Mission

The mission of the Department of Civil Engineering is:

1. To provide a high quality program of study and a learning environment that supports the basic educational requirements for the pursuit of a professional career in civil engineering;
2. To prepare students to pursue postgraduate studies;
3. To provide an educational background broad enough to meet the requirements of good citizenship and to enable the graduate to serve in other fields requiring leadership, teamwork, decision making, and problem solving abilities.

As part of this mission, the civil engineering faculty is committed to improving and enhancing their teaching effectiveness and professional qualifications through professional development and scholarly activity. Consistent with the high aims of the civil engineering profession, this department seeks to ensure its academic program is underpinned by a broad base of ethical knowledge and behavior as well as modern leading edge technology.

Major Issues Addressed and Actions Taken

Prior to the start of the academic year, the departmental faculty met for a two-day retreat. The following is a list of the goals that were identified by the faculty and the significant accomplishments in the attainment of each goal.

Goals:

To improve recruitment and retention

Accomplishments:

1. Focused on meeting with potential students and parents during each scheduled weekend visitor program. Scheduled special meetings with "2+2" students at Trident College.
2. Each advisor met with first year advisees on an informal basis.
3. Work is continuing on recruitment computer disk, and this project is approximately 50% complete. The department has established a World-Wide Homepage for recruitment purposes.
4. Departmental policies and guidelines were distributed to all majors.

5. To improve communications, all majors were placed on the E-mail system, and orientation classes were conducted for all students.

To establish assessment mechanisms

Accomplishments:

1. Assessment plan was completed and approved by the Faculty.
2. Faculty assessment standards were developed and approved by the faculty and reviewed by the Academic Board.
3. Senior exit interview form was modified and used to evaluate seniors' opinions.

To develop safe and modern laboratory courses and work spaces

Accomplishments

1. Five-year plan for equipment acquisition is 80% completed.
2. Excessive chemicals in the Environmental Laboratory were properly disposed of.
3. National Science Foundation equipment grant for new survey equipment completed and reviewed by NSF.

To improve the educational and computational capabilities of the department

Accomplishments

1. Computer laboratory upgraded to Pentium computers with Windows software.
2. Several classes incorporated the use of MATHCAD.
3. Work is beginning in the use of multi-media in the classroom.
4. All students received lessons in the use of the Citadel E-mail system.
5. Telecommunication classroom was established as a joint project between the department and Clemson University.

Faculty Promotions, Major Scholarly Activities, Major Awards and Recognitions

The department in cooperation with the Electrical Engineering Department conducted several *Excellence in Engineering Education Luncheons*. Speakers were from the engineering departments and the Education Department. Several faculty members attended the Communication Across the Curriculum Meetings. Four faculty members attended the annual meeting of the Southeast Section of the American Society for Engineering Education. Two faculty members attended the annual National Meeting of the American Society for Engineering Education. Each faculty member was given a copy of Wankat's book: Teaching Engineering. A monthly senior seminar and luncheon series in cooperation with the Eastern Branch of the American Society of Civil Engineers was created to give students exposure to professional issues in the engineering profession. The annual end of the year breakfast was hosted by one faculty member to discuss teaching issues.

LTC Thomas Dion received notification of the second printing of his book, Land Development for the Civil Engineers. He also published a paper entitled "Undergraduate Designing Experience Meets Industry Needs" in the summer edition of *The South Carolina Engineer*. Maj John Murden was coauthor on four research reports entitled "Full-Scale and Model Prototype Tests of the Hatecke GFF-6.6m Free-Fall Lifeboats" , "Full-Scale and Model Prototype Tests of the Hatecke GFF-7.4m Free-Fall Lifeboat", "Full-Scale Acceleration Measurements During the Required IMO Prototype with the Friolet Esparanto Capsule", and "Full Scale Acceleration Measurements During the Required IMO Impact Test with CA 2100 Survival Capsule." He also was a coauthor of "Use of Waste Rubber in Light-Duty Concrete Pavements" in the *Proceedings of the ASCE Materials Specialty Conference*. Dr. James Nelson and LTC Dennis Fallon published "Effects of CG Location on Launch Behavior of Free-Fall Lifeboats" in the *American Society of Mechanical Engineers Transaction Journal of Offshore Mechanics and Arctic Engineering*. Maj Brannan published a paper entitled: "The Five M's of Student-Oriented Teaching" and LTC Dion published two papers entitled "Example of Applied Research Through Consulting: Parallel-Series Pumping" and "The Information Highways' Present and Potential Impact on Teaching Undergraduate Civil Engineering Students" in the *Proceeding of the Southeast Section of the ASEE Annual Meeting*. Col Lindbergh presented a talk on "Procedures for the Postnatural Hazard Disaster Evaluation of Buildings" at the Fall Meeting of the ASCE, South Carolina Section. He also published a paper entitled "The Threat and Mitigation of Natural Hazards in the Southeastern United States" to the *Specialty Conference, Disaster Preparedness and Recovery Planning for Water-Wastewater Facilities* in Savannah. Maj Michael Woo published a paper entitled "Integrating Multimedia Into a Classroom Lecture" at the Eighth Annual Eastern Regional Competency Based Education Consortium: Total Quality Education Conference. In addition, he published a paper in the Second Congress on Computing in Civil Engineering titled: "Application of a Relational Database Management System for Information Tracking and Analysis." Maj Brannan published "Involving Engineering Faculty at a Small College" and "Planning and Organizing a Regional ASEE Annual Meeting" in the *Proceeding of the National Meeting of the ASEE*. LTC Stout presented a paper entitled: "Written Assessment-Eliminating the Subjectivity of Partial Credit" at the Southeast Section of the ASEE Annual Meeting in Biloxi, Miss.

LTC Fallon attended a Multi-Media conference and a Writing Across the Curriculum conference in Charleston , National Meeting of the ASCE in Atlanta and the Seabrook Conference on Writing Across the Curriculum. COL Lindbergh attended the 1994 Annual Meeting of the Accreditation Board for Engineering and Technology in Albuquerque, NM. Four Faculty members attended the Southeast Section of the ASEE Annual Meeting in Biloxi, Miss. Two faculty members attend the National Meeting of the ASEE in Anaheim, CA.

LTC Thomas Anessi published the first annual Department Newsletter which was sent to all Civil Engineering Alumni. Maj. Brannan taught a review course for the Principals and Practice Examination required for the Professional Engineering Examination. Maj Murden served as a graduate committee member for two Clemson University Master of Engineering students. Col Charles Lindbergh and two senior cadets visited the New England Area Citadel Club in Boston for the purpose of recruiting students. LTC Fallon served as a moderator and reviewer of papers for the National Meeting of the American Society for Engineering Education Conference Maj Brannan, Maj Murden and LTC Fallon served as reviewer for the Southeast Section of the American Society for Engineering Education Annual Meeting. Maj Brannan and LTC Stout also served as a moderator at the Annual Meeting. LTC Dion and Maj Woo moderated a session at the Second Congress on computing in Civil Engineering. Maj Brannan and LTC Fallon conducted a

workshop on MATHCAD at the Southeast Section of the ASEE Annual Meeting. Col Lindbergh took 25 cadets to Boston to tour the Boston Tunnel and recruit students for The Citadel.

The following are some general statistics for the academic year 1994-1995.

Number of Faculty Members 9*
Number of Cadet Students 150
Number of Students in the College of Graduate and Professional
Studies 38
Number of Cadet Students Graduating 16
Number of Students Graduating in the College of Graduate and
Professional Studies 5

* Maj Murden was promoted to Associate Professor and received Tenure this academic year. Dr. Harry Saxe continued employment with the department as a Visiting Professor of Civil Engineering.

H. Education

Mission

The Department of Education at The Citadel is dedicated to the preparation of teachers for the public schools of South Carolina and the nation. The Department also delivers graduate level programs designed to prepare educational professionals to assume responsibilities as school administrators, guidance counselors, curriculum specialists, reading specialists, or special educators. It is our mission to prepare these professionals through nationally accredited, quality programs. In addition to the preparation of educators for specific roles, the Department provides courses for professional staff development and recertification.

Major Issues Addressed and Actions Taken

The academic year 1994-95 was focused on preparation for the next accreditation visit of the National Council for the Accreditation of Teacher Education (NCATE). This group, the most prestigious national accreditor of teacher education programs in America, is scheduled to visit The Citadel for its five year interim review in the 1995-96 academic year. Part of the process for this review includes the submission of folios to the learned societies in specific curricular fields. The Department submitted its programs to the National Council of Teachers of English, the National Council of Teachers of Mathematics, the National Council for the Social Studies, and the National

Association of Elementary School Principals. We are presently awaiting the results of these submissions. In addition, the Department has begun to prepare itself for the on-site visitation of the NCATE. Dr. Ronald K. Templeton completed ten years of service as department head during this academic year and the Department expended considerable energies in its effort to attract a new department head. However, this search did not result in the selection of a new department head. Therefore, Dr. Templeton will continue in his role of department head through 1995-96.

Staffing - Summary of Changes

The department was successful in adding three faculty members for this year. Dr. Michael Berson joined the faculty in August 1994 as Assistant Professor of Education. His area of emphasis is basic teacher education, and he has been working extensively with cadet majors and MAT students. Dr. Mark E. Meadows joined the faculty in January as Coordinator of the School Counseling Program. Dr. Meadows brings a wealth of experience to our programs. He was Coordinator of Counselor Education at Auburn University prior to his association with The Citadel. He joins us as a Full Professor of Education. Dr. Robert Carter, a former chair of the School of Education at Castleton State College, was appointed as Visiting Associate Professor of Education.

Faculty Promotions, Major Scholarly Activities, Major Awards and Recognitions

The faculty generally continued to be productive. A number of the faculty made presentations to groups of professional peers, published in referred journals, and participated in in-service programs for local and regional school systems. Dr. Linda Elksnin contributed to a book during the academic year. Dr. Meadows received a national leadership award from the School Counselors Association. Dr. Teri Siskind received the Self Award for Excellence in Graduate Teaching. Dr. John Brown was granted tenure. These awards are representative of a faculty that is committed to good teaching and involvement with its professional community.

Student Information

Programs in teacher education have continued to attract a substantial enrollment, particularly at the graduate level. During this academic year, enrollment in most teacher education graduate programs has experienced modest growth. In Fall 1994, there were 639 students enrolled in degree-seeking programs and 1114 students enrolled in professional development courses. These enrollment figures are quite satisfactory, especially when it is noted that the program in community counseling was transferred to the Department of Psychology, and therefore, those enrollment figures are excluded from the Education Department's numbers. Enrollment is at least one measure of the quality of programs. The "market place" has indicated that a Citadel education at the graduate level is to be prized. The Department of Education takes pride in the achievement of attracting large numbers of graduate students to our programs. Enrollment at the undergraduate level has continued to grow. Cadet enrollment for Fall 1995 should be approximately 95 students.

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

I. Electrical Engineering

Mission

The mission of the Department of Electrical Engineering is to prepare its graduates for professional work or for graduate study in the field of electrical engineering and to provide as many of the elements of a broad education as can be included in a program of professional study leading to the degree of Bachelor of Science in Electrical Engineering.

In addressing its mission the department strives to provide an environment that is highly conducive to studying and learning through small classes and laboratories, closely supervised by full time faculty, and to develop close personal relationships between students and faculty. The program consists of a cohesive set of sequenced courses designed around a strong Core Curriculum so as to produce graduates who have developed the broad educational abilities provided by a modern post-secondary education and who have the breadth and depth required to practice engineering within the electrical engineering discipline in today's highly technological society.

The Department, established in 1941, offers a program leading to the degree of Bachelor of Science in Electrical Engineering. The program is accredited by the Accreditation Board for Engineering and Technology (A.B.E.T.). Since 1987, this program has been offered to citizens of the Lowcountry through the College of Graduate and Professional Studies, and it is currently offered in a coed, cooperative "2+2" format with Trident Technical College.

Major Issues Addressed and Actions Taken

Throughout the year, the Department adjusted to personnel changes and shortages in a significant fraction of its staff. These changes are summarized in the next section.

The department policy on faculty evaluation was restudied and revised. A job description for the department head was drafted.

On December 7th-9th, 1994, an ABET consultant reviewed and evaluated the program offered through the College of Graduate and Professional Studies as part of the preparation of the engineering departments for the official ABET evaluations of all Citadel engineering programs during the 1996-7 school year. The consultant's report does not reveal any program weaknesses previously unknown to the electrical engineering department faculty.

As a service to the over-all student body, official requirements have been established for an academic minor in electrical engineering. The number of students choosing this option is expected to be small, but all students selecting this minor can be accommodated in existing courses.

At the 26th annual Razor Lecture and Banquet, hosted by The Citadel's Student Branch of the Institute of Electrical & Electronics Engineers, the speaker was Thomas G. Campbell, '61. Mr. Campbell heads the Antenna and Microwave Research Branch of the NASA Langley Research Center.

Staffing - Summary of Changes

As the previous fiscal year ended, two full-time faculty members resigned, one after sixteen years of distinguished service in the Department but still

young enough for many more. Professor Thomas A. Jerse was hired in time to begin the fall semester, but the shortage of one out of six full-time faculty persisted throughout the year.

Mr. Frank Bryant (Captain, USN-Ret.) was employed as an adjunct professor to teach two sections of one senior elective during the spring semester, and several members of the permanent faculty, including the department head, taught paid overloads to accommodate this personnel shortage.

Mrs. Joan McCambridge retired after nine years as the departmental secretary and was succeeded by Ms. Theresa Welch.

Faculty Promotions, Major Scholarly Activities, Major Awards and Recognitions

In order to offer the four-year program for the Corps of Cadets and the "2+2" program through the College of Graduate and Professional Studies, permanent faculty members taught overloads each semester.

Professor Harold W. Askins, Jr., Department Head, was appointed to the Technical Advisory Board of the South Carolina Research Authority.

Associate Professor Lawrence J. Dunlop was issued his second U.S. patent and was awarded tenure.

Assistant Professor Thomas A. Jerse is preparing the second edition of his graduate text, *Computer Music: Synthesis, Composition and Performance*.

Assistant Professor Joseph W. Epple, Jr., was appointed to Garrett Academy's advisory board for electrical technology.

Student Information

Day program - 95 full-time students, 19 graduates
Evening program - 70 students, 8 graduates

Awards and Recognitions:

Magna Cum Laude (Mr. Theodore Blumstein & Ms. Sheryl Cutler)

Cum Laude (Barry A. Dowdy, SGT, USMC)

Honors Program Graduate (Cadet Han)

Phi Kappa Phi (Cadet Khawsuk)

Razor Award (Cadet Wu)

Peter Gaillard Award (Barry A. Dowdy, SGT, USMC)

Tau Beta Pi Engineering Scholarship Medal (Ms. Sheryl Cutler)

Chairman, Constitution Committee, Tau Beta Pi National Convention (Barry A. Dowdy, SGT, USMC)

Results of Fundamentals of Engineering/Engineer-In-Training Examination:
24 attempted, and 21 (87.5%) passed.

J. English

Mission

The English program at The Citadel is designed to provide all students with facility in using language and understanding ideas by acquainting them with great works of literature and by instructing them in the arts of reading and writing. The English program contributes to the Core Curriculum of the College by instilling in freshmen and sophomores the capacity to understand the basic genres of imaginative and expository writing and the ability to express themselves in clear, correct, and effective prose. Undergraduate English majors receive a broad education with advanced instruction in literary history, critical thinking, interpretation, and writing, so that they may think and write maturely about literature, apply their interpretative skills to non-literary communications, and express themselves aptly, whatever the topic. As a service to majors in other disciplines, the English faculty supplies instruction in public speaking, journalism, logic, and philosophical reasoning. Within the framework of two masters-degree programs (one, the Master of Arts, offered jointly with the University of Charleston), the English Department instructs graduate students in the methods of literary research, critical interpretation, and the history and structure of the English language. Finally, the English faculty serves the larger community of scholarship by engaging in original research and theoretical inquiry into language and literature.

Major Issues and Actions

In August 1994, the English Department discussed and prioritized several different challenges in the following areas: program assessment for the freshman-sophomore sequence; evaluation for tenure, promotion, and merit; faculty achievement awards; departmental use of adjunct and temporary faculty; curriculum review; departmental resources; and activities of English majors. Out of this planning grew a revision of a major document on "English Department Guidelines for Tenure, Promotion, and Merit" (submitted to the college on 15 September 1994); the establishment of a standing Merit Committee; the initiation of a curriculum review for the English Major; and the decision not to administer the MFAT to the 1995 graduating class of English majors. In April 1995, through the generosity of the Citadel Development Foundation, the English Department hosted one of the latest winners of the Pulitzer Prize for poetry, Yusef Komunyakaa, who spoke to several classes and to a program for the college and community at large.

Staffing

COL James A. W. Rembert was on medical leave during the entire fall term of 1994, and during the spring term of 1995 he served as the Fulbright Scholar in American Literature and Culture at the Guangzhou Institute of Foreign Languages in Guangzhou, China. LTC James M. O'Neil was on medical leave for about the final five weeks of the fall term of 1994. Mr. Michael A. Sigalas was a full-time temporary member of the department during the fall term.

Faculty Promotions, Major Scholarly Activities, Major Awards and Recognitions

Dr. James M. Hutchisson was promoted from Assistant Professor and Captain to Associate Professor and Major in August 1994 and received tenure at the same time.

Individual scholarly and professional activity by faculty of the English Department resulted in a broad range of publications and presentations including one book co-authored, one book edited, six individual chapters in books, six articles in refereed journals, thirteen papers delivered at scholarly conferences, five presentations on panels, one regional meeting organized and hosted. Other professional activity includes serving as readers for scholarly journals, judges for literary contests, managers for professional discussion groups on the internet, and officers in scholarly organizations. This scholarship has been itemized in the college's annual report on Faculty Scholarly Activity.

Professors David S. Shields and David G. Allen were in their second year of a three-year term as CDF Faculty Fellows. Professor E. F. J. Tucker served as Chair of the Faculty Council and Professor Peter A. Mailloux as the Chair of the College's Strategic Planning Committee.

Professor Tony Redd received a 1994-95 Faculty Achievement Award for Significant Contribution to the Student over his career of nearly 30 years; Professor Edward F.J. Tucker received a 1994-95 Faculty Achievement Award for Significant Contributions to the College over his distinguished career; and Professor Jim Hutchisson received a 1994-95 Faculty Achievement Award for Significant Contribution to the Profession in the 1994-95 academic year.

Student Information

Undergraduate Students:

Number of Majors (Spring 1995): 74

Number of Minors: n/a

Degrees Awarded, 1994-95 academic year: 17

Number of 1995 Graduates Attending Graduate or Professional School: 5

1994-95 Enrollment in the four Core Curriculum English Courses, exclusive of Summer School: 1,805

Undergraduate Enrollment in Summer School I, 1995: 78

Major Awards and Recognitions: Co-recipients of the William E. Mikell Award for 1995 were Cadets Steven Craig Jeffcoat and John Malachi Lewis.

Graduate Students (joint M.A. program):

Number of Majors (Spring 1995): 46

Degrees Awarded, May 1995: 1

K. Health and Physical Education

Mission

The Department of Health and Physical Education at The Citadel addresses its diverse mission through graduate degree studies, undergraduate degree studies, required activity and health courses, the intramural program, and sports clubs.

Through its graduate degree programs, the department provides initial certification for coaches and for teachers of health and physical education at the secondary level. Development opportunities are also provided for area professionals in the fields of health, physical education, and fitness.

Through its undergraduate Teaching Track, the department provides initial certification for secondary teachers of health and physical education.

Through its undergraduate Professional Track/Sports Management and Administration Option, the department prepares its graduates to enter careers in community and industrial recreation, resort sports programming, intramural/recreational sports and varsity program administration in schools, and management in the fitness industry. Through its Professional Track/Health and Wellness Option, the department prepares its graduates for careers in public and private health services or America's wellness industry or for admission to advanced study in physical/occupational health programs.

Through the Required Physical Education, the department provides the Corps of Cadets an information base on which decisions for healthy living can be based as well as exposure to a variety of recreational activities on which a lifetime of physical fitness might be based. This aspect of the department's mission is further addressed through extensive intramural and club sports programs.

Major Issues Addressed and Actions Taken

1. Dr. Robyn Roper was appointed for a second year as visiting assistant professor, and a search committee has been established to develop a position description in anticipation of replacing Dr. John Smyth.
2. The undergraduate and graduate curriculum committees met regularly and made suggestions for change in both the professional and required programs.
3. A list outlining the problems of Deas Hall and possible solutions has been sent to appropriate personnel.
4. Coaches who teach as part of their normal responsibilities have been encouraged to participate more fully in the department and guidance has been given concerning the preparation of course syllabi and outlines.

Staffing - Summary of Changes

As noted earlier, there is a possibility that Dr. John Smyth may not return from his educational leave of absence. Dr. Styles will retire in two more years, and steps are already being taken to ensure that supervision for student teacher field experiences, a major responsibility addressed by Dr. Styles, will not be interrupted by his retirement.

Faculty Promotions, Major Scholarly Activities, Major Awards and Recognitions

Numerous articles by Dr. Josey Templeton, who is president of the state association, appeared in our state journal. Dr. Templeton also presented at our Southern District Convention and has helped present numerous teacher workshops for elementary health teachers this past year.

Dr. Ezell, Dr. Carter, Dr. Roper, and Dr. Styles have all attended professional meetings throughout the year. Dr. Roper is currently working on a chapter in a health textbook.

Dr. Wilson received a grant from the state department of education for \$14,000 for the promotion of elementary school education. He also presented at three national conferences during the school year. Dr. Wilson has also had a chapter accepted in a textbook used in the field of risk management in

recreation. He was elected Vice-President for the Recreation Division of the Southern District Alliance for Health, P.E., Rec. and Dance.

Student Information

The total number of majors that graduated this year was 18, five in the teaching track, two in sports management and administration, and 11 in health and wellness. Five graduates have been admitted to graduate programs--one at Springfield College and four at The Citadel.

L. History

Mission

Through the Core Curriculum History Requirement, the Department of History endeavors to give students an acquaintance with, and appreciation for, our historical heritage, and seeks to enable them to see the relationship between causes and effects in the historical development of their own and other countries, and of civilization at large. Furthermore, the study of history is intended to assist the student's development of critical thinking, including the analysis and evaluation of historical evidence, and the ability to integrate and interpret data.

The history major expands on the Core Curriculum foundation and provided students exposure to four major areas of historical study: European, American, Latin American and Non-Western World, and Diplomatic/Military. History has proven to be a useful preparation for careers in the business, legal, ministerial, military, and public service professions, as well as a preparation for continuing study in graduate history programs.

The department offers minors in World History, European History, United States History, Latin American/Non-Western World History, and Diplomatic/Military History. A minor in history, reflecting the structured and sequential offerings within the department, affords students who do not choose to major in history the opportunity to develop expertise within the discipline consistent with their

interests and their plans beyond graduation. The minor is designed to give the non-History major an introduction to the basic skills of the historian and the depth of advanced study of the discipline offered within the department whether generally or specifically.

The Citadel and the University of Charleston offer a joint Master of Arts degree in history providing students advanced specialized work in one of the following areas: United States History, European History, and Asian/African/Latin American History. The program serves teachers, military personnel, the general Lowcountry community, and qualified undergraduates and non-traditional students interested in pursuing graduate studies in history. The management of the program is vested in a Joint Program Committee composed of representatives of the two history departments, including the Director (University of Charleston) and Associate Director (The Citadel). Diplomas and other documents indicate that the program is a joint endeavor and include the names of both institutions.

Major Issues and Actions

The Department commenced the academic year 1994-95 with a strong sense of its mission to teach history, to communicate to the undergraduate and graduate students the significance of the human past as truthfully and as comprehensively as possible. The faculty, all teaching scholars in the discipline of history, offered new undergraduate courses on the First World War (Colonel Michael Barrett) and Modern Mexico (Captain Pilcher). New graduate courses covered such topics as the Victorian Age (Captain Katherine Haldane), the Mexican Revolution (Captain Pilcher), and Myth and Reality in American History, 1865-1968 (Colonel Jamie Moore). Major Jane Bishop and Captain Haldane taught courses in The Citadel's Honors Program.

In conjunction with the Patriots' Point Naval and Maritime Museum staff, the Department hosted a symposium on the Battle of Okinawa, April-June 1945, the Allies' last major Pacific island campaign against Japanese forces during World War II. Major General James A. Grimsley, Jr., an infantry company commander on Okinawa in 1945, was a featured speaker at the symposium. Three faculty members (Lieutenant Colonel Bo Moore, Captain Haldane, and Colonel David White) served on the College Committee for the Observance of Black History Month, February 1995. Captain John Coussons served as faculty adviser to the Corps of Cadets' Honor Committee. The Department also completed and approved major policy statements on Tenure, Promotion, and Merit Review and on Assessment of the History Major and Programs.

The Joint Master of Arts in History Program with the University of Charleston continued to prosper after nearly six years in operation. Sixty students are in process (over half matriculating through The Citadel), and a dozen students have thus far received the M.A. in History degree. The Department also served students in Education seeking the M.A.T. in Secondary Education (History). Colonel Barrett, Associate Director of the Joint M.A. Program and coordinator of all History graduate programs, contributed greatly to the success of these programs which serve citizens of the Low Country and the State of South Carolina.

Staffing

The Department entered the academic year with an authorized strength of thirteen professors, one of whom -- Colonel Gary Nichols -- was on sabbatical during the Fall and Spring semesters, and a second -- Colonel Bill Gordon -- was assigned as Interim Dean of Undergraduate Studies. Professors Kyle Longley and Kyle Sinisi joined the Department in August 1994 as special contract faculty to support the Department while Colonel Nichols and Colonel Gordon were specially assigned. Captain Jeffrey Pilcher, Assistant Professor and Latin American specialist, joined the faculty in August. This year the Department also sought a specialist in Asian history, a process which culminated in the appointment of Keith N. Knapp as Assistant Professor beginning in August 1995. Captain Knapp will fill the vacancy created by Colonel Larry Addington's retirement last year.

Faculty Promotions, Major Scholarly Activities, Major Awards and Recognitions

Altogether nine faculty members of the Department received research and/or presentation travel support from the College through funds provided by the Citadel Development Foundation for scholarly projects. Colonel Nichols' article, "The General as College President: Charles P. Summerall and Mark W. Clark as Presidents of The Citadel," a CDF-sponsored project, appeared in the South Carolina Historical Magazine, October 1994. Two faculty members received

external grant support. Professor Kyle Longley received a South Carolina Humanities Council grant which brought nationally known diplomatic historian George Herring, University of Kentucky, to The Citadel for presentations on World War II and the Vietnam War. Captain Pilcher received a Rockefeller Archives Travel and Research Grant for research in the Rockefeller collection in New York.

Near the end of the academic year, History students and faculty members received special honors for exceptional achievement and performance. The James A. Grimsley, Jr. Award for Excellence in Undergraduate Teaching, 1995, was conferred upon Colonel Barrett.

Student Information

One hundred forty cadets were History majors in all four classes, and 12 declared as History minors. Thirty-six undergraduates majoring in History graduated in the 1994-95 academic year. Fifteen members of the Class of 1995 will attend graduate and professional schools. Over 450 cadets were enrolled in the Western Civilization Core Curriculum courses during the year.

Cadet Marion Turner Pope received the Francis Marion Cup which is awarded by the Rebecca Mott Chapter, Daughters of the American Revolution, to the graduating senior with outstanding achievement in United States history. Cadet Adam Groff received the H. L. Gary Award for outstanding achievement in European history. As the junior History major with the highest average in History courses, Cadet James Earnest Weatherholtz received the Medal of the South Carolina Commandery of Military Foreign Wars. In April, ably advised by Colonel Joseph Tripp, The Citadel Chapter of Phi Alpha Theta, the International Honor Society in History, inducted 23 cadets and 10 graduate students as new members, thus marking the chapter's 40th anniversary. In addition, Cadets Scott Barker and Adam Groff presented their HIST 490 research project papers at the Spring 1995 Regional Conference of Phi Alpha Theta held in Knoxville, Tennessee. Three graduate students -- Curtis Byars, Julia Sloan, and Tammy Sugarman -- presented their HIST 710: Seminar in U.S. History research papers at the South Carolina Historical Association meeting at Lander College in March.

M. Mathematics and Computer Science

Mission

The primary mission of the department is to provide a flexible education for undergraduate students in mathematics and computer science which will prepare them for the future and make them attractive for the military, their selected employers, or graduate schools. The department addresses this mission through three degree programs (B.S. and B.A. in Mathematics and B.S. in Computer Science), four minors, and three sequences meeting Core Curriculum Mathematics Requirements. Also, it is the mission of the department to assist in the growth and development of the Lowcountry by providing advanced educational opportunities in the areas of mathematics and computer science.

Major Issues Addressed and Actions Taken

Among the major activities undertaken this year was the reform of the science/engineering calculus sequence using materials designed by the Calculus Consortium based at Harvard. Also, efforts were made to improve the effectiveness of the Math Lab. Among the actions having a positive impact were the use of Graduate Assistants in the evening to staff the Lab and for one-on-one tutoring

during the day. A major activity undertaken by the computer science faculty this year was the development and offering of a series of professional development

unix courses for NISE-East and their supporting contractors. Other activities during the year include the development of new courses on the Internet (both graduate and undergraduate), the creation of a departmental WWW home page, enlargement of the department office, and the hosting of a regional SIAM meeting.

Staffing - Summary of Changes

James R. Bessent was hired as a Full-time temporary for 1994-95. Angela Rinehart served as a Graduate Assistant for the Fall term before taking a teaching position at Summerville High School. She was replaced by John Sullivan who will continue through the Fall 1995 semester. Both Angela and John were very popular with cadets and provided valuable assistance in the Math Lab.

Faculty Promotions, Major Scholarly Activities, Major Awards and Recognitions

Dr. Mei-Qin Chen received tenure and was promoted to Associate Professor. Dr. David A. Trautman, Associate Professor, received a Faculty Achievement Award. Members of the department remained professionally active. Four faculty members (Professors Chen, Deutz, Greim, and Hurd) had CDF Research Grants and 10 others participated in faculty development activities. A total of 10 articles or conference proceedings were published by Professors Chen, Comer, Deutz, Francel, Greim, and Hurd. Members of the department gave 16 presentations at meetings, workshops, or other colleges. During March, the annual meeting of the Southeastern Section of SIAM was held at The Citadel. Professor Mei Chen was the principal organizer for the meeting attended by over 120 participants from colleges and industry. The department and its members also assisted various pre-college mathematics and science organizations. It hosted the State Mu Alpha Theta meeting and assisted with MathCounts and the Fall MESAS workshop.

Student Information

The department provides courses for a wide range of programs. The enrollment for the year in 100-level mathematics courses was 1285 students, down 9% from 93-94, and the enrollment in 100-level computer courses was 381, down 6% from 93-94. We ended the year with 54 computer science majors, 20 mathematics majors, 40 graduate students, and 11 minors (most in the MIS track). During 1994-95 there were 9 degrees awarded in B.S. Computer Science, 2 in B.S. Mathematics, 5 in B.A. Mathematics, and 10 Masters of Arts in Teaching with Mathematics as a Teaching Field. Nine of the graduating seniors are going into the military, 3 took positions in the computer field, 2 plan to attend graduate or professional school and 2 did not provide information. In all, 11 of the graduating seniors indicated they planned to attend graduate school in the near future. Seventeen of the department's majors made Dean's List in Fall 1994 (4 Gold Stars) and 16 made Dean's List in Spring 1995 (3 Gold Stars). In this year's William Lowell Putnam Mathematics Competition The Citadel's team achieved its highest score ever and was ranked 101st out of the 409 schools represented. Cadet Jason Skinner was ranked 435 out of the 2314 students in the U.S. and Canada who took the exam, and The Citadel had two of the top three scores from the state of South Carolina.

N. Modern Languages

Mission

Knowledge of a foreign language is indispensable for the education of the whole man and is a fundamental requirement for maintaining satisfactory commercial, diplomatic, and cultural relations in a rapidly changing world. The ability to communicate effectively in French, German or Spanish in the areas of commerce, government, science and the arts is vital to state and national interests. Sensitivity to other cultures gained through careful study of foreign languages and cultures is an essential element of a liberal-arts education. The department therefore must provide a language acquisition experience consistent with the goals of the core curriculum, insure proper placement of incoming students consistent with prior language study, as well as offer comprehensive major and minor programs in French, German, and Spanish that prepare graduates for advanced study or professional life outside the language field.

Major Issues Addressed and Actions Taken

Development of departmental standards for retention, tenure, promotion, and awards was the most time-consuming activity of the year and was accomplished during the second semester. More work remains to be done in fine-tuning concepts and procedures. Assessment of placement procedures and performance of students in the core curriculum courses (100 and 200 levels) continues. A proposal to require a C in 101 and 102 language courses, submitted to the Committee on Curriculum and Instruction in April, was tabled until the next academic year. A second proposal to require an exit exam of all students for each of the core courses (101, 102, 201, and 202), submitted to the same committee, also was tabled until next year. The department is continuing to prepare a proposal for a Master of Arts and a Master of Arts in Teaching in French, German, and Spanish.

Staffing - Summary of Changes

Professor Katherine Skow-Obenaus joined the department to replace Professor Frank Frohlich who retired in 1994. Professor Lydia Masanet, a PhD candidate in Spanish at the University of Southern California, was employed on a term contract for a maximum of three years. The department is fully staffed with permanent faculty; however, adjuncts may be necessary from time to time to meet unforeseen enrollment demands in lower level courses.

Faculty Promotions, Major Scholarly Activities, Major Awards and Recognitions

Dr. Albert Gurganus was recognized for his contributions to The Citadel in the area of teaching and service by receiving a CDF Award. He was also granted a sabbatical leave for 1995-96 in order to do research on a book and several articles. Professor Elba Andrade's critical anthology *Teatro y Dictadura en Chile* was published in December. Professor Mark Del Mastro's consistent efforts with Sigma Delta Pi resulted in national recognition of The Citadel chapter for the second consecutive year. Professors Bahk, Del Mastro, Skow-Obenaus, and Toubiana presented papers at various professional conferences during the year.

Student Information

There were 23 language majors in the department, of whom 9 graduated in the 1994-95 academic year. The minor program in French, German, and Spanish is thriving with nearly 60 students having officially declared a minor by the end

Dr. Patrick R. Briggs, Associate Professor of Physics, received the Medberry Award in teaching.

Student Information

The Department of Physics had twenty seven students majoring in physics (one on leave) at the end of the 94-95 academic year. Of these students nine graduated, six taking a commission in the armed forces, one going to graduate school, one taking a position in a federal laboratory, and one following in the family business. Six seniors presented the results of their research projects at the South Carolina Academy of Science. One received a Sigma Xi first place prize in physics for his presentation. Eight students were minors in applied physics, with one student completing the requirements, this in the second year in which such a minor has been offered. Several of these students served as science fair judges at area schools.

P. Political Science

Mission

The Department of Political Science with a faculty of nine full-time faculty members offers a major which permits each student to concentrate his study in one of three subfields 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. The Political Science Curriculum develops three alternative areas of concentration: (A) American Government and Politics, (B) International Politics and Military Affairs, and (C) Pre-Law and Criminal Justice. The curriculum is designed to make sequential/developmental learning likely and seeks to avoid a random smorgasbord approach. Serious attention is given to "writing across the curriculum," oral communications, computer literacy, and to improving our students' quantitative and analytical skills. The Department also offers four minors in American Democracy, Criminal Justice, International Politics/Military Affairs, and Non-Western Studies to provide a wide range of options for non-Political Science majors who are interested in some aspect of political science. Additionally, the Department has responsibility for two courses as part of the College's core curriculum: Sociology (SOCI 210), and American Politics and Government (PSCI 201). In majors, the Department of Political Science is the second largest department on campus.

The Department of Political Science, while strongly committed to its mission in The Citadel's undergraduate program, also offers courses related to the Department of Education's program leading to a Master of Arts in Education with a social science major. Moreover, the Department coordinates and directs this program in cooperation with the Department of Education.

Major Issues Addressed and Actions Taken

The Department of Political Science is in the process of developing a Master of Arts program in Criminal Justice and is preparing to submit a proposal to the Commission on Higher Education in the fall of 1995. Based on extremely low pre-test scores in the American Politics and Government core course, members of the department strongly believe that a course in the fundamentals of American Government should be taught to all students as part of the core curriculum as mandated by the State of South Carolina.

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 1994-95 students served internships with the following agencies in the local area:

- Mt. Pleasant Police Department
- North Charleston Police Department
- Charleston County Sheriff's Department
- Federal Public Defender
- Charleston County Public Defender (state)
- South Carolina Department of Probation, Parole, and Pardon Services
- South Carolina Department of Natural Resources
- City of Charleston Department of Planning and Urban Development
- U.S. Attorney's Office
- U.S. Air Force Judge Advocate General's Office (JAG)
- U.S. Air Force Security Police
- U.S. Coast Guard
- Various local law firms
- South Carolina State Ports Authority

The Department has also worked to expand its internship program to include students who have the opportunity to do summer internships with governmental officials (e.g., congressmen) or with government agencies (e.g., Department of Alcohol, Tobacco, and Firearms).

The Department routinely offers a variety of special courses each year. New courses on the Politics of Southern Asia, the International Political Economy, the Politics and Race have been developed by Professor Feurtado. Professor Davis is developing a new area course in Western Europe and Professor Britz has taught new courses in Police Administration. We have worked to develop extra opportunities for our students as evidenced by a special topics course in Environmental Law and Professor Moreland's very popular course on The Politics of the 1960s. There have also been a number of discussions during the lunch period on Third World Issues.

Faculty Promotions, Major Scholarly Activities, Major Awards and Recognitions

Departments such as Political Science and Business Administration have far more students in upper division courses resulting in greater teaching loads. Despite these heavy teaching and advising responsibilities, the departmental faculty continued during 1994-95 to be extremely active within the profession.

A number of research papers have been presented by members of the Department at the following scholarly meetings:

- Southern Political Science Association
- South Carolina Political Science Association
- Southwestern Political Science Association
- Academy of Criminal Justice Sciences
- American Society of Criminology
- Quantitative Instruction in American Society
- Southern Criminal Justice Association
- Academy of Criminal Justice Sciences
- International Association of Chiefs of Police
- Midwest Region/International Security Studies, ISA

Southern Region, ISA
International Studies Association
Conference on Culture, Technology, and Change in the
Americas
South Carolina Higher Education Assessment Conference
CAC Citadel Workshop at Camp St. Christopher
Wildacres Conference Writing Intensive Seminar
Grand-Valley State University Conference on Civic
Engagement
Far West American Culture Association

In addition, members of the Department published 8 journal articles, 3 book reviews, 13 presentations at professional meetings and served as discussants on 3 panels. Many of the departmental faculty were engaged in research related travel. These scholarly activities greatly enrich class presentations and maintain the currency of the faculty in their respective fields of specialization.

The Department has also been very active in helping conduct the business of the college. For example, various departmental faculty chaired Self-Study committees and assumed responsibility for writing significant parts of the final report and follow-up reports. A number served on key institutional committees such as Strategic Planning, Communicating Across the Curriculum, the Inn of Court, Black History Month, and academic advisor to cadet companies.

The Department of Political Science is sensitive to its role in the community and continues to cooperate with various organizations such as the Charleston County Library, Foreign Affairs Forum, Civic Clubs, English Speaking Union, and the Higher Education Consortium in providing speakers on such issues as political campaigning, foreign policy, and the American Constitution. A number of members of the Department are active in community organizations, churches, prison ministries, and the like, as well. Additionally, members of the Department have been generally available to the local and state media regarding topics of their expertise in the news.

The level of scholarly activity, the quality of leadership, the extensive work done by various members of the Department on college committees and in the governance of the college, and the serious attention given to improving teaching by our faculty reflect our collective commitment to fulfill our obligations to our students and The Citadel.

Student Information

Currently there are 273 cadets majoring in Political Science and 21 who have selected Political Science as a minor. The Core Curriculum Social Science course in Political Science had enrolled 109 students in the fall and 58 in the spring. Sixty-four degrees in Political Science were awarded in the 1994-95 academic year. We were pleased to award the James K. Coleman Scholarship Award to Brent R. Ruth who had only one "B" during his four years at The Citadel. Another Political Science major, Haytham Faraj, was the recipient of the Pryor Award for the best senior research paper in the College for 1994-95 and received honorable mention for a paper presented at the South Carolina Political Science Association Award for the best undergraduate paper.

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. 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.

Graduates of the department enter military service, public administration, law, criminal justice, graduate and professional schools, business, and federal and state government. Exit interviews of 53 graduating seniors majoring in Political Science showed that 76 percent were interested in law and criminal justice while the remaining 24 percent were concerned with studying international relations. In order to prepare graduating seniors for graduate and law schools and professional employment, seminars and workshops are conducted annually on the Foreign Service, Graduate Record Examination, Law School Admission Test, employment opportunities in criminal justice, and Civil Service employment. Each member of the departmental faculty is readily available for individual consultations regarding career guidance for our majors. Additionally, the Department has subscribed to an employment service bulletin which is made available to students, and steps have been taken to have the Career Development Center subscribe to a similar publication devoted to positions in the criminal justice field. Eighty nine percent of the seniors indicated that they thought they were adequately prepared for their long-range career plans.

Q. Psychology

Mission

The Department of Psychology offers an undergraduate program of study leading to the Bachelor of Arts degree and two graduate programs, one leading to the Specialist in Education degree (Ed.S.) in School Psychology and the other leading to the M. Ed. in Community Counseling. The undergraduate major in psychology is designed to help the student integrate his learning from a broad background in the humanities and sciences while introducing him to psychology as a science and as an applied human service. The strategy for obtaining this over-reaching goal includes a curriculum which combines the increasingly sophisticated research in the field with the observational-clinical-applied tradition. The graduate program in school psychology is directed toward developing specialists who are competent to deal with psychological and educational problems of children and to improve the psychological milieu of school environments. In addition, the department offers a minor in psychology and a very popular Social Science Core Curriculum course, PSYC 209, Psychology of Individual Behavior.

Major Issues Addressed and Actions Taken

The move of the Community Counseling Program from the Education Department to the Psychology Department was completed in the Fall of 1994. The Community Counseling Program and the School Psychology Programs are currently undergoing changes to bring them into line with current accreditation standards. The School Psychology program is currently accredited by the National Association of School Psychologists.

Staffing - Summary of Changes

In personnel, Michael Daine, Ph.D. and Darin Matthews, M.A. joined the faculty in the fall of 1994. Darin Matthews was awarded his Ph.D. from the University of North Carolina in May of 1995. Nancy L. Bell will be joining the faculty in the fall of 1995. Currently she is an intern in school psychology at

the Astor Home for Children in Rhinebeck, N.Y. and completing her Ph.D. in School Psychology at the University of South Carolina. She will be teaching in both the cadet and graduate programs.

The main staffing need for the coming year is in the area of counseling psychology. Dr. Oliver Bowman has announced that he will be retiring in July 1996. Dr. Bowman has served as Director of the Counseling Center and has taught a full teaching load within the Psychology Department. It is anticipated that we will be recruiting one new faculty member in this area. In addition, the Community Counseling Program will have to be closely monitored to determine the exact needs in that program.

Faculty Promotions, Major Scholarly Activities, Major Awards and Recognitions

Two faculty members received a CDF research grant and five faculty members received CDF Faculty Development Grant. In addition to CDF funds, Dr. Timothy Daugherty was awarded two grants.

Daugherty, T. & Tillman, S. (1995). Families Organized for Resource Use Management. Developmental Disabilities Council, South Carolina Office of the Governor. Funded: \$38,279.

Daugherty, T., McIheny, D., & Tillman, S. (1994). Advocacy Coalition for People with Disabilities. South Carolina Department of Disabilities and Special Needs. Funded: \$18132.

Dr. Conway Saylor was awarded a \$42,000 grant from the U.S. Department of Education for follow-up of premature infants. In addition, Dr. Saylor is Director of a project entitled "Parent and Professional Alliance (PAPA)" funded for \$42,336 by the Developmental Disabilities Council, Office of the Governor. Dr. Conway Saylor is director of a project entitled "Caring Connection" funded for \$38,000 by the Department of Health and Environmental Control.

One hundred percent of the Psychology faculty presented at state, regional, or national meetings.

In addition to these presentations, six members of the Psychology Department published chapters, books, and articles in professional journals.

In addition to their publications, the faculty of the Psychology Department have been very active professionally on a national, regional, and state level. COL Oliver Bowman has served as the Arland D. Williams Endowed Professor of Psychology. In addition COL Bowman was on the Program Selection Committee of the Southeastern Psychological Association and chair of the Membership Committee of the South Carolina Psychological Association.

CAPT Daugherty served as President of the Charleston Area Psychological Association, served on the Board of Directors of the Advocacy Council for People with Mental Retardation, and served as President of the Board of Directors of the Advocacy Coalition for People with Disabilities.

LTC A. J Finch, Jr. served as past-president of the Section of Clinical Child Psychology of the American Psychological Association. Dr. Finch served on the Board of the American Board of Clinical Psychology of the American Boards of Professional Psychology. Currently, he is serving as National Coordinator of Examination for the Board of Clinical Psychology. He served on the editorial board of Assessment.

MAJ Lipovsky has served as the Coordinator of the Community Counseling Program and is President of the South Carolina Academy of Professional Psychology.

MAJ Politano has served as Coordinator of the School Psychology Program and was Treasurer of the Charleston Area Psychological Association.

MAJ Saylor obtained the Diplomate in Clinical Psychology from the American Board of Professional Psychology this year. In addition, she served as an examiner and chair of examinations for the American Board of Clinical Psychology. Dr. Saylor is Guest Editor for a special issue of the Journal Pediatric Psychology and on the editorial boards of the Journal of Pediatric Psychology, Children's Health Care, and the Journal of Clinical Child Psychology. In addition, she serves as a reviewer for the Journal of Consulting and Clinical Psychology and the Journal of Abnormal Child Psychology. She is President-elect of the Society of Pediatric Psychology, chair of the Student Research Awards Committee of that organization, and Co-chair of the Joint Task Force on Networking and Public Policy. MAJ Saylor served on the American Academy of Pediatrics Work Group on Disasters and has now been appointed as Psychology's representative to AAP's committee on psychosocial issues for children and adolescents. She established PSI CHI, the National Honorary Society for Psychology Students, at The Citadel and serves as its Faculty Advisor.

Student Information

Eighty three undergraduate students majored in psychology this year which is consistent with the figure over the last few years. Of the 15 1995 Cadet graduates, three have been accepted into graduate or professional programs. This year four psychology majors received departmental honors. This was the third year that the Psychology Department required that all of its seniors take the Major Field Test in Psychology. The 1995 graduating class of psychology majors were at the 77th percentile nationally meaning that 77 percent of the graduating classes from colleges across the country performed below The Citadel's psychology majors. The Psychology Department presents an annual award for the outstanding undergraduate senior in psychology. This award was named in honor of D. Oliver Bowman for his commitment to excellence in undergraduate education and was awarded to Joseph E. Logan.

Nine graduate students earned their Ed.S. in May 1995. Of these, one graduated with distinction. In addition, three graduate students earned their M.Ed. in School Psychology. Nineteen students earned their M.Ed. in Community Counseling. The Psychology Department presented the second annual Aline Mahan Award for the outstanding school psychology student to Kathryn North Herold.

The Psychology Department has a chapter of the National Honor Society in Psychology (PSI CHI). This Honor Society was founded in 1929 to recognize and encourage those students who display outstanding achievements in the field of psychology. During the 1994-95 year, 3 undergraduate students and 12 graduate students were inducted.

The Psychology Club is a club for those cadets who are interested in psychology. This organization has been very busy in a variety of areas including the "Buddy Program" which was awarded an Award of Service in recognition of its

outstanding support of the programs and services of the Disabilities Board of Charleston County.

During the academic year, 870 undergraduate students and 567 graduate students enrolled in psychology courses. Average enrollment was 28.14 in undergraduate classes and 16.20 in graduate classes. During the Second Session of Summer School in 1994 there were 39 graduate students enrolled and 34 undergraduates. Enrolled in undergraduate psychology courses in the 1995 First Summer Session were 41 students and enrolled in graduate classes were 75 students.

The Psychology Department minor in psychology has eight students officially enrolled. It is anticipated that this number of minors will remain relatively constant.

The Department is especially proud of the professional, scholarly, and academic involvement of its faculty and students in 1994-1995. Two Cadets presented their research at the Spring Conference of the South Carolina Psychological Association:

Logan, J. & Perry O. Attitudes of college students towards children with special needs and their parents. (C.Saylor, Advisor)

One cadet had a paper published in a national professional journal:

Perry, O. & Daugherty, T. (1995). Trait anxiety of college males who witnessed murder or injury as a child. College Student Journal, 29, 243-246.

Four cadets presented research findings at various national meetings.

Daugherty, T., Lawrence, J., & Perry, O.* (1995). Childhood victimization and development of anxiety among college students. Paper presented at the annual meeting of the Society of Personality Assessment. Atlanta, GA.

Bethke, C., Saylor, C., Daugherty, T., Baumgartner, H.*, Henderson, J.* (1994). Parents impacting on the attitudes of health care professionals and their trainees. Presented at the Council for Exceptional Children-Division of Early Childhood Meeting, St. Louis, MO.

Daugherty, T., Baumgartner, H.*, & Saylor, C. (1994). Measuring attitudes towards children with disabilities and their parents. Presented at the American Psychological Association Meeting, Los Angeles, CA.

* denotes cadets

Cadet Dean Howell of the Psychology Department's "Buddy Program" was an invited presenter at the 1995 Governor's Luncheon on Disabilities.

The graduate students have become increasingly involved in research. During this past year, nine graduate students in presented papers at the South Carolina Psychological Association:

Gagnon, R. Developmental comparison of the WISC-R and WISC-III.

Glover, S. Comparison of the Bayley Scales of Infant Development.

Glover, S. & North, K. Socioeconomic correlates of adaptive versus general development in high risk infants.

Jimenez, D. The effectiveness of student-teacher progression.

King, P. Predictors of developmental progress in medically fragile, socioeconomically disadvantaged youngsters.

Morrison, M. The effects of defendant race on mock juror judgements.

Parker, C. Inclusion: A survey of attitudes by School Psychologist.

Pierce, S. Attitudes toward summer school verses regular semester classes among graduate students.

Smith, D. The effects of depression and neuroticism on mock juror judgements.

Denise Jimenez's paper won second prize for graduate students at the South Carolina Psychological Association.

In addition to the SCPA presentations, three graduate students presented research in collaboration with faculty at the Southeastern Psychological Association Meeting:

Slesinger, D.** & Politano, M. Comparison of picture arrangement and picture completion: WISC-R & Wisc-III.

Politano, M., Tavel, S.** , & Nelson, W. M. Factor analysis of the WISC-III with emotionally handicapped school children.

Saylor, C. & King, P.** Predictors of developmental outcomes for medically fragile infants: Boys versus girls.

One graduate student had a paper accepted for presentation at the August 1995 meeting of the American Psychological Association:

Glover, S.** & Politano, M. Comparison of the Baley Scales of Infant Development.

** denotes graduate students

R. Information Technology Services (ITS)

Student Computer Labs

In January the 23 PCs in the LeTellier Hall 203 lab were upgraded from 286s to Pentiums (586s), and the 8 PCs in the LeTellier 206 lab were upgraded from 486s to Pentiums. In addition new software and software upgrades (AutoCAD, Matlab, etc.) were installed in both of these labs, which are heavily used by Civil and Electrical Engineering majors. All of the PCs in the LeTellier 203 lab were also linked to Citnet, the college's campus network, through direct Ethernet connections.

In September the 5 PCs in Electrical Engineering's instrumentation lab were upgraded from 286s to Pentiums, and new software was installed on these PCs. In addition all five PCs were linked to Citnet through direct Ethernet connections so they can print to a new Hewlett-Packard color printer. Three more Pentiums

will be added to this lab in October.

In October a new Pentium PC and a high-speed Hewlett-Packard laser printer were installed in each of the four barracks computer labs. This new equipment triples the page per minute printing capability of each lab and enables cadets to print from Windows applications instead of just from DOS and Macintosh applications.

Student Computers

Seventy-five freshmen have bought Pentium PCs, PerfectOffice software, and barracks room network connections through the college. An additional 75 freshmen have purchased the PerfectOffice software and barracks room network connections. In all, approximately 200 freshmen have personal computers in their rooms.

Faculty Computers

Twenty new Pentium PCs have been installed in faculty offices this year. All have been linked to Citnet with direct Ethernet connections.

Campus Data Network

Citnet's fiber optic backbone has been extended to Byrd, Duckett, Jenkins, and Mark Clark Halls as well as to Barracks 1 and 2.

Multimedia

The auditorium on the first floor of Bond Hall (Room 165) has been converted to The Citadel's fourth (and best) multimedia classroom. This room is now equipped with a double screen projection system, Citnet and video network connections, and a presenters station that includes a Pentium PC, a Macintosh, a "visualizer" video camera, CD-ROM drives, a VCR, a video disk player, and room lighting and sound controls.

A new multimedia support center is now open for business in Bond 255. The primary purpose of this facility is to provide faculty, staff, and students the equipment and technical assistance they need to develop first-class multimedia presentations and learning resources. When fully equipped, this facility will include at least 10 Pentium PCs and Macintoshes, CD-ROM drives, VCRs, video disk players, digitizing cameras, and equipment for making CDs and 35mm slides.

The Citadel's first multimedia lab is being constructed in Bond 252. This lab, which will be ready for student use by January 1996, will include 20 Pentium PCs as well as a high-speed laser printer and a high-resolution color printer. The computers in this lab will have access to a variety of multimedia input devices, including CD-ROM drives, VCRs, video disk players, and the campus video network.

Campus Video Network

Three satellite dishes have been installed on the roof of Bond Hall. One of these dishes is aimed at SCETV's satellite transponder. The other two are steerable and can be pointed wherever we want.

Coaxial cable has been run from Bond Hall (the hub of the campus video network) to the Daniel Library and to Byrd, Capers, Duckett, Grimsley, Jenkins, and Mark Clark Halls.

When this network is completed, it will be cable of carrying four types of video: cable, satellite, VCR, and live. Faculty will be able to show all four types of video in classrooms that are connected to the network. Meetings and ceremonies that are being held in one building can be televised in others.

S. Daniel Library

Mission

The primary mission of the Daniel Library is to provide the resources, services, and library environment which supports the teaching and research requirements of The Citadel's faculty and student bodies.

Major Issues and Actions

Acquisitions

Although funding for the purchase of books was limited, the method of acquiring them was streamlined. Each department now has only one library fund, and despite funding deficiencies, departmental orders have still been processed in an orderly manner so they are ready to be ordered when monies do become available.

Budget

The terms used to describe the budget were examined and revised to make them more meaningful, and accounts were combined when necessary. The budget of the library is undergoing a careful review. The issue of "access versus ownership" is a critical one at The Citadel, and the absence of an institutional policy on balancing these two approaches to providing library support has been cited as an area of concern by both South Carolina Commission on Higher Education reviews and the Reaffirmation Committee of the Southern Association of Colleges and Schools. A consultant is being hired to advise the College on a number of areas including space, funding, staffing, and the nature of the collection itself.

Building

The Daniel Library continues to experience the problems of an aging building. A leaking roof requires that special steps be taken to protect several rows of books during heavy rains. In addition, space for the collection as well as for study sites has been cited as a problem by review teams for the South Carolina Commission on Higher Education and the Reaffirmation Committee Report for the Southern Association of Colleges and Schools. The Citadel has requested that the State issue capital improvement bonds, but no action has as yet been taken.

Collection

The annual reports of the Daniel Library over the last ten years were only concerned with books, so our holdings did not compare favorably with those of other libraries. We have now adopted the standard ACRL method of counting volumes which includes microform and serials as well as books, and will enable us to compare our holdings with other libraries. Ten microfiche count as one volume. Each microform reel counts as one volume and so does each bound periodical volume, each video tape and each cd-rom. Using this criteria, our

volume count for 1993-94 (we do not have the 1994-95 figures yet), is 304,457. This is broken down as follows:

Book titles	150,200
Additional book volumes	22,034
Bound serial titles	512
Additional serial volumes	11,786
Government document titles.	11,167
Additional government document volumes.	2,578
Current serial subscriptions.	1,344
Current newspaper subscriptions	17
Books on microfilm.	558
Serials on microfilm.	11,558
Audio titles.	12
Additional audio volumes.	14
Video titles.	478
Additional video volumes.	299
Machine readable titles	37
Additional readable volumes	6
	<hr/>
Total volumes of paper, reels, audio, video, and machine readable	212,600
Books on microfiche	16,214
Serials on microfiche	825,288
Government documents on microfiche.	77,068
	<hr/>
Total fiche	918,570
Total volumes of fiche (10 fiche = 1 volume)	91,857
	<hr/>
Grand total	304,457

*source: Library Statistical Spreadsheet, comp. Marion Mitchum HN
14 June 1995

Using the same formula, there were 9,910 volumes added in 1993-94 and 1,509 volumes deleted.

It should be noted that the Civil Engineering collection will be moved into Daniel Library. This action will place all library holdings in one area and will greatly enhance the security of that collection, the access that students and faculty have to that collection, and enable the College to take a number of money saving steps, such as converting some of the holding to microfilm.

Computer databases

The National Criminal Justice Reference Service, 1972-1993, was added to The Citadel's VAX server, and the stand alone collection of cd-roms now numbers around 50. The Government Printing Office is supplying us with many at no cost as a result of The Citadel being a depository library. Some of the most

desirable include Statistical Abstracts, NTDB (National Trade Data Base), Air University Index and Occupational Outlook Handbook. These will probably be transferred to the VAX during the next fiscal year along with the Magill Survey of Science, an excellent, readable scientific overview. Two cd-roms made available this year are the DeLorme Street Atlas USA whose maps include almost every street in the United States and the DeLorme Global Explorer which covers maps of foreign countries as well as the United States.

The Citadel went Gopher this past year allowing its students and faculty access to vast collections of information. The Pentium computer in the library can even access the new World Wide Web connection. Any computer or terminal anyplace, including those in the library, can utilize the LYNX connection which is the World Wide Web without the graphics.

Besides end user data bases, those accessed by the user directly, the Daniel Library still subscribes to the databases which require the librarian to be the intermediary between the patron and the database. Around a thousand are available through library connections with Dialog, BRS, and Wilsonline. Use has declined dramatically since the end user databases became so immensely popular, but they still perform a valuable function for advanced research. One data base that has increased its popularity is Citation Index which enables the researcher to find all the recent articles which have cited an older article which the researcher found valuable.

Equipment

Through monies in the O. Ray Moore Fund, the library was able to order four new pentium computers: two for patron use, one for library instruction, and one for the use of the library faculty and staff; microfiche cabinets; an overhead projector for library instruction; and two laser printers, one for library faculty and staff, and one for patron use. An order for two additional microfilm/microfiche printers is currently in the bidding process.

Interlibrary Loan

The interlibrary loan department is still tabulating ILL transactions for AY 1994-95, but a preliminary count shows over 8,556 transactions. We borrowed or received photocopies of 6,101 items and lent or made photocopies of 2,455 items. We received 3,646 more items than we lent.

Library Instruction

The Reaffirmation Committee of the Southern Association of Colleges and Schools visited The Citadel in the spring of 1994. Their report was not cited in the annual report of the library for 1993-94, but it bears mentioning because it is still true today:

Librarians have devoted special attention to orienting and instructing students in the use of the library and information. The centerpiece of the program is an instructional workbook which all entering freshmen complete. This foundation is built upon with course-integrated instruction tailored to specific disciplines in upper division and

graduate courses. In-person sessions are complemented by point-of-use handouts on a variety of sources and services. Statistics indicate that very nearly 100 percent of freshman cadets and over 25 percent of beginning graduate students received some form of in-person library instruction in the classroom each year, in addition to personalized assistance as they used the library. Conversations with cadets and graduate students confirmed that most had received appropriate instruction, and had found it useful. This Committee commends the library on the outstanding quality and quantity of its instruction in the use of the library and information sources. (p. 70)

The Library faculty continue to work with classroom faculty in nearly all departments to integrate library research and information literacy into the curriculum. This was the second year of the revised format for freshman library instruction. The addition of more computers since the previous year greatly facilitated the hands-on portion of the class. Student evaluation of the program was positive. New faculty members were issued invitations to attend new faculty library orientation sessions. Current faculty were invited as well. Fourteen new and current faculty members participated. During 1994-95, 129 classes were taught, including both the freshman program and course specific classes, with 3006 students participating.

The Daniel Library faculty also provided library orientation and instruction to high school students from Project Challenge and Burke Magnet High School and AP students from North Charleston High School and Sea Island Academy.

Public Relations

The Library published the first volume of *Research Connections, the Newsletter of The Citadel Library* during 1994-95. Plans are to publish two or three issues per semester.

Assessment Initiatives

Recognizing the fact that patterns of library use have changed over the years, the library will begin gathering a range of data showing use patterns beginning with the start of 1995-1996. The following statistics will be collected:

1. Number of people using the library each day.
2. Numbers and types of books used within the library.
3. Number and types of journals used within the library.
4. Number and types of microfilm and microfiche used within the library.
5. Number of photocopies made for both Ricoh copiers and also the microform copiers.
6. Number of log-ins for each networked electronic database.

This information will help the library staff reflect in the nature of the library collection actual usage of materials by subject matter and type.

Staffing

With the ill-health and death of the former director, LTC Palestrant, Daniel Library has been without the services of a director for an extended period. LTC Sherman Pyatt and LTC Herb Nath have both done fine jobs as acting director, but the absence of a permanent, full-time director and a full slate of library faculty and library technical assistants has had demonstrably ill-effects on the operation of the library. The library has a staff of seven librarians and eleven library technical assistants, but at no time in recent years have all these permanent positions been filled. With the passing of LTC Palestrant and the resignation of LTC Pyatt to become the Archivist and Assistant Director of the Avery Institute at the University of Charleston, the number of open librarian positions is now three.

The search committee for the library director was selected at the end of the spring, 1994 term under the chairmanship of Dr. Oliver Bowman, Director of the Counseling Center and Psychologist to the Corps of Cadets. Advertisements were placed in several library and professional journals. Twenty applications were received. From this list the committee selected three to be interviewed. Two were offered the position, but both declined. As a result, The Citadel still does not have a permanent director. The search committee was resumed with Dr. Robert White serving as the chairman. Selection will probably be made before January, 1996.

Faculty Promotions, Major Scholarly and Professional Activities, and Major Awards and Recognitions

CPT Carter was awarded tenure at the assistant professor level. She presented poster sessions at the Biennial Meeting of the Southeastern Library Association in October and at the Annual Conference of the South Carolina Library Association in February and was elected Secretary of the Executive Board of the South Carolina Library Association.

T. Archives-Museum

Over 13,000 individuals visited the Museum during the 1994-1995 period. Tours of the Museum were given by The Director of the Archives and Museum for special visitors which included Dr. Dan Finn of the Harvard University Kennedy School of Government; Mr. Wilson, Deputy Secretary of the Army for Manpower and Reserve Affairs; Charleston's Heritage Education Forum; Mr. Web Griffin, author and Greater Issues speaker; The Citadel Education Department's Summer Reading program.

Fifty individuals visited the Archives to research the collections and over 400 oral and written requests for information were received during the 1994-1995 period.

Thirty donors contributed items to the Archives and Museum during the 1994-1995 period. Among the donations were the diaries of Cadet Roy Wonson, 1900-1902, which were found in an antique store in Gloucester, Massachusetts; a large

collection of Citadel postcards 1900-1970's; 1851 diploma; The Semi Annual Merit and Conduct Roll of the S.C.M.A. of 1890, which was located at an auction in New York City; cadet uniforms; a 1934 Citadel sword and Citadel rings from 1975 and 1976.

The "Rome" city sign in the Museum's collection was loaned to the Palazzo delle Esposizioni in Rome for an exhibit entitled "Rome under the Stars of '44: History, Art and Culture from the War of Liberation." The exhibit, which ran from December 1994 through March 1995, was well attended. The Palazzo delle Esposizioni is a public museum and gallery belonging to the Commune of Rome. Its primary function is to host temporary exhibitions of ancient, modern and contemporary art. The sign was salvaged by General Mark Clark when he liberated the city June 4, 1944.

Photographs from the Archives are featured in the recent publication Portraits of Conflict: A Photographic History of South Carolina in the Civil War by Richard B. McCaslin, University of Arkansas Press, 1994. Several Citadel graduates of the Civil War era are represented.

Ms. Jane Yates, the Director of the Archives and Museum, instructed two sections of The Citadel History Department's Introduction to History 203. Topics included the differences between an archives and a library, primary and secondary sources, access to collections, research, the role and duties of the archivist, and the collections in The Citadel Archives.

Progress continues on a special archival project involving the repair of the General Mark W. Clark photograph albums. Compiled by the Signal Corps during World War II, each album averages 1,500 photographs. Mrs. Jeannie Kennedy, Archives and Museum Administrative Specialist, enters the captions on WordPerfect software, which facilitates access to specific names, dates, and events. The photographs and newly printed captions are transferred to acid-free albums. Eleven albums have been completed.

U. Greater Issues

The Greater Issues Series was initiated by General Mark W. Clark in 1954 to enhance the preparation of The Citadel's cadets for roles as responsible members of society.

During the 1994-95 academic year, there were seven prominent guest speakers to address the Corps of Cadets as a part of the Greater Issues Series. Addresses were given by:

- 1) Mr. David S. Broder, Senior National Correspondent and Columnist for *The Washington Post*.
- 2) General Wayne A. Downing, Commander in Chief, United States Special Operations Command, headquartered at MacDill Air Force Base, Florida.
- 3) Colonel Charles F. Bolden, Deputy Commandant, United States Naval Academy.

- 4) Mr. Patrick J. Buchanan, author and syndicated columnist who has served as senior advisor to three American Presidents.
- 5) Mr. William E. Butterworth III (pen name W.E.B. Griffin), world renown author of more than 100 books.
- 6) Mr. Dana G. Mead, Chairman of the Board and Chief Executive Officer of Tenneco, Incorporated.
- 7) Major General Giora Jacob Romm, Israel's Defense and Armed Forces Attache.

V. Honor Committee

Charges	Lying	Cheating	Theft	Toleration	Total
Accusations					
Accused	49	5	15	2	71
Dropped	29	4	6	2	41
Resigned w/o trial	7		6		13
AWOL					
Did not return	1				1
Not guilty	5	1	1		7
Guilty	6		1		7
Pending			1		1
Appeal in process					
Resigned	1		1		2
Expelled					
Leniency	3				3
Overtured	2				2

Class	I	II	III	IV	Total
Accusations					
Accused	17	14	15	19	*65
Dropped	13	8	7	13	41
Resigned w/o trial	1	3	3	2	**9
AWOL					
Did not return		1			1
Not guilty	1	1	3	1	***6
Guilty	2	1	2	2	7
Pending				1	1
Appeal in process					
Resigned	1			1	2
Expelled					
Leniency	1	1	1		3

Overtured

1

1

2

- * 6 cases of charges for dual offences (three 2nd classmen, two 3rd classmen, one 4th classman)
- ** 4 cases of resignation facing charges for dual offences (three 2nd classmen, one 4th classman)
- *** 1 case in which a 3rd classman was found not guilty of both cheating and theft

W. Counseling Center

Mission

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

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

Major Issues and Actions

During the academic year, the Counseling Center served 205 individual clients, both undergraduate and graduate students. Counseling sessions for these clients totaled 804 contact hours. The Center provided clinical supervision for one graduate student completing practicum requirements for the counseling degree. The Counseling Center's outreach Program involved 276 contact hours with cadets in the mess hall, barracks, and infirmary. The Center is also a Controlled Testing Center for the Psychological Corporation and administers specialized group tests such as the Miller Analogies Test (MAT). The MAT was administered to 341 applicants during the past year. Also, in our role as a testing center, we were involved in the admission testing of 182 graduate students entering The Citadel's school counseling and school psychology programs. These individuals were administered the Myers-Briggs Type Indicator (MBTI) and the California Psychological Inventory (CPI).

The Substance Awareness Program through the Commandant's Office requires all cadets involved in disciplinary actions that are alcohol related, to report to The Citadel's Substance Awareness Office to enroll in the On Campus Talking About Alcohol (OCTAA) class. The total number of students enrolled in the OCTAA class for School Year 1994-95 was 122 (105 Command referrals, 9 cadet/self referrals, and 8 peer educators). Of the 114 referrals, there were 43 freshmen, 31 sophomores, 21 juniors, and 19 seniors. A number of Substance Awareness

presentations were made on-campus and, as a public service, these presentations were also given to five area public middle and elementary schools.

Cpt. A. Chris Kennerly, Director of Multicultural Student Services, provides programming and services for minority students, assists in maintaining an appreciation of diversity on campus, and coordinates the College's Access and Equity Program. Through Access and Equity, Cpt. Kennerly's proposal, "The Citadel and North Charleston High School: A Partnership for Success", was funded for \$10,000.00. Cpt. Kennerly presented Sexual Harassment Training and Multicultural Orientation for the freshman class and was involved in the planning and implementation of The Citadel's Black History Month Awareness programs and events.

Staffing

The 1994-95 academic year was characterized by change. Ms. Stephanie Boyd, Coordinator of the Alcohol and Drug Education program, resigned in November, 1994 to accept a similar position at the University of South Carolina-Spartanburg. In February, 1995, Maj. Robert Sauers, Counselor to the Corps of Cadets, was transferred to the Office of the College of Graduate and Professional Studies. To meet the workload with only half the staff, the Director, Col. Bowman and the Assistant Counselor to the Corps of Cadets, Cpt. Ross, were assisted by Cpt. Chris Kennerly, Multicultural Student Affairs Coordinator; Dr. Michael Daine, Department of Psychology, who voluntarily saw clients on Monday and Wednesday afternoons; and Ms. Lisa Cappel, Counseling Intern, who volunteered additional hours.

Major Professional Activities, Major Awards and Recognitions

The staff of the Counseling Center has been active professionally on the national, regional, and state levels. Staff members have maintained their professional credentials, made presentations at regional meetings, published in professional journals, held offices in professional organizations, and served the profession in a variety of roles.

X. Academic Support Services Center

Mission

Special Academic Services offers academic assistance to students with special learning problems and is in full compliance with federal mandates for services to any student with a disability. Student assistants, trained as tutors, provide one-on-one sessions with students who need support in academic areas as well as study skills and organizational skills. The Department works collaboratively with the faculty to facilitate teaching or testing accommodations needed for students with a disability. Any student requesting assistance will participate in the development of their personal service plan for academic achievement. Regularly scheduled visits with the director and graduate assistants track the progress of the service plan. Under federal regulations, Part B of the "Individuals with Disabilities Education Act" and with Section 504 of the "Rehabilitation Act of 1973," it is the responsibility of the student to document his or her disability prior to consideration of instituting reasonable accommodations to the disability.

Major Issues and Actions

Projected Numbers. Self-disclosure statements and pending documentation were received on 10 students entering The Citadel in the Fall of 1994, and an additional 19 documented (self-disclosed) students entering as Fourth Classmen. This estimate is consistent with previous figures from the 1992-1993/1993-1994 School Years. Information provided by the Admissions Office for 1995-96 indicates over 30 self-disclosures. An estimate of two percent appears to be consistent with documented cases of learning disabilities per class based on self-disclosures made between August of 1992 and May 1995. When Attention Deficit Disorder is included in case management, the figure is greater. Data suggests that approximately 4.5%-10% of an entering cadet class has moderate to significant attention disorders. The cases self-disclosed after the beginning of school were made by cadets 1) initially uncomfortable in revealing information that could impact their military career; or 2) who had a disability that was prevalent at an early age and the student begins to see symptoms reoccur.

Faculty involvement Faculty involvement in addressing the needs of these students is critical and requires a significant time investment by all parties. Current best practices in the postsecondary field involve individual and small group sessions that focus on individual need. Activities that are beneficial focus on communication among faculty, administration, and families. In a typical academic year, over 200 initial faculty contacts are made on behalf of students. Follow-ups for students are labor intensive because many of the issues involve multiple contacts.

Student referral. Students are referred to Special Academic Services by faculty, staff, parents, and academic officers. Students are interviewed to determine learning history, and the advantages and disadvantages of pursuing evaluation for a learning disability are discussed. Many of the students referred are facing academic failure for the first time. The student is typically an individual who has a history of compensating for insufficient study habits. Without critical study skills the student can no longer "stay afloat". Academic self-esteem is diminished and the student becomes increasingly discouraged. A great deal of morale boosting is necessary! We attempt to instruct and counsel the student on the reality of his own academic situation. The student must commit himself to active participation in his academic career.

Y. Writing Center

Mission

The Writing Center seeks to elevate the quality of communication at The Citadel. Concentrating on the freshman class, professional tutors and student assistants provide one-on-one tutoring in writing, critical reading, and study skills. Workshops are also offered on a variety of topics such as "Punctuation," "Preparing a Research Paper," and "Test-taking Skills."

Major Issues and Actions

Celebrating its eleventh year of operation this year, the Writing Center recorded a total of 14,012 visits, the largest number ever. Freshmen have remained the primary focus of the center. To serve the freshmen better, the Center trained the Academic Officers of each cadet company in study skills that they, in turn, taught to the freshmen. In addition, the Writing Center remains the only center in the Southeast to receive Master's level certification for its tutorial staff from the College Reading and Learning Association.

The Communication Across the Curriculum program is experiencing continuing growth and success. Activities included a two-day retreat at Seabrook Island, which resulted in a faculty publication, *Sounds of Seabrook*. CAC luncheons were supported with CDF funds. More than two-thirds of The Citadel faculty, staff, and administration were involved throughout the year, with representatives from every academic department. A faculty Communication Across the Curriculum committee provided enthusiastic, effective leadership. In addition, the Writing Center was actively involved in the planning, advertising, and supporting of the second National Writing Across the Curriculum that was held in Charleston in February 1995. The Conference attracted more than 500 participants from across the country, and the Third Annual WAC Conference will once again be held here, with The Citadel, the College of Charleston, Clemson University, and the University of Cincinnati as sponsors.

This academic year, 5,240 visits were freshmen seeking writing instruction, study skills support, and computer assistance. The seniors, primarily seeking assistance in writing résumés and cover letters, comprised the next highest group with 2,206 visits. College of Graduate and Professional Studies students logged 1,263 visits, a record high, while faculty and staff recorded 1,475 visits, a significant increase from last year.

Writing tutorials and workshops targeting freshmen in composition courses continued to be first priority for the Center. Also, every freshman received study skills instruction from company Academic Officer who used the Center's latest edition of *The Strategic Learner: Ten Steps to Success*. Freshmen completed the Myers-Briggs Type Indicator, Kolb Learning Style Inventory, and a Study Skills Questionnaire to help with self-evaluation. Total Study Skills contacts during the year were in excess of 1,600, including tutorials and workshops.

Our staff also conducted both faculty-requested and student workshops in writing, learning strategies, and word-processing. Topics included résumé writing, interviewing, writing research papers, tutoring techniques, reviewing punctuation, and preparing oral presentations. The National Writing HOTLINE continued to be popular with calls numbering more than 200.

The Writing Center has served the community through a number of avenues. The Writing Center supported the Burke High School Project Challenge and other community-related services. *The Write Track* newsletter was sent to Citadel faculty/staff and to other writing centers in the Southeast. The director continues to serve as educational and communication consultant to other academic institutions and businesses in the area.

Z. Honors Program

Mission

The Citadel Honors Program provides exceptional learning experiences for a limited number of outstanding students whose past records indicate that they can take full advantage of the personal student-teacher relationship which the tutorial-based honors curricula will provide. Honors courses augment the curriculum of the college by offering for those selected students an experimental and alternate means of education grounded in the methods of intellectual inquiry.

Major Issues and Actions

At the beginning of its eighth year of operation, the Honors Program had 18 freshmen, 15 sophomores, 16 juniors, and 18 seniors in the program--a total of 67. About half came from South Carolina, with the rest arriving from all parts of the country and the world, from Nevada to New Jersey to Japan. They majored in a variety of fields: Civil Engineering, Electrical Engineering, History, English, Mathematics, Computer Science, Biology, Business Administration, Modern Languages, Physics, Psychology, and Political Science.

One Honors Program freshman withdrew from The Citadel during the cadre period. One sophomore withdrew from The Citadel after the first semester. At this time, three freshmen were separated from the program for academic reasons, and four freshmen were added to the program. One cadet was graduated from the college at the end of the first semester, and one withdrew from the college during the spring semester. At the end of the year, a total of 64 students were enrolled. Twenty received Honors Program Certificates in the spring. We anticipate admitting eighteen incoming freshmen for the fall. Thus, at the beginning of AY 1995-96, the Honors Program is projected to have 62 students.

The academic performance of Honors Program students in 1994-95 was outstanding. At the end of the year, the cumulative GPA for Honors students was 3.577; the average in Honors Program courses was 3.519, a difference of .019. Freshmen in the program earned an average cumulative GPA of 3.479.

Honors Program students continue to provide exceptional leadership, producing 30 rank holders for the Corps of Cadets. The following positions were earned by Honors Program students for AY 1994-95: Regimental Commander (our fourth in six years), Regimental Academic Officer, First Battalion Commander, Third Battalion Adjutant, Fourth Battalion Academic Officer, Alpha Company Commander, November Company Commander, Delta Company Academic Officer, Foxtrot Company Platoon Leader, Fourth Battalion Sergeant Major, November Company First Sergeant, Oscar Company First Sergeant, Delta Company Sergeant, Band Company Sergeant, Echo Company Sergeant, Hotel Company Sergeant, Oscar Company Sergeant, 5 company clerks, and 4 corporals.

Post-graduate activities of the seven seniors who completed the Honors Program indicate a high level of success: five were accepted into law school (University of Virginia, University of North Carolina, University of South Carolina, Duquesne, and Roger Williams), three were accepted into medical school, one was accepted into the graduate program in engineering at Clemson as a Research Assistant, and others pursued a variety of options, including Honeywell Space Systems and the armed forces.

AA. Student Activities

1. General

In spite of the budget constraints, a broad range of student activities were offered during CY 1994-95. The five special programs: New Cadet Arrival, Parent's Day, Homecoming, Corps Day, and Commencement were very successful through proper planning, coordination, execution, and major leadership participation by the Corps of Cadets. The Department coordinated the portrait unveiling of the Chairman of the Board of Visitors during Homecoming Weekend. Service on committees such as Ring and Invitation, Standing Hop, Activities Advisory Council, Student Publications, and Fine Arts provided constructive input, participation, and hands-on leadership for the Class of 1995.

Campus Family Life Activities continue to grow on and off campus. The quarterly golf outings and Beach House activities are the best received events sponsored.

The Citadel Family Circle Program provided support for over three hundred freshmen in 1994-95. The United Way campus fund drive supported the Trident community with one-third of The Citadel Family contributions coming from the Corps of Cadets. The Corps continues to support the American Red Cross in campus Blood Drives. Cadets continue to function as mentors to young boys in the Bulldog/Bullpup Program. Other community service activities include the Citadel Buddy Program, the Rainbow Project, Special Olympics, Camp Happy Days, and support of special projects for Jenkins Orphanage and the Low Country ReLeaf. Cadets worked with elementary, middle, and high school students to support Youth Service of Charleston 1995 Service-a-Thon Day.

The Student Activities staff experienced a 50% turnover during the 1994-95 school year. Mrs. Ana Abed joined the staff from James B. Edwards Elementary School. She has provided a great deal of support and resources to the department. Mr. Michael McDermott joined the staff as Facilities Manager of MCH and the Beach House. Paryn Wallace continues to function as the as Deputy Director. Her experiences have been an asset to our staff. Mrs. Wallace is The Citadel's representative for South Carolina Women in Higher Education Administration and serves on Youth Service of Charleston Advisory Board and the Black History Month Intercollegiate Consortium. She serves as advisor for the yearbook and temporary advisor for the newspaper. Mrs. Styles requested transfer to the Athletic ticket office. The Director of Student Activities served on The Junior Achievement Board, The Citadel Trident United Way, Youth Services of Charleston Board, and SCHEA State Advisory Board.

2. Social and Recreational Activities

With the continued guidance and direction of Susan Bowers, the Social Director, the Standing Hop Committee hosted three outstanding, well attended hops. The strong support by the Corps of Cadets and their dates is indicative of the appreciation for the quality and enjoyment of the formal hops. The crowning of Miss Citadel was one of the highlights of Homecoming Weekend. Dance classes were offered again during both semesters and were well supported by the cadets. The oyster roast, beach parties, class parties, and organizational outings at The Citadel Beach Club continue to be well attended and without incident. The Super Bowl party was popular and received strong cadet support.

The first campus wide Tailgate was held during football season and included lunch, a band, and a pep rally for the football team. The Department was able to support a tailgate social for the College of Graduate and Professional Studies and MECEP students. Other activities offered to CGPS were a Christmas Reception and a Beach Outing in the Spring. For the first time, two Corps football trips, West Point and VMI, were attended by cadets. These trips were supported by the department. A guided city tour for new cadets was added to the opportunities for freshmen. The Social Director provided family birthday cookies to cadets and was effective in supporting student travel requests and assisting cadets in ordering flowers for special occasions. The Department continues to refine and expand the Etiquette/Values Training program which includes training of the fourth class during their first week of school. During CY 94-95, "The Professional Etiquette, Values and Honor, A Path to Success" was initiated for cadets, and CGPS students. Responses were favorable from the cadet chain of command and support from ARA dining services was commendable. We will continue to review the program and implement additional programs in 95-96.

The Citadel Cheerleaders supported the Bulldog athletic teams at competitions and pep rallies. The Cheerleaders placed 11th during the National Finals Division I competition in Florida during the Spring semester.

3. Beach Club

The newly constructed Beach House opened in early 1995. The McCormick Beach House Grand Opening Ceremony was held with General Creighton, CEO of the McCormick Foundation. The Beach Club continues to be used for cadet social events and hosts many student, faculty, and staff outings. Classes have co-sponsored beach social functions. Appropriate measures are being taken to maintain the grounds and physical upkeep of the area.

4. Publications

The Sphinx Yearbook staff under the direction of the editor and advisor delivered a timely yearbook of great quality. The Brigadier, the student newspaper, functioned as a self-supporting publication for the first time in several years. The quality of writing improved as the staff matured. The formal Advisory Committee, chaired by the Director of Student Activities, provided the means to improve the quality, timeliness, training, and production of the student staff. The Shako, The Citadel literary magazine, prepared a publication which was printed in the Spring of 1995 and featured a color cover. The freshman handbook, The Guidon, continues to be edited and updated annually, to serve as a useful reference for new members of the Corps of Cadets. This publication was printed and distributed in a timely manner. Copies are available for purchase in the Cadet Store. The Fulcrum, the publication of The Citadel Honors Students Association, published its fifth edition. The Department supported two additional publications, sponsored by the French Club and the Spanish Club.

5. Special Services

The efficiency of management and utilization of Mark Clark Hall continues to improve. Cadet organizations utilized Mark Clark Hall in increased numbers. Utilization by non-Citadel organizations is also in great demand.

The Cadet Talent Show "Talent Soup" was the highlight of Corps Day Weekend and the school year. Revenue covered the major expenses of the event.

The department staff is highly motivated and provides a genuine interest and active support for each and every student at The Citadel. Mark Clark Hall is a comfortable place for the students and they are challenged to participate and lead viable activities, organizations, and publications to enhance their educational opportunities at The Citadel. The improvement plan for the Greater Issues Wing has been approved and is in the process of being implemented in the 1995-96 school year.

The department provided financial and administrative support for the Chorale, Gospel Choir, Debate Team, Honor Committee, Rifle Legion, and all community service oriented organizations upon request. The Fine Arts Season featured the Detroit-Windsor Dance Company, Chicago City Limits Comedy, The Magic of Stuart and Lori, and the US Navy Concert Band. These events were well attended by the cadets and The Citadel community.

During the 1995-96 school year, the staff will continue to make improvements in the quality of programs and activities at The Citadel for students, staff, faculty, and families.

II. FACILITIES AND ADMINISTRATION

1994-95 was a year of significant changes in both organizational structure and leadership at The Citadel. It was also a year filled with many accomplishments and exceptional progress in the construction arena.

On 1 August 1994, Colonel Donald M. Tomasik assumed his responsibilities in the newly established position of Vice President for Facilities and Administration. Under his purview was placed the Directorate of Physical Plant, the Directorate of Human Resources, the Engineering/Construction Management Office, the Directorate of Public Safety, the Directorate of Administrative Services and the Safety/Risk Management Officer. The Directorate of Administrative Services was established during this period specifically to manage postal operations, communications, telecommunications, records management, and reproduction. These functions were previously under the auspices of the Director of Personnel/Administrative Services. Similarly, the Safety and Risk Management Officer position was established to provide staff supervision for safety, risk management, fire prevention, occupational health and environmental concerns.

Along with the changes in organizational structure came new faces to the leadership positions established. Colonel Charles Reger assumed responsibility as Director of Human Resource on 1 August 1994 following LTC Lee Martin's retirement as Director of Personnel/Administrative Services. Colonel "Doc" Smith assumed responsibility as Director of Administrative Services on 1 July 1994, and Susan Leighton was selected to fill the position of Safety/Risk Management Office on 1 August 1994. LTC David Schottler resigned as Director of Physical Plant on 15 November 1994. This position was subsequently filled by LTC John E. Langsdorf on 15 May 1995, who recently retired from the U.S. Air Force. LTC Mike Bingham and Bill Heaner continued as incumbents in the positions of Director of Public Safety and Resident Engineer, contributing to Citadel goals and objectives in an exemplary manner.

Significant accomplishments during the period are summarized as follows:

- * Development of a new organizational structure and functions, to include the establishment of a new senior executive position, the Vice President for External Affairs.
- * The Publication of a Staffing Study which evaluates Citadel staffing and organizational structure, past and present, and compares it to similar colleges.
- * Funding, procurement and start of our first new Barracks Replacement Construction project. Construction was started in February 1995.

- * Procurement and construction start of our Utility System Repair/Replacement project. Construction was started in May 1995.
- * Completion of the new McCormick Beach House construction project on the Isle of Palms, SC. Construction was completed in September 1995.
- * Completion of projects to install new chillers for Byrd and Duckett Halls, and both a new chiller and an ice storage capability for Jenkins Hall. These projects were completed in April 1995.
- * Acquisition of the National Guard Armory property on Hagood Avenue from the South Carolina Army National Guard.
- * Completion of contract repairs to damaged wood and the painting of five duplexes on Dunnemann Avenue.
- * Renovation of the Public Safety Office. Work was completed in February 1995.
- * Acquisition of properties at 59 and 183 Dunnemann Avenue.
- * Successful appeal of fees charged by Charleston County for solid waste disposal. Approximately \$13,000 was returned to The Citadel. Our appeal of City storm-water fees is also proceeding favorably.
- * Removal of all accumulated hazardous waste materials from campus.
- * Completion of a lighting retrofit project which provided a rebate from South Carolina Electric and Gas Company in the amount of \$27,735. An expected savings of approximately \$23,426 will result annually. Other initiatives to reduce energy costs are also being implemented.
- * Conversion of our Audix Voice Mail telephone system in July 1995 to a Voice Processing System operated by the State.
- * The establishment of a teleconferencing facility in Bond Hall in April 1995.
- * The development and staffing of new Housing Regulations.
- * State approval of policies developed to cover grievances, progressive discipline, evaluations, reduction-in-force and overtime was received.

- * The renovation of thirty-seven faculty quarters units by in-house personnel.
- * Successful dredging of The Citadel Boating Center channel.
- * Roof replacement of the Cadet Services Building.
- * The installation of stairwell railings in Padgett-Thomas Barracks and award of a contract to install railings in Barracks #3 and #4. This work was undertaken to correct a safety deficiency and will facilitate the barracks meeting current building code requirements.

Reports of activities under the supervision and control of the Vice President for Facilities and Administration follow:

B. ENGINEERING/CONSTRUCTION MANAGEMENT OFFICE

Generally, the Engineering/Construction Management Office has responsibility for all Capital Improvement Projects, contract construction projects costing greater than \$25,000, land acquisitions and master planning. During the 1994-95 fiscal year, Mr. Jerry Wessinger, the staff architect, resigned from The Citadel to accept a position in private industry. In addition, a secretary, Ms. Sarah Williams, joined the staff to provide administrative support to the Engineering/Construction Management and Physical Plant offices. Following is a status of construction projects initiated, completed or under construction during the period.

Barracks Replacement: The design of the first new barracks was completed, bids accepted, and construction started. The construction contract was awarded to McDevitt Street Bovis for \$9,100,000. Completion of the new barracks is scheduled for May 23, 1996. The contract is 27% complete. The design for the replacement of Andrew B. Murray barracks was started. Design completion is scheduled for October 1995, at which time reviews by the staff and regulatory agencies will begin. The project is planned to be bid in the 1st quarter of 1996, with a construction start in May/June 1996.

Utilities Repair/Replacement: The design to replace and upgrade campus infrastructure utilities was completed, a contract awarded and construction started. The utilities to be replaced or upgraded are the electrical distribution, water distribution, steam distribution, wastewater collection, and storm-water collection systems. A total of five construction contracts were bid. Only the project for steam distribution was not awarded, being 67% over the construction estimate with only one bidder. This project will be rebid in July 1995. The other projects bid, the amounts, and the contractors are listed below (as of 1 July 1995).

- * Phase I - Wastewater and Storm-water Collection: The contract was awarded to Sanders Brothers Construction for \$734,640. The contractor is 40% complete.
- * Phase II - Electric Distribution: The contract was awarded to Atlantic Electric for \$1,789,948. The contractor is mobilizing.
- * Storm-water Collection: The contract was awarded to Landmark Construction for \$267,071. The contractor is mobilizing.
- * Sanitary Sewer and Water Distribution: The contract was awarded to McClam & Associates for \$1,194,491.
- * Steam Distribution: The project will be rebid. There was only one bidder, Cullum Mechanical Construction. The bid was for \$1,205,000 while the engineer's estimate was calculated as \$721,610.

A grant for \$100,000 was obtained from the State for installation of the base units for a campus-wide energy management system. The work has been completed and all electrical usage in each building can be monitored electronically by Physical Plant.

Bond Hall: A cash settlement was agreed to between The Citadel and the surety for the defaulting contractor.

Jenkins Hall Chiller: A project to replace the chiller in Jenkins Hall was completed and is operational. The project included the replacement of the chiller and installation of a thermal storage system. The thermal storage system will produce ice during off-peak (at night) hours. This allows the chiller to be turned off during the day and still provide cooling. This will reduce energy costs by reducing the electrical peak. The total project costs were \$222,706. The Citadel is receiving a rebate from SCE&G of \$36,150 for installation of the thermal storage system.

Byrd/Duckett Hall Chiller Replacements: The two chillers were replaced with one much more efficient chiller. The project is complete and equipment operational. The total project cost was \$277,848.

McCormick Beach House: The replacement of the McCormick Beach House was completed at a total project cost of \$1,139,937.

Cadet Services Building: The roof on the Cadet Services Building was completed at a total project cost of \$109,193.

Dunnemann Duplexes: The exterior of the duplexes was repainted and termite-damaged wood repaired. The total project cost was \$43,184.

Barracks Handrails: The handrails on each stairwell in Padgett-Thomas Barracks were modified to meet current code and safety requirements. The project cost was \$34,109. The handrails in Law and Stevens Barracks will also be modified. A contract to perform this work was recently awarded.

Infirmary: A room was modified in the infirmary to house Ms. Faulkner in the event of a court decision to admit her. The total project cost was \$11,165.

Mess Hall: A project to install broilers in the mess hall has been designed and is being bid for construction.

Campus Lighting: A project to replace existing fluorescent lighting with more efficient units has been completed. The total cost was \$63,818. SCE&G will provide a rebate of \$27,735. The anticipated energy savings is \$23,426.

Chapel: An electrical engineer has been selected to design upgrades to the lighting and electrical systems. The Citadel is pursuing a claim against the contractor who applied a waterproofing coating to the Chapel. The waterproofing system is not performing to the standards of the contract. It is under warranty with the contractor. A mediation hearing is planned for July 1995.

Barracks Exterior Paint/Waterproof: The Citadel is pursuing a claim against the manufacturer and the contractor over failure of the waterproofing system on the existing barracks. The defendants are currently in the process of answering interrogatories.

Capers Hall: An architect has been retained to provide a space utilization study and master plan for Capers Hall. The plan will make recommended space usage modifications and renovations on a phased basis, pending the availability of funds.

C. PHYSICAL PLANT

FY94-95 was a very productive year for the Physical Plant. Over 9,300 work orders were received and completed. In addition, the work order backlog was reduced by an additional 2,900 work orders. While much of this backlog reduction was accomplished by "finishing the paperwork", it was critical to the effective management of our resources and personnel. Campus-wide energy consumption was reduced by 3.1 percent, while electrical costs rose almost 17%. Total energy costs for the campus rose approximately \$6,000. Almost one-third (37 of 123) of our housing units were renovated during the fiscal year. An increased backlog of units requiring renovation has occurred as a result of campus residents "leap frogging" from one unit to the next. One unit was renovated three times during this 12-month period. The new Housing Regulations currently being staffed require residents to remain in quarters for two years, take a new unit on an "as-is" basis, or pay

for the required renovations. Two homes adjacent to the campus were purchased and are in the process of being renovated for members of the Athletics Department staff. Two critical positions, the Director of Physical Plant and the Utilities Division Chief, were filled during the latter part of the fiscal year. One other key position, the Operations Division Chief remains vacant. Two vehicles were eliminated from The Citadel vehicle fleet, which reduced the fleet total number to 52. Six replacement vehicles were obtained through DRMO at reduced cost to replace older vehicles. In the Boating Center, six new sail boats for the sailing team were purchased from previous year dollars. Two have been delivered. In addition, Boating Center personnel managed the reconstruction of the spoil site and performed dredging of the boating channel. The Boating Center also received additional boats, trailers, and outboard motors from DRMO which are being cannibalized for spares at no cost to the college. DRMO has been instrumental in Physical Plant Shops obtaining various HVAC components at no cost to The Citadel. It is estimated that plant-wide over \$100,000 was saved by obtaining vehicles, systems components, parts and other items from DRMO. All this work was accomplished with only a slight increase in our overall budget.

Goals for the upcoming year include the correction of all facility safety deficiencies, replacement of the computerized work order system, increased emphasis on energy reduction, improving the standard of living of our campus residents, implementing a contract approach (SABER/JOC) to perform new or renovation-type work, re-implementing the preventive maintenance program, and continuing to complete deferred maintenance requirements on our campus facilities.

Detailed summaries for the various division accomplishments and charts, summarizing work order status, year-end budget status and manpower statistics follow.

D. GROUNDS AND CONTRACT SERVICES DIVISION

The Grounds Shop has supported many projects/events this year, to include: the Sertoma Classic, the Special Olympics, Corps Day, Cancer Walk, Police Olympics, Weekend Visitor Program, Parents Day, Homecoming, Citadel graduation, local high school and college graduations, Friday afternoon parades, pep rallies, football games and "tailgate" parties. The Shop also improved barracks parking lots, removed hazardous and diseased trees from campus, and pruned trees on the parade field. Routinely, the Division spent a great deal of time and effort on grounds maintenance, furnishings management, setup for special events and trash collection. A contract administrator in the Division also supervises custodial, waste collection, pest control and elevator maintenance contracts.

E. BUILDINGS DIVISION

Completed renovation of the Public Safety offices. Removed an unsafe, hazardous brick wall at 573 Huger Street. Replaced a shed roof and repaired the air conditioning at the Alumni House. Repaired all perimeter fencing. Refinished exterior doors on various buildings. Renovated a new lab for Information Technology Services in 255 Bond Hall, and made enhancements to 165 Bond Hall. Cleaned ceiling tiles in the main dining room of the Mess Hall. Repaired restrooms and the dock at the Boating Center. Power washed Letellier, Thompson, Jenkins, Capers, Duckett Hall and Byrd Hall. The Bell Tower, Summerall Chapel and the Library. Three hundred chair backs were repaired. Faculty House interior was painted and a new awning installed. Constructed new office in the Library. Quads of all barracks were repainted, and several wood floors were replaced, sanded and refinished. Made paneling repairs in 30 rooms of Barracks #1, renovated company supply rooms in each barracks, installed quad lights, repaired roof lights, ordered new furniture, replaced bulletin boards, and set up furniture in each barracks and in overflow areas of Thompson Hall for incoming cadets. Repaired ceramic tile in showers of all barracks, painted third-floor gallery ceiling in Barracks #1 and painted all sallyports. Twenty-seven vacant faculty/staff quarters units were repaired and repainted, in addition to ten occupied units and the exterior of several junior faculty buildings. The stairwells of the Dunnemann Apartment Building were scraped, repaired and repainted along with the hallways. Repaired termite damage in six campus buildings and stadium facilities. Re-worked security doors, locks, and screens to minimize vandalism in the off-season. Also, performed stadium security, stadium renovations, and concession booth repairs and upgrades.

F. UTILITIES DIVISION

The heat and A/C systems in seven quarters were replaced due to flood damage. These were upgraded to high efficiency systems. Three larger, inefficient A/C units for classrooms were replaced with new high efficiency units. Inspected and tested all boilers. Replaced stack covers for boiler plant stacks. Initiated a load shedding program utilizing the expanded capabilities of the new energy management system. Old fluorescent lighting was upgraded to more efficient/low wattage units in older buildings. The dust control system in the Carpenter Shop was repaired and upgraded to meet OSHA requirements. Print Shop safety was improved. Street lighting was improved in many areas. Installed data and power circuits in renovated computer labs for Bond Hall and Capers Hall.

G. OPERATIONS DIVISION

Boating Center Operations: Dredging of the channel was completed after dike repairs were made at the spoil site. The deck at the rear of the Club House was completed along with repair of the floating dock. Additionally, there were weekly meetings held at the Club House for the Cadet Lutheran Group and the Navigators. Other

events held at the Boating Center included cookouts for the football team, Protestant Choir, track team, Math Department, BioCid Club, department retirement parties, and several staff/faculty family events.

Motor Pool Operations: Vehicles from DRMO were transferred to the fleet for replacements at a very minimal cost per vehicle. The Citadel fleet was reduced by two vehicles to a total of 52 vehicles. The Interagency Lease Pool has proven to be an asset with more vehicles available for dispatch.

UTILITIES DIVISION

The heat and A/C systems in seven quarters were replaced due to flood damage. These were upgraded to high efficiency systems. Three larger, inefficient A/C units for classrooms were replaced with new high efficiency units. Inspected and tested all boilers. Replaced stack covers for boiler plant stacks. Initiated a load shedding program utilizing the expanded capabilities of the new energy management system. Old fluorescent lighting was upgraded to more efficient low wattage units in other buildings. The duct control system in the Carpenter Shop was repaired and upgraded to meet OSHA requirements. Fire Shop safety was improved. Street lighting was improved in many areas. Installed data and power circuits in renovated computer labs for Room Hall and Capers Hall.

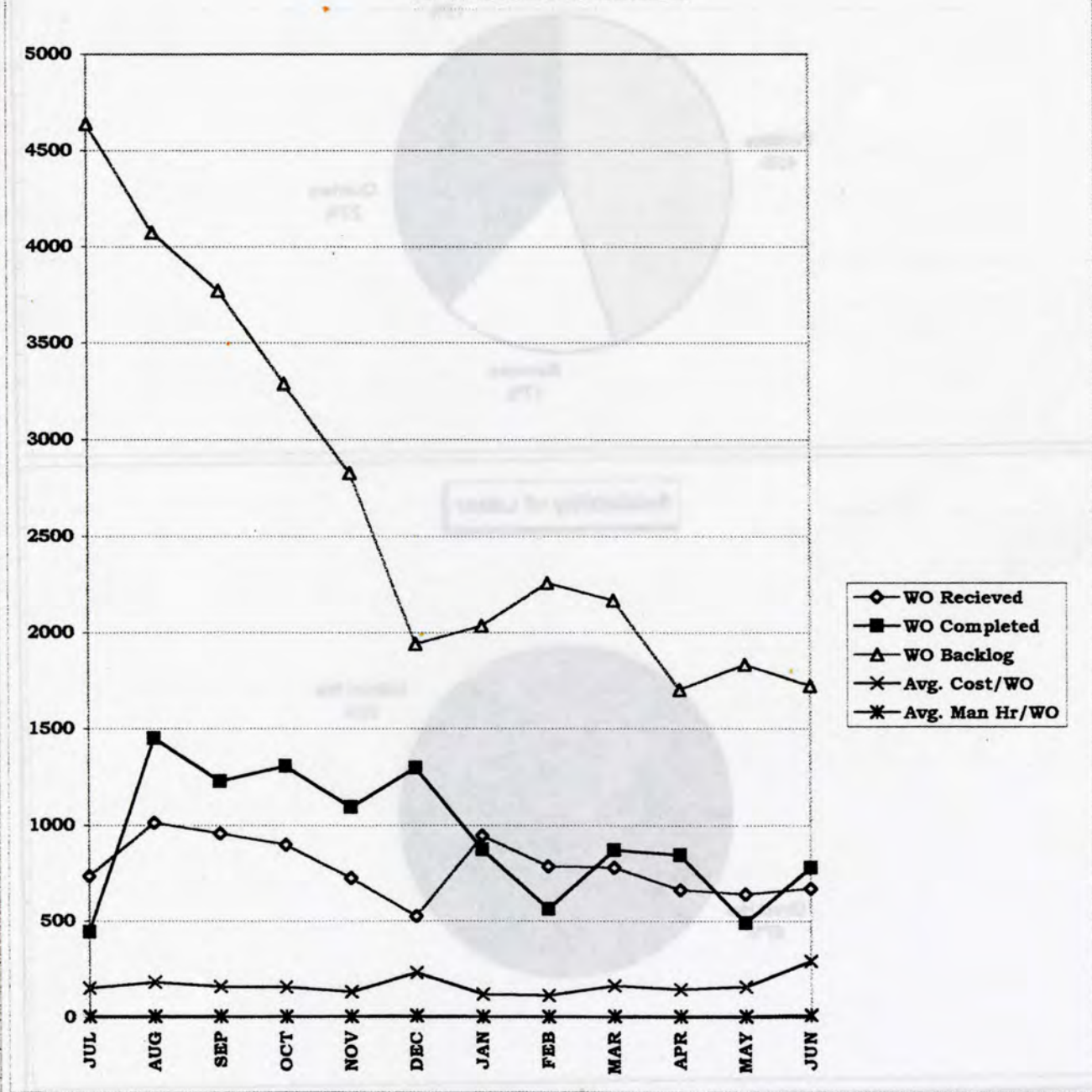
OPERATIONS DIVISION

Boating Center Operations: Bridging of the channel was completed after dika repairs were made at the spoil site. The deck at the rear of the Club House was completed along with repair of the floating dock. Additionally, there were weekly meetings held at the Club House for the Cadet Instructor Group and the Navigators. Other

Work Order Statistics FY 94-95

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	Average
WO Recieved	737	1014	957	899	727	527	947	788	780	664	641	671	779.33
WO Completed	446	1452	1227	1308	1096	1298	874	563	872	846	492	780	937.83
WO Backlog	4640	4075	3771	3291	2828	1940	2033	2258	2167	1704	1833	1725	2688.75
Avg. Cost/WO	154.8	183.9	159.8	158.6	133.3	234.0	122.3	113.6	164.6	147.5	161.71	293.61	168.97
Avg. Man Hr/WO	6.4	8.1	5.9	5.6	5.3	10.2	4.9	5.57	8.01	6.61	5.93	14.83	7.28

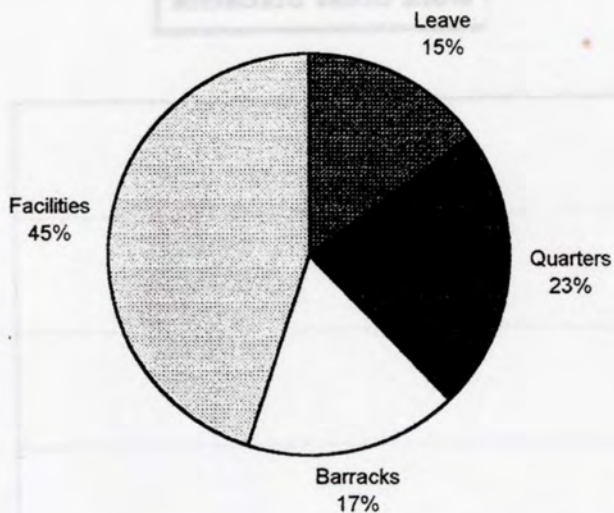
Work Order Statistics



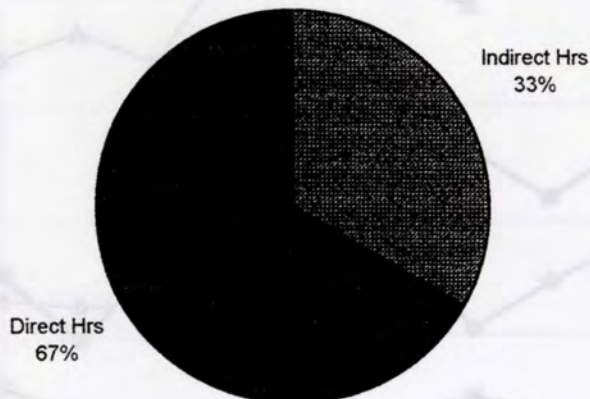
Available Manpower Statistics FY94-95

Available Hrs	Indirect Hrs	Leave	Direct Hrs	Quarters	Barracks	Facilities
137448	45748	16095	91700	24702	18552	48446

Labor Distribution



Availability of Labor



Physical Plant FY 94-95 Year-End Budget Status

	Account	Orig. Budget	End Budget	Amt. Obligated	% of Avail.	% Variance	Dev. from Orig.
A/CPA	300100						
1	Boat Center						
	115132	\$154,119	\$167,856	\$174,979	104.24%	-4.24%	(\$20,860)
A/CPA	400000						
2	Dir. PPLT						
	117100	\$325,375	\$335,440	\$341,012	102%	-1.66%	(\$15,637)
3	Boiler Plant						
	117200	\$161,861	\$146,163	\$151,600	103.72%	-3.72%	\$10,261
4	Buildings						
	117300	\$626,864	\$726,122	\$750,596	103.37%	-3.37%	(\$123,732)
5	Grounds						
	117310	\$481,633	\$475,574	\$478,369	101%	-0.59%	\$3,264
6	Services						
	117400	\$507,711	\$438,271	\$438,114	99.96%	0.04%	\$69,597
7	Motor Pool						
	117410	\$132,101	\$177,275	\$173,873	98%	1.92%	(\$41,772)
8	Utilities Div.						
	117500	\$1,756,929	\$1,903,211	\$1,745,385	92%	8.29%	\$11,544
	Sub Totals	\$4,146,593	\$4,369,912	\$4,253,928	97%	2.65%	(\$107,335)
9	Interagency						
	222205	\$22,000	\$22,000	\$23,842	108%	-8.37%	(\$1,842)
	Sub Totals	\$22,000	\$22,000	\$23,842	108%	-8.37%	(\$1,842)
A/CPA	500000						
10	Barracks						
	328100	\$1,444,669	\$1,467,978	\$1,330,017	91%	9.40%	\$114,652
11	Fac/Staff Qtrs						
	328500	\$335,572	\$360,057	\$344,877	96%	4.22%	(\$9,305)
	Sub Totals	\$1,780,241	\$1,828,035	\$1,674,894	92%	8%	\$105,347
	Totals	\$5,948,834	\$6,219,947	\$5,952,664	96%	4.30%	(\$3,830)

I. SAFETY AND RISK MANAGEMENT

The Risk Management and Safety Officer position was created in August 1994 to implement programs to ensure employee safety and health, evaluate potential risk associated with campus activities, and ensure compliance with Occupational Safety and Health and Environmental Protection standards and regulations. Following are significant activities and accomplishments of this staff element during the past year.

* Inspected all campus activities with a potential to accumulate hazardous waste. Coordinated with responsible department heads and procurement services to properly dispose of hazardous waste. All hazardous waste from Chemistry, Biology, and Civil Engineering were properly disposed of in March 1995 by Environmental Enterprises, Inc.

* Comprehensive safety inspections have been conducted on all high risk activities on campus. They include Physical Plant, the Biology Department, the Chemistry Department, the Laundry Facility, the Print Shop and portions of the Engineering Department. The purpose of these inspections was to identify potential hazards associated with employee safety and health, and to ensure compliance with Occupational Safety and Health Administration (OSHA) and Environmental Protection Agency (EPA) standards and regulations. All deficiencies were documented in reports sent to the Vice President for Facilities and Administration and the responsible department head. The following safety inspections have been accomplished:

Conducted accident investigations of all Lost Workday injuries occurring on campus. Also conducted accident investigations at the direction of the Vice President for Facilities and Administration. The purpose for conducting these investigations was to gather information and prevent recurrence of the accident.

Maintained the OSHA Log for Occupational injuries and illnesses (OSHA 200 Log) and prepared the year-end report for OSHA. Scheduled reviews were conducted of the OSHA 200 Log to identify trends or determine the need for additional employee training.

Conducted Hazard Communication Training for all new employees and employees who have not previously received this mandatory training. Hazard Communication Training is conducted during the initial orientation of each employee. The

training includes information concerning Material Safety Data Sheets (MSDS), employee "Right-to-Know" information regarding hazardous material, and the name and phone number of the Campus Safety Manager to answer questions concerning on-the-job safety and health.

Responded to and investigated all complaints or questions regarding employee safety, health and environmental protection.

Reviewed current documentation (including trade periodicals and National Safety Council reports) to stay current on trends regarding Occupational Safety and Health, and Environmental standards and regulations.

Attended training sessions, seminars, and regular monthly meetings associated with occupational safety and health, and environmental protection to gain new information and insight on OSHA and EPA standards and regulations.

Performed risk management functions and duties, including the review of insurance policies and claims requested by the Vice President for Finance and Business Affairs.

J. HUMAN RESOURCES

During FY 1994-95, The Department of Personnel and Administrative Services changed its name to Human Resources/Affirmative Action and gained a new Director, Colonel Charles B. Reger, USAF, Retired. Human Resources now reports to the Vice President for Facilities and Administration and continues to provide viable services to the faculty and staff in the areas of human resources and affirmative action. The Directorate continues to enhance the Human Resources Series (HRS) of the college computer making it more functional.

Pay Matters:

Based on the provisions of the FY 1994-95 General Appropriation Act, the President approved the following pay policies for classified employees for FY 1994-95:

- * A general cost-of-living increase of 2% effective 1 July 1994
- * A one-time base pay increase for compression relief based on years of service in the current job or grade.

Employees with less than one year of service received a 0.5% increase, those with at least one and less than three years of service received a 1.0% increase, those with at least three and less than five years of service received a 1.25% increase, and those with five or more years of service received a 1.5% increase. These increases are limited to the maximum of an employee's existing salary range. Employees in trainee or probationary status as of 1 July 1994 were not eligible for the compression relief increase. Employees must also have received at least a "meets" performance rating on their most recent performance evaluation.

* The pay policies in effect for promotional, reclassification, and grade reallocation increases continued 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 it is justified fully that a promotion, reclassification or grade reallocation was a result of unusual changes in responsibility and/or movement of several grades, a percentage increase of up to 10% could be granted if approved in advance by the President.

* Funds to reinstate the Merit Increment Program were provided for an average 1.3%. The amount of increase was based on the most recent Employee Performance Management System (EPMS) evaluation and was effective 1 October. Employees with "Meets" received 0.5% increase, "Exceeds" received a 1.0% increase, and "Substantially Exceeds" received a 1.5% increase.

* A pay for performance salary increase became effective 1 April 1995, based on recommendations developed by a College Pay for Performance Committee and approved by the President.

Based on the provisions of the FY 1994-95 General Appropriation Act, the President approved the following pay policies for unclassified faculty and staff:

* Effective 1 September, an average 4.36% salary increase was awarded to unclassified faculty based on the following:

A pay increase of 0-10% could be awarded to faculty members with salaries less than \$52,000, as long as the new salary does not exceed \$52,000.

Pay increases greater than 10% with salaries greater than \$52,000 are required to be submitted to the Budget and Control Board for approval.

A faculty member's salary could not exceed 95% of the midpoint of the President's salary range or the President's actual salary, whichever is greater.

* Based on parameters promulgated by the State Budget and Control Board, the President authorized pay increases for unclassified faculty as follows:

A 2% general cost-of-living increase effective 1 September 1994.

An average 2.36% increase effective 1 January 1995 based on a faculty evaluation program to be developed and approved during Fall Semester, Academic Year 1994-95. However, this was later enacted by the Vice President for Academic Affairs to be a 2.36% general cost-of-living increase across-the-board.

A pay for performance salary increase effective 1 April 1995 based on recommendations developed by the College Pay for Performance Committee and approved by the President.

Although no funds were appropriated by the State for promotion or salary enhancement increases, internal funds will be used to award faculty members academic promotion increases effective 1 September 1994 as follows:

- \$1000 for promotion to associate professor.
- \$1500 for promotion to professor.

Since the "floor" salaries for an assistant professor, associate professor and professor remained at \$25,000, \$31,000, and \$39,000 respectively, faculty members affected by a promotion were awarded an increase as outlined above, or brought to the "floor" salary of their respective academic rank.

* Effective 1 September, an average 4.36% salary increase could be awarded to non-faculty unclassified staff as follows:

Pay increases from 0-8%, with the prorated amount paid for the period 1 September 1994 through 30 June 1995.

No unclassified staff member could receive an increase that would place their new salary in excess of 95% of the midpoint of the President's salary range or the President's actual salary, whichever is greater.

- * Based on parameters promulgated by the State Budget and Control Board, the President authorized pay increases for unclassified staff members as follows:

An average 4.36% general/merit increase effective 1 September 1994.

A Pay for Performance increase effective 1 April 1995 based on recommendations developed by the College Pay for Performance Committee and approved by the President.

The requirement that faculty and staff members report any pay supplement received, if it was not being reported by The Citadel as additional earnings and was not a part of their budgeted salary, was continued.

Benefit Programs:

- * For the fourth year in a row, State Health Plan premiums were not increased. That's because members have helped control rising health-care costs by using the provider networks, the Maternity Management Program and Medi-Call. This resulted in savings for members and for the Plan. To continue saving money, members should keep using the networks and Medi-Call.

- * Premium increases for the three HMOs were distributed to all faculty and staff members. Insurance rates were effected 1 January-31 December 1995. A new HMO, HMO Blue, was offered in the Charleston area beginning 1 January 1995. HealthSource and Companion continued to service the Tri-County area.

The State Health Plan Prescription Drug Program went into effect 1 January 1995. If covered by the State Health Plan, employees and their family members can save money on prescriptions. The new program is administered by PAID Prescriptions, a division of Medco Containment Services, Inc. The goal of this program is to keep the cost of prescription medication under control. The program is made up of a network of pharmacies who have agreed to provide prescription drugs at a discounted price to State Health Plan members. The State Health Plan will continue to cover the same prescription drugs it has always covered. The deductibles and coinsurance still applies, and all claims must be filed.

- * R. E. Harrington, Inc. continued to administer dental insurance and there was no rate increase.
- * Hartford Insurance Company continued to administer the optional life insurance program and there was no rate increase.

Tuition Assistance Program: The Citadel continued to offer tuition assistance to the permanent faculty and staff. Fifty-five employees participated in the program during this fiscal year.

In-Service Training and Career Development: In-service training and career development programs were limited again this year because of budget restraints. Programs were advertised to employees about training at other state agencies. Employee orientation programs were held twice each month for new employees. In addition, a special orientation was held each quarter covering hazardous communications, sexual harassment, sensitivity training, EPMS, and grievances and appeals procedures. The Citadel was represented at American Association for Affirmative Action Conferences, the College and University President's Council, the College and University Personnel Council, and State Human Resources Management benefits conferences.

Human Resources Reports: Human Resources report requirements continued to demand a significant effort 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 solicited by various organizations, all of which were completed and provided as requested.

The following faculty and staff academic and military promotions became effective during FY 1994-1995:

To Colonel:

Mark Alan Bebensee
 Edward Braxton Davis, III
 Louis Dominic Dornetto
 Philip Wheeler Leon
 David Henry Reilly
 Joseph Frederick Tripp
 Robert Ashlin White

To Lieutenant Colonel:

Thomas Joseph Anessi
 James Randal Blanton
 Thomas Irby Kindel
 Christopher Robinson McRae
 Gary E. Cathcart

To Captain:

Carol D. Byrnes

To Associate Professor and Major:

Mei-Qin Chen

James Marvin Hutchisson

John Alden Murden

Theresa Gayle Siskind

Josephine Hough Templeton

Retirement: Retirement counseling was conducted for 20 members of the faculty and staff. In addition, a Pre-Retirement Seminar was held with approximately 32 participants. Twenty employees from The College of Charleston attended. The following members of the faculty and staff retired during FY 1994-95:

Service Retirement:

Staff:

Ms Edith G. W. Martin 15 July 1994

Ms Geraldine S. Hughes 20 January 1995

Maj Kenneth R. Cook 31 March 1995

Faculty:

Col William P. Rhett, Jr. 30 June 1995

Disability Retirement:

Staff:

Mr. Charles Pringle, Sr. 31 December 1994

Faculty and Staff Recognitions: Citadel Certificates of Appreciation and the State Retirement Certificates of Service were presented to retiring members of the faculty and staff. In addition, State Service Certificates and Pins were presented in February to the following employees:

For 10 Years Services:

Faculty:

LTC Linda K. Elksnin Maj Spencer P. Hurd

LTC David S. Shields Maj Muhammad I. Zahid

Staff:

Maj Herbert L. Day MC Ronald J. Doyle

Cdr Robert L. Howell Maj Angela W. Williams

Mr. Wallace Bamberg, Jr. Mr. Theodore R. Bargainnier

Ms. Geraldine N. Bokern Ms. Martha B. Broom

Mr. Freddie Campbell Mr. Nathaniel Colleton

Mr. David E. Droze Mr. Arthur Evans

Ms. Rena M. Ferrell Ms. Karen J. Glover

Mr. Ronald L. Green Ms. Mary Rose Wilson

For 20 Years Service:

Faculty:

Col Harold W. Askins, Jr. Col John W. Gordon
Col Edward B. Davis, III Col Ronald K. Templeton
Col David H. White, Jr.

Staff:

Ms. Doris M. Deas Mr. Ronald R. Rivers
Ms. Anne T. Smith Ms. Barbara G. Taylor

For 30 Years Service:

Faculty:

Col Laurence W. Moreland

A statistical summary of Human Resources actions follows:

	<u>Classified</u>	<u>Unclassified</u>
Demotions	2	0
Merits/Performance Evaluations	400	25
Pay for Performance	207	145
Promotions	19	5
Reallocations	0	0
Reclassifications	16	0
Salary Adjustments	3	12
Transfers	5	0
New hires	59	17
Terminations	35	3
Service Retirement	2	1
Disability Retirement	1	0
Death	0	0

Temporary Employees:

Students	287
Temporary Staff Employees	187
Adjunct Faculty	109
Graduate Assistants	61
Special Contract Employees	10
Military Contracts	25

At the close of the fiscal year, The Citadel employed 151 permanent faculty members and 396 permanent staff personnel, resulting in a total count of 547 permanent employees.

New Permanent/Tenure Track Faculty Employed During Academic Year 1994-95:

Captain Michael J. Berson, Assistant Professor of Education
Captain Margaret T. Britz, Assistant Professor of Political Science
Captain Michael J. Daine, Assistant Professor of Psychology

Captain Thomas A. Jerse, Assistant Professor of Electrical Engineering
Captain Antje Mays, Assistant Professor of Library Science
Lieutenant Colonel Mark E. Meadows, Professor of Education
Captain Jeffrey M. Pilcher, Assistant Professor of History
Captain Katherine K. Skow-Obenaus, Assistant Professor of Modern Languages

Temporary Faculty Employed or Continued for Academic Year 1994-95:

Dr. Jagdish Mehra, Distinguished Visiting Professor of Physics
Ms. Lydia Masanet, Visiting Instructor of Modern Languages

Faculty Authorized Educational Leave of Absence and Sabbaticals for Academic Year 1994-95:

Major Russell O. Hilleke, Associate Professor of Physics
Colonel William G. Nichols, Professor of History
Lieutenant Colonel Suzanne Ozment, Professor of English
Colonel James A. W. Rembert, Professor of English
Colonel John P. Smyth, Professor of Health and Physical Education
Colonel F. Lance Wallace, Professor of Biology

Faculty Returning from Educational Leave of Absence and Sabbaticals for Academic Year 1994-95:

Colonel Charles E. Cleaver, Professor of Mathematics and Computer Science
Colonel Charles Lindbergh, Professor of Civil Engineering
Major Peter A. Mailloux, Associate Professor of English
Colonel Laurence W. Moreland, Professor of Political Science
Colonel Richard D. Porcher, Professor of Biology

Faculty Resignations:

Ms. Sharon B. Irion, Education Department
Ms. Sandra K. Livingston, Modern Languages
Lieutenant Colonel Sherman E. Pyatt, Daniel Library

Key Staff Appointments:

Mr. David H. Britt, Utilities Division Chief
Ms. Robin L. Hartwell, Internal Auditor
Lieutenant Colonel John E. Langsdorf, USAF, Retired, Director of Physical Plant
Ms. Susan Leighton, Risk Management and Safety Officer
Colonel Charles B. Reger, USAF, Retired, Director of Human Resources
Colonel Donald M. Tomasik, USA, Retired, Vice President for Facilities and Administration

Youth Work Experience Program: The Citadel continued to participate in the federal youth work experience program. Nineteen student participants were employed throughout the campus in a variety of jobs.

Affirmative Action:

The Affirmative Action Office implemented several new initiatives to enhance employment of minorities. We have revised our interviewing procedures to insure more minorities are afforded interviews. We have also worked with the faculty in an effort to identify initiatives to attract minority faculty applicants. In addition, we established new tracking procedures so that we can more accurately report our efforts. We had no EEO complaints during fiscal year 1994-1995.

K. ADMINISTRATIVE SERVICES.

The Administrative Services Directorate continues to serve all departments and activities of the college. Significant activities under the Director of Administrative Services follow.

Administrative Services: As an ongoing process of updating Administrative Policies and Procedures, 37 were scheduled for update/revision of which 18 memorandums and four general orders were completed. Three new Standard Operation Procedures (SOPs) were written: Telecommunication Services, Copier and Duplicator Services, and Mail Management Operations. The annual Foreign Travel Report was also submitted to State Budget and Control Board. Following is a brief summary of administrative publications prepared and distributed:

- 51 Weekly Bulletins
- 42 General Orders
- 76 Special Orders
- 34 Memoranda
- 760 Travel Orders
- 21 Foreign Travel Requests
- 34 Blanket Travel Requests

Copier Services: Copier Services continued as an auxiliary activity of the Administrative Services Directorate. Copiers are provided on a cost-per-copy contract with Danka Acta-Fax Business Machines to provide the college with "state of the art" copiers. There are 32 copiers on campus. In addition, there are three duplicators on campus for high volume, high speed copying requirements.

Postal/Distribution Services: Under Administrative Services the post office provided daily support for students, faculty, staff, and campus residents. The campus post office generated in excess of \$50,000.00 revenue for the United States Postal Service in postage

sold and postal fees. The office is also responsible for all official postage for the campus, and has metered approximately \$200,000.00 in first class and bulk mail postage. Mail service is provided in Mark Clark Hall at a "general service" window. Mail is delivered to post office boxes in Mark Clark Hall and is also distributed to departments/activities twice daily.

In February, a yearly inspection by the United States Postal Service Station Examiner was completed. An overall rating of "Outstanding" was awarded.

The Citadel continues to be a member of College and University Mail Services Association. This year, the Postal Center Director attended the annual College and University Mail Services Association (CUMSA) conference in Cornelius, North Carolina, which was held in April 1995.

Records Center: The Records Center continued to provide services as a central files/microfilming activity to all departments and activities. Following is a summary of significant accomplishments:

- * Retention Schedules: Six Retention Schedules were written and submitted to the State Budget and Control Board.
- * Student 201 files: Accepted, transferred and filed 1994 graduate records from the Registrar's Office. These records were processed and microfilmed.
- * Student Financial Files: Accepted, transferred and filed Financial Files for school year 1993-94 from the Treasurer's Office.
- * Received and filed 1992-93 and 1993-94 files from Financial Aid.
- * Received records from the Public Safety Department which remain to be processed.
- * Received and filed 1992-93 Vouchers, Journal Entries, and RQs from Financial Services.
- * Received and filed 288 terminated employee files from Human Resources and individual departments during calendar year 1993.
- * Microfilmed: There were 134,785 documents microfilmed in FY 1994-95 as follows:

201 Files - school year 1954 to 1983 (last name P-Z)

- 201 Files - graduate program - 1991 and 1992 graduates
- 201 Files - 1993 graduates (undergraduate)
- 201 Files - 1992/93, 1993/94 non-graduate (undergraduate)
- Confidential Student Files - November 1978 to July 1993
- Report of grades - Spring Semester 1992 to Fall Semester 1993
- Medical Records-Students and Summer Camp, 1988 and 1989
- Personnel Staffing Documents - 1975/76 to 1994/95
- Board of Visitors Minutes - September 1991 to December 1993
- Class Rank Reports - Fall 1988 to Spring 1995

*** Records Center:**

- Records placed in Records Center.....450 cubic feet
- Records retrieved from the Records Center.....970 documents
- Records shredded.....1,640 bags
- Records destroyed.....990 cubic feet
- Fiche sent to S.C. Department of Archives and History.....148 fiche

Telecommunications: Telecommunications services for The Citadel continue to improve. Customer service and repair requests are resolved in a timely manner. Additionally Administrative Services works closely with the State long distance vendor to ensure student customer satisfaction. Increased revenues have resulted. Administrative Services continues to offer state-of-the-art telephone capabilities to the school, while closely monitoring costs associated with telecommunication services. Following is a brief summary of services provided:

- * 234 Customer Service Requests (CSR) were written, processed and evaluated for installation or modification of telephone equipment.

- * 298 Trouble Service Orders (TSO) were resolved by the Office of Information Resources (OIR), after initial screening by Administrative Services. In December 1994, Administrative Services identified a cable cut on campus when an unusual number of campus telephones were reported out of order.
- * Cable television services were established for Bond Hall.
- * Administrative Services serves as the liaison for the State of South Carolina video conferencing center located in the Bond Hall Training Room. This center allows faculty and staff to participate in conferences at other locations by audio and visual means, in real time.
- * Pager service management at The Citadel was consolidated and placed under the control of Administrative Services.
- * Cellular phone service was consolidated and placed under the control of Administrative Services.
- * Administrative Services published The Citadel Telephone Directory with the assistance of a commercial vendor; and, provided input for the Southern Bell Telephone Directory, State Telephone Directory and the State Fax Directory.
- * A modern voice processing system purchased by the State was offered to The Citadel during the Spring of 1995. Plans for implementation of the Voice Mail system were initiated in March 1995, and classes for individual users of the system began in May 1995. The Voice Mail system will replace the Audix system currently provided by the Medical University of South Carolina.

Fax Service: Fax Service at The Citadel continues to grow in importance. Administrative Services added an additional fax machine in the President's office and upgraded the fax machine used by Public Relations. Over 8,820 faxes were transmitted or received during the year.

L. PUBLIC SAFETY

Significant activities under the Director of Public Safety follow:

Personnel: One sergeant retired, two officers resigned, three promotions were made and two new officers were hired. In addition, the temporary dispatcher position was reclassified to a temporary Administrative Specialist position.

Thefts: The Department of Public Safety's efforts toward educating the faculty, staff, cadet corps and summer student body on anti-theft techniques has continued to reduce thefts. The Department's crime prevention program provides guidance and education for the marking and recording of high-value items and equipment.

Drug/Alcohol Offenses: Fortunately, no drug or alcohol incidents were recorded on campus this year. Coordination continues with The Citadel's substance abuse counselor to ensure that cadets are aware of drug abuse and its consequences.

Moving Violations: One hundred seventy-five moving citations were issued for various misdemeanors during this reporting period. Of these, 60 were issued to students. Of the total written, 21 tickets were dismissed.

Vehicle Registration and Parking: A total of 3,358 vehicles were registered to park on campus during the school year. Cadets registered 34%, evening students registered 47%, and the staff and faculty registered the remaining 19%. The off-campus (Lockwood Field) vehicle parking area for sophomores has been upgraded with improved lighting and a guard facility. Public Safety continues to work closely with organizations to ensure all military, social, special, and sporting events occur smoothly and safely.

Statutory Compliance: The Citadel and the Department of Public Safety comply with the 1990 Crime Awareness and Campus Security Act, OSHA Bloodborne Pathogen Standards, and the Americans with Disabilities Act. Handicapped parking areas on campus have been marked in "Citadel Blue" with a white handicapped symbol within.

Building Inspections: Efforts continue to ensure campus building custodians are aware of their responsibilities. The Physical Plant has increased campus lighting in certain areas for better night visibility; and, campus police, staff, faculty, and building custodians have become keenly aware of energy conservation requirements, such as turning off lights and closing windows.

Lost and Found: One hundred seventy-eight items were turned in to Lost and Found, and 50 items were returned to their owners. Items not claimed were turned over to The Citadel property manager for proper disposal.

Miscellaneous Services: Public Safety Officers provided quality service and satisfaction to campus customers. These services included providing general campus and City of Charleston information, and assisting motorists with vehicular and other associated problems.

Training: Mandatory training was accomplished to ensure all officers remain certified. Training included firearms qualification, core subjects, "legalistics," and verbal persuasion versus physical confrontation.

Community Service: The Department raised \$1,334.47 during the annual Buck-A-Cup/Brace-A-Child drive. Campus identification cards were issued to Burke High School officials in support of their "Project Challenge Program", a program designed to reach out to children. The cards were worn during their visits to The Citadel. Additionally, The Citadel and the Public Safety Department hosted and supported the annual state-wide Police Olympics sponsored by the Charleston 100 Club. General information, transportation, and facilities were provided for the events. In addition, Public Safety coordinated efforts to host a Regional DEA Conference on campus.

Facilities and Equipment: New radios with telephone capabilities are programmed and awaiting the availability of funds. A new computer system for Records Management (ARMS) was installed. Interior renovation of the Public Safety Office was also completed, which has enhanced overall operation of the Department.

Statutory Compliance: The Citadel and the Department of Public Safety comply with the 1970 Equal Employment and Campus Security Act, OSHA Bloodborne Pathogen Standards, and the Americans with Disabilities Act. Handicapped parking areas on campus have been marked in "Citadel Blue" with a white handicapped symbol within.

Building Inspections: Efforts continue to ensure campus building custodians are aware of their responsibilities. The Physical Plant has increased campus lighting in certain areas for better night visibility; and campus police, staff, faculty, and building custodians have become heavily aware of energy conservation requirements, such as turning off lights and closing windows.

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Miscellaneous Services: Public Safety Officers provided quality service and satisfaction to campus customers. These services included providing general campus and City of Charleston information, and assisting motorists with vehicles and other associated problems.

III. Finance & Business Affairs

A. Finance:

The Offices of the Director of Financial Services and Treasurer were very active during the fiscal year. The college's annual audit was conducted by the State Auditor's Office. The auditors gave an "unqualified opinion" on the financial statements. This "clean" opinion attests to the good financial practices of the college.

The Treasurer's Office concentrated its efforts on the institutional loan programs in order to get payments current and make appropriate use of collection agencies. A new version of the Student Information System (SIS+) was implemented during the year. This system provided major enhancements to the Treasurer's Office's ability to track student accounts and bill students in a timely manner.

The Treasurer worked with the Financial Aid Office to implement the procedures necessary for the Federal Direct Lending program. The program was to be ready for implementation for the second session of summer school in the summer of 1995.

Individuals in the Finance area served on a variety of special college committees: Director of Financial Services: Performance Pay Committee; Accounting Manager: Gift Shop Book Committee, Grievance Committee; Accounts Payable Supervisor: Employee Relations Committee, Grievance Committee.

The Citadel Trust, Inc., audit was completed on time and without any significant problems. The audit firm of McLean and Moise audited the financial statements of the Trust and rendered an unqualified opinion. The Trust reimburses The Citadel for effort expended by Citadel personnel on its behalf.

The Citadel Trust, Inc., explored changing its investment policy to total return. This would enable all scholarships to be assigned award amounts based on the total market value of the entire portfolio, rather than the earnings of the individual scholarship accounts.

A Request for Proposal was issued and the firm of Chellis Mitchum Daniel was selected to audit The Citadel Trust.

The Vice President for Finance and Business Affairs and the Director of Financial Services worked with our designated bond attorney and the State Treasurer's office to issue \$11 million in revenue bonds to support the construction of the first of four new barracks. The construction of the barracks began in January 1995.

The Business and Finance area implemented a new Point of Sale (POS) system for the Cadet Store, Gift Shop, Laundry, Snack Bar, Tailor Shop, Faculty House, and Athletic Department. The new system permits the Cadet Store and Gift Shop to maintain a perpetual inventory system and increased the ability of all the activities to charge students, faculty, and staff for purchases or services through the POS System link with the college's central computer.

The Vice President for Finance and Business Affairs headed a committee comprised of the Director of Financial Services and the Athletic Department Business Manager to select a new Internal Auditor.

The Procurement Staff processed 52 Requests for Quotations (RFQ), 21 Invitations for Bids (IFB) and 1 Request for Proposals (RFP) during the fiscal year with no vendor protests. There were 5,188 departmental orders issued for goods and services worth \$698,200. Central Supply processed 1,963 Central Supply Orders worth \$133,832. The Director of Procurement Services continued to served as the college's Minority Business Enterprise (MBE) Liaison Officer. The 1994-95 goal for purchases from MBE's was \$89,448. The college actually purchased \$158,566 worth of goods and services from MBE's, thereby exceeding its goal by \$69,118.

The Citadel continues to benefit from its designation as a Service Educational Activity (SEA) by the Department of Defense. This designation permits the college to gain priority access to Department of Defense surplus property at minimal or no cost to the college. The Citadel obtained property valued at more than \$311,000 this fiscal year to include heavy equipment, general maintenance supplies, and other supplies and equipment. The college received \$10,857 from sales of surplus property conducted by the State Surplus Property Office. Additionally, \$4,775 was realized from local sales of college-owned surplus property which had been declared "junk" by the State Surplus Property Office. The funds generated by these sales were used to purchase like items.

B. Auxiliary Service Activities:

The Cadet Store revenue collections for the Fiscal Year totaled \$2,843,000. The Cadet Store continued to provide excellent service to the Corps of Cadets. Computer sales as well as used textbook buys from wholesalers and from students have continued to increase. Computer software and peripherals at educational discount prices have been the hot selling items for Academic Year 1994-95. A complete line of computer accessories will be stocked next fall. The Citadel did not have any major uniform changes in Academic Year 1994-95.

The Tailor Shop continued its service in support of the Corps of Cadets, faculty and staff. Revenues are generated through sales of new uniforms and blazers as well as alterations. Revenues as of 30 June amounted to \$837,402--a slight decrease from last fiscal year, attributed to a smaller incoming freshman class. The Class of 1998 was measured, fitted and alterations begun in August and finished in early February. A new point-of-sale system was brought on line and problem areas are being solved. This was the second full year with the new uniform provider. There were fewer problems this year, but the process is still being fine-tuned. The biggest challenge is to reduce carry-over inventory levels by using the inventory for issue to the Class of 1999. During the summer, some 8,000-plus pieces of uniforms are being processed for repair, class striping, rank chevrons, dry-cleaning, mothproofing, pressing to prepare for the return of the Corps in August.

The Citadel Print Shop--In-house color separation work is not only saving more than \$20,000 in outside purchases, but it is saving time which improves job turnaround, gives more control over separation work which results in improved quality, and creates job enrichment for pre-press employees resulting in improved morale. As a result of this in-house capability, color work is increasing--a trend that is expected to continue. Equipment upgrades are under consideration to accommodate the growth in color separation work. As more options are available to Print Shop customers, current pricing is being restructured to reflect a market-driven approach in lieu of process, cost-plus, or product-driven costing approaches. While upgrades are necessary, keeping costs low to maintain current margins is vital to success in a market-driven pricing system. Equipment needs are being scrutinized in conjunction with current processes to determine how the rapidly changing technology can best serve the needs of the institution.

The Citadel Gift Shop Enterprises provided services for the Corps of Cadets, alumni, staff, and supporters. The department revenues of \$1,948,325 were generated by store sales and concession sales

for gift merchandise, barber shop services and commissions from the contracted services for the snack bar, vending machines, coin laundry and amusement machines. The Gift Shop was relocated to Mark Clark Hall in the newly renovated facility during July 1994. The grand opening ceremonies were held September 9, 1994, after the full Corps had returned to campus. Customers attending the grand opening enjoyed refreshments and free giveaways. Door prizes donated by vendors added to the occasion and were distributed by registered drawing for the entire week of the grand opening.

Store sales have improved with the opening of the remodeled facility; customers now have room to see all available merchandise. Management also expanded the general trade books and added a music department.

The new inventory control system was installed during February 1995. With the new POS system, the staff gained the ability to operate seven registers during peak rush periods. This has improved customer satisfaction and employee efficiency. The system has improved customer service by allowing merchandise to be scanned at the point of sale.

The VIS (Very Important Supporter) Club was started this year for frequent buyers to earn discounts for future purchases. Customers qualify for membership by purchasing season tickets from the Athletic Department or making a \$25.00 purchase from the gift department.

The Citadel Laundry & Dry Cleaners--The Laundry and Dry Cleaners continue to provide support for cadets, faculty and staff. During the fiscal year, the Laundry acquired a 120-lb. dryer and a TLW 610 computer to accomplish all labeling of items belonging to members of the Corps.

Laundry Workloads

	<u>1994-95</u>	<u>1993-94</u>
Pounds produced	303,653	356,349
Cost per pound	\$1.92	\$2.67
Number of bundles processed	36,645	42,548
Cost per Cadet bundle	\$20.35	\$17.45

Dry Cleaning Workloads

Total pounds produced	66,705	70,630
Total uniforms cleaned	5,702	7,066

The Citadel Infirmary continued its outstanding, 24-hour service for the Corps of Cadets. Cadets visited the doctor 1,278 times in 1994-95 and saw the nurses 7,008 times. Administrative visits totaled 149, and 215 allergy shots were administered. The Student Information System (SIS) has a medical screen for Infirmary use. Medical data received or missing is entered on each freshman applicant who submits a history and physical examination form. Letters regarding medical information needed are generated by the system weekly. This has proven to be a valuable tool for processing freshman applicants medically for admission into the Corps. The Department of Health and Environmental Control (DHEC) had its annual inspection in November. All deficiencies noted were either corrected or are scheduled for appropriate corrective action.

C. Personnel Actions:

Debra Barrineau, Dawan Zemba, and Vera Mims of the Gift Shop received extended POS training at the Arkansas Book Services home office, Fayetteville, Ark., July 1994.

Priscilla Middleton and Vera Mims of the Gift Shop attended job enrichment courses at the National Association of College Stores meeting in St. Louis, Miss., April 1995.

Wallace Bamberg, Jr., of the Laundry received his 10-year service award pin.

Debra D. Barrineau, Gift Shop, was promoted to the position of Administrative Specialist C, 1 June.

Catherine E. Bennett was employed in the Laundry and Dry Cleaning Department as Part-Time Laundry Worker I, 1 September.

Kim W. Brabham, Gift Shop, resigned effective 6 August.

Maj. William D. Brady, Jr., Director of Procurement Services, was elected to serve as Vice President and Program Committee Chairman of the S.C. Association of Governmental Purchasing Officials (SCAGPO) and attended the Association's annual conference. He attended the Financial Records System (FRS) International Conference and the SCAGPO Spring Training on Relationships in Purchasing: Internal and External. He was the instructor for the "Public Purchasing and Materials Management" seminar sponsored by the National Institute of Governmental Purchasing, Inc.

Francis Gerald Chamness transferred from Francis Marion University and was employed in the Print Shop as Printing Services Manager II, 16 June.

Eloise McCrea Chestnut was employed in the Tailor Shop as Seamster I, 1 June.

Rebecca H. Frasier was employed in the Laundry and Dry Cleaning Department as Part-Time Laundry Worker I, 1 September.

Gloria J. Gadsden, Citadel Infirmary, resigned effective 31 December.

Susan S. Garrison, Citadel Infirmary, resigned effective 31 December.

Peggy Burton Gervais was employed in The Citadel Infirmary as Staff Nurse, 9 January.

David R. Godley, Print Shop, resigned effective 15 August.

Linda W. Godsey was employed in the Cadet Store as Bookstore Manager II, 16 July.

Katherine G.W. Greene, Laundry and Dry Cleaning Department, was transferred to the position of Clerical Specialist, 1 January.

Lynette R. Greene, Financial Services, resigned effective 31 May.

Renee Harrison, Academic and Administrative Procurement Officer, completed the Public Purchasing and Materials Management Course sponsored by the National Institute of Governmental Purchasing, Inc. The course is the second and final course leading to certification as a Certified Public Purchasing Buyer. Mrs. Harrison attended the Fall Training Seminar entitled Purchasing Potpourri which included four purchasing-related presentations.

Sylvia Hege was employed by the Gift Shop as Accounting Technician, effective 1 July.

Nazarine McCray Hicks was employed by The Citadel Infirmary as Nursing Aide, 16 January.

Josephine W. House was employed in the Laundry and Dry Cleaning Department as Clerical Specialist B, 1 August, and resigned 31 October.

Iskra B. Hudson, Laundry and Dry Cleaning Department, was promoted to the position of Clerical Specialist B, 16 March.

Raymond Jenkins, Jr., was employed in the Laundry and Dry Cleaning Department as Laundry Worker I, 1 July, and resigned 2 June.

Chris Kingston, Gift Shop, attended the Southeastern Regional Vending Expo in Myrtle Beach, May 1995.

Denise Lawson joined the Gift Shop staff as a Clerical Specialist C, effective 16 September.

Laura Ann Mackey was employed in the Tailor Shop as Seamster I, 1 July, and resigned 2 June.

Carla Jean Manning (McIntyre) was employed in the Treasurer's Office as Accounting Technician I, 16 August.

Benzina Holmes McNeal was employed in the Treasurer's Office as Accounting Technician I, 22 August.

Michael L. Miller, Procurement Services, transferred to the Print Shop and was promoted to the position of Supply Specialist II, 16 November.

Charles Pringle, Sr., Laundry and Dry Cleaning Department, took disability retirement, effective 31 December, after 10 years of service.

Brian P. Reese, Sports Medicine, resigned effective 9 January to accept a position with Furman University.

Mary L. Scott was employed in the Laundry and Dry Cleaning Department as Part-Time Laundry Worker I, 1 September.

William Joseph Sells was employed in Sports Medicine as Assistant Athletic Training (Athletic Coach), 16 May.

William J. Stricklin III, Print Shop Director, resigned effective 31 March.

James L. Taylor, Laundry and Dry Cleaning Department, was promoted to the position of Laundry Manager I, 16 February.

Richard W. Thompson was employed in the Print Shop as Printing Equipment Operator II, 1 September.

Rebecca Truesdell, Procurement Services Specialist, attended the Fall training Seminar entitled Purchasing Potpourri which included four purchasing-related presentations.

John L. Walker, Physical Plant and Operations Procurement Officer, completed the General Public Purchasing course. The course, offered by the National Institute of Governmental Purchasing, Inc., familiarizes procurement officers with the basics of purchasing and contracting. He also attended the Spring Training Seminar sponsored by the S.C. Association of Governmental Purchasing Officials. The seminar topic was Relationships in Purchasing: Internal and External.

John Washington III was employed in the Laundry and Dry Cleaning Department as Laundry Worker II, 16 June.

Iran Montero Williams was employed in Procurement Services Central Supply Office as Supply Specialist I, 16 January.

Kathy Dawan Zemba, Gift Shop, resigned effective 30 May.

D. Financial Review of Operations for Fiscal Year 1994-95

**THE CITADEL
BALANCE SHEET
June 30, 1995**
with comparative figures at June 30, 1994

	Current Funds		Loan Funds	Endowment Funds	Renewals and Replacements	Plant Funds			Totals for the Year Ended June 30 (Memorandum Only)		
	Unrestricted	Restricted				Unexpended	Retirement of Indebtedness	Investment in Plant	Agency	1995	1994
Assets:											
Cash/Deposits with State Treasurer	7,342,319	356,970	22,750	2,282,773		10,962,547	3,265,960		86,932	24,320,251	13,066,403
Yacht										0	210,000
Investments	2,302,337	3,022,433	640,379	15,591,557		51,992				21,608,698	22,053,955
Notes Receivable		119,000								119,000	124,000
Capital Improvement Bonds Receivable						6,933,000				6,933,000	7,629,427
Accounts Receivable	1,864,987									1,864,987	966,298
Allowance for Uncollectible Accts Receivable	(204,693)									(204,693)	(98,297)
Grants and Contracts Receivable		318,588								318,588	251,466
Loans Receivable			859,506							859,506	807,703
Allowance for Uncollectible Loans Receivable			(92,093)							(92,093)	(65,534)
Inventories	1,342,561									1,342,561	1,273,162
Prepaid Expenses	158,116					777				158,893	143,839
Cash Surrender Value - Life Insurance	20,115	160,985								181,100	160,048
Land	444,683									3,140,878	2,882,884
Buildings										61,657,712	59,957,396
Furnishings & Equipment										12,301,186	11,517,103
Library Books & Fine Art										6,487,176	6,413,092
Construction In Progress										3,259,302	1,353,681
Due from Unexpended Plant Funds							542,918			542,918	552,918
Deferred Charges							43,555			43,555	0
Total Assets	13,270,425	3,977,976	1,430,542	17,874,330	0	17,948,316	3,852,433	86,401,571	86,932	144,842,525	129,199,544

The accompanying notes are an integral part of this financial statement.

UNAUDITED

THE CITADEL
STATEMENT OF CHANGES IN FUND BALANCES
FOR THE YEAR ENDED JUNE 30, 1995
with totals for the year ended June 30, 1994

	Current Funds		Loan Funds	Endowment Funds	Plant Funds			Totals for the Year Ended June 30		
	Unrestricted	Restricted			Renewals and Replacements	Unexpended	Retirement of Indebtedness	Investment in Plant	(Memorandum Only) 1995	1994
Revenues & Other Additions:										
Unrestricted Current Fund Revenues	44,550,980							44,550,980	42,001,798	
Federal Grants & Contracts - Restricted		802,509	9,952			102,368		914,829	997,934	
State Gifts & Grants - Restricted		44,716						44,716	9,836	
Private Gifts & Grants - Restricted		6,875,989		191,446		25,235		7,092,670	5,316,234	
Investment Income - Restricted		173,036	31,081	11,367		93,919	64,868	374,271	242,822	
Endowment Income		804,324						804,324	788,535	
Realized Gains on Investments - Restricted		(5,020)	6,833	205,838		238		207,889	926,873	
Interest on Loans Receivable			30,798					30,798	27,373	
Expended for Plant Facilities							4,872,890	4,872,890	2,067,090	
Retirement of Indebtedness							449,873	449,873	425,636	
Plant Improvement Fees							252,001	252,001	261,027	
Barracks Improvement Fees							1,669,169	1,669,169	1,347,487	
Tuition							511,928	511,928	530,527	
Donated Equipment - Federal								18,868	164,614	
Donated Equipment - Private								0	18,744	
Other Additions		15,892	1,776					17,668	112,288	
								0		
Total Revenues & Other Additions	44,550,980	8,711,446	80,440	408,651	0	221,760	2,497,966	5,341,631	61,812,874	55,238,818
Expenditures & Other Deductions:										
Educational & General Expenditures	27,643,173	4,850,777						32,493,950	30,967,684	
Auxiliary Enterprise Expenditures	14,573,409							14,573,409	14,344,007	
SCIL Program Contributions		5,000,000						5,000,000	0	
Indirect Costs Recovered		22,768						22,768	36,072	
Loan Cancellations & Write-Offs			55,297					55,297	103	
Expended for Plant Facilities						5,547,719		5,547,719	1,750,255	
Retirement of Indebtedness							449,873	449,873	425,636	
Interest and Executory Fees on Indebtedness							593,531	593,531	578,274	
Disposal of Plant Facilities								360,653	543,155	
Other Deductions			9,597					9,597	7,617	
Total Expenditures & Other Deductions	42,216,582	9,873,545	64,894	0	0	5,547,719	1,043,404	360,653	59,106,797	48,652,803

The accompanying notes are an integral part of this financial statement.

THE CITADEL
STATEMENT OF CHANGES IN FUND BALANCES
FOR THE YEAR ENDED JUNE 30, 1995
with totals for the year ended June 30, 1994

	Current Funds		Loan Funds	Endowment Funds	Plant Funds			Totals for the Year Ended June 30 (Memorandum Only)		
	Unrestricted	Restricted			Renewals and Replacements	Unexpended	Retirement of Indebtedness	Investment in Plant	1995	1994
Transfers among Funds - Additions (Deductions)										
Mandatory:										
For Principal and Interest	(341,880)						341,880		0	
For Capital Contribution to Perkins Loan Fund	(3,314)		3,314						0	
Non-Mandatory:										
Transfer of Excess Debt Service Funds to be Used for Capital Projects						1,236,907	(1,236,907)		0	
Transfers from Current Funds:										
Unrestricted	(1,213,410)			10,437		1,180,262	22,711		0	
Restricted		(233,800)		169,035		27,871	36,894		0	
Transfers from Endowment and Similar Funds	96,380	832		(303,486)		206,274			0	
Transfers from Unexpended Plant Funds	38,681				97,000	(140,448)	4,767		0	
Transfers from Renewals and Replacements	786,584				(786,584)				0	
Transfers of Debt Representing Plant Additions						1,598,408	(1,598,408)		0	
Total Transfers	(636,959)	(232,968)	3,314	(124,014)	(689,584)	4,109,274	(830,655)	(1,598,408)	0	
Net Increase/(Decrease) for the Year	1,697,439	(1,395,067)	18,860	284,637	(689,584)	(1,216,685)	623,907	3,382,570	2,706,077	6,586,015
Fund Balances at Beginning of Year, as Previously Reported or Restated (Note)	6,898,543	3,813,381	1,406,361	17,589,693	689,584	8,220,548	3,018,051	74,976,569	116,612,730	110,026,715
Fund Balances at End of Period	8,595,982	2,418,314	1,425,221	17,874,330	0	7,003,863	3,641,958	78,359,139	119,318,807	116,612,730

Unaudited

**Statement of Current Fund Revenues, Expenditures and Other Changes
For the Year Ended June 30, 1995
with totals for the year ended June 30, 1994**

	Unrestricted	Restricted	Total	1994
Revenues:				
Student Fees	12,306,458		12,306,458	11,424,874
State Appropriations	13,041,628		13,041,628	12,477,109
Federal Grants & Contracts	928,901	779,741	1,708,642	933,695
State Gifts & Contracts		44,716	44,716	9,836
Private Gifts, Grants & Contracts	1,212,369	8,038,088	9,250,457	3,985,375
Investment Income	90,784	173,036	263,820	182,902
Endowment Income	125,598	804,324	929,922	903,469
Realized Gains (Losses) on Investments	10,924	(5,020)	5,904	328,695
Auxiliary Enterprises:				
Student Fees	6,632,566		6,632,566	6,989,355
Gifts and Contributions	6,150		6,150	3,000
Interest Income	284,073		284,073	168,383
Sales and Services	8,945,208		8,945,208	8,498,439
Other Sources	966,321	15,892	982,213	1,052,994
Total Current Revenues	44,550,980	9,850,777	54,401,757	46,958,126
Expenditures and Mandatory Transfers:				
Educational and General:				
Instruction	12,708,088	549,427	13,257,515	12,189,739
Research	1,490	335,932	337,422	311,839
Public Service	511,982	117,957	629,939	659,507
Academic Support	2,429,887	882,269	3,312,156	2,717,025
Student Services	2,713,388	136,510	2,849,898	2,691,741
Institutional Support	4,224,338	130,256	4,354,594	4,538,792
Operation & Maintenance of Plant	4,337,510	63,419	4,400,929	4,280,142
Scholarships and Fellowships	716,490	2,635,007	3,351,497	3,578,900
Total Educational and General Expenditures	27,643,173	4,850,777	32,493,950	30,967,685
Mandatory Transfer for Loan Fund Matching Grant	3,314		3,314	1,765
Total Education and General	27,646,487	4,850,777	32,497,264	30,969,450
SCIL Program Contributions		5,000,000	5,000,000	0
Auxiliary Enterprises:				
Expenditures	14,573,409	0	14,573,409	14,344,007
Mandatory Transfers for Principal & Interest	341,880	0	341,880	341,260
Total Auxiliary Enterprises	14,915,289	0	14,915,289	14,685,267
Total Expenditures & Mandatory Transfers	42,561,776	9,850,777	52,412,553	45,654,717
Other Transfers and Additions/(Deductions):				
Nonmandatory Transfers In	921,645	832	922,477	535,269
Nonmandatory Transfers Out	(1,213,410)	(233,800)	(1,447,210)	(1,194,335)
Excess of Restricted Receipts over (under) transfers to Revenues		(1,162,099)	(1,162,099)	1,235,686
Total Other Transfers and Additions/ (Deductions)	(291,765)	(1,395,067)	(1,686,832)	576,620
Net Increase (Decrease) in Fund Balance	1,697,439	(1,395,067)	302,372	1,880,029

The accompanying notes are an integral part of this financial statement.

THE CITADEL
The Military College of South Carolina
Notes to the Financial Statements
June 30, 1995

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accounting policies of The Citadel, the Military College of South Carolina, conform to generally accepted accounting principles (GAAP) applicable to the governmental colleges and universities model as defined in the American Institute of Certified Public Accountants' (AICPA) Audits of College and Universities Industry Audit Guide recognized by the Governmental Accounting Standards Board. A summary of significant accounting policies follows.

Reporting Entity

The core of the financial reporting entity is the primary government which has a separately elected governing body. As required by generally accepted accounting principles, the financial reporting entity includes both the primary government and all of its component units. Component units are legally separate organizations for which the elected officials of the primary government are financially accountable. In turn component units may have component units.

An organization other than a primary government may serve as a nucleus for a reporting entity when it issues separate financial statements. This financial reporting entity includes both The Citadel, the Military College of South Carolina (a primary entity), and all of its component units within the primary entity.

A primary government or entity is financially accountable if it appoints a voting majority of the organization's governing body including situations in which the voting majority consists of the primary entity's officials serving as required by law (e.g., employees who serve in an ex officio capacity on the component unit's board are considered appointments by the primary entity), and (1) it is able to impose its will on that organization or (2) there is a potential for the organization to provide specific financial benefits to, or impose specific financial burdens on, the primary entity. The primary entity also may be financially accountable if an organization is fiscally dependent on it even if it does not appoint a voting majority of the board. An organization is fiscally dependent on the primary entity that holds one or more of the following powers:

- (1) Determine its budget without another government's having the authority to approve and modify that budget.
- (2) Levy taxes or set rates or charges without approval by another government.
- (3) Issue bonded debt without approval by another government.

Based on the application of the above criteria, The Citadel Trust, Inc., is included in the reporting entity because of the significance of its operational and financial relationships with The Citadel. The Citadel Trust is blended within the college fund groups of The Citadel.

THE CITADEL
The Military College of South Carolina
Notes to the Financial Statements (Continued)
June 30, 1995

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Section 59-121-55 of the Code of Laws of South Carolina authorized The Citadel Board of Visitors to form The Citadel Trust (the Trust), a non-profit eleemosynary corporation for the purpose of providing scholarship and other financial assistance or support to The Citadel. This legislation further authorized the Board of Visitors to transfer certain nonstate appropriated assets, not exceeding \$20,000,000, to the Trust to be used for its stated purpose, except that any restrictions or limitations on such assets continue to be applicable after the assets are transferred. These assets were transferred to the Trust effective July 1, 1991. The Trust is governed by a five-member Board of Directors appointed by The Citadel Board of Visitors. In the event of dissolution of the Trust, all its assets shall revert to The Citadel. Even though the Trust is a legally separate entity, it is reported as if it were part of The Citadel because The Citadel Board of Visitors appoints the Trust's board and the Trust provides specific financial benefits to The Citadel.

The Trust's balances and transactions are blended with those of the Citadel, i.e., reported in the applicable fund groups as if they were balances and transactions of The Citadel. The separately issued financial statements of the Trust may be obtained from The Citadel's Vice President for Finance and Business Affairs.

The Citadel is a State-supported institution of higher education. The Citadel is granted an annual appropriation for operating purposes as authorized by the South Carolina General Assembly. The appropriation as enacted becomes the legal operating budget for the institution. The Appropriation Act authorizes expenditures from funds appropriated from the General Fund of the State and authorizes expenditures of total funds. The laws of the State and the policies and procedures specified by the State for State agencies and institutions are applicable to the activities of The Citadel. The Citadel was established as an institution of higher education by Section 59-101-10 of the Code of Laws of South Carolina. The Citadel (a primary entity) is part of the primary government of the State of South Carolina and its funds are included in the Comprehensive Annual Financial Report of the State of South Carolina. The Board of Visitors, which has seven members appointed by the General Assembly, three by the Association of Citadel Men, and one by the Governor, is the governing body of The Citadel. The Board administers, has jurisdiction over, and is responsible for the management of The Citadel. The accompanying financial statements present the financial position, the changes in fund balances, and the current funds revenues, expenditures, and other changes solely of The Citadel and do not include any other component units of the State of South Carolina.

Presentation of Component Units

The Trust, despite being legally separate from The Citadel (the primary entity), is so intertwined with it that it is, in substance, the same as the primary entity. Such component unit's balances and

THE CITADEL
The Military College of South Carolina
Notes to the Financial Statements (Continued)
June 30, 1995

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

transactions are blended with those of the primary entity, i.e., reported in the applicable fund groups as if they were balances and transactions of the primary entity.

Basis of Accounting

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

Mandatory transfers are limited to those arising out of binding legal arrangements related to financing the educational plant or agreements to match gifts and grants. All other interfund transfers are reported as nonmandatory transfers. Mandatory transfers to loan funds are for required matching of certain federal loan programs.

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

Fund Accounting

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

Within each fund group, fund balances restricted by outside sources are so indicated and are distinguished from unrestricted funds allocated to specific purposes by action of the governing board. Externally restricted funds may be utilized only in accordance with the purposes established

THE CITADEL
The Military College of South Carolina
Notes to the Financial Statements (Continued)
June 30, 1995

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

by the source of such funds and are in contrast with unrestricted funds, over which the governing board retains full control to use in achieving any of its institutional purposes.

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

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

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

Auxiliary enterprises are essentially self-supporting business entities and activities that exist for the purpose of furnishing goods and services primarily to students, faculty, staff, or departments and for which charges are made that directly relate to such goods and services. Revenue and expenditures are reported separately as unrestricted current funds. Assets, liabilities, and fund balances are combined with other unrestricted current funds for reporting purposes; however, each separate enterprise maintains its own assets, liabilities, and fund balance. Auxiliary enterprises activities include athletics, barracks, cadet store, dining hall, infirmary, and gift shop. The portion of The Citadel's unrestricted current funds balance related to its auxiliary enterprises was \$4,255,991 at June 30, 1995.

The *Loan Funds* group accounts for the resources available for loans to students from donors, government agencies, and mandatory institutional matching grants. Loan funds have been divided

THE CITADEL
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Notes to the Financial Statements (Continued)
June 30, 1995

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

into those provided by the federal government and those provided by other sources. Expenditures include costs of loan collections, loan cancellations and collectibility reserves, and administrative costs under the federal loan programs. To the extent that current funds are used to meet required provisions for grant matching, they are accounted for as mandatory transfers.

The *Endowment and Similar Funds* group includes endowment funds, term endowment funds, and funds functioning as endowments (quasi-endowment). Endowment funds are subject to the restrictions of gift instruments requiring in perpetuity that the principal be invested and the income only be utilized. Some of The Citadel's endowments require the income to be used for specified purposes and others contain no such restrictions. Term endowment funds are similar to endowment funds except that, upon the passage of a stated period of time or the happening of a particular event, all or a part of the principal may be expended. Currently, The Citadel has no term endowments. While quasi-endowment funds have been established by the governing board for the same purposes as permanent endowment funds, subject to any restrictions imposed by the donor of the resources, any unrestricted portion of the principal as well as income may be expended at the discretion of the governing board. The term "principal" is construed to include the original value of an endowment and subsequent additions and realized gains/losses attributable to investment transactions.

The *Plant Funds* group consists of three self-balancing subgroups: (1) unexpended plant funds, (2) funds for retirement of indebtedness, and (3) investment in plant. The unexpended plant funds subgroup accounts for the resources derived from various sources to finance the acquisition of long-life assets and to provide for routine renewal and replacement of existing plant assets. Receipts legally designated solely for plant improvements are recorded directly in The Citadel's plant funds as revenue. The Citadel discontinued using the renewal and replacement fund group in fiscal year 1994-95. All assets remaining in the accounts were transferred to the current unrestricted fund. The retirement of indebtedness subgroup accounts for resources that are specifically assessed and/or specifically accumulated for interest and principal payments, debt service reserve funds, other debt service charges related to plant fund indebtedness, and federal interest subsidies. The investment in plant subgroup accounts for all long-life assets in the service of The Citadel, all construction in progress, and related debt for funds borrowed and expended for the acquisition of plant assets included in this fund subgroup. Net investment in plant represents the excess of the carrying value of assets over liabilities. The Citadel capitalizes major additions to plant assets and qualifying equipment with a unit value in excess of \$500 and a useful life in excess of two years.

The *Agency Funds* group accounts for the assets held on behalf of others in the capacity of custodian or fiscal agent; consequently, transactions relating to agency funds do not affect the

THE CITADEL
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Notes to the Financial Statements (Continued)
June 30, 1995

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

operating statements of The Citadel. They include the accounts of students, student organizations, and other groups directly associated with The Citadel.

Indirect Cost Recoveries

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

Compensated Absences

Generally, all permanent full-time State employees and certain part-time employees scheduled to work at least one-half of the agency's workweek are entitled to accrue and carry forward at calendar year-end maximums of 180 days sick leave and of 45 days annual vacation leave, except that faculty members do not accrue annual leave. Upon termination of State employment, employees are entitled to be paid for accumulated unused annual vacation leave up to the maximum, but are not entitled to any payment for unused sick leave. The compensated absences liability includes accrued annual leave (and compensatory holiday and overtime leave) earned for which the employees are entitled to paid time off or payment at termination. The Citadel calculates the gross compensated absences liability based on recorded balances of unused leave. The entire unpaid liability for which the employer expects to compensate employees through paid time off or cash payments, inventoried at fiscal year-end current salary costs and the cost of the salary-related benefit payments, is recorded in unrestricted current funds. The net change in the liability is recorded in the current year in the applicable functional expenditure categories.

Investment in Plant

Physical plant and equipment, except for plant assets acquired prior to July 1, 1985, and equipment under capital lease, are stated at cost at the date of acquisition or fair market value at the date of donation in the case of gifts. Plant assets acquired prior to July 1, 1985, are stated at historical cost when determinable or at estimated historical cost. Equipment additions purchased through capital leases or installment purchase contracts are capitalized in the investment in plant funds subgroup in the year of acquisition at their total cost, excluding interest charges. Equipment under capital leases is stated at the lower of the present value of minimum lease payments at the beginning of the lease term or fair value at the inception of the lease. Funds for payments of principal and interest on such contracts are transferred from the current funds group and expenditures are recorded in funds for retirement of indebtedness as the installments are paid. Infrastructure assets included streets, sidewalks, parking lots, and similar assets that are immovable and only of value to The Citadel and are not capitalized. The College currently has a project budgeted for \$7,794,040 to

THE CITADEL
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Notes to the Financial Statements (Continued)
June 30, 1995

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

repair and improve all utility delivery systems throughout the campus. This project applies only to infrastructure. It is beyond the scope of the project to make modifications within buildings. Expenditures related to this project will not be capitalized.

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

Library books and microfilms are recorded at average cost in the equipment account. Qualifying 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 funds subgroup of the plant funds group.

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

Deferred Revenues

In unrestricted current funds, deferred revenues consist of receipts collected in advance for athletic events which amounts have not been earned, and student tuition and fees and room and board collected in advance for the summer and fall academic terms. Revenues are recognized in the period in which the sessions are predominately conducted and services are provided or the semester for which the fee is applicable and earned.

Student Deposits

Student deposits represent dormitory room deposits, security deposits for possible room damage and key loss, other deposits, and student fee refunds. Student deposits are recognized as revenue during the semester for which the fee is applicable and earned when the deposit is nonrefundable to the student under the terms of the agreement.

Fee Waivers

Student tuition and fees revenues include all such amounts assessed against students (net of refunds) for educational purposes even in those cases in which there is no intention of collection. These revenue amounts are offset by equal expenditures. The amounts of such remissions or waivers are recorded and classified as scholarships and fellowships expenditures or as staff benefits in the applicable functional expenditure categories. State law provides that educational fee waivers may be offered to no more than two percent of the undergraduate student body.

THE CITADEL
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Notes to the Financial Statements (Continued)
June 30, 1995

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Prepaid Items

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

Cash and Cash Equivalents

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

Most State agencies including The Citadel participate in the cash management pool. Because the cash management pool operates as a demand deposit account, amounts invested in the pool are classified as cash and cash equivalents. The State Treasurer administers the cash management pool. The pool includes some long-term investments such as obligations of the United States and certain agencies of the United States, obligations of the State of South Carolina and certain of its political subdivisions, certificates of deposit, collateralized repurchase agreements, and certain corporate bonds. For credit risk information pertaining to the cash management pool, see the deposits disclosures in Note 15.

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

Some college accounts are not included in the State's cash management pool because of restrictions on the use of the funds. For those State Treasurer accounts, cash equivalents include investments in short-term, highly liquid securities having a maturity of three months or less.

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

THE CITADEL
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Notes to the Financial Statements (Continued)
June 30, 1995

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Comparative Amounts and Totals (Memorandum Only) Columns

Amounts in the "Totals (Memorandum Only)" columns of Exhibit B represent an aggregation of the financial statement line-items to facilitate financial analysis. Such amounts are not comparable to a consolidation and do not present financial information in conformity with GAAP. Interfund eliminations have not been made in the aggregation of this data except expenditure reimbursements and certain other intraentity transactions and balances between the college and component units blended in the college's funds have been eliminated.

In addition, transfers and receivables/payable balances between the primary entity and its blended component unit are classified separately as interfund transactions and balances.

Comparative amounts and totals for the prior year are included to provide a summarized comparison with current year amounts. The prior year totals are not intended to present all the information necessary for a fair presentation of financial position in accordance with generally accepted accounting principles.

To enhance comparability, some prior year amounts have been reclassified to conform with the current year financial statement presentation and have been restated for the matters discussed in Note 20.

THE CITADEL
The Military College of South Carolina
Notes to the Financial Statements (Continued)
June 30, 1995

NOTE 2 - STATE APPROPRIATIONS

The Citadel is granted an annual appropriation for operating purposes as authorized by the General Assembly of the State of South Carolina. State appropriations are recognized as revenue when received and amounts that are not expended by fiscal year-end lapse and are required to be returned to the General Fund of the State unless The Citadel receives authorization from the General Assembly to carry the funds over to the next year.

The 1994-95 original appropriation is The Citadel's base budget amount presented in the General Funds column of Section 18C of Part I of the Appropriation Act. The following is a reconciliation of the original appropriation as enacted by the General Assembly to state appropriations revenue reported in the financial statements for the fiscal year ended June 30, 1995:

Original Appropriation	\$11,738,320
State Budget and Control Board Allocations for	
Employee Base Pay Increases and Related	
Employee Benefits	407,483
Appropriation Adjustments Mandated by Proviso:	
Retiree Health and Dental Insurance	
(Proviso 17E.21.)	1,266
Appropriation Allocations from the State	
Commission on Higher Education for:	
-Desegregation Plan	14,732
-Palmetto Fellows Scholarship	2,500
Supplemental Appropriation from Fiscal Year 1994	
Surplus (June 1994 Joint Resolution)	<u>877,327</u>
State Appropriation Revenue - Accrual Basis	<u>\$13,041,628</u>

THE CITADEL
The Military College of South Carolina
Notes to the Financial Statements (Continued)
June 30, 1995

NOTE 3 - STATE CAPITAL IMPROVEMENT BONDS

In prior years, the State authorized funds for improvements and expansion of facilities using the proceeds of state capital improvement bonds. As capital projects are authorized by the State Budget and Control Board, the bond proceeds are allocated to the projects. The Citadel records the proceeds as revenue and the bond issue costs as expenditures in the unexpended plant and renewals and replacements funds subgroups, as applicable. These authorized funds can be requested as needed once State authorities have given approval to begin specific projects. The total balance receivable for the undrawn portions of the authorizations is reported in the balance sheet as "capital improvement bond proceeds receivable." A summary of the activity in the balances available from these authorizations as of June 30, 1995, follows:

<u>Act</u>	<u>Total Authorized</u>	<u>Amount Drawn in Prior Years</u>	<u>Amount Drawn in Fiscal Year Ended June 30, 1995</u>	<u>Balance Authorized June 30, 1995</u>
Act 638 of 1988	\$ 8,270,909	\$ 8,000,033	\$ 270,448	\$ 428
Act 522 of 1992	<u>7,691,040</u>	<u>332,489</u>	<u>425,979</u>	<u>6,932,572</u>
Total	<u>\$15,961,949</u>	<u>\$ 8,332,522</u>	<u>\$ 696,427</u>	<u>\$6,933,000</u>

The balance is reported in the unexpended plant fund subgroup of the plant funds group. The Citadel is not obligated to repay these funds to the State.

Of the balance available at June 30, 1995, the college can withdraw all funds under Act 638 between July 1, 1995, and December 31, 1995. The college may withdraw funds under Act 522 according to the following schedule:

July 1, 1995, to December 31, 1995	\$1,249,572
January 1, 1996, to June 30, 1996	\$3,100,000
July 1, 1996, to December 31, 1996	\$2,083,000
After June 30, 1997	\$500,000

THE CITADEL
The Military College of South Carolina
Notes to the Financial Statements (Continued)
June 30, 1995

NOTE 4 - BONDS PAYABLE AND BOND ANTICIPATION NOTES

At June 30, 1995, bonds payable consisted of the following:

	<u>Interest Rates</u>	<u>Maturity Dates</u>	June 30, 1995 <u>Balance</u>	Fiscal Year 1996 <u>Maturities</u>
State Institution Bonds				
Series 1979	5.1% - 6.0%	12/01/95	\$ 75,000	\$ 75,000
Series 1991	5.5% - 7.5%	12/01/06	1,720,000	100,000
Student and Faculty Housing Revenue Bonds				
Series 1990	6.7% - 6.9%	06/01/06	2,660,000	165,000
Series 1995	5.25% - 7.25%	10/01/15	11,000,000	--
Plant Improvement Bonds				
Series 1990	6.6% - 6.9%	06/01/06	<u>1,660,000</u>	<u>100,000</u>
Total			<u>\$17,115,000</u>	<u>\$440,000</u>

Accordingly, \$7,713,408 of the bond payable balance is reported in the investment in plant fund subgroup and \$9,401,592 of the balance is reported in the unexpended plant fund subgroup of the plant funds group. This latter amount represents the unspent portion of Student and Faculty Housing Revenue Bonds (series 1995) which funds the construction of the new barracks.

The various bond indentures restrict the use of particular revenue sources. State institution bonds are general obligation bonds of the State backed by the full faith, credit, and taxing power of the State. Tuition paid to The Citadel is restricted up to the amount of annual debt requirements for the payment of principal and interest on state institution bonds. Revenue received for barracks and dining hall operations is restricted, up to the amount of annual debt requirements, for the payment of principal and interest on student and faculty housing revenue bonds. A special plant improvement fee charged to students is restricted up to the amount of annual debt requirements for the payment of principal and interest on plant improvement bonds. Retirement of indebtedness fund cash and cash equivalents includes restricted debt service reserve fund cash balances of \$951,791, \$320,000 and \$200,000 as required by the bond indentures for the student and faculty housing revenue bonds (series 1995 and 1990), and the plant improvement bonds, respectively, to the Financial Statements.

During fiscal year 1995, The Citadel issued Student Facilities Revenue bonds in the amount of \$11,000,000. Related bond issue costs totaled \$44,456 and are recorded as deferred charges in

THE CITADEL
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Notes to the Financial Statements (Continued)
June 30, 1995

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

the Retirement of Indebtedness fund subgroup. The proceeds are being used to build new barracks facilities.

All of the bonds are payable in semiannual installments plus interest. Amounts including interest required to complete payment of bond obligations as of June 30, 1995, are as follows:

<u>Year Ending June 30</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
1996	\$440,000	\$1,060,400	\$1,500,400
1997	690,000	1,023,099	1,713,099
1998	740,000	975,496	1,715,496
1999	795,000	923,990	1,718,990
2000	840,000	869,076	1,709,076
2001 through 2016	<u>13,610,000</u>	<u>6,010,135</u>	<u>19,620,135</u>
Total Obligations	<u>\$17,115,000</u>	<u>\$10,862,196</u>	<u>\$27,977,196</u>

Receipts from tuition, matriculation fees, and other fees legally designated solely for the purpose of debt retirement for institution bonds are recorded directly in the funds for retirement of indebtedness as plant improvement revenues. Mandatory transfers from auxiliary enterprises revenue for debt retirement on the student and faculty housing revenue bonds are reflected as transfers from unrestricted current funds to the funds for retirement of indebtedness.

NOTE 5 - NOTE PAYABLE

The note payable bears 6.8% interest which is due annually with a portion of principal due each year beginning 12/8/92. The note matures 12/08/08 and is recorded in the Investment in Plant Fund. Details of the note payable at June 30, 1995, are as follows:

<u>Date Originated</u>		<u>Balance July 1, 1994</u>	<u>Principal Reduction</u>	<u>Interest</u>	<u>Balance June 30, 1995</u>
08/01/81	Note due to the State				
Revised	of South Carolina	<u>\$342,881</u>	<u>\$13,857</u>	<u>\$23,316</u>	<u>\$329,024</u>
12/08/89					

THE CITADEL
The Military College of South Carolina
Notes to the Financial Statements (Continued)
June 30, 1995

NOTE 5 - NOTE PAYABLE (Continued)

Obligations as of June 30, 1995, for the note payable are as follows:

<u>Year Ending June 30</u>	
1996	\$ 37,172
1997	37,172
1998	37,172
1999	37,172
2000	37,172
After 2000	<u>334,552</u>
Total Principal and Interest	520,412
Less: Interest	<u>191,388</u>
Total Note Payable Principal	<u>\$329,024</u>

Additionally, a related party note payable to The Citadel Development Foundation (CDF) for \$1,500,000 is recorded in the current restricted fund. The terms of this note payable are described in Note 17.

NOTE 6 - CAPITAL LEASES

Capital leases are generally payable in monthly installments from the retirement of indebtedness subgroup of the plant funds group. In fiscal year 1995, The Citadel completed payments on video equipment acquired under a lease with an 8% interest rate. Expenditures for fiscal year 1995 were \$22,711 of which \$1,694 represented interest. The Citadel is not obligated under capital leases for the acquisition of equipment as of June 30, 1995.

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

NOTE 7 - TRANSFER OF EXCESS DEBT SERVICE FUNDS AND OTHER INTERFUND TRANSFERS

The Citadel transferred \$1,236,907 in 1995 from the retirement of indebtedness ("debt service") fund subgroup to unexpended plant funds to be used for capital projects. 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.

THE CITADEL
The Military College of South Carolina
Notes to the Financial Statements (Continued)
June 30, 1995

NOTE 7 - TRANSFER OF EXCESS DEBT SERVICE FUNDS AND OTHER INTERFUND TRANSFERS (Continued)

In addition, during fiscal year 1995, The Citadel made other interfund transfers. The following is a schedule of all transfers:

<u>FUND</u>			
<u>Mandatory Transfers</u>			
<u>From</u>	<u>To</u>	<u>Amount</u>	<u>Purpose</u>
Unrestricted Current	Retirement of Indebtedness	\$341,880	Funds to cover Student Faculty Housing Debt Service Payments
Unrestricted Current	Loan	\$3,314	Perkins Loan Capital Contribution
<u>Non-Mandatory Transfers</u>			
Unrestricted Current	Unexpended Plant	\$1,180,262	Funding for various construction projects
Unrestricted Current	Endowment	\$10,437	Board designated additions to quasi-endowment funds
Unrestricted Current	Retirement of Indebtedness	\$22,711	Funds for capital lease debt service requirements
Restricted Current	Endowment	\$169,034	Board designated additions to quasi-endowment funds
Restricted Current	Unexpended Plant	\$27,871	Funding for various construction projects
Restricted Current	Retirement of Indebtedness	\$36,894	Inaugural Campaign funds for debt service requirements
Endowment	Unrestricted Current	\$96,380	Quasi-endowment funds for current year expenditures
Endowment	Restricted Current	\$832	Quasi-endowment funds for current year expenditures
Endowment	Unexpended Plant	\$206,274	Quasi-endowment funds for property acquisition

THE CITADEL
The Military College of South Carolina
Notes to the Financial Statements (Continued)
June 30, 1995

NOTE 7 - TRANSFER OF EXCESS DEBT SERVICE FUNDS AND OTHER INTERFUND TRANSFERS (Continued)

<u>Fund</u>			
<u>From</u>	<u>To</u>	<u>Amount</u>	<u>Purpose</u>
Renewal & Replacement	Unrestricted Current	\$786,584	Return of unspent funds to funding source
Unexpended Plant	Unrestricted Current	\$38,681	Return of unspent funds to funding source
Unexpended Plant	Renewal & Replacement	\$97,000	Return of unspent funds to funding source
Unexpended Plant	Retirement of Indebtedness	\$4,767	Return of unspent funds to funding source

NOTE 8 - RETIREMENT PLANS

The majority of employees of The Citadel are covered by a retirement plan through the South Carolina Retirement System (SCRS), a cost-sharing multiple-employer defined benefit public employee retirement system (PERS). Generally all State employees are required to participate in and contribute to the System as a condition of employment unless exempted by law as provided in Section 9-1-480 of the South Carolina Code of Laws. This plan provides annuity benefits as well as disability and group-life insurance benefits to eligible employees and retirees.

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

The Citadel's total covered payroll for the fiscal year was \$16,037,558 of total personal services expenditures paid of \$19,486,233. Employee and employer contribution rates are actuarially determined. Since July 1, 1988, employees have been required to contribute 6% of all compensation.

THE CITADEL
The Military College of South Carolina
Notes to the Financial Statements (Continued)
June 30, 1995

NOTE 8 - RETIREMENT PLANS (Continued)

Effective July 1, 1994, the employer contribution rate became 9.602% which included a 2.052% surcharge to fund retiree health and dental insurance coverage. The surcharge is not part of the actuarially established contribution rate. The contribution requirements for the year ended June 30, 1995, were \$1,539,926 from the employer and \$962,261 from employees. For the fiscal year ended June 30, 1995, The Citadel's employer and employee contributions to SCRS represented 7.55% (excluding the surcharge) and 6.0% of the college's total covered payroll, respectively. The Citadel's 1995 contributions represented less than 1% of total contributions required of all participating entities. Also, The Citadel paid employer group-life insurance contributions of \$24,056 in the current fiscal year at the rate of .15% of compensation.

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

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

The Citadel's total covered payroll for the PORS for the fiscal year was \$335,775. Employee and employer contribution rates are actuarially determined. Since July 1, 1988, employees have been required to contribute 6.5% of all compensation. Effective July 1, 1994, the employer contribution rate became 12.352% which, as for the SCRS, also included a 2.052% surcharge. The contribution requirements for the year ended June 30, 1995, were \$41,475 from the employer and \$21,826 from employees. For the fiscal year ended June 30, 1995, The Citadel's employer and employee contributions to PORS represented 10.3% (excluding the surcharge) and 6.5% of the college's total covered payroll, respectively. The Citadel's 1995 contributions represented less than 1% of total contributions required of all participating employers. Also, The Citadel paid employer group-life insurance contributions of \$672 and accidental death insurance contributions of \$672 in the current fiscal year for PORS participants. The rate for each of these insurance benefits is .20% of compensation.

THE CITADEL
The Military College of South Carolina
Notes to the Financial Statements (Continued)
June 30, 1995

NOTE 8 - RETIREMENT PLANS (Continued)

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

Article X, Section 16 of the South Carolina Constitution requires that all State-operated retirement systems be funded on a sound actuarial basis. Title 9 of the South Carolina Code of Laws of 1976, as amended, prescribes requirements relating to membership, benefits, and employee/employer contributions for the (each) retirement system. Annual benefits, payable monthly for life, are based on length of service and on average final compensation (an annualized average of the employee's highest 12 consecutive quarters of compensation).

The pension benefit obligation, which is the actuarial present value of credited projected benefits, is a standardized disclosure measure of the present value of pension benefits, adjusted for the effects of projected salary increases and any step-rate benefits, estimated to be payable in the future as a result of employee service to date. The measure is intended to help users assess, on a going-concern basis, the funding status of the PERS to which contributions are made, assess progress made in accumulating sufficient assets to pay benefits when due, and make comparisons among employers. The measure is independent of the actuarial funding method, if any, used to determine contributions to the PERS.

The following are the pension benefit obligations (based on July 1, 1993, actuarial valuations) and net assets available for benefits as reported in the Systems' 1994 report for the PERS in which The Citadel's employees participate:

	(Amounts in Millions)	
	<u>SCRS</u>	<u>PORS</u>
Total Pension Benefit Obligation	\$12,621.7	\$1,132.4
Net Assets Available for Benefits, at Amortized Cost	<u>9,392.5</u>	<u>981.5</u>
Unfunded Pension Benefit Obligation	<u>\$ 3,229.2</u>	<u>\$ 150.9</u>
Net Assets Available for Benefits, at Market Value	<u>\$10,970.3</u>	<u>\$ 1,132.6</u>

THE CITADEL
The Military College of South Carolina
Notes to the Financial Statements (Continued)
June 30, 1995

NOTE 8 - RETIREMENT PLANS (Continued)

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

Information concerning the authority under which benefit provisions and employee obligations to contribute are established, the significant actuarial assumptions for the plans, and ten-year historical trend information showing the Systems' progress in accumulating sufficient assets to pay benefits when due is presented in the Systems' June 30, 1995, separately issued report.

At retirement, employees participating in the SCRS or PORS may receive additional service credit unused up to 90 days for accumulated unused sick leave.

Certain State employees may elect to participate in the Optional Retirement Program (ORP), a defined contribution plan. The ORP was established in 1987 under Title 9, Chapter 17, of the South Carolina Code of Laws. The ORP provides retirement and death benefits through the purchase of individual fixed or variable annuity contracts which are issued to, and become the property of, the participants. The State assumes no liability for this plan other than for payment of contributions to designated insurance companies.

ORP participation is limited to faculty and administrative staff of the State's four-year higher education institutions who meet all eligibility requirements for membership in the SCRS. To elect participation in the ORP, eligible employees must irrevocably waive SCRS membership within their first ninety days of employment.

Under State law, contributions to the ORP are required at the same rates as for the SCRS including the retiree surcharge of 2.052%.

Certain of The Citadel's employees have elected to be covered under optional retirement plans. Total covered compensation for the various optional plans was \$1,516,329 for the year ended June 30, 1995. For the fiscal year, total contribution requirements to ORP were \$145,598 from the college as employer and \$90,980.16 from its employees which represented 7.55% (excluding the surcharge)

THE CITADEL
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Notes to the Financial Statements (Continued)
June 30, 1995

NOTE 8 - RETIREMENT PLANS (Continued)

and 6.0% of the college's total covered payroll, respectively. The Citadel's 1995 contributions represented 1.9% of total contributions made by all participating entities. In addition, The Citadel paid \$2,274 for group-life insurance coverage for these employees. All amounts were remitted to the South Carolina Retirement Division for distribution to the respective annuity policy providers.

NOTE 9 - POSTEMPLOYMENT AND OTHER EMPLOYEE BENEFITS

In accordance with the South Carolina Code of Laws and the annual Appropriation Act, the State of South Carolina provides certain health care, dental, and life insurance benefits to certain active and retired State employees and certain surviving dependents of retirees. All permanent full-time and certain permanent part-time employees of The Citadel are eligible to receive these benefits. The State provides postemployment health and dental benefits to employees who retire from State service or who terminated with at least 20 years of State service who meet one or more of the eligibility requirements, such as age, length of service, and hire date. Generally those who retire must have at least 10 years of retirement service credit to qualify for State-funded benefits. Benefits are effective at date of retirement when the employee is eligible for retirement benefits.

These benefits are provided through annual appropriations by the General Assembly to The Citadel for its active employees and to the State Budget and Control Board for all participating State retirees except the portion funded through the pension surcharge and provided from other applicable fund sources of The Citadel for its active employees who are not funded by State General Fund appropriations. The State finances health and dental plan benefits on a pay-as-you-go basis. Currently, approximately 16,500 State retirees meet these eligibility requirements.

The Citadel recorded employer contributions expenditures within the applicable functional expenditure categories for these insurance benefits for active employees in the amount of \$1,219,441 for the year ended June 30, 1995. As discussed in Note 8, The Citadel paid \$367,096 applicable to the 2.052% surcharge included with the employer contributions for retirement benefits. These amounts were remitted to the South Carolina Retirement Systems for distribution to the Division of Insurance Services for retiree health and dental insurance benefits.

Information regarding the cost of insurance benefits applicable to The Citadel retirees is not available. By State law, The Citadel has no liability for retirement benefits. Accordingly, the cost of providing these benefits for retirees is not included in the accompanying financial statements.

In addition, the State General Assembly periodically directs the Retirement Systems to pay supplemental (cost-of-living) increases to retirees. Such increases are primarily funded from Systems'

THE CITADEL
The Military College of South Carolina
Notes to the Financial Statements (Continued)
June 30, 1995

NOTE 9 - POSTEMPLOYMENT AND OTHER EMPLOYEE BENEFITS (Continued)

earnings; however, a portion of the required amount is appropriated from the State General Fund annually for the SCRS and PORS benefits.

NOTE 10 - DEFERRED COMPENSATION PLANS

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

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

NOTE 11 - INVENTORIES

Inventories are valued at the lower of cost or market. The following is a summary by inventory category of cost determination method and value at June 30, 1995:

<u>Category</u>	<u>Method</u>	
Cadet Store	First-in, first-out	\$ 930,090
Gift Shop	First-in, first-out	233,463
Tailor Shop	First-in, first-out	118,126
Central Stores	First-in, first-out	<u>60,882</u>
		<u>\$1,342,561</u>

NOTE 12 - INTERFUND LIABILITIES AND BORROWINGS

For the most part, The Citadel operates out of one cash account which is recorded in unrestricted current funds. At fiscal year-end, entries are made to properly reflect cash balances by fund group. In addition, during the year, certain interfund borrowings occurred. All of the amounts are payable within one year without interest.

THE CITADEL
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Notes to the Financial Statements (Continued)
June 30, 1995

NOTE 12 - INTERFUND LIABILITIES AND BORROWINGS (Continued)

The only interfund balance outstanding at June 30, 1995, arose during fiscal year 1985 when the retirement of indebtedness funds advanced \$587,655 to unexpended plant funds for the stadium lights project. Of this, \$10,000 was repaid in the current fiscal year, reducing the balance to \$542,918. Current year plans call for a similar type reduction each year, using assets from the President's Inaugural Campaign.

NOTE 13 - STUDENT LOANS RECEIVABLE AND OTHER ACCOUNTS RECEIVABLE

With minor exceptions, loan losses for student loan receivables and various accounts receivable are established based upon losses experienced in prior years and evaluations of the current loan and account portfolios. At June 30, 1995, the allowances for student loans receivable in loan funds and accounts receivable in unrestricted current funds are valued at \$92,093 and \$204,693, respectively.

NOTE 14 - CONSTRUCTION COSTS AND COMMITMENTS

The Citadel has obtained the necessary funding for the acquisition, construction, renovation, and equipping of certain facilities which will be capitalized upon completion. Management estimates that The Citadel has sufficient resources available and/or future resources identified to satisfactorily complete the construction of such projects which are expected to be completed in varying phases over the next five years at an estimated total cost of \$20,556,168. Of the total cost, approximately \$11,728,377 consists of substantially completed projects which have been capitalized and approximately \$8,827,791 is unexpended at June 30, 1995. As of June 30, 1995, The Citadel had remaining commitment balances of approximately \$8,610,570 with certain engineering firms, construction contractors, and vendors related to these projects. Major capital projects at June 30, 1995, which constitute construction in progress that are to be capitalized when completed, are listed below.

<u>Project Title</u>	<u>Estimated Cost</u>	<u>Amount Expended</u>
Barracks Renovation	<u>\$13,229,000</u>	<u>\$3,551,209</u>

The amount expended includes both noncapitalized project expenditures and capitalized costs but it does not include capitalized interest on construction debt. At June 30, 1995, the net difference between project expenditures and construction in progress equals \$8,469,075.

At June 30, 1995, The Citadel had in progress other capital projects which are not to be capitalized when completed. These projects are for replacements, repairs, and/or renovations to existing facilities. Costs incurred to date on these projects amount to approximately \$12,218,433 at June 30,

THE CITADEL
The Military College of South Carolina
Notes to the Financial Statements (Continued)
June 30, 1995

NOTE 14 - CONSTRUCTION COSTS AND COMMITMENTS (Continued)

1995, and the estimated cost to complete was approximately \$7,556,685. At June 30, 1995, The Citadel had remaining commitment balances of approximately \$4,213,341 with certain parties related to these projects.

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

NOTE 15 - DEPOSITS AND INVESTMENTS

The Citadel has substantial deposits with the State Treasurer who, by law, has sole authority for investing State funds. In addition, certain of the College's deposits and investments are deposited with or managed by financial institutions, brokers, and others specified by trust agreements with the approval of the State Treasurer's Office as applicable for such deposits not owned by The Citadel Trust.

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

<u>Balance Sheet</u>		<u>Footnotes</u>	
Cash and Cash Equivalents	\$24,320,251	Cash on Hand	\$ 47,613
Investments	21,608,698	Deposits Held by	
		State Treasurer	21,658,917
		Other Deposits	2,710,184
	_____	Investments	<u>21,512,235</u>
	<u>\$45,928,949</u>		<u>\$45,928,949</u>

Deposits Held by State Treasurer

State law requires full collateralization of all State Treasurer bank balances. The State Treasurer must correct any deficiencies in collateral within seven days. At June 30, 1995, all State Treasurer bank balances were fully insured or collateralized with securities held by the State or by its agents in the State's name.

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

THE CITADEL
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Notes to the Financial Statements (Continued)
June 30, 1995

NOTE 15 - DEPOSITS AND INVESTMENTS (Continued)

Other Deposits

The Citadel's other deposits are categorized to give an indication of the level of risk assumed by the entity at year-end. Credit risk categories are concerned with custodial credit risk, which is the risk that a government will not be able to recover the deposits if the depository financial institution fails. All deposits of The Citadel are classified in the following categories of credit risk:

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

All but \$128,884 of other deposits are owned by The Citadel Trust, a component unit of The Citadel. A summary of the June 30, 1995, bank balances of other deposits classified by category of risk is as follows:

	Category of Risks			Bank Balance	Carrying Amount
	1	2	3		
Cash and cash equivalents	<u>\$547,854</u>	<u>\$150,000</u>	<u>\$2,009,044</u>	<u>\$2,706,898</u>	<u>\$2,710,184</u>

Investments

All but \$997 of investments are owned by The Citadel Trust, a component unit of The Citadel. Investments consist of U.S. government/government-insured securities and corporate stocks and bonds, as authorized by trust agreements and the Board of Visitors.

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

The Citadel's investments are categorized to give an indication of the level or risk assumed by the entity at year-end. The credit risk categories are concerned with custodial credit risk, which is the risk that a government will not be able to recover the value of investment or collateral securities that are in the possession of an outside party if the counterparty to the investment transaction fails. There are three categories of credit risk. Category 1 includes investments that are insured or registered or

THE CITADEL
The Military College of South Carolina
Notes to the Financial Statements (Continued)
June 30, 1995

NOTE 15 - DEPOSITS AND INVESTMENTS (Continued)

for which the securities are held by the entity or its agent in The Citadel Trust's name. Category 2 includes uninsured and unregistered investments for which the securities are held by the counterparty's trust department or agent in The Citadel Trust's name. Category 3 includes uninsured and unregistered investments for which the securities are held by the counterparty or by its trust department or agent but not in The Citadel Trust's name. Investments which do not meet the definition of investment securities are listed below but are not classified by risk category. A summary of investments at June 30, 1995, by category of credit risk is as follows:

Type	Category of Risks			Carrying Amounts	Market Value
	1	2	3		
U.S. Treasury Notes/Bonds	\$ 328,643	\$1,375,977	\$501,058	\$ 2,205,678	\$2,245,255
Government and Agency Bonds	59,847	200,000	0	259,847	271,151
Corporate Bonds	102,053	1,554,314	0	1,656,367	1,739,993
Corporate Stock	1,812,895	3,188,933	430,763	5,432,591	6,086,738
	<u>\$2,303,438</u>	<u>\$6,319,224</u>	<u>\$931,821</u>	<u>\$ 9,554,483</u>	<u>\$10,343,137</u>

Investments not subject to categorization:

Open-ended Mutual Funds and Bank Common Trust Funds	11,900,072	13,271,976
Restricted deposit with life insurance company	57,680	57,680
Total Investments	<u>\$21,512,235</u>	<u>\$23,672,793</u>

The investment types listed above include all investment types in which monies were held throughout the fiscal year, and the balances therein fluctuated minimally in excess of the fiscal year-end balances.

Below is a comparison of carrying amounts and market values by fund type:

	<u>Book Value</u>	<u>Market Value</u>	<u>Unrealized Gain (loss)</u>
Current Unrestricted Fund	\$2,302,337	\$2,223,545	\$(78,792)
Current Restricted Fund	3,075,969	3,208,991	133,022
Loan Fund	640,379	683,090	42,711
Endowment Fund	15,441,557	17,505,174	2,063,617
Unexpended Plant Fund	<u>51,993</u>	<u>51,993</u>	<u>0</u>
Total	<u>\$21,512,235</u>	<u>\$23,672,793</u>	<u>\$2,160,558</u>

The investments are maintained at the trust/investment departments of NationsBank, Wachovia National Bank, United Carolina Bank, Robinson-Humphrey, the Common Fund, First Union National Bank, Carolina First Bank, and Merrill Lynch.

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

NOTE 16 - PLEDGES OF GIFTS

THE CITADEL
The Military College of South Carolina
Notes to the Financial Statements (Continued)
June 30, 1995

The Citadel recognizes revenue from pledges when collected.

The majority of pledges to The Citadel originated from two fund-raising campaigns: (1) the Mark Clark Campaign, and (2) the Inaugural Campaign. The Mark Clark Campaign was a joint capital campaign conducted in 1984 with The Citadel Development Foundation and The Brigadier Foundation, with a goal of raising \$27,000,000 to be used for academic programs and capital expenditures. The amounts of pledges collected and received by The Citadel Development Foundation or The Brigadier Foundation are not readily available. The Citadel Development Office began the Inaugural Campaign in 1990, to raise \$1,500,000 to be used to assist in retiring The Citadel's outstanding debts.

For the year ending June 30, 1995, The Citadel received \$7,475 in Mark Clark Campaign pledge payments, for a cumulative total for the campaign of \$11,519,132. These contributions include cash, stocks, bonds, life insurance policies, real property, and equipment. Restricted gifts and pledges are to be used primarily for endowed chairs, scholarships, and construction and/or improvements to various buildings. The pledge receivables for the Mark Clark Campaign are due to be collected as follows:

<u>Year Ending June 30</u>	<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>
1996	\$12,200	\$13,700	\$25,900
1997	10,400	11,000	21,400
1998	325	1,000	1,325
1999	300	1,000	1,300
2000	0	1,000	1,000
After 2000*	<u>889,500</u>	<u>1,721,900</u>	<u>2,611,400</u>
Total	<u>\$912,725</u>	<u>\$1,749,600</u>	<u>\$2,662,325</u>

* A majority of these pledges are by bequest.

The Citadel received \$2,650 in fiscal year 1995 in Inaugural Campaign pledge payments, for a cumulative total of \$1,114,309 for the campaign. These gifts were recorded in the restricted current funds. Remaining pledges are due to be collected as follows:

<u>Year Ending June 30</u>	<u>Amount</u>
1996	\$1,025
1997	100
1998	0
1999	0
2000	0
After 2000	<u>13,267</u>
Total	<u>\$14,392</u>

THE CITADEL
The Military College of South Carolina
Notes to the Financial Statements (Continued)
June 30, 1995

NOTE 16 - PLEDGES OF GIFTS (Continued)

As of June 30, 1995, other pledges to The Citadel totaled \$25,611,930. During the year ended June 30, 1995, The Citadel received \$676,143 in unrestricted pledge payments and \$43,499 in restricted pledge payments. These funds are to be used for academic programs and capital expenditures and are due to be collected as follows:

<u>Year Ended June 30</u>	<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>
1996	\$1,004,530	\$46,234	1,050,764
1997	1,000,000	43,333	1,043,333
1998	1,000,000	43,333	1,043,333
1999	325,000	15,000	340,000
2000	0	0	0
After 2000*	<u>22,000,000</u>	<u>134,500</u>	<u>22,134,500</u>
Total	<u>\$25,329,530</u>	<u>\$282,400</u>	<u>\$25,611,930</u>

*A majority of these pledges are by bequest.

Because it is not practicable to estimate the net realizable value of the uncollected pledges, pledges receivable are not reported in the financial statements.

During December 1993, a benefactor pledged to annually contribute for each of five consecutive years, common stock valued at \$1,000,000 with a maximum of 40,000 shares. The first contribution, in the amount of \$1,080,000 (\$27 per share), was received in December 1993, and the second contribution, in the amount of 40,000 shares, with a market value of \$675,000 (\$16.88 per share), was received in January 1995, and is included in unrestricted contributions for the current year.

Additionally, the benefactor established a charitable remainder uni-trust of 2,353,000 shares of common stock to which The Citadel Trust, Inc., is entitled to one-third of the remaining assets upon the benefactor's death. Annually the uni-trust is to pay to the benefactor 6% of the net fair market value of the assets in the charitable remainder trust, valued as of the first day of each taxable year of such trust. If income from these assets is insufficient to pay this amount, it will be paid from principal. The current year annual dividend of \$.07 per share, represents a .34% yield on the stock's June 30, 1995, market value of \$20.50. The Trust is irrevocable and is not managed by The Citadel or The Citadel Trust. The \$23,000,000 outstanding unrestricted pledge is included in the above summary of other pledges receivable at June 30, 1995.

THE CITADEL
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Notes to the Financial Statements (Continued)
June 30, 1995

NOTE 17 - RELATED ORGANIZATIONS

Certain separately chartered legal entities whose activities are related to those of The Citadel exist primarily to provide financial assistance and other support to The Citadel and its educational program include The Citadel Development Foundation (CDF), The Brigadier Foundation, and the Association of Citadel Men. The financial statements of these organizations are audited by independent auditors retained by the various organizations. The activities of these organizations are not included in The Citadel's financial statements. However, The Citadel's statements include transactions between The Citadel and its related organizations.

In conjunction with its implementation of GASB Statement No.14, management reviewed its relationships with the related organizations described in this note. The Citadel excluded these organizations from the reporting entity because it is not financially accountable for them. As part of its affiliated organizations project, the GASB is currently studying other circumstances under which organizations that do not meet the financial accountability criteria would be included in the financial reporting entity. Depending on the outcome of that project and other future GASB pronouncements, some or all of these related organizations may become component units of The Citadel and part of the financial reporting entity.

Various transactions occur between The Citadel and these related organizations. A summary of these transactions and balances at June 30, 1995, follows:

Association of Citadel Men

Reimbursement to The Citadel for certain expenses incurred on behalf of the Association	\$169,756
Balance Due from the Association included in accounts receivable	\$3,137

Brigadier Foundation

Funds received for athletic scholarships	\$670,000
Reimbursement to The Citadel for certain expenses incurred on behalf of the Foundation	\$243,037

The Brigadier Foundation is indebted to The Citadel for \$119,000 as of June 30, 1995, for the athletic grants-in-aid on an interest-free note dated October 10, 1984, in the original amount of \$208,436. The receivable is reported in restricted current funds. The Citadel has not established a payment schedule for this loan.

THE CITADEL
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Notes to the Financial Statements (Continued)
June 30, 1995

NOTE 17 - RELATED ORGANIZATIONS (Continued)

The Citadel Development Foundation

Funds received for grants, awards, and scholarships	\$2,785,367
Reimbursement to The Citadel for certain expenses incurred on behalf of the Foundation	\$58,022
Balance Due from the Foundation included in accounts receivable	\$140,317

In 1995, The Citadel participated in The Citadel Development Foundation Annual Fund Drive. The Citadel Development Foundation contacted donors and received all contributions. Gifts designated for The Citadel were processed by CDF and subsequently remitted to The Citadel. The Citadel compensated the Foundation for its fund-raising efforts, based on the following percentage of funds raised on behalf of The Citadel: 3% for amounts between \$0 and \$150,000, 2% for amounts between \$150,001 and \$200,000, and 1.5% for amounts above \$200,000. For the current year, CDF collected contributions of \$243,291 on behalf of The Citadel. These contributions are recorded in the unrestricted current, restricted current, and endowment funds. Pledges made to The Citadel through the CDF Annual Fund Drive and receivable as of June 30, 1995, total \$89,915. These pledges are included in Note 16.

During the year ended June 30, 1995, The Citadel received a \$5,000,000 special grant from CDF to support the creation of the South Carolina Institute of Leadership for Women at Converse College. Of this amount, \$3,500,000 is considered a grant, and \$1,500,000 is an advance. The advance is to be repaid by The Citadel prior to December 31, 1995, in a manner mutually agreed upon by both The Citadel and The Citadel Development Foundation. This note payable is recorded in the current restricted fund.

NOTE 18 - RELATED PARTY TRANSACTIONS

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

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

Other services received at no cost from the various divisions of the State Budget and Control Board include retirement plan administration, insurance plan's administration, audit services, personnel

THE CITADEL
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Notes to the Financial Statements (Continued)
June 30, 1995

NOTE 18 - RELATED PARTY TRANSACTIONS (Continued)

management, assistance in the preparation of the State Budget, review and approval of certain budget amendments, procurement services, and other centralized functions.

The Citadel had financial transactions with various State agencies during the fiscal year. Significant payments were made to divisions of the State Budget and Control Board for retirement and insurance plans' contributions, surplus property disposal fees, insurance coverage, office supplies, printing, telephone, and interagency mail. Significant payments were also made for unemployment and workers' compensation coverage for employees. The amounts of 1995 expenditures applicable to related party transactions are not readily available.

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

NOTE 19 - CONTINGENCIES AND LITIGATION

The Citadel is involved in a number of legal proceedings and claims with various parties arising in the normal course of business. One suit, dealing with the admission of women to the Corps of Cadets, is currently being litigated. The outcome of the litigation is unknown at this time. The case has the potential of significantly impacting the operations of the College and could potentially result in the College having to pay attorney fees and damages if the litigants should prevail. In addition, two other suits are being litigated. In the opinion of the counsel, the outcome of these other legal proceedings and claims is not expected to have a material adverse effect on the financial position of The Citadel.

The various federal programs administered by The Citadel for fiscal year 1995 and prior years are subject to examination by the federal grantor agencies. At the present time, amounts which may be due federal grantors, if any, have not been determined, but The Citadel believes that any such amounts in the aggregate would not have a material adverse effect on the financial statements.

NOTE 20 - ACCOUNTING CHANGES

Generally accepted accounting principles define the activities and nature of the balances to be reported in the various fund group and subgroup classifications. The following adjustment was determined to be necessary to correct errors in the fund balance reported at June 30, 1994, for \$500,000 of unrestricted current fund revenues not recorded on the general ledger in the prior year.

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Notes to the Financial Statements (Continued)
June 30, 1995

NOTE 20 - ACCOUNTING CHANGES (Continued)

	<u>Current Funds</u> <u>Unrestricted</u>
Fund Balance - June 30, 1994	
As Previously Reported	\$6,398,543
Restatement Adjustment	<u>500,000</u>
Fund Balance - June 30, 1994	
As Restated	<u>\$6,898,543</u>
Accounts Payable - June 30, 1994	
As Previously Reported	\$ 1,481,543
Restatement Adjustment	<u>(500,000)</u>
Accounts Payable - June 30, 1994	
As Restated	<u>\$ 981,543</u>
Private Gifts, Grants & Contracts - June 30, 1994	
As Previously Reported	\$ 2,867,334
Restatement Adjustment	<u>500,000</u>
Private Gifts, Grants & Contracts - June 30, 1994	
As Restated	<u>\$ 3,367,334</u>

NOTE 21 - SOUTH CAROLINA INSTITUTE OF LEADERSHIP FOR WOMEN

In fiscal year 1994-95, The Citadel, in conjunction with the State of South Carolina and Converse College in Spartanburg, worked to establish the South Carolina Institute of Leadership for Women (SCIL) at Converse College. This leadership institute is designed to train women for postgraduate positions of leadership through academic programs of excellence supported by an environment that

THE CITADEL
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NOTE 21 - SOUTH CAROLINA INSTITUTE OF LEADERSHIP FOR WOMEN
(Continued)

fosters growth and development of character, physical fitness, moral and spiritual principles, thereby preparing its students to meet the requirements of citizens and especially of leaders.

In conjunction with this effort, The Citadel Development Foundation (CDF) provided a \$3.5 million grant to The Citadel. This \$3.5 million grant to The Citadel is recorded as a private grant in the current restricted funds. CDF advanced an additional \$1.5 million to The Citadel to support this program. The \$1.5 million advance is recorded on the balance sheet as a liability in the current restricted fund group. The Citadel is required to repay this advance in a manner to be determined prior to December 31, 1995.

From the \$5 million noted above, The Citadel contracted with Converse College to start up SCIL. The program is will be evaluated by the local federal court in Charleston, SC, during November, 1995. Expenditures under the contract are reported separately in the current restricted funds on the Statement of Current Funds Revenues, Expenditures, and Other Changes. The \$5 million is non-refundable unless Converse College fails to make a good faith effort to develop a program which meets the requirements of the courts.

The Citadel has agreed to pay Converse College successive, quarterly installments of \$200,000 beginning the first day of the calendar quarter following final court approval of the program and continuing until \$1,600,000 has been paid. Payment is contingent upon the program receiving final court approval and Converse College continuing to operate the program in accordance with court requirements.

The Citadel has also agreed to pay Converse College an amount equal to the per-student state appropriation for cadets at The Citadel as determined under the higher education formula of the Commission of Higher Education. This amount is to be reimbursed to The Citadel through state appropriations once the courts approve the program. Should the program not be approved, The Citadel will fund the amount until all current and future members in the alternative program have graduated. The State has also appropriated an additional \$2,000,000 in surplus funds carried over to fiscal year 1995-96 to support the initial start-up costs of the program, once it is approved by the courts.

NOTE 22 - RISK MANAGEMENT

The Citadel has recorded insurance premium expenditures in the applicable functional expenditure categories of the unrestricted fund. These expenditures include and reasonably estimable premium adjustments resulting for actual loss experience for The Citadel coverage by the insurer for the fiscal year for all entities it insurers. The Citadel is insured for such coverage under a retrospectively rated

THE CITADEL
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Notes to the Financial Statements (Continued)
June 30, 1995

NOTE 22 - RISK MANAGEMENT (Continued)

policy, and premiums are accrued based on the ultimate cost of the experience to date of a group of entities.

The Citadel has not transferred the portion of risk of loss related to insurance policy deductibles for all plans to a State or Commercial insurer. All claims are expected to be covered, except for deductibles.

Several State funds accumulate assets and the State itself assumes substantially all risks for the following:

1. Claims of State employees for unemployment compensation benefits (Employment Security Commission);
2. Claims of covered employees for workers' compensation benefits for job-related illnesses or injuries (State Accident Fund);
3. Claims of covered public employees for health and dental insurance benefits (Office of Insurance Services); and
4. Claims of covered public employees for long-term disability and group life insurance benefits (Retirement Systems).

Employees elect health coverage through either a health maintenance organization or through the State's self-insured plan. All of the other coverages listed above are through the applicable State self-insured plan except dependent and optional life premiums are remitted to commercial carriers.

The Citadel and other entities pay premiums to the State's Insurance Reserve Fund (IRF) which issues policies, accumulates assets to cover the risks of loss, and pays claims incurred for covered losses related to the following assets and activities:

1. Theft of, damage to, or destruction of assets;
2. Real property, its contents, and other equipment;
3. Motor vehicles, and watercraft (inland marine);
4. Torts;
5. Natural disaster; and
6. Medical malpractice claims against the Infirmary.

The IRF is a self-insurer and purchases reinsurance to obtain certain services and specialized coverage and to limit losses in the areas of property, boiler and machinery, automobile liability, and medical professional liability insurance. The IRF purchases insurance for aircraft and ocean marine coverage. The IRF's rates are determined actuarially.

THE CITADEL
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 Notes to the Financial Statements (Continued)
June 30, 1995

NOTE 22 - RISK MANAGEMENT (Continued)

The Citadel obtains coverage through commercial insurer for employee fidelity bond insurance for all employees for losses arising from theft or misappropriation.

The Citadel is exposed to various risks of loss and maintains State or commercial insurance coverage for (each of) those risks. Management believes such coverage is sufficient to preclude any significant uninsured losses for the covered risks except for damage to buildings amounting to over 80% of the replacement costs. Settled claims have not exceeded this coverage in any of the past three years. The Citadel pays insurance premiums to certain State agencies and commercial insurers to cover risks that may occur in normal operations. The insurers promise to pay to or on behalf of the insured for covered economic losses sustained during the policy period in accord with insurance policy and audit program limits.

- | | |
|---|---|
| 1 | Theft of damage to, or destruction of assets |
| 2 | Real property, its contents, and other equipment |
| 3 | Motor vehicles, and watercraft (inland marine) |
| 4 | Torts |
| 5 | Natural disaster, and |
| 6 | Medical malpractice claims against the University |

The IRF is a self-insurer and purchases reinsurance to obtain certain services and specialized coverage and to limit losses in the areas of property, boiler and machinery, automobile liability, and medical professional liability insurance. The IRF purchases insurance for aircraft and ocean marine coverage. The IRF's rates are determined actuarially.

IV. MILITARY AFFAIRS

A. General

Colonel Joseph W. Trez, US Army, Citadel '69 replaced Colonel Roy F. Zinser, Jr., US Army, as Commandant of Cadets and Professor of Military Science, on 16 June 1994. In August 1994, the US Army withdrew the authority for the Professor of Military Science to serve as Commandant of Cadets; therefore, Colonel Trez was relieved of the Commandant's position on 6 August 1994. Colonel Trez who will retire this summer from the US Army, was reappointed Commandant of Cadets, effective 1 July 1995.

Colonel Giuseppe A. Betta, USMC, continued to serve as Professor of Naval Science, and Deputy Commandant. His retirement was official on 31 March 1995, after 34 years of service in the US Marine Corps.

Colonel John M. Basel, USMC, Citadel Class of '67, replaced Colonel Betta as Professor of Naval Science on 15 February 1995.

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

(Colonel(S) John A. Folley, Citadel Class of '73, will replace Colonel Scott. Col Folley is coming from HQ Air Force Space Command in Colorado Springs, Colorado.

Colonel Roger E. Popham, US Army, Retired, Citadel Class of '63, continued to serve as the Assistant Commandant for Leadership Development. Due to the decision of the US Army to withdraw the authority for the Professor of Military Science to serve as Commandant of Cadets, the President of The Citadel appointed Colonel Popham as Interim Commandant, and he served in that position from 6 August 1994 through 30 June 1995.

Colonel John Garland Lackey, US Army, Retired, Citadel '61 continued to serve as the Assistant Commandant for Administration, and Director of The Citadel's Summer Camp for Boys.

Colonel Popham participated in the Association of Military Colleges and Schools of the United States (AMCSUS) Conference in Arlington, Virginia, 11-14 March.

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

1. General

The Corps of Cadets performed well during School Year 1994-95. The year got off to a good start in the fall, with the Regimental Commander and Athletic Cadre of 21 Cadets reporting on 1 August for Cadre training. They were well prepared for the arrival of the first members of the Class of 1998, our Fourth Class athletes on 6 August. The Fourth Class athletes have performed well. Largely as a result of straightforward recruiting, the knobs knew what to expect when they arrived. Generally, they have adjusted well to the cadet lifestyle. Freshman athletes began two drills per day on 13 August, and moved to their assigned companies on 20 August.

The Commandant met with members of the Athletic Department and Coaching Staff on 1 August.

An orientation for Tactical Officers was accomplished on 2 August. Subjects included: Commandant's Concept of Operations, Cadet Leadership Development Program, Tac Officer Advisor Organization Authority/Responsibility, The Blue Book changes, Awards and Punishments, Leaves and Passes, Inspections, MRI, SMIs, Boards, Investigations, Assistant Commandant's Office Organization, and a Working Lunch with the Athletic Department.

Cadet Cheerleaders reported for practice on 4 August, and attended UCA Camp at East Tennessee 8-11 August.

The remainder of the Training Cadre of 268 Cadets reported on 8 August and experienced a quality training week in preparation for the arrival of the Fourth Class on 15 August. Fourth Class Band prospects arrived on 14 August for auditions. A luncheon for Band prospects and parents was held in Coward Hall. A total of 601 Fourth Classmen reported and the Swearing-In Ceremony was conducted on 16 August. A reception for parents of Fourth Classmen was held in Mark Clark Hall Reception Room on 16 August. The Fourth Class System was put into effect on 17 August. Fourth Class Indoctrination was conducted that evening.

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

On 12 August, Mr. Lewis Spearman conducted a session on Legal Aspects of Sexual Harassment for the Training Cadre, and Maj Bob Sauers conducted a session on Sexual Harassment Awareness Training for all Cadre from Band and L Companies, Regimental Staff, Second and Third Battalion Staffs.

Upperclass varsity football players returned on 13 August. They were billeted in Barracks #1, and moved to their companies on 17 August.

Fourth Classmen participated, by Company, in a half hour Writing Center Orientation from 17-24 August.

On 21 August, Fourth Classmen visited The Citadel Beach Club for an afternoon of relaxation; upperclassmen reported and; a Music Program Orientation for Fourth Classmen was held that evening.

The Religious Activities Banquet for Fourth Classmen was held in Coward Hall on 22 August.

An Academic Convocation was conducted for the Corps in McAlister Field House on 23 August.

Mrs. Watts hosted receptions for Fourth Classmen on 23 and 24 August in Mark Clark Hall Reception Room. Two battalions were represented at each reception.

The Commandant refined the Cadet 24-Hour Schedule and put it into effect on 25 August.

General Watts has spoken to cadets, parents and officers as follows: 4 August at the Cadet Leadership Seminar; 6 August - 4th Class Athletes; 14 August - Training Cadre; and met with the Commandant, Regimental and Battalion Commanders, and Regimental Executive Officer; 15 August - Parents of Fourth Classmen; 16

August - Fourth Classmen; and Active Duty officers; 22 August - Faculty and Senior Staff at a Faculty Colloquy; 24 August - Cadet Upperclassmen; 17 September - Welcomed Citadel Scholars; 8 October - Report to Parents during Parents' Day Weekend; and 18 March - "Gold Corps" Address.

The Commandant has spoken to cadets as follows: 1 August - Welcomed Athletic Cadre and coaches; 2 Aug - Briefed Athletic Cadre and coaches on the 4th Class System; 8 August - Briefed Fourth Class Athletes and Coaches; 9 August - Addressed the Cadet Training Cadre, and briefed Regimental and Battalion Staff Officers; 10 August - Briefed Regimental and Battalion Commanders; 11 August - Cadre Orientation and briefed them on the Fourth Class System; 14 August - Met with Regimental and Battalion Commanders, along with General Watts; 16 August - Briefed Fourth Classmen on the Fourth Class System; 19 August - Briefed the Training Cadre.

The Student Activities Department conducted the following activities for Cadets: 2 August - The Art of Good Taste instruction to the Athletic Cadre; 6 August - The Art of Good Taste instruction to 4th Class Athletes; 10 August - Orientation for Fourth Class Athletes, Etiquette Program and the Art of Good Taste; 17 August - Orientation for Fourth Classmen; 19 August - Etiquette Training for Fourth Classmen; 20 August - Entertainment Program for Fourth Classmen; 26 August - "Welcome Back" party for Upperclassmen at the Citadel Beach Club; a Pep Rally for the Corps on 15 September and 17 November; Fine Arts Series "Detroit-Windsor Dance Company", featuring an African American Dance Group with a Repertoire of Modern, Classical, and Jazz on 20 September; a Bulldog Bullpup Halloween Party in Mark Clark Hall on 26 October; a Fine Arts Series featuring the "Chicago City Limits Improv Comedy Group" on 27 October; US Navy Concert Band (Marches/Symphonic & Pop Selections) on 13 February. The highlight of the performance featured 7 Citadel Cadet Musicians.

Phase II of Fourth Class Squad Competition began on 5 September, after Phase I (selection of one Squad from each company to compete) was completed by Cadet Company Commanders. The winner of this competition (Company E) received 400 points toward the Regimental Commander's Bowl, with points being awarded to the top 8 squads. The top 4 squads competed in Phase III on 8 October (Parents' Day) for the Kelly Cup. The winner of the Kelly Cup (Company G) received an additional 150 points. Company E won the Fourth Class Platoon Drill Competition.

Library orientation for Fourth Classmen was presented during the period 19 September through 18 October. Each company attended a two hour orientation.

Fourth Classmen completed Religious Orientation on 2 October. Mr. Lewis Spearman conducted Ethics Seminars for those cadets who did not desire to attend Religious Orientation.

Mandatory Cultural Awareness classes were conducted, by Company, for a period of one hour, 30 January-23 February.

2. Cadet Regulations

Although the current Blue Book needs revision, it continued to serve as a basic guide for standards of conduct for the Corps of Cadets, and has changed only slightly to reflect actual changes to the rules. A complete revision of The Blue Book will be accomplished this summer, so that it will be clear, concise and well-organized, and cadets will have a better understanding of what is expected of them.

3. Barracks

Colonel John Lackey, Assistant Commandant of Cadets for Administration, was accompanied by a group from The Citadel to the US Air Force Academy 24-26 September, to study the design and acquisition strategy of barracks furniture used by the AF Academy. For security purposes, the posts of quad guard were added to each battalion; in addition, all Physical Plant/Southeastern Services personnel entering the barracks are required to wear their ID Cards and to sign in/out with the guards.

4. Cadre and Fourth Class Training

The enforcement of The Blue Book regulations has significantly improved under the Class of '95 leadership. The Cadre's approach of being "firm but fair", of setting the example, and treating freshmen with dignity, continued. Throughout the School Year, emphasis in training was placed on establishing priorities and achieving a proper balance between military, academics, physical, and extracurricular activities. Continued emphasis on special leadership training for commanders and staff officers resulted in increased confidence and more efficient performance.

5. Drill and Ceremonies

The Corps' performance during parades and reviews has been satisfactory. Their attention to uniform detail and marching precision have improved significantly. Highlights of parades and ceremonies scheduled for SY 1994-95 included:

16 Sep 94	Awards Review (President's/Summerall Cups and Honoring USAF Birthday)
30 Sep 94	Gold Star Review (Dean's List Awards presented prior to Parade)
7 Oct 94	Retreat Parade Honoring Navy/4th Class Joined Corps
8 Oct 94	Parents' Day Review (Regimental Commander's Bowl)
21 Oct 94	Retreat Parade/Football at Army on 22 October
28 Oct 94	Awards Review - (Todd Dorney, David Widder and Walter B. Clark Awards) BG Peacock, SC State Guard honored and OSS-101 Assn Recognized
4 Nov 94	Parade IHO USMC
11 Nov 94	Retreat Parade (Corps Trip to Norfolk for Oyster Bowl Game w/VMI 11-13 Nov)
19 Nov 94	Homecoming Review 1100/Football w/Ga Southern 1400
13 Jan 95	Parade IHO Retirement of MG Earl Morris
20 Jan 95	Gold Star Review (Gold Stars Presented prior to Review)
27 Jan 95	Parade IHO Retirement of MG T. Eston Marchant, former Adjutant General of South Carolina and Ex-Officio Member of the Board of Visitors
17 Feb 95	Cincinnati/MacArthur Cadet Awards Review
3 Mar 95	Review IHO the Retirement of Colonel Joe Betta, PNS, The Citadel
10 Mar 95	Review in honor of Lt General Grady Patterson, SCANG, Retired, outgoing S. C. State Treasurer
16 Mar 95	Marion Square Review 1615
17 Mar 95	Brigadier Foundation Awards Review
18 Mar 95	Corps Day/Review (Palmetto Medal Awards) 1100
7 Apr 95	Review IHO The Citadel Faculty
14 Apr 95	Retreat Parade - Junior Chain of Command - Good Friday

21 Apr 95	Mark Clark Hall Awards/Parade Honoring the US Army Birthday/College and Military Awards
28 Apr 95	Parade (Employee of the Year Award/Retiree Recognition)
11 May 95	Star of the West Competition 1330/Awards Review 1545/ Baccalaureate Service 1930
12 May 95	Board of Visitors Review 1100/Graduation Parade 1500
13 May 95	Commissioning 0800/Commencement 0930/Summer Furlough

LTC Walter F. McTernan, III, Class of 1972 retired from the United States Marine Corps at a ceremony on campus on 30 September and joined General Watts on the pad to be recognized by the Corps of Cadets during the Pass in Review.

Brigadier General Oliver L. Peacock, Deputy Director, SC State Guard who retired in November, was honored at a Review of the Corps on 28 October. Prior to parade, Major General Earl E. Morris, Jr., Director, SC State Guard, presented the Palmetto Award to BG Peacock in a special ceremony. Members of the Office of Strategic Services (OSS), Detachment 101 Association reunion were recognized during this parade.

The parade on 27 January was in honor of the retirement of MG T. Eston Marchant, former Adjutant General of South Carolina. The primary focus for the day was to recognize MG Marchant and welcome MG Stanhope Spears, who replaced MG Marchant as Adjutant General. Two National Guard units (commanded by Citadel graduates) provided static displays of equipment on the parade ground. South Carolina National Guard Cadets presented a gift to MG Marchant during the noon meal with the Corps, followed by a presentation from Cadet Tandy Brown. The Regimental Commander then made a presentation on behalf of the entire Corps and recognition of the day as "National Guard Day". LTG Watts, the Board of Visitors, and the two National Guard Battalion Commanders were invited to attend. A flyover, consisting of three Apache helicopters, conducted by the 1 Bn 151 AVN (AH), took place during the parade. In addition, a proclamation signed by Governor Beasley was read during parade.

The Retreat Review on 3 March was in honor of the retirement of Colonel Guiseppe A. Betta, USMC, Professor of Naval Science, who retired on 31 March, after 34 years of service. Following parade, a reception in Mark Clark Hall was held in Colonel Betta's honor.

Regimental Platoon Competition began on 6 February. Company E was the winner of this competition and was awarded the J. D. Sehorne Trophy. They received 400 points toward the Commandant's Cup. Each platoon, in order of finish, received 50 points less. Points were awarded to the top eight platoons. The Regimental Company Drill Competition was conducted during 27 February-14 March 1995. The winner of this competition (Company E) received 800 points towards the Commandant's Cup and the Company Commander (Cadet Michael W. Nix) received the W. C. White Award.

6. Physical Training

The Physical Training Program is conducted by the Commandant. A Tactical Officer is in charge of the Physical Training Committee with cadet members including the four Battalion Athletic Officers and seventeen company Athletic Officers. The Committee was responsible for the Fourth Class morning physical training during the period 17-24 August. The PT tests administered at the beginning of each semester consist of three components (a 2

mile run, 2 minutes of sit-ups, and 2 minutes of push-ups). Cadets who failed to perform the minimum standards were required to attend Fitness Training on Monday and Wednesday (1630-1730) and Friday (after parade-1730), for a minimum of two weeks. If a cadet failed the test for the second time, he was required to take Remedial PT for an additional 2 weeks. Upperclassmen were administered The Citadel Physical Fitness Test on 22 August, with make-ups on 27, 30 and 31 August and 1 September. Fourth Classmen were administered the tests on 27 August with make-ups on 3 and 10 September. Remedial PT began 7 September for all cadets who did not pass the CPFT. The CPFT was administered to the Corps on 9 January. A total of 1476 cadets were tested, with 216 cadets being enrolled in the regular Corps Remedial PT Program. A separate program was administered for Corps Squad cadets through the Athletic Department. The Policy to require cadets to pass the Cadet Physical Fitness Test in order to be eligible for passes or leaves went into effect first semester of this School Year. The Corps of Cadets participated in Physical Training on 11 March.

7. Disciplinary Matters

The following is a summary of significant disciplinary actions during School Years 1992-93, 1993-94 and 1994-95:

	<u>SY 92-93</u>	<u>SY 93-94</u>	<u>SY 94-95</u>
Number of Cadets Referred to Suitability Boards	2	4	7
Number Suspended	1	1	3
Number Suspended but Board of Visitors Overturned		1	0
Number "No Punishment"		1	0
Number Resigned Before Board		1	2
Number Dismissed	1	0	2 ***
Number of Cadets Referred to Commandant Boards	14	10	3
Number Receiving Demerits and Tours	3	3	0
Number Suspended	3	1 *	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	0	0	0
Number Dismissed	3	1	1
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	1	0	2
Expelled	2	3 **	0
Number resigning in lieu of Board	0	2	0
No Punishment	2	0	0
Number of Cadets referred to Regimental Boards	6	0	0
Number receiving Tours/Confinements	5	0	0

	<u>SY 92-93</u>	<u>SY 93-94</u>	<u>SY 94-95</u>
Number receiving Tours/Confinements (Alcohol related)	1	5	35
Class I Offenses			25
Class II Offenses			10
Number of Cadets Referred to Class I or Class II Hearings	0	0	20
Number Receiving Demerits and Tours	0	0	1
Number Suspended	0	0	2
Number suspended, suspensions set aside and cadet awarded demerits and tours with provision if he commits a Class I or II offense, suspension is reinstated	0	0	11
Number Dismissed	0	0	2
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	0	0	1
Expelled	0	0	0
Number resigning in lieu of Board	0	0	3
No Punishment	0	0	0

* Should cadet return to The Citadel, he will have the following punishment: 30 Demerits/60 Tours/No Cuts/No Work/No Amnesty.

** One was overturned by the Board of Visitors.

*** One was held in abeyance for 1 Semester.

Of the 3 cadets who were referred to Commandant's Boards during the School Year, 1 was for Hazing, 1 for Hazing - Alcohol related, and 1 was for Disrespect to an Official of the College. The number of alcohol related cases increased from 54 in 1992-93 to 73 in 1993-94, and to 91 for 1994-95.

Punishment Approvals/Recommendations: Class I approval level was moved from the Commandant to the Battalion Advisor. Class II approval level was moved from the Assistant Commandant to the Battalion Tactical Officer. Cadet Company and Battalion Commanders and TAC Officers are now required to make specific recommendations concerning punishment for cadets in their organizations. Cadet Company Commanders previously recommended punishment "yes/no" only, and Company TAC Officers recommended specific punishment on Class I Offenses only. The No Cuts, No Work, No Amnesty provision for cadet punishment is assigned to all offenses for which the maximum punishment is suspension, dismissal or expulsion. The policy guidance for NC/NW/NA has never been incorporated into The Blue Book.

Lieutenant General Claudius E. Watts III, President of The Citadel, granted amnesty to the Corps, effective 19 November 1994. This action removed all Tours and Confinements for offenses committed prior to 1700 hours, 19 November 1994. Amnesty did not apply to Demerits or Punishment citing "No Cuts, No Work, or No Amnesty".

Governor David M. Beasley granted amnesty to the Corps,

effective 13 May 1995. This action removed all tours and confinements awarded prior to 1200 hours, 13 May 1995. Amnesty did not apply to demerits, reductions or punishments citing N/C, N/W, N/A. Amnesty does not apply to punishments that have been held in abeyance.

8. Substance Abuse Programs

The zero tolerance policy regarding drugs continues to be enforced. The Substance Awareness Program through the Commandant's Office requires all cadets involved in disciplinary actions that are alcohol related, to report to The Citadel's Substance Awareness Office to enroll in the On Campus Talking About Alcohol (OCTAA) class. The total number of students enrolled in the OCTAA class for School Year 1994-95 was 122 (105 Command referrals, 9 cadet/self referrals and 8 peer educators). Of the 114 referrals, there were 43 freshmen, 31 sophomores, 21 juniors and 19 seniors. Six cadets attended Alcoholics Anonymous meetings during the 1994-95 School Year. The following Substance Awareness presentations were made this School Year: 10 August 1994 - All freshman athletes; 12 August 1994 - Leadership training required for Battalion Staff and Company Commanders; 24 August 1994 - All cadets; 5 October 1994 - Presentation to all seniors receiving their rings.

In November, Ms. Stephanie Boyd accepted a position at the University of South Carolina - Spartanburg, and her position has not yet been filled. In the absence of a Substance Awareness Coordinator, Cpt Debra Ross arranged 2 OCTAA training classes for cadets charged with an alcohol-related offense. She also served as spokesperson for the Substance Awareness Office, briefing The Brigadier staff for a special issue on alcohol on campus.

9. Fourth Class Attrition

The Fourth Class attrition rate, for all causes during School Year 1994-95 was 23.0% (138 of 601) compared with 1993-94, 15.9% (97 of 609) and 18.8% (118 of 627) for School Year 1992-93. Cadet leaders continued a concerted effort to exercise positive leadership and "personalize" the Fourth Class System by requiring the Cadre to show special interest in each freshman's grades, personal problems, and family matters. Special measures were taken to let the new cadets know the Cadre's mission was to establish and maintain high standards, and to help freshmen to meet those standards. Significant gains continued to be noted in the overall quality of the Fourth Class System.

Total to Date : 138 - 23.0% of 601
 Total to Date Last Year : 97 - 15.9% of 609
 Total to Date Year Before: 118 - 18.8% of 627

Total Withdrawals by Company:

<u>UNAVOIDABLE</u>			<u>UNAVOIDABLE</u>		
Bd	- 11/29	(4)	I	- 7/ 34	(2)
A	- 7/38	(0)	K	- 10/ 35	(5)
B	- 4/39	(1)	L	- 8/ 37	(1)
C	- 10/34	(7)	M	- 7/ 37	(2)
D	- 8/37	(3)	N	- 7/ 47	(2)
E	- 7/31	(4)	O	- 8/ 34	(5)
F	- 7/33	(3)	R	- 7/ 33	(1)
G	- 8/37	(3)	T	- 10/ 38	(6)
H	- 12/38	(4)	Total	138/601	(53) (38.4% of Total)

NOTE: Total withdrawals and total assigned freshmen by company are shown in the first column. Cadets departing for unavoidable reasons (in parenthesis ()) do not count against the individual company's attrition. Unavoidable reasons include medical, not qualified academically, lack of accepting transfer credits, getting married, personal problems at home, financial, etc.

10. Cadet Commanders' Retreat and Leadership Training

In addition to the Athletic Cadre, 50 Cadets reported on 3 August for the Leadership Seminar. The Commandant's Cadet Commanders' Leadership Seminar conducted at Charleston Air Force Base 3-5 August, and at The Citadel 6-8 August, proved to be a huge success. Attendees included the Commandant, Assistant Commandants, Deputy Commandants, Battalion and Company Tactical Officers, the President of the Senior Class, the Cadet Regimental, Battalion, Company and Salute Gun Battery Commanders, the Regimental and Battalion Executive Officers and Cadet Sergeants Major. The Leadership Seminar included Cadet Leadership Orientation, Leadership Training, Team Building, and Establishing Goals and Objectives. In addition to presentations by above attendees, presentations were made by LTG Claudius E. Watts III, President; BG R. Clifton Poole, Vice President for Academic Affairs and Dean of the College; Mrs. Beth Summerford, Head Nurse, The Citadel Infirmary; Chaplain Charles T. Clanton; Mr. Bill Zemba, ARA Dining Services; Mr. Walt Nadzak, Director of Athletics; and Coaches Taaffe, Dennis and Jordan. Chaplain Clanton attended the majority of the meetings and participated in many of the discussions.

Fourth Classmen completed Multicultural Student Services Orientation. This orientation was presented by company, for a period of one hour.

The first Leadership Training Day for SY 1994-95 was conducted on 24 August for members of the First, Second, and Third Classmen. Training began with the Corps participating in a Regimental PT Run. Following training was conducted: President's Address, Phase I, Sexual Harassment instruction; Phase I, Alcohol Abuse Training; Introduction of the Leadership Development Training Program; Presentation of the Regimental Essential Task List and the Regimental Commander's Intent; Presentation/Discussion of Battalion and Company Essential Task Lists with Company Commander and Tactical Officer in company sized groups; Directed Study of The Citadel Training Model - A Guide to Effective Leadership, The Functions and Procedures Manual (1993), and development of individual goals and objectives to support the Company Essential Task List.

Cadet Leadership Training Day II was held on 14 October, with the following subjects covered: ALL CADETS - Corps Physical Training/Warm-up and Stretching/Company Level Exercises/Regimental Run (On Campus)/Cool Down and Stretching; FIRST CLASS (less Company, Battalion and Regimental Commanders and Regimental Staff) - Briefed and discussed the Company Essential Task List (CETL) with the Company Commander and Company Tac; Assessed Current Status of CETL; Developed Strategies to Improve CETL implementation; Assigned responsibilities for CETL to individuals and Teams within the Company; Leadership Development Program Briefing with Col Trez); REG STAFF (1ST CLASS) - Under supervision of Regimental XO, conducted staff assessments of the Regimental Essential Task List (RETL) and prepared staff briefings to provide feedback to the Regimental Commander on the Current Status of the Regiment toward achieving success in their respective tasks based on established standards; Leadership Development Program Briefing with Col Trez); SECOND CLASS

(less Cadet Sergeants Major) - Leadership and Leadership Development Program with Col Trez; Reviewed and discussed CETL Assessment with the Company Commander and Company Tac; Reviewed Appendix B, The Blue Book, Fourth Class System); THIRD CLASS - 1ST BN - Discussed/Reviewed Appendix B, The Blue Book, Lane Commission Report, Citadel Training Manual Techniques (Col Scott and Cadet LTC Graham); 2ND BN - Col Betta and Cadet LTC Vallhonrat; 3RD BN - Col Lackey and Cadet LTC Reed; 4TH BN - Col Popham and Cadet LTC Williams); FOURTH CLASS - Phase I, Sexual Harassment Training with the Counselling Center Team; Drug and Alcohol Abuse Orientation with the Counselling Center Team; Core Values Presentation with Chaplain Clanton; Followership and Teamwork w/Regimental Commander.

A Cadet Leadership Training Day was conducted on 11 January for the Corps of Cadets. During the initial Leadership Seminar in August of 1994 the cadet leadership developed a list of Essential Tasks to provide a focus for School Year 1994-95. The Training Day on 11 January provided another opportunity to address the key issues, and to assess their progress toward accomplishment of the Essential Tasks. Training consisted of the following: Physical Training; Colonel Popham spoke to all Cadet Officers with the rank of Captain and above, Battalion Advisors and Battalion Tactical Officers at a Senior Leaders Breakfast; Cadets participated, by Company, in a review of the Company Essential Task List (CETL) with Company Commanders and Tactical Officers; An Honor Guard was held for General Wayne A. Downing, USA, CINC, United States Special Operations Command, MacDill Air Force Base, Florida, followed by a Greater Issues Speech by General Downing to the Corps of Cadets; General Downing held a Seminar with Selected Cadet Leaders in Mark Clark Hall, and had lunch with a group of Selected Cadet Leaders, Battalion Advisors, Battalion Tactical Officers, and selected faculty members in the Riverview Room, hosted by BG Poole; All Fourth Classmen met with the Regimental Commander; all Third Classmen met with the Regimental Sergeant Major; all Second Classmen met with the Commandant of Cadets; and all First Classmen participated, by Company, in Alcohol Abuse and Race Relations Discussions; All Non-Contract First Classmen participated in Career Orientation, and all Contract First Classmen participated in a Service Issues Orientation; All Second Classmen received orientation on the Focus on SY 1995-96 and the role of the Sergeant and Corporal in the Fourth Class System; All Third Classmen received orientation on the NCO Academy; All Fourth Classmen received orientation on the Leadership Role of the Corporal in the Fourth Class System.

Based on the Essential Task Assessment begun on Leadership Day, the Regimental Commander presented a Regimental Essential Task List (RETL) Assessment Briefing to General Watts on 19 January.

An additional Leadership Training Day was held on 3 March. Training consisted of the following: Physical Training; Commanders' Breakfast for Regimental, Battalion and Company Commanders; MRI/Muster/On Quad Inspection for the Corps of Cadets; NCO Academy Training for all Third Classmen; Company Commanders' Time, by Company; Battalion and Company Commanders and designated personnel finalized Rank Order Files; Presentation to Fourth Classmen by Colonel Popham and the Regimental Commander on Fourth Class Expectations; Presentation to Second Classmen by Colonel Lackey and SGM Farrell, USMC, Retired, on Second Class Expectations; Career Planning by Career Services for all First Classmen, less Army ROTC Scholarship and Contract Cadets; ROTC Activities for Army ROTC First Class Scholarship and Contract Cadets; Meeting of designated English Club Members with Mr. William E. Butterworth (author better known as Web Griffith); Speech by Mr. Butterworth to the Communication Across the Curriculum Committee and the Writing Center Staff, and; Greater

Issues Speech by Mr. Butterworth.

Colonel Trez conducted a final Regimental Essential Task List (RETL) briefing to all Tactical Officers on 13 April. Company staffs met with Tactical Officers on 18 April reference RETL assessment. On 1 May, Battalion Commanders briefed the Regimental Commander on final RETL assessment with the Commandant and Battalion Advisors. On 6 May, the Regimental Commander briefed the Commandant on the final RETL assessment. General Watts received a final RETL assessment briefing with all new and old Cadet Commanders on 11 May.

The current document used for training the Cadre and incoming Fourth Classmen has proven to be too cumbersome and inefficient for this purpose. A new document is being developed which will articulate clear standards for all tasks which the Cadre and incoming Fourth Classmen are expected to master. This document will be used to guide the preparation of the Cadre and Fourth Class Training Plan for the Class of 1999. The new plan will be task driven, use a single training schedule, will require measurement of results, will take advantage of available automation, and will be user friendly.

A program was developed for placing Fourth Class cadets into temporary leadership positions for specific periods of time or for specific events. These cadets require some hands-on training on Leadership prior to serving as Corporals; therefore, this program will allow Fourth Classmen to serve as temporary Squad Leaders and Platoon Sergeants while being mentored and evaluated by upperclass cadets.

The Fall Cadet Commanders' Leadership Seminar for School Year 1995-96 is scheduled for 3-7 August 1995 on The Citadel Campus. We look forward to an equally successful Seminar as we conducted last year, with Regimental, Battalion, and Company Commanders getting School Year 1995-96 off to a good start. Past Seminars have contributed immensely to the Chain of Command's ability to make significant progress and deal successfully with numerous demands and challenges of the first semester. This Seminar also provides another opportunity to address the key issues, work out a plan to achieve goals and refocus efforts to make the Corps of Cadets as good as it can be. We are currently working on the agenda.

The Corps of Cadets is scheduled to participate in mandatory Leadership Training for School Year 1995-96, on 22 August, 6 October, 9 January and 23 February.

11. Rank Selection

The rotation of Cadet Corporals was again implemented in January.

Rank Boards for SY 1995-96 began on 6 March and were completed in April. After Company and Battalion level boards screened potential rank holders from the Second, Third and Fourth Classes, Order of Merit (OML) lists were prepared for use by Rank Boards. Company Screening Boards screened cadets for Cadet Captains and above, Cadet Second Lieutenants, Cadet First Lieutenants, Cadet Sergeants Major, Master Sergeants, First Sergeants and Sergeants First Class. In addition, Company Screening Boards prepared Order of Merit Lists for Fourth Class cadets to be used in selecting Cadet Corporals. The Captains and above lists and Senior NCO lists were submitted to Battalion Screening Boards to combine the Company Lists from that Battalion by Order of Merit for submission to the Commandant's Department. The Commandant's Rank Boards met; one to

select the Second Class Senior NCOs (Supply Sergeants, Master Sergeants, First Sergeants and Sergeants Major), and one Board to select First Class Cadet Captains and Above. A list of Cadets from the Battalion Lists who were not recommended for positions by the Commandant's Rank Boards were referred to the Battalion Boards to fill Battalion Staff positions, and to the Company Boards along with the Second Lieutenants and First Lieutenants lists, to be used to fill Company positions. Vacancies which occur during the year are filled from the names remaining, after revalidation by the appropriate screening board and approved by the Commandant. The Commandant of Cadets introduced to the Board of Visitors at the 12 May meeting, the new Regimental Commander, Regimental Executive Officer, and Battalion Commanders.

12. Inspections

Morning Room Inspections continued to be conducted by the Cadet Chain of Command, members of the Guard, Tactical Officers, and the Commandant on a routine basis. Saturday Morning Inspections continued to be conducted throughout the School Year. Five SMIs were scheduled for first semester and eight scheduled for second semester. The Commandant's Inspection was conducted on 5 November. An unannounced MRI and a personal inspection of the Corps was conducted on 10 January, followed by an unannounced inspection of cadet automobiles. The random inspection, which consisted of approximately 300 cadet automobiles, was conducted by the Cadet Chain of Command, under the supervision of the Battalion and Company Tactical Officers and focused on unauthorized items (alcohol, weapons, and drugs). These inspections have proven to be effective tools in reinforcing The Citadel's zero tolerance for drugs policy and low tolerance for alcohol abuse. Morning Room Inspections conducted on 25 February were unsatisfactory. The Commandant required 100% room MRIs by cadet officers during the period 28 February-3 March, with consolidated reports delivered to the Commandant each day. Spot check MRIs were performed by the Commandant, Assistant Commandant, Battalion Advisors and Battalion TACs during this period. Cadet leaders were instructed to hold individuals within their units accountable for meeting standards.

13. Mess Hall

Fourth Classmen and parents continued to complain of knobs not getting enough to eat. The 4th Class Leadership Program instituted by the Corps in January, which focused on the mandatory 4th Class Breakfast, was tested from 9 January-3 March. The program centered on the establishment of a 4th Class Chain of Command at the Company level to manage the Breakfast Formation and to positions of Mess Carver at the Breakfast. The test program has proven to be a success, with positive feedback from not only the 4th Class, but the upperclassmen, and the Chain of Command. This program is managed and supervised by the Cadet Company Commanders. In addition, the Cadet Mess Council recommended as a test for the month of February, extending the Breakfast meal from 0700 until 0750 for cold breakfast servings. The purpose was to encourage more cadets to take advantage of the nutrition value of the Breakfast meal. The cold breakfast test resulted in an additional 300 cadets per day eating breakfast. There has been a subsequent effect of fewer cadets eating breakfast foods in the Snack Bar in Mark Clark Hall during the early class hours.

The most significant accomplishments of the Cadet Mess Council for SY 1994-95 are the revision of the Menu/Dining Hall Surveys, the approval of a broiler for Coward Hall, the improved diet mess, and the additional serving time for breakfast.

14. Greater Issues Series/Speakers

Following Greater Issues Addresses were presented during the School Year:

- General Wayne A. Downing, USA, CINC, United States Special Operations Command, MacDill Air Force Base, 11 January. An Honor Guard was held in his honor prior to his speech.

- Col Charles E. Bolden, Jr., USMC, Deputy Commandant, US Naval Academy and an Astronaut aboard four Space Shuttle Missions, on 24 February. A Luncheon was held in his honor prior to his speech.

- Mr. Patrick J. Buchanan (Author, Syndicated Columnist, & Radio Commentator), on 2 March. An Honor Guard was also held in his honor.

- Mr. William E. Butterworth (author better known as Web Griffith), on 3 March. MG and Mrs. Poole hosted a luncheon for Mr. Butterworth on 3 March.

- Mr. Dana G. Mead, Chairman/CEO, Tennaco, Inc, on 7 March.

- MG Giora Jacob Romm, Israeli Defense & Armed Forces Attache, on 11 March. An Honor Guard was held in honor of MG Romm prior to his speech.

15. Awards

Following are highlights of Awards Presentations: The President's Cup (Company D) and the Summerall Cup (Company A) were presented during the Awards Review on 16 September; the Gold Star Review was held on 30 September, and Dean's List Awards were presented to cadets prior to the Review; the Regimental Commander's Bowl was presented to Company G at the Parents' Day Review on 8 October; the Todd Dorney, David Widder and Walter B. Clark Awards were presented at an Awards Review on 28 October; the second Gold Star Review was held on 20 January and Gold Star Awards were presented to cadets just prior to the Review; Cadet Joseph L. Graham received the MacArthur Cadet of the Year Award, and Cadet J. Kevin Jarrard received the Society of the Cincinnati Award during the Review on 17 February. Brigadier Foundation Awards were presented at a Review on 17 March and the Palmetto Medal Awards were presented at a Review on 18 March; the Cadet Awards Ceremony was held in Mark Clark Hall on 20 April; a special Awards Ceremony for cadets was held in Mark Clark Hall on 21 April, followed by the Review in honor of the US Army, during which College and Military Awards were presented; the Parade on 28 April was in honor of the Employee of the Year, and Retiree Recognition; the Star of the West Finals were held on 11 May (won by Cadet Billy S. Sewell), followed by an Awards Review during which the Commandant's Cup was presented to Company E.

The General Awards Committee, chaired by Colonel Popham, met on 14 November and 13 February to select recipients for nine cadet awards (The MacArthur Cadet Award - Cadet Joseph L. Graham; The Wade Hampton Saber - Cadet J. Kevin Jarrard; The Major William Marks Hutson Award - Cadet Jason M. Barnes; The American Legion College Award - Cadet Doni L. Perry; The Society of the Cincinnati Award - Cadet J. Kevin Jarrard; The Association of Military Colleges Award - Cadet J. Kevin Jarrard; The LTC Leigh Arnold Hochreich Memorial Fund Award - Cadet Guy E. Hunneyman; The Cadet Medal of Merit Award - Cadet Robert J. Meyer; and The Scottish American Society Ltd. Award - Cadet Carlton J. Holbert). This concluded the selection process for this committee for this School Year. ROTC Department Heads selected Cadet William D. Layman as the recipient of the Congressional Medal of Honor Society Award on 28 March. This award was presented to Cadet Layman at the Awards Review on 11 May.

16. Honor

Members of the 1996 Honor Court received Honor Court Indoctrination during the month of February. The Corps of Cadets attended Mandatory Honor Classes (1st Battalion, 2nd Battalion and Band Company on 21 September and 3rd and 4th Battalions on 5 October).

17. Uniforms

Colonel Lackey, Chairman, held a meeting of the Uniform Board on 4 October. The President approved the following unanimous recommendations of the Board: Distinctive silver crossed cannons to replace the current Salute Gun Battery collar insignia; The Tattoo II patch requested by Student Activities to be worn on the field jacket of cadets participating in Tattoo II not be authorized. Instead, it was approved that Student Activities design an appropriate ribbon for the participants; The Rifle Legion patch for award and wear on the cadet field jacket for all members of The Citadel's Rifle Legion Drill Team; The current Regimental Religious Officer Blouse Chevron design for Battalion Religious Officers but with the appropriate number of chevrons for a Lieutenant; The 2nd Class duty trousers mandatory issue be discontinued.

The following was approved by the President as a result of the 25 January meeting: The Arnold Air Society national insignia for wear on the leave uniform.

C. Special Activities

In order to get the Commandant's Office automated, a Computer Program "Cadet Information System" (CIS) with Cadet Punishment Records and the Cadet Leave System was on line for first semester. Punishment Orders, Special Orders, Delinquency Report Log, and Tour/Confinement Balance Sheets were added during second semester. In coordination with Information Technology Services on campus, a long range automation plan is being developed which incorporates a graphic based system allowing cadet, faculty, and staff interface to accommodate the Cadet Leave and Pass System, Special Orders requests and approval, Delinquency Report processing and ERWs. Total implementation of this long range initiative is targeted for May 1998 and will keep the Commandant's Department in step with the academic automation initiative INFO 2000.

Following are highlights of Parents' Day Weekend, 6-9 October: Ring Presentation to Seniors; the USAF Honor Guard/Drill Team Ceremony; the Navy's 219th Birthday Celebration; a presentation by Mr. Paul Hill of NASA's Mission Operations Directorate on the Space Station Freedom's design and operation; Retreat Parade in honor of the US Navy Birthday at which time the 4th Class officially joined the Corps of Cadets; performance by The Citadel Chorale; an Honor Guard and Ring Ceremony; formal Ring Hop; Report to Parents by LTG Watts and BG Poole; Pipe Band performed in all Barracks; Squad Drill Competition for the winner of the Kelly Cup (won by Company G); Band Concert; Parents' Day Review during which the Regimental Commander's Bowl was presented; luncheon and the football game with East Tennessee State, during which the 1995 Summerall Guards performed.

Approximately 241 cadets travelled by chartered buses to attend the football game with Army at West Point. Busses departed The Citadel at 1830 on 20 October and returned at 1500 on 23 October. Colonel John Lackey, Assistant Commandant for Administration was the Officer in Charge of the trip, assisted by Cadet Captain Gregory Kostur as Cadet in Charge. Approximately 130 additional cadets

travelled by POV to attend the game.

Election Day on 8 November was a Citadel Holiday. Classes for the Corps of Cadets were canceled so that cadets had the opportunity to cast their votes.

Approximately 650 cadets travelled by bus and POV to Norfolk, Virginia for the Oyster Bowl game with VMI on 12 November. First, Second and Third Class Cadets traveling by POV were required to be conduct and academic proficient. They were authorized to leave after their last class on 11 November, returning to The Citadel by 2230 on 13 November. Cadets traveling by Bus departed The Citadel at 0001 on 12 November, returning to The Citadel at 0500, 13 November. The Band and Touchdown Cannon Crew also attended the game. The Regimental Band, Pipes and Regimental Color Guard provided musical support at the game.

Highlights of Homecoming Week activities 18-20 November: Greater Issues speech by Mr. David Broder, Senior National Correspondent and Columnist for The Washington Post; Review Parade during which Honorary Degrees were awarded; Chapel Concert Series featuring The Citadel Chorale; Homecoming Hop featuring The Rivas; Unveiling of the portrait of the Chairman of The Citadel Board of Visitors in Daniel Library; performance by the Summerall Guards; Homecoming Review; Football w/Georgia Southern, with half-time activities including Recognition of The Citadel Athletic Hall of Fame Inductees, Crowning of Miss Citadel, and Performance by the Regimental Band and Pipes; Ecumenical Memorial Services with a Voluntary March Over by the Corps; Catholic Mass; and the Alumni Baseball Game.

Furloughs: Thanksgiving Furlough Began after the Cadet Room Inspection and Safety Briefing on 20 November, and ended at 2230 hours on 27 November. Classes resumed on 28 November. Christmas Furlough began after the last exam/room inspection on 16 December and ended at 2230, Sunday, 8 January. Classes resumed on 12 January. Spring Furlough began at 1500 on 21 March and ended at 2230 on 26 March. Classes resumed on 27 March. For the Easter Weekend, 14-16 April, the Vice President for Academic Affairs granted, as a Senior Privilege, all 1st Classmen to take a weekend leave from after their last duty on Thursday, 13 April for the Easter Weekend. All other cadets, who were authorized a weekend or overnight leave were free to sign up and take a weekend leave from after their last duty (after parade) on Friday, 14 April, or take an overnight leave beginning after their last duty on Saturday, 15 April, for the Easter Weekend. Cadets were authorized to take leave regardless of conduct, physical or academic status. Cadets were allowed to use Cadre, Athletic 48-Hour Passes, and Gold Star 24-Hour Passes in conjunction with this weekend. They were also allowed to split Passes in accordance with The Blue Book provisions. Summer Furlough began after Commencement and Room Inspection on 13 May.

Christmas Candlelight Services were held on 3, 4, and 5 December.

First Semester classes ended for the Corps of Cadets on 7 December, with exams 9-16 December. Classes for second semester ended on 28 April, with study periods on 29 and 30 April. All cadets were encouraged to maximize this free time for academic study, since the number one priority is academic performance. Final exams were held 1-8 May.

The Corps held a Field Day on campus on 3 December 1994 and 29 April 1995.

Colonel Popham gave an Overview of the Corps to the Charleston County Delegation (Legislators) during a briefing at The Citadel on 19 December.

Fifty-six cadets attended a State Guard briefing on campus on 14 January. Five State Guard OCS cadets attended a dinner with the Washington Light Infantry in Charleston, SC on 25 April. Seven cadets attended the State Guard OCS Awards Dinner with General Watts at The Citadel on 1 May.

Forty-four cadets attended a banquet in honor of Dr. Martin Luther King in Mark Clark Hall on 16 January. The banquet was sponsored by the Black History Intercollegiate Consortium, made up of members from MUSC, College of Charleston, Trident Technical College, Charleston Southern, VA Hospital and The Citadel.

Reverend Ken Smith, President, Ken Smith Ministries, and a former coach, pastor and writer, spoke to the Corps of Cadets on 23 January.

Black History Month was celebrated on campus during February and consisted of the following: Looking Back/Moving Forward: Reclaiming Our African-American Heritage Program; Cadet Bruce Wright, President of The Citadel African-American Society); Cadets' Black History Tour of Charleston on 6 February; Cadets' Dining Program & Video Presentation: "Presenting Mr. Frederick Douglas: 'The Lesson of the Hour'"; Moderator: Sherman Pyatt, Archivist, Avery Research Center, on 7 February; Dr. Alvin Poussaint, Harvard University Medical School, 9 February; Reggae Band: "Equal Justice", A Taste of Soul Food/African American Bazaar-Vendors on site the entire period; African-American Culture: Minerva T. King, Storyteller; 11 February; Academic Presentation: Dr. Catherine Clinton: Blacks in the Civil War (Affil. Harvard University), 13 February; Cadets' Black History Tour of Charleston, 16 February; Video Presentation: "In Search of a Common Destiny: Blacks and American Society", 21 February; African-American History Competition for Cadets on 22 February; Cadets' Black History Tour of Charleston, on 28 February.

A Memorial Service was held in Summerall Chapel on 22 February for Captain Milton Palmer, US Army, a 1990 Citadel graduate, commissioned through the Army ROTC program at The Citadel, who died during Army Ranger training at Eglin Air Force Base in Florida. Captain Joseph A. Hopkins, USA, Citadel Class of 1989, delivered the Eulogy at the memorial service. Three cadets acted as Honorary Pallbearers at the funeral of Captain Palmer in Arlington, Virginia on 24 February.

Highlights of Corps Day activities, the celebration of the 152nd Birthday of the Corps of Cadets, 16-19 March: Tennis vs East Tennessee University; Marion Square Review at the Old Citadel; Episcopal Holy Eucharist; The Citadel Talent Show; The Citadel Intercollegiate Golf Tournament, Patriots Point; Summerall Guard Performance; Review-Presentation of the Brigadier Foundation President's Award; Corps Day Hop; Book Signing "A History of The Citadel: The Years of Summerall and Clark" by Colonel D. D. Nicholson; Barracks and facilities open to visitors during which the Pipe Band performed at all Barracks; Association of Citadel Men Meeting; Bond Volunteer Ceremony and Performance and presentation of the Anthony Griffin Sword; "Gold Corps" Address by LTG Watts; Review Honoring the Board of Visitors, and Washington Light Infantry presentation of Palmetto Medals; Corps Day Luncheon; Voluntary March-over to the Chapel by Cadets; Ecumenical Service and Chapel Reception; The Citadel Regimental Band Concert, Hampton Park; Protestant Services; and Catholic Mass.

Cadet J. E. Leuschel was initiated into the National Engineering Honor Society (Tau Beta Pi) on 18 March, for being the academically highest ranking engineering Junior.

The grand opening of the McCormick Beach House was conducted on 31 March. Guides escorted visitors; The Citadel Bagpipers performed; a Color Guard performed at the beginning of the formal ceremony; Master of Ceremonies - Colonel James E. Jones, Chairman of the Board of Visitors; Role of Colonel McCormick and the Foundation - General Creighton; Role of General Clark - General Merritt; Acceptance and Appreciation - General Watts. At the conclusion of remarks, the speakers and the Cadet Regimental Commander performed the ribbon-cutting ceremony, followed by a tour by guests. The Bulldog Orchestra entertained before and after the ceremony and during the meal.

Election for Senior Class Officers for SY 1995-96 was conducted on 11 April.

While in Charleston, a Group Study Exchange Inbound Team from Scotland, sponsored by the Rotary District 7770 Club, attended parade on 14 April, and were honored with a reception by General and Mrs. Watts following parade.

Cadet Seniors celebrated their Seniors Dinner, sponsored by the Alumni Office, Brigadier Foundation and The Citadel Development Foundation, on 17 April.

Thirty-three Cadets participated in the Phi Alpha Theta Induction Ceremony at The Citadel on 18 April.

Members of the Sphinx Staff and Senior Class held an Unveiling of the 1995 Sphinx ceremony at The Citadel Beach House on 26 April. Colonel Roger E. Popham, USA, Retired, Commandant of Cadets and Colonel John Mayer, USA, Retired, former Commandant of Cadets made remarks.

Leave Policy: The barracks gates and Lesesne Gate were manned by guards, beginning at 0530, to correspond with the earliest time cadets are authorized to depart. Cadets were authorized to sign out at Hagood Gate during non-general leave periods versus being required to depart from Lesesne Gate only during non-general leave periods. The policy to require cadets to pass the Cadet Physical Fitness Test in order to be eligible for passes or leaves went into effect first semester of this School Year.

A Tactical Officers' Guide/SOP document is being developed, which will incorporate often referenced policies, procedures and information into a well organized format.

Cadet Participation in Outside Activities:

During School Year 1994-95, The Citadel Regimental Band and Pipers or segments thereof, provided musical support for 162 functions. Some highlights of the aforementioned performances are:

Cadet Pipers performed during the CDF Volunteers' Conference awards banquet in The Citadel Dining Hall, 9 September; for the Marine Fighter Attack Squadron #115 Formal Dining Out at the Marine Corps Air Station Officers' Club, Beaufort, SC on 10 September; the Band and Pipers participated in the Scottish Highland Games at Boone Hall Plantation on 17 September; for the Scottish Heritage Services at First Scots Presbyterian Church, Charleston, SC on 18 September; two pipers and a drummer participated at the opening ceremonies of

the Southeastern Gas Association's convention at Hilton Head, SC on 21 September; performed for children at the "Over the Rainbow" branch at Roper Hospital (Thomas Bennett House) on 22 September; during the Southeastern Gas Association Annual Convention in Hilton Head, SC, on 22 September; at the Opening Ceremonies for the Coastal Carolina Fair in Ladson, SC on 27 October; for the USS Richmond K. Turner Dining-Out at Charleston Navy Base on 29 October; during the Worship Service at James Island Presbyterian Church on 30 October; during All Saints Services at the Sunrise Presbyterian Church, Sullivan's Island, SC on 6 November; performed at the First Christian Church, Charleston, SC on 6 November; during the Scottish Heritage Service at the Riverside Presbyterian Church, Jacksonville, Florida, on 13 November; for the Base Closing Delegation at Middleton Place, Charleston, SC on 14 November; for the Naval Base Hospital Dining-In at Charleston AFB, SC on 18 November; performed during the banquet of the St. Andrew's Society of Charleston, SC on 29 November; for the Annual Observance of World Aids Day Celebration, Charleston, SC on 1 December; at the annual Tartan Ball on 3 December and the Kirkin' o tha' Tartans church service on 4 December in Columbia, SC; at the USS ELROD Change of Command Ceremony, Charleston, SC on 11 January; for the VFW Mid-Winter Conference in Hilton Head, SC on 14 January; for the Southeastern Association of Educational Opportunity Programs Personnel Conference, Charleston, SC on 12 and 14 February; at Sullivan's Island Elementary School on 17 February; at the Charlotte International Forum Annual Banquet, Charlotte, NC, on 23 February; at the National Engineers Banquet, Charleston, SC on 24 February; at the Change of Command Ceremony aboard the USS CARR, Charleston Naval Base, SC on 10 March; in the St. Patrick's Day parade on 17 March for the Hibernian Society of Charleston, SC; for the Grand Opening of the McCormick Beach Club at the Isle of Palms, SC on 31 March; for the 69th Armor Dining-In at Hunter Army Airfield, Savannah, Georgia, on 8 April; at the Driftwood Home for the Elderly, Charleston, SC, on 10 April; during Opening Ceremonies for the MCI Heritage Golf Tournament at Hilton Head Island, SC on 11 April; the Band and Pipers performed a concert in Myrtle Beach, SC on 22 April; and for the International Golfing Fellowship of Rotary at Kiawah Island, SC, on 25 April.

The Band performed a 20 minute pre-symphony concert and Color Bearers presented country flags at the Charleston Customs House on 16 September during the Skipper Gala for the BOC Challenge Round the World Yacht Race. The Skipper and BOC officials were invited to The Citadel to attend the Review on 16 September as guests of General Watts. A Cadet 38 Member Ceremonial Band participated in the Hilton Head Island Classic "Concours d'Elegance" on 6 November; the Band and Pipers participated in Norfolk, Virginia, for the Oyster Bowl on 12 November; the Band provided ceremonial support for the Elks Club, Charleston, SC on 4 December; participated in the annual Charleston, SC Holiday Parade on 4 December; supported the following: the Washington Light Infantry Memorial Service at St. John's Lutheran Church and the ceremony at WLI Monument in Washington Park, Charleston, SC on 19 February; the Washington Light Infantry 188th Anniversary Banquet, Charleston, SC, on 22 February, and a cadet also sang "God Bless America" during the festivities; the 19th Military School Band Festival, State University of New York Maritime College, New York, 23-26 February; the Southern Conference Basketball Tournament, Asheville, NC, 3-5 March; the Band and Pipers performed a concert in Myrtle Beach, SC on 22 April; two Buglers performed Echo Taps for the USS Hobson Memorial Service in Charleston, SC on 30 April; the Band led the Victory 1945 Parade on May 7, 1995, for the cities of Charleston, North Charleston, and Mt. Pleasant, SC.

The Bulldog Orchestra provided musical support for the Grand

Opening of the McCormick Beach Club at the Isle of Palms, SC on 31 March.

The Cadet Chorale sang the National Anthem at the Omni on 7 November, during the 73rd Annual Meeting of the Southern Association of Orthodontists; performed for the Southern Bell Telephone's Annual Christmas Banquet, Charleston, SC on 7 December; in a Spring Tour, Lynchburg, Virginia, Washington, DC, Fayetteville, NC, and Charleston, SC, 9-12 February; represented The Citadel and sang the National Anthem at the half-time program of the Hornets vs Houston Rockets on National TV in Charlotte, NC, 16-17 February; and performed a concert on Fine Arts Series at the First Presbyterian Church, Orangeburg, SC, on 23 April.

The Original 13 performed at the Chamber of Commerce dinner, Charleston, SC, on 17 November; and for the Executive Institute and Army Function at The Citadel and the Marriott Hotel, North Charleston, SC on 30 November.

The Gospel Choir performed at the Colonial Lake Tree Lighting Ceremony, Charleston, SC, on 1 December; at the Christian Family Youth Center for the Association for the Blind, Charleston, SC on 8 December; for the US Customs Service, Charleston, SC on 9 February; at the College of Charleston on 24 February; in a Spring Tour at West Point, New York and Norfolk, Virginia, 6-9 April; and in the Gospelfest 1995-Scholarship Fund at Mt. Pleasant Presbyterian Church, SC on 30 April.

The Protestant Choir participated in concerts in Florida and Georgia, 30 March-2 April.

The Cadet Color Guard performed for the 22nd Arby's Sertoma Classic at Johnson Hagood Stadium on 19 August; at the opening ceremonies of the Southeastern Gas Association's convention at Hilton Head, SC on 21 September; during the 11th Reunion of the 60th Engineer (Combat) Battalion of the 35th Infantry Division at the Omni on 15 October, and were invited to remain for the banquet; at the Opening Ceremonies for the Coastal Carolina Fair in Ladson, SC on 27 October; at the Omni on 7 November, during the 73rd Annual Meeting of the Southern Association of Orthodontists; in the Veterans' Parade, Garden City, SC on 11 November; for the US Army First Region's Annual Conference in Charleston, SC on 30 November; at the Naturalization Ceremony, US District Court, Charleston, SC on 2 December; in the annual Charleston, SC Holiday Parade on 4 December; for the Southern Bell Telephone's Annual Christmas Banquet, Charleston, SC on 7 December; at the Omni on 9 December, during the SC Career Guidance and Placement Association Conference; at Governor Beasley's Inauguration on 11 January 1995; at the Hibernian Society Banquet in Charleston, SC on 4 February; for the Southeastern Association of Educational Opportunity Programs Personnel Conference, Charleston, SC on 12 and 14 February; represented The Citadel at the half-time program of the Hornets vs Houston Rockets on National TV in Charlotte, NC, 16-17 February; supported the Washington Light Infantry Memorial Service at St. John's Lutheran Church and the ceremony at WLI Monument in Washington Park, Charleston, SC on 19 February; performed at the Charlotte International Forum Annual Banquet, Charlotte, NC, on 23 February; at the National Engineers Banquet, Charleston, SC on 24 February; in the St. Patrick's Day Parade in Charleston, SC on 17 March; twenty-seven Cadet Chapel Color Guards participated in the annual Changing of the Guard Dining-Out on 5 April; supported the South Carolina Medical Association Alliance in Charleston, SC on 20 April; and for the International Golfing Fellowship of Rotary at Kiawah Island, SC, on 25 April.

Religious Activities: Fellowship of Christian Athletes: Attended a conference with other colleges at Windy Gap, Weaverville, North Carolina, 9-11 September; represented The Citadel at the Low-country Regional Leadership Conference at Stall High School, North Charleston, SC on 27 September; attended an In-House Overnight Retreat with the College Class at East Cooper Baptist Church, Mt. Pleasant, SC on 29 October; and represented The Citadel at the FCA Southeastern Collegiate Retreat, Ridgecrest, North Carolina, 3-5 February. **Lutheran Student Movement:** Participated in fellowship with the College of Charleston Lutheran Student Group at St. Matthew's Lutheran Church, Charleston, SC on 19 September. **St Alban's Episcopal Cadets:** Attended the Fall College Conference for the Episcopal Diocese of South Carolina in Santee, SC, 23-25 September; assisted with the Reunion of the Virginia Theological Seminary Class of 1952, at The Citadel on 14 October; participated in special Lent Choral Services at the Cathedral of St. Luke and St. Paul, Charleston, SC, on 2 March; and attended the Spring College Conference, Camp St. Christopher, Seabrook Island, SC, 3-5 March. **Wesley Foundation (United Methodist) Cadets:** Attended the Annual Fall Retreat at Camp Pine Hill, Bennettsville, SC, 21-23 October; and participated in the Statewide Gathering of Wesley Foundations and Westminster Fellowships in Columbia, SC, 17-19 February. **Westminster Fellowship (Presbyterian) Cadets:** Attended the Fall Conference in Bennettsville, SC, 11-13 November; and attended the Spring Conference for Campuses in Columbia, SC, 17-19 February. **Baptist Cadets:** Baptist Student Union cadets participated in the State Convention at First Baptist Church, Myrtle Beach, SC, 28-30 October; in an Internship Ministry for the East Cooper Baptist Church at North Charleston Coliseum on 29 November; in a program tutoring children and teaching a Bible Club at the Gadsden Green Apartments, Charleston, SC, 2 February-20 April; Cadet Watson represented The Citadel at the Baptist Student Union Summer Missions Interviews, White Oak Conference Center, SC, 10-12 February; attended Statewide Leadership Training at White Oak, SC, 7-9 April; and attended The Citadel BSU Spring Planning Day in Charleston, SC on 30 April. Seven cadets represented The Citadel at the National Student Leadership Forum on Faith in Washington, DC, 15-18 September; twenty-nine cadets sang during Evening Mass, Sacred Heart Church, Charleston, SC on 29 October; seven cadets attended a Jewish Hanukkah Service with the College of Charleston Jewish Group on 1 December; five Muslim Student Association cadets celebrated Muslim on Tuesday and Thursday from 1700-1930 in Charleston, SC, 7 February-3 March; four Mormon Cadets attended Mormon Religious Meetings on Monday Nights from 1915-2215 in Charleston, SC 13 February-8 May; three Orthodox Christian Fellowship cadets attended an open debate involving the priest of the church at the College of Charleston on 16 February; Cadet Nicholas Belcher served as Cantor for Holy Week Services at the Greek Orthodox Church, Charleston, SC, 16-20 April; and a group of Catholic Cadets participated in Holy Thursday at Sacred Heart Church, Charleston, SC, 13-14 April.

The Summerall Guards performed in the Old Fashioned Days Parade, Kingstree, SC on 15 October; in the Veterans Day Parade, Columbia, SC on 11 November; the Carolina Carillon Holiday Parade, Columbia, SC on 3 December; the Mardi Gras Parade and activities, New Orleans, Louisiana, 24 February-1 March; and the North Carolina Azalea Festival in Wilmington, North Carolina 7-8 April.

The Cadet Rifle Legion represented The Citadel at the half-time program of the Hornets vs Houston Rockets on National TV in Charlotte, NC, 16-17 February; competed against 10 teams, including the United States Military Academy, in the 1995 Norwich Drill Meet, Norwich University, Northfield, Vermont, 30 March-2 April, and won the Overall Drill Meet Trophy, five First Place Trophies, 3 Second

Place Trophies, and 2 Third Place Trophies.

The Salute Gun Battery performed during the 73rd Annual Meeting of the Southern Association of Orthodontists in Charleston, SC on 7 November.

The Citadel Inn of Court cadets participated in the CDF Humanities Seminar at St. Christopher's Conference Center, Seabrook Island, SC, 25-27 September; the Law School Admission Council's Law School Forum in Atlanta, Georgia, 20-23 October; and the Annual Lent Reading and dinner at Mark Clark Hall on 8 March.

The Cadet Debate Team competed in the USC "Earlybird" Invitational Debate Tournament at the University of South Carolina, Columbia, SC, 23-25 September; and attended the Wingate College Invitational Forensics Tournament, Charlotte, NC, 20-23 October.

South Carolina Student Legislature cadets participated in a Parliamentary Procedures Workshop at the College of Charleston on 1 October; and attended the Fall Session of the S. C. Student Legislature in Columbia, SC, 19-23 October.

Cadet Eagle Scouts attended an Eagle Scouts' Club Trip in Brevard, North Carolina, 7-9 April; and ten cadets continued training in Scout Activities in the Great Smokies Mountain National Park, Tennessee, 7-9 April, in order to help local Scout Troops.

Substance Abuse: A group of cadets presented six programs on Substance Awareness at Harbor View Elementary School, James Island, SC on 27 October. A DUI Accident Demonstration was presented to the Corps of Cadets by The Citadel Criminal Justice Society on 29 March.

Freshman Football Players participated in the Sertoma Football Classic with local high school teams at Johnson Hagood Stadium on 19 August.

The Marine Corps Battle Color Detachment performed at Johnson Hagood Stadium on 14 September. The public was invited. The Corps of Cadets minus those cadets with classes or labs attended.

Fifteen cadets worked at the BOC Open House in Charleston, SC on 16 September.

Cadet Takashi Kagawa attended the VMI Middle East Conference in Lexington, Virginia, 18-20 September.

Cadet Kirby Baker attended the Annual Meeting of Southern Conference Dean/Directors of Student Activities and Student Body Presidents at the University of Tennessee, Chattanooga, Tennessee, 24-26 September.

Alpha Phi Omega cadets performed yard work and restoration at the Center for Women in Charleston, SC on 30 September; and hosted and participated in a Youth Services-Charleston Service-A-Thon at The Citadel on 22 April.

Eight cadets participated as Sword Bearers in support of the Young Presidents Organization at Hibernian Hall, Charleston, SC on 30 September.

Fifty-eight cadets attended the Scholarship Donor Luncheon in the Riverview Room, The Citadel, on 1 October.

Two Hibernian Society Scholarship cadets attended the society's

reception at Hibernian Hall on 9 October.

Six Citadel History Club cadets acted as Tour Guides and Aides for the Charleston Candlelight Tours Program, Charleston, SC on 14 and 15 October.

Eight cadets acted as Junior Sword Bearers during a ceremonial detail at Columbia College, SC on 15 October.

Eight cadets participated in a rededication of Saint Phillip's Episcopal Church, Charleston, SC on 16 October.

Twenty Health and PE Cadets assisted in the Annual Children's Festival, Mt. Pleasant, SC on 23 October.

Members of the Office of Strategic Services (OSS), Detachment 101 Association reunion were recognized at parade on 28 October.

Twenty-nine cadets assisted in the Annual Children's Halloween Carnival, Isle of Palms, SC on 29 October.

Two cadets participated in the USMA Student Conference on US Affairs (SCUSA) at West Point, New York, 16-19 November.

Ten cadets escorted and judged contestants for the Miss Citadel Contest, 17-19 November.

Eleven cadets attended the S. C. Association for Health, Physical Education, Recreation and Dance State Conference, North Myrtle Beach, SC, 18-19 November.

Six cadets participated in the Alumni Muster for The Citadel Alumni Association in Summerall Chapel on 19 November.

Eight cadets escorted debutantes and represented The Citadel at the National Cotillion and Thanksgiving Ball in Washington, DC, 23-27 November.

Fifty cadets conducted procurement activities in various cities in South Carolina on 28 November, and seventy-one cadets conducted procurement activities in various cities out of State and Rowesville, SC, 28-29 November.

Seven cadets acted as drivers for the South Carolina Executive Institute Conference at The Citadel, 30 November-2 December.

Governor's Inauguration: A 5-Man Cadet Color Guard performed, and an additional 81 cadets supported the Inauguration of Governor David Beasley in Columbia, SC on 11 January.

Eight cadets attended the American Society of Civil Engineers (ASCE) Zone II Leadership Conference in Orlando, Florida, 20-22 January.

Four South Carolina Cadets and the Regimental Commander represented The Citadel during a Leadership Trip to Washington, DC, 1-4 February. They attended a reception for the S. C. Legislative Delegation to the 104th Congress; attended staff briefing/discussions; toured the Capitol; had lunch with Congressman Steve Buyer (Ind); had breakfast with The Citadel Business and Professional Development Roundtable; and were hosted by the Greater Washington Area Citadel Club.

Major Rennebaum and Cadet Huang participated in the celebration

of Chinese New Year at Stiles Point Elementary School, James Island, SC on 3 February.

Ten cadets attended the National Society of Black Engineers Southern Regional Conference, Howard University, Washington, DC, 3-5 February.

Two cadets attended the 22nd Annual Conservative Political Action Conference in Washington, DC, 7-12 February.

Seven Health and PE Cadets attended the Southern District AAHPERD Convention, Orlando, Florida, 8-11 February.

Three Physics Department cadets judged a Science Fair at Buist Academy, Charleston, SC on 8 February.

Eight cadets competed in a Mock Trial Regional Tournament, Kennesaw College, Atlanta, Georgia, 10-12 February; and eight cadets participated in a Mock Trial at Hamlin College, St. Paul, Minnesota, 16-19 March.

Twenty-eight Junior Class Board of Directors cadets participated in the public affairs program Adopt-A-Highway Clean-up Program on James Island, SC, on 11 February.

Seven cadets served as Ushers for the Achievers' Luncheon for the Southeastern Association of Education Opportunity Program Personnel, Charleston, SC, on 13 February.

Six Soccer Team Cadets, along with Coaches, participated in a National Salute to Veterans, Veterans Hospital, Charleston, SC on 14 February.

A nine member Cannon Crew supported the Washington Light Infantry Memorial Service at St. John's Lutheran Church and the ceremony at WLI Monument in Washington Park, Charleston, SC on 19 February.

Thirteen cadets attended the International Business Students' Conference, UNC-Charlotte, North Carolina, 19-20 February.

Eight cadets attended a Humanities Seminar at Camp St. Christopher, Johns Island, SC, 19-21 February.

Five cadets participated during the Model NATO Conference, Howard University, Washington, DC, 21-26 February.

Fourteen cadets attended the Annual Banking Careers Day sponsored by the South Carolina Bankers' Association in Columbia, SC on 22 February.

Two cadets represented The Citadel at the Texas A&M 12th Annual Military Weekend Conference, 22-26 February.

Two cadets attended the South Carolina Press Room Winter Meeting in Greenville, SC, 23-26 February.

Five Honors Program cadets competed in the 1995 Regional College Bowl Tournament in Knoxville, Tennessee, 24-26 February.

Four cadet Brigadier Newspaper staff members attended the South Carolina Press Association Winter Conference in Greenville, SC, 23-25 February.

Six cadets attended a Military Order of World Wars Dinner at The Citadel on 24 February.

On 1 March, Alpha Phi Omega cadets helped clean up a house damaged by fire in North Charleston, SC.

Three cadets attended the Savannah Citadel Club meeting in Savannah, Georgia, on 2 March.

Twenty-nine Alpha Phi Omega cadets participated in a Sectional Conference on 3 and 4 March, and participated in the Special Olympics on campus on 5 March.

Four cadets judged a Science Fair at Jennie Moore Elementary School, Mt. Pleasant, SC on 6 March.

Two cadets attended the meeting of the South Carolina Association for Health and Physical Education, Columbia, SC, on 9 March.

Twenty-three Honors Program cadets served as hosts at the Southern Regional Honor Council Conference and attended Academic Sessions at the College of Charleston, 9-11 March.

Three cadets participated in support of the Reception and Dinner for Mr. Condon, South Carolina State Attorney General, Hibernian Hall, Charleston, SC, on 17 March.

Twelve Round Table cadets participated in a session with Mr. Moore, Congressional Staff with the Senate Armed Services Committee on World Affairs, toured the Capitol and visited various thinktank organizations, Washington, DC, 30 March-2 April. They were billeted at Bolling Inn, Bolling Air Force Base.

African American Society cadets participated in a program at Drayton Hall Middle School, Charleston, SC on 16 February; in Recruitment Day on campus, 25 February; in a benefit for Jenkins Orphanage on 31 March; and in a Role Model series with students at St. Andrews Elementary School, Charleston, SC, on 27 April.

Two cadets conducted a class on manners to the student body at Dunston School, North Charleston, SC, on 31 March.

Saturday, 1 April was Cadet Community Service Day. All available cadets participated in community service projects on Saturday morning.

Cadet B. J. Morgan attended the annual Tau Beta Pi, National Engineering Honor Society District Meeting at Clemson University, 31 March-2 April.

Thirty-five Department of Civil Engineering and Associate Dean of Engineering Program Development Cadets participated in the Engineering Student Outreach Program with Boston Area Universities, Engineering Societies and High Schools at Wentworth College, Boston, Massachusetts, 31 March-5 April.

In addition to the 31 Army ROTC Cadets, 9 Soccer Team cadets and 80 additional cadets participated in the Cooper River Bridge Run on 1 April.

Ten cadets attended a transitional delegates meeting for Region 2 of the National Society of Black Engineers at the University of North Carolina, Charlotte, North Carolina, 1-2 April.

Three cadets appeared on the Rush Limbaugh Talk Show in New York on 5 April.

Twelve cadets participated as actors in scenarios designed to train Police Chaplains in situations they may encounter while executing their duties, Charleston, SC, on 5 April.

Eight senior cadets acted as escorts during the 1995 North Carolina Azalea Festival in Wilmington, North Carolina 5-9 April.

Eleven Citadel Cheerleaders competed in the College Cheerleading National Championships at MGM Studios, Orlando, Florida, 6-9 April.

Cadet David Loring, one of the top four sailors in the country in his class, was recently selected to the US Olympic Sailing Team. Olympic sailing events will be held in Savannah in conjunction with the 1996 Summer Olympics.

Eight cadets attended the Ethnic Crossroads Conference in Atlanta, Georgia, 13-16 April.

Three cadets attended the TriBeta Regional Conference in Knoxville, Tennessee, 20-22 April.

A group of cadets acted as escorts for The Citadel's Minority Awareness Community Leaders Program Visit on campus, 27-28 April.

Ten cadets supported the Rotary International Meeting at Kiawah Island, SC on 28 April.

Project Outreach (A Campus Service Group) cadets assisted in construction work at Jenkins Orphanage, Charleston, SC on 29 April.

Cadet Andrzej Lewandowski traveled to Poland, 4-13 May 1995 with members of the South Carolina State Guard.

Members of the 338th Infantry Combat Team Association visited The Citadel on 6 May. They held a memorial service in the Chapel and lay a wreath on General Clark's grave.

A group of World War II veterans from the 10th Mountain Infantry Division celebrated their 50th anniversary of victory in Europe, on 8 May 1995. While in Charleston, they visited The Citadel and lay a wreath on General Clark's grave.

Commencement Week activities included: Star of the West Competition; the Cadet Awards Review; Baccalaureate Services; Review in honor of the Board of Visitors, Summerall Guards performed for the Class of '94; Graduation Parade, President's reception for graduates and families; Commissioning Ceremonies, and Graduation Ceremonies, followed by Pinning-on ceremonies for newly commissioned officers of each service.

D. Department of Military Science

1. Mission

The mission of the Department of Military Science is to recruit, train and commission the future officer leadership of the United States Army and to motivate young people to become better Americans. The mission is accomplished by providing our cadets with challenging, exciting and quality training designed to ensure the cadet's success. The program prepares a cadet to accept the demanding responsibilities of an Army lieutenant. Thirty-nine

senior cadets received a commission at graduation, May '95. Five cadets will receive their commissions after summer school and another twelve cadets in the Class of 1995 will receive their commissions at the completion of Advanced ROTC Summer Camp at Fort Bragg, North Carolina. Three cadets were commissioned at the end of the fall semester 1994. The total is 59 Army commissionees for school year 1994-95.

2. Personnel

Colonel Joseph W. Trez, Class of '69, completed his first year as the Professor of Military Science and Battalion Advisor to Fourth Battalion. This past year the Palmetto Battalion experienced a large turnover in personnel. Major Diehl, Major Malecha, Captain Robertson, Captain Hopkins, Captain Thrasher, SGM Moreno and SSG Birdsell were all assigned to the Battalion. Major Malecha, Captain Hopkins and Captain Thrasher are Citadel graduates. Captain Hobby retired in January and SFC Greeno, SSG Ochocki, and SGT Miller were all transferred to other assignments upon completion of their tour. This summer, the Palmetto Battalion will lose two officers and two non-commissioned officers. Colonel Trez will retire to become the Commandant of Cadets. Major Rennebaum will be going to Fort Leavenworth to Command and General Staff College. SGM Fisher will be assigned to the 7th CATC, Germany. MSG Taylor will be assigned to the 25th Inf Div, Hawaii. Major Malecha is replacing Major Rennebaum and MSG Dumlao and SFC Lawson will be replacing SGM Fisher and MSG Taylor respectfully. HQDA is working Colonel Trez's replacement with the intent that he will arrive before the new cadets in August.

3. Operations

1994-1995 was our ninth year as the Palmetto Battalion. This organization, made up entirely of Army contract and scholarship cadets, plans and coordinates all the training activities for the Army cadets under the supervision and guidance of our Active Duty cadre. The battalion conducted four field training exercises for cadets bound for the Advanced Summer Camp. The culmination of this year's training was the week long "Mini-Camp" held 16-23 May '95 at Fort Jackson, SC. The Mini-Camp reinforces all of the training that has occurred during the year and is the final test to ensure the cadets are prepared for the Advanced Summer Camp training. Our Ranger Challenge team finished first (for the third consecutive year), in the Brigade competition and second in the Region competition.

The distinguished guest speakers who addressed Army cadets during the year included Major General James M. Lyle, Commander, ROTC Cadet Command, Ft. Monroe, Virginia. Brigadier General Tangney, Citadel Alumnus, and Deputy Commanding General and Chief of Staff for the U.S. Army Special Operations Command was the guest speaker at the Army Dining-In held in April. Colonel William M. Causey, Jr., Commander, Fifth Brigade, US Army First Region (ROTC), addressed the cadets in November 1994.

Closing enrollment in the Army program last year was 775 cadets. This year's opening enrollment was 802 cadets. Currently 39 seniors, 49 juniors, 12 sophomores, and 4 freshmen (with 13, 3-Year Scholarship designees) are on Army scholarships. Additionally, 14 sophomores and 17 freshmen were awarded Army ROTC scholarships on 8 May 1995 to be effective with the 1995-96 school year.

4. Extracurricular Activities

The Battalion hosted the First Region Annual Commander's Conference in early December 1994. The Conference took place at the Marriott Hotel and Conference Center in North Charleston. Many of the cadre and cadets were involved. Cadets participated in the color guard and posting of the colors. A cadet bugler from Regimental Band also participated.

The Battalion also hosted the Annual JROTC Drill Meet for South Carolina. The meet was conducted in February with 26 schools participating.

The Role Model series continues to be a successful recruiting tool. Four Citadel Alumni addressed the cadets throughout the year. Three were Active Duty Army Officers and one Army Reserve Officer.

Mr. Tom Wilson, the Acting Deputy Assistant Secretary of the Army for Military Personnel Management and Equal Opportunity in the Office of the Assistant Secretary of the Army for Manpower and Reserve Affairs paid a visit to the Battalion in April. The agenda included a Command Briefing by COL Trez, lunch with the cadets as well as a forum, a tour of The Citadel campus which included the barracks and museum, and a forum with the officer cadre.

The Battalion was also involved with the retirement activities for Major General T. Eston Marchant, the Adjutant General of South Carolina, held in January. Cadets serving in the South Carolina Army National Guard assisted in the planning and execution of the events which included a presentation, static displays of equipment, a fly-over staged by the 1st Bn 151 AVN, SCARNG, and parade.

Last summer, Army cadets did extremely well at Advanced Camp and at specialty training schools. Forty-nine per cent of our cadets finished in the top 1/3 of all cadets at Advanced Camp. Nine cadets attended Cadet Troop Leadership Training (CTLT) with Active Duty units. The Citadel's Army cadets exceeded the Region average in all military skills areas as well as in TAC performance evaluations and peer ratings.

The Citadel Chapter of the Association of the United States Army ventured to Washington, DC for the AUSA annual meeting in October and participated in numerous activities to include professional sessions, Defense industry exhibition, and running of the Army Ten-miler. Additionally, the chapter sponsored and organized the Palmetto Battalion's recent Dining-In on 21 April 1995. BG Tangney, Deputy Commanding General and Chief of Staff of the U.S. Army Special Operations Command, was the guest speaker. The Dining-In included the traditional posting of the colors, punchbowl ceremony, and awards presentation. In all, some 150 cadets and invited guests formed the mess and a good time was had by all. On the eighth of May the Chapter sponsored the 10th Mountain Division Association Wreath laying ceremony at the General Mark Clark grave site here on The Citadel campus.

During the fall, The Citadel Chapter of the Army Aviation Association of America sponsored a professional seminar. COL Thomas Green, former Commander of XVIIIth Airborne Corps Aviation Brigade during Desert Shield/Storm spoke on the importance of effective junior leadership on the battlefield. The Chapter sent seven members to the AAAA annual meeting in Atlanta on 30 March-2 April 1995. During the trip, the group, including two seniors who are branched Aviation, participated in different events that ranged from professional seminars to aviation technology exhibits focused on

"Army Aviation: Vanguard of Change". Perhaps the highlight of the trip was The Citadel Chapter's color guard presentation at the Association Banquet. Additionally, members of the group were afforded the opportunity to visit local attractions like the Underground and participate in a modified battle staff-ride of the Civil War Battle of Atlanta while at the Cyclorama. The trip was not only professionally rewarding but a great chance to see the great city of Atlanta, host for the 1996 Olympic Games. The last major event overseen by the Chapter was the preparation and administration of the AFAST.

The Cordell Airborne Ranger Company is another active organization. Currently 55 cadets actively participate in the club which is chartered to provide training in leadership development by utilizing light infantry tactics. During the past year the organization conducted three FTXs which trained squad battle drills, rappelling, basic rifle marksmanship and land navigation. Additionally cadets participated in a beach run and the Cooper River Bridge Run (10km). The year closed out with a company party held at The Citadel Beach House and presentation of awards by Colonel Trez.

Twenty eight cadets participated in Cadet Professional Development Training schools. Twenty three graduated from Airborne and three from Air Assault. Of the cadets who were unsuccessful at Airborne School, one broke his leg on a jump and the other was administratively dropped.

5. Future Developments

The Battalion will continue to strive to recruit top quality cadets into the Army program to train, retain and commission them as lieutenants upon graduation. We strive for excellence in leadership and want the whole man who demonstrates the military, academic, spiritual and physical requirements necessary to become a quality officer. Currently, over 75 rising juniors have shown interest in contracting in August '95. The detachment has developed student workbooks for each MS level, a state-of-the-art briefing and an aggressive counselling program. We are proud of what we have accomplished, and we will continue to work hard providing the training, equipment and material necessary to train and educate the cadets on the opportunities of the Total Army Force: The Active Army, the Army Reserves, and the Army National Guard.

This is the fourth year The Citadel will offer a full scholarship to in-state four-year Army ROTC scholarship winners. Additionally a \$2,500 supplement is given to all out-of-state four-year Army Scholarship winners. Free room is given to three-year Advanced Designee Scholarship winners. Once the three-year Advanced Designees validate the scholarship the same \$2,500 is awarded for these scholarships. These financial incentives are necessary to stay competitive with other institutions which offer similar incentives.

The direct result of these incentives along with a very aggressive recruiting effort is the projection of over 20 four-year and three-year Army ROTC scholarship winners to enter The Citadel class of 1999.

E. Department of Aerospace Studies

1. Personnel

After a large turnover in 1994, there will be less of a turnover in 1995. However, the detachment will have a new

commander. (Col(s) John A. Folley, Citadel Class of '73, will replace retiring Col James G. Scott Jr., Citadel Class of '69. Col Folley is coming from HQ Air Force Space Command in Colorado Springs, Colorado. Also departing this summer is Capt Frank Hinson, Citadel Class of '87. Capt John Wilkerson, Citadel Class of '89, will be arriving this summer to replace Capt Hinson. Capt Wilkerson spent his last three years on the staff at the Air Force Quality Institute, Maxwell AFB, AL. Returning officers include Major Jim Jurewicz, Capt Pete Stanziano, Capt Jerry Spurgers, Capt Michael Newman, Capt Mark McCullohs, and Capt Randy Cook. TSgt Kevin Wakefield, the Detachment NCOIC, arrived in February and heads up an experienced administrative staff.

2. Operations

During the Academic Year 1994-95, Air Force ROTC Detachment 765 at The Citadel continued to lead the nation in the production of officer candidates. 42 Citadel graduates will be commissioned as Second Lieutenants between May and August 1995. The foreseeable future is extremely promising. With an increased number of flying opportunities, AFROTC Detachment 765 could very likely commission 50 or more Second Lieutenants in 1996 and 1997.

The success of the Air Force ROTC detachment can be attributed to an outstanding staff. The Citadel Admissions and Financial Aid offices also continue to provide outstanding support to our mission. The Citadel subsidy to 4-year ROTC scholarship recipients is also aiding our recruiting effort. Approximately 15 3/4 year Air Force scholarship cadets should matriculate with the Class of 1999 in August.

3. Extracurricular Activities

The primary aim of the retention program is to expose our cadets to the Air Force. Base visits during the School Year to Shaw AFB and Charleston AFB were two of the highlights this year. Charleston AFB provided our cadets with excellent opportunities to experience chemical warfare, small arms and land navigation training, C141 and C-17 aircraft and simulator tours and orientation flights. Detachment 158 FG NORAD Alert F-16 unit (also at Charleston AFB) provided cadets with an overall orientation to the AF Air National Guard. The cadets toured the 158 FG facilities, received mission briefs and facility tours, aircraft orientation and observed a NORAD no-notice alert scramble of F-16 aircraft. The cadets also spent a day touring McIntyre AF ANG Base in Columbia, SC. Without question, our cadets are receiving the Total Force Concept from visiting and interacting with active and Air National Guard units. Guest speakers at monthly Commander's Call and AFROTC Training Days also provide insight to various career fields in the Air Force.

This summer will be extremely busy for AFROTC cadets as they prepare for their future as Air Force officers. Sixty rising junior and senior cadets will be attending summer field training at either Lackland AFB, TX or Tyndall AFB, FL. This intensive four week training program is required of all cadets prior to commissioning. Additionally, twenty-three rising senior cadets will be attending professional development programs (PDP) at various Air Force installations. This program allows our cadets the opportunity to shadow a junior officer in their desired career field. Our rising seniors will also be participating in our programs including: Academy Freefall and Soaring Programs, British Exchange Program, and the Pentagon Research and Development Program.

4. Future Plans

The future continues to look extremely bright for AFROTC Detachment 765. We are expecting to commission a minimum of forty cadets every year in the foreseeable future. The increased flying opportunities coupled with an energetic and professional staff will ensure this happens.

F. Department of Naval Science

1. Personnel

Upon the retirement of Colonel Guiseppe A. Betta, Colonel John M. Basel, USMC, assumed the duties of Professor of Naval Science and Deputy Commandant in February 1995. Lieutenant James Skinner, USN and Captain Mark D. Hamilton were replaced by Lieutenant Kevin S. Johnson and Captain Robert J. Tanke respectively, during the past school year. Lieutenant James W. Lewis, USN will separate from the Navy on 15 August and be replaced by Lieutenant Jon Thomas, USN. Lieutenant William F. Hesse, USN will depart for Department Head school in August and be replaced by LT Michael Smith, USN. Chief Petty Officer Jeffrey Dunlap will depart in September. His billet has been deleted. The Naval Science Department's Administrative Specialist, Catherine Arter, has departed to continue her education in nursing school. A replacement has been hired and began working on 1 June.

2. Operations

381 Midshipmen were enrolled in NROTC classes at the end of the school year. 65 of those were supported by Naval scholarships. 34 seniors were commissioned, including 2 Navy Enlisted Commissioning Program (ECP) students, 10 Marine Corps Enlisted Commissioning Education Program (MECEP) students and 9 Platoon Leaders' Class (PLC) students. 7 students will be commissioned during the summer, including 1 MECEP and 2 PLC students, bringing the total to 41 Naval Service commissionees during SY 94-95. During the past year, 11 Citadel NROTC cadets were selected for Chief of Naval Education and Training (CNET) scholarships out of 15 submitted, for an impressive 73% selection rate. An additional 13 cadets are strong candidates for the Navy summer scholarship board.

3. Extracurricular Activities

The Naval Science Department enjoyed a very successful and fast paced year with a variety of activities. The proximity of The Citadel campus to Charleston Naval activities and the Marine Corps Recruit Depot at Parris Island provided outstanding opportunities for professional training. The closure of the Naval base presents significant challenges to this department to maintain the same outstanding training for our students.

The Semper Fidelis Society and Citadel Navy Students Association (CNSA) continue a strong guest lecture program that enhances midshipmen knowledge of Navy and Marine Corps missions and provides insight into the current challenges and issues facing the Naval Services today. Topic items addressed this year included Nuclear Power Program opportunities; Navy Civil Engineering Career opportunities; Littoral Warfare/Joint Task Force Operations; Navy Special Warfare (SEAL) program; Leadership as a Platoon Leader; military law; advancements in Naval Aviation; standards of conduct; sexual harassment & equal opportunity; substance abuse & suicide awareness.

NROTC, The Citadel is actively engaged this summer coordinating summer training for 53 midshipmen around the world. Summer midshipmen fleet training provides excellent opportunities for practical on-the-job training and junior officer development. Highlights include Cadet Weatherly and Cadet Roskos participating in foreign exchange cruises with the Argentine and Italian Navies, respectively. Cadet Arpaio will be attending Mountain Warfare Leadership Training in California. Cadet Gasko will be "trapping" aboard the USS Abraham Lincoln (CVN-72) during an aviation cruise that will include sorties enforcing the United Nations no-fly zone over Iraq. Cadets will be deployed from Halifax, Nova Scotia to Phuket, Thailand on front line combatants, experiencing the life of a junior officer. Cadets will experience fleet exercises, missile shoots, air wing strikes, drug interdiction operations, and participate in current operations including Operation Southern Watch in the Persian Gulf and Deny Flight over Bosnia.

During the past year, the unit hosted the Marine Corps Battle Color Detachment for the fourth time; BGEN Clifford Stanley, Deputy Chief of Staff for Manpower; Honorable Charles S. Tompkins, Deputy Assistant Secretary of the Navy for Personnel Programs; Honorable Arye Mekel, Israeli Consul General, RADM Leonard N. Oden, Commander Naval Station and Naval Base Charleston; RADM Frank M. Dirren, Jr., Commander Naval Base Jacksonville; RADM James Flatley, USN (Ret.); MGEN Moss, USMC (Ret.); CAPT Papineau, CNET Nuclear Power Program Coordinator; CAPT Nold, Commanding Officer Naval Shipyard Charleston; COL Charles Tyrian, USMC (Ret.); COL Charles S. Waterhouse, Marine Corps Artist-in-Residence; COL Harvey Barnum, USMC (Ret.) and LT Michael Thornton, USN (Ret.), Medal of Honor Recipients; CDR Thomas Williams, Commanding Officer USS CARR (FFG-47) and numerous other naval officers for presentations.

NROTC, The Citadel, placed considerable emphasis on conducting a variety of training activities to enhance the professional development of our midshipmen. These activities included additional training days devoted to physical fitness, swim testing, sail qualifications, ship underway training, hands-on damage control training, underway dedicated navigation training, ship tours, and a Mini-Surface Warfare Officer's Training Course for Surface Warfare Officers in preparation for their advanced training, Pre-Bulldog, several Marine-option field training exercises at Parris Island, South Carolina, and Marine Orientation visits to Camp Lejeune, NC and Quantico, VA.

This Unit also sponsored and coordinated the embarkation and debarkation of over 75 midshipmen from NROTC units throughout the USA and the Naval Academy on ships at Naval Base Charleston; participated in Citadel Weekend Visitor Programs, football recruiting weekends, and took a very active role in local minority scholarship recruiting. Extensive recruiting efforts included weekly presentations to NJROTC Units from high schools across the country, ECP recruiting trips to Norfolk, Kings Bay and Jacksonville, recruiting at MECEP Prep School and BOOST School, and a visit to the Marine Military Academy in Harlingen, Texas. The Semper Fidelis Society participated in the local March of Dimes activities.

As always, the goal of NROTC is to motivate our midshipmen to perform to the best of their abilities and excel. Academic performance of the midshipmen continues to be well above the college average. During the past year, 11 Citadel NROTC cadets were selected for CNET scholarships out of 15 applicants for a 73% selection rate. An additional 13 cadets are outstanding candidates for the summer Navy scholarship board. ECP and MECEP students continue to set a sterling example for our midshipmen with an

aggregate grade point average of 3.52.

4. Future Plans

Eight officers from the unit are slated to serve as Tactical Officer in the 1995-1996 school year.

It has become increasingly more competitive to earn a scholarship or contract for a commission in the Naval forces, particularly in the Navy where commissioning rates has been reduced 50%. Nevertheless, our scholarship and contract recipients are, without doubt, of the highest academic and professional caliber. Our challenge is to develop these young midshipmen as the future "leaders of the fleet" by continuously challenging them to perform to their highest potential, academically and professionally as well. A key element in the process this summer will be a thorough curriculum review and revision emphasizing a continuous, progressive leadership development program.

G. The Citadel Summer Camp for Boys

1. Celebrating the 38th Anniversary of the program's establishment by General Mark W. Clark in 1957, the camp graduated 326 campers from 17 states, the Republic of Panama, and Saudi Arabia in the summer of 1994. General Watts opened both sessions of the camp on June 12 and July 10 respectively. The President closed the first session on July 2 and the second session on July 30. The previous year's total enrollment was 338.

2. The camp employed 47 cadets, alumni, and former campers as counselors and senior staff members. Scholarships totaling \$2500 were awarded by the camp. Outstanding cadet counselors were Mike Vidan ('97) from Dunwoody, GA, and Orlando Fontanez ('96) from Palm Coast, FL. The outstanding junior counselors were J. P. Jones from Charleston, SC and Jason McCully from Bamberg, SC. First Honor Graduates were Michael Sridhar from Ormond Beach, FL and Joseph Krynicki from Cary, NC.

3. The summer camp preparation for the Summer of '95 continues with extremely high activity and application levels. As of this date, the current paid application rate with comparison to last year's and 1987, which was the highest year on file in the last ten years, is as follows:

	<u>31 May 1995</u>	<u>27 May 1994</u>	<u>28 May 1987</u>
1st Session	195	140	138
2nd Session	<u>163</u>	<u>100</u>	<u>155</u>
TOTALS	358	240	293

There are in addition, approximately 350+ applications still out and registration fees are in-coming at a rate of 5-10 per day. Additionally, the camp office is still receiving further requests for applications at a rate averaging 15 to 20 per day. Based upon current rates, the camp should reach maximum capacity (200-210 campers/session) the first week in June.

4. All counselors have been hired and include the very best of the Cadet Corps, to include next year's Regimental Commander, as well as many within his officer corps, plus outstanding upcoming Juniors and Sophomores. The counselors will also include two incoming Freshmen (Mr. Robert Nye and Mr. J. D. West). Camper demographics include approximately 10-15% minorities. There are campers coming from as far away in the states as Washington State, California, Maine, Rhode Island, Florida, Texas, and many points in-

between. About 35% to 40% of the camp population will be from South Carolina, with other strong (15+) representations from Georgia, Florida and North Carolina, in that order. Our "international" contingent continues to grow. We have foreign national campers from Spain (1), Ukraine (1), Germany (1), and Japan (2) in the first session and two Saudi brothers in the second session. This does not include several overseas US national campers who will also be with us.

5. The 1994 camp contributed \$3,000 to the President's Discretionary Fund in January.

On-Campus Ministry

- a. Weekly, on Monday night, Religious Group Meetings guided by campus ministers from local churches/synagogues met in various rooms in Mark Clark Hall. The groups included: African Methodist Episcopal, Baptist, Catholic, Orthodox, Episcopal, Jewish, Lutheran, Presbyterian, United Methodist, and Non-denominational.
- b. Para-Church Group meetings were held on Wednesday or Thursday evenings under the supervision of group advisors on the faculty or staff. These groups included: Campuswide Fellowship of Christian Athletes; Full Gospel Business Men's Fellowship; Navigators, and Officers' Christian Fellowship.
- c. "Gathering '94", for parents and new cadets, was in Summerall Chapel Sunday afternoon prior to launching the college year. This event included an orientational service, and a follow-on reception and meeting with campus ministers. Approximately 1300 people attended this event and had the opportunity to meet with senior members of the staff, faculty, and campus ministers. This has become a genuinely well-liked custom to begin the current academic year.
- d. The Religious Banquet for fourth classmen, which was held after the conclusion of the first week of fourth-class training, gave the new cadets a chance to meet one another and to have their first regular meeting with the campus minister of their faith or denomination.
- e. Fourth classmen were required to attend Religious Orientation services for seven Sundays. Since moral development is part of the whole man, all fourth classmen were given the option of attending a service or seminar of their choice. The choices were: Protestant, Catholic, Episcopal, Muslim or Jewish, or an Ethics Seminar. These orientations helped the students to develop their spiritual lives. A marked increase in chapel attendance was experienced throughout the year, partially due to the orientation program.

V. ADMINISTRATION

A. Religious Activities

1. General

Worship services were conducted weekly for cadets, other students, faculty, staff and visitors. Protestant services, followed by refreshments, were held on Sunday mornings in Summerall Chapel at 0900. Special ecumenical services, with a reception following, recognized major Citadel weekends (Parents Day, Homecoming, Corps Day), anniversaries of our Armed Forces and other holiday events (Christmas, Easter, etc). Protestant evening services were held in Mark Clark Hall Auditorium each Sunday at 1830. The cadets led many of the evening services with Chaplain Clanton's guidance. Catholic Masses were conducted Sundays and Monday through Thursday in Summerall Chapel or Blessed Sacrament Chapel. Episcopal Holy Eucharist was on Monday and Thursday evenings in St. Alban's Chapel. Cadets of other beliefs attended services off-campus.

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f. The Christmas Candlelight Service was performed in Summerall Chapel on Saturday, Sunday, and Monday evenings 3, 4, 5 December 1994. This service united cadets from all Citadel Choirs, Chorale, and The Citadel Band. They played to an over-flow crowd of cadets, faculty, staff and guests from surrounding communities, each evening.

g. Religious Emphasis '95, was on Sunday, 22 January, and Monday, 23 January. Reverend Kenneth H. Smith, a full-time speaker, and President of Ken Smith Ministries, was featured. Rev. Smith spoke Sunday morning and Sunday evening in chapel; Monday morning at a Cadet Prayer Breakfast, Monday afternoon at a Greater Issues address in McAllister Field House, and Monday night in Summerall Chapel. Over 1500 cadets attended the services and 1800 attended the Greater Issues address.

h. We had excellent Protestant and Catholic Choirs this year. They sang at the Protestant services and Catholic Masses, as well as the Christmas Candlelight Services. The Protestant Choir toured in Florida where they sang and recruited at several churches.

i. There were two Chapel Concerts after Friday afternoon Dress Parades. These concerts featured our own cadet choirs and chorale.

j. Baccalaureate speaker for 1995 was Chaplain (Colonel) Edwin J. Rowan III, USA, (Retired). His sermon was very relevant and favorably received by cadets, their parents, and friends.

3. Off-Campus Activities

a. Ten statewide and local retreats, socials and religious observances were attended off campus by the different campus religious groups under the direction of our campus ministers. Most of these were on open weekends to insure that cadets did not miss scheduled military activities. The Commandant of Cadets allowed some groups to leave on closed weekends for major religious conferences, etc. Each Thursday of the second semester a group of BSU students went in the community to tutor children and hold Bible classes. On two occasions a cadet spoke at a Christian high school during their chapel service. Mormon cadets attended Mormon Religious Meetings on Monday nights in the Charleston area.

b. The Protestant and Catholic Choirs performed at several churches in this area. The Protestant Choir also went on a singing and recruiting tour in Florida.

c. Chaplain (Colonel) Charles T. Clanton took the five Religious Officers to Washington, D.C., in September 1994 to attend the National Student Leadership Conference. The conference was attended by over 700 students from all over the United States and several foreign countries. This is the tenth consecutive year The Citadel has participated, and the cadets always leave an admirable impression on fellow students and sponsors of this event.

4. Facilities

a. The repair and refurbishing of Summerall Chapel continued this year. The chapel offices and Room 340 in Mark Clark Hall, which is used for religious activities and a dressing area for weddings, was refurbished during the summer of 1994. The finishing touches will be completed the summer of 1995.

b. A contract was let to replace all foam in the pew cushions. An engineering company was also hired to do a water infiltration study which will assist us in stopping all water seepage problems. An electrical and lighting study is also underway which will allow the existing lighting fixtures to be rewired and upgraded. An architect also prepared plans for a permanent-handicapped ramp which is to be constructed in the back of Summerall Chapel.

5. Personnel

a. Chaplain (Colonel) Charles T. Clanton, USA (Retired), Chaplain to the Corps of Cadets, and Director of Chaplaincy, has done a splendid job in relating to the Corps of Cadets as well as to the staff. Since his arrival, the Sunday morning worship service attendance has improved dramatically. His warm personality makes him very approachable to all the cadets. His acquired military status assists him with the staff in all areas. Chaplain Clanton has been very visible on campus: attending football, basketball, and baseball games; supporting the religious meetings Monday and Thursday nights; visiting cadets, faculty, or staff when they are in the hospital; having lunch in the mess hall; and he has spent many, many hours counseling cadets.

b. Mrs. Edna L. Murdaugh has done an excellent job in coordinating the many chapel activities and having a listening ear for the cadets who come to the chapel office.

6. Related Activities

a. During 1994-95, the chapel was used for approximately 475 in-house events (worship services, funerals, fine arts series, professional workshops, choir rehearsals, graduations, commissioning/pinning-on ceremonies, and a medical oath/hooding ceremony). This includes, 79 wedding rehearsals, 82 weddings, and numerous other events in support of special group memorial services, and community events. In addition, cadets may be found praying in the chapel individually from 0700 to 2230 hours daily.

b. Four breakfast meetings for Campus Ministers and Para-Church group leaders were held to discuss religious programs and for team-building.

c. The chapel remains a significant focal point for tour groups. These groups average 10-50 people at the pace of 4-5 groups daily. Individuals tour the chapel from opening to closing.

B. Development and Governmental Affairs

1. Development

Private support to The Citadel was strong with 1.7 million dollars being contributed to the college during FY 1994-95 from alumni, parents, friends, corporations, and foundations.

The following represents total cash contributions and gifts-in-kind to the Development Office for the college (contributions to The Citadel Development Foundation, The Brigadier Club and Alumni Association are not reflected in these figures) during the past Fiscal Year.

Unrestricted Funds	\$1,183,382
Scholarships	258,549
Restricted Funds	258,009

Significant in the figures shown above was \$114,566 contributed to The Citadel Legal Defense Fund and \$243,054 through The Citadel Development Foundation. The Citadel also realized a \$675,000 gift from Mr. Robert E. Turner. In addition to cash gifts, pledges were made to the college in FY 1994-95 which ultimately will result in gifts totalling \$181,090.

2. Governmental

The 1995 Appropriations Bill contained the most significant legislation regarding The Citadel acted on by the General Assembly during the 1995 session. Specifically, \$3.4 million was allocated for the Women's Leadership Institute (\$2 million in non-recurring funds and \$1.4 million in recurring funds) and a proviso was passed in part II of the Appropriations Bill confirming the policy of the State with regard to the establishment and maintenance of single-gender education.

Dennis J. Rhoad, Citadel Class of 1984, was elected to the Board of Visitors by the General Assembly.

Governor David M. Beasley was presented with an Honorary Degree at Commencement exercises on May 13, 1995.

C. Alumni Affairs/Career Services

By providing a multitude of services and programs to students and alumni, the Alumni Affairs/Career Services continued to support the mission of The Citadel during 1994-95. Fostering a strong relationship between alumni and the college, the office provided support for traditional endeavors such as Homecoming, the annual legislative barbecue, alumni tours, area Citadel Clubs, the alumni career network and The Citadel Volunteers. In addition, support was provided for development groups (i.e., The Brigadier Club, CDF, the Department of Athletics and the Office of Development) and updated alumni on important campus and alumni news items through *Alumni News* and *Through the Sally Port* publications. Through the governmental affairs network and public relations assistance, we also played a key role in support of the administration's lawsuit to maintain single-gender education at The Citadel.

1. Alumni Records

The success of advancement and development efforts by The Citadel are dependent on the maintenance of an accurate database of addresses for both alumni and friends. During the past year, more than 4,000 address and/or biographical updates were made, largely because of information received through the alumni dues program. When space permits, "lost" alumni are listed in *Through the Sally Port*, as an effort to find alumni whose current addresses are unknown.

2. Alumni Dues Program

During 1994-95, more than 35,000 alumni contacts were made through the alumni dues program, generating 9,216 life and annual memberships. Based on more than 17,350 addressable alumni, the percentage of dues-paying alumni is 53%, placing The Citadel in a very elite group of colleges and universities with such a high rate of functionally active alumni.

3. Publications

The *Alumni News* and *Through the Sally Port* continue to provide the major communications link between Citadel alumni and their alma mater. These two publications resulted in more than 100,000 individual non-solicitation mailings to alumni during SY 1994-95, keeping alumni informed about major activities and events happening on and off campus. "From Within the Ranks," the most popular section of *Alumni News*, is an important source of news from alumni about achievements, movement, marriages, deaths, and births. The Citadel Club section in the alumni magazine continues to be a major factor in the formation of new area clubs as well as the rebirth of older clubs that have been inactive.

In addition, *Calendar Comments* (a publication for faculty, staff, and retirees), graduation programs and other special on-campus publications are produced by the publications staff. During 1994-95, the publications editor also was instrumental in the redesign of a new college recruiting view book and other new promotional pieces for The Citadel.

4. Alumni Clubs

Alumni continue to begin or enhance area alumni clubs. Two of the larger new clubs started this past year are the South Florida Citadel Club and the North Carolina Triad Club (Greensboro, Winston-Salem, High Point). In support of the area club program, numerous items were provided which supported the formation of new clubs, continued viability of established clubs and the reactivation of dormant clubs:

- . Rosters and mailing labels.
- . A standardized area club letterhead.
- . Arranging for guest speakers (from on-campus and off-campus alumni and college representatives).
- . Annual surveys/questionnaires sent to each club so that Alumni Affairs can maintain records of area club officers, meeting dates, and special events.
- . Social hour and meeting supplies (e.g., napkins, cups, name tags, videotapes, etc.)
- . A special section of alumni news devoted to area clubs, listing local club contacts.
- . Appointment of a staff member to service the needs of area clubs.

Of 81 area clubs in existence throughout the country and the world, more than 60 of these clubs currently maintain active office status offering a variety of scheduled meetings and events.

5. Citadel Volunteers

The Citadel Volunteers (formerly known as CAPP) are a group of dedicated alumni who provide a vital role in the recruitment of prospective Citadel students. Besides their efforts in the Southeastern states, the Citadel Volunteers have expanded into New England and other areas of the country. This volunteer corps of committed individuals have been successful in extending the individual human touch to prospects who otherwise might not have a Citadel influence in their college selection process. In a time when demographic changes are affecting college enrollments across the country, the efforts of these alumni volunteers are critical to The Citadel's recruiting and admissions programs.

6. Homecoming

In conjunction with Homecoming '94, Alumni Affairs organized the following activities:

- . Mailings of materials to reunion classes.
- . Homecoming information Center at Registration.
- . Reunion tail-gate tents.
- . Pre-game and post-game open house.
- . March of reunion classes onto football field during halftime.

Other Homecoming activities, such as reunion gatherings and the annual Homecoming Golf Tournament were supported. An estimated 7,000 alumni and friends returned to campus to celebrate Homecoming.

7. Gold Corps Reunion

To honor those alumni who graduated 50+ years ago, the second annual Gold Corps Reunion during Corps Day '95 was organized. Representatives of 11 classes returned to The Citadel for a memorable weekend of special activities.

8. Scholarships and Endowments

Thirty (30) full or partial cadet scholarships were provided through monies from the Alumni Association Scholarship and Endowments Funds. More than \$70,000 from 11 separate endowments supports these scholarships annually.

9. Governmental Affairs

The Governmental Affairs Committee and its alumni legislative network rallied support for The Citadel in its efforts to maintain single-gender education. Also, the committee joined forces with Alumni Affairs and the Columbia Area Citadel Club to sponsor the annual Legislative Barbecue which was attended by more than 1,500 alumni, friends, and state government representatives.

10. Alumni Travel Program

More than 6,000 contacts were made to promote travel opportunities to America's national parks and Alaska. The travel program serves as a means for alumni and friends to travel together and share Citadel camaraderie. In addition, the program is valuable in identifying alumni as prospective major donors to The Citadel and is a great cultivation tool.

11. Meeting Program

New and ongoing marketing programs provided another avenue of contact between alumni and their alma mater, generating more than 70,000 contacts. Among the marketing items presented:

- . The 1994 Alumni Directory.
- . Colonel D. D. Nicholson's book, *A History of The Citadel: The Years of Summerall and Clark*.
- . An official reproduction of The Citadel Seal.
- . Sterling silver "Spike" pin and tie tac.
- . Citadel captain's chair and rocking chair.
- . Hand-detailed Citadel wall clock.
- . Videotapes of Parents' Day and Graduation activities.

In addition, the Citadel credit card, Citadel checks, S. C. Collegiate license plates, limited edition art prints, Citadel ties, Summerall Chapel Christmas ornaments, and barracks miniatures were offered. A joint effort with the Gift Shop enabled alumni to purchase Citadel clothing and souvenirs at away athletic events.

12. Athletic Event Socials

Football games and the Southern Conference Basketball Tournament provided avenues for alumni get togethers, receptions, and open house socials. Special events during the 1994 football season were alumni trips to the U. S. Military Academy at West Point, Furman University, and the Oyster Bowl vs. VMI in Norfolk, Virginia. Pre-game and post-game gatherings at all home football games were hosted.

13. Administrative/secretarial support was provided to the President Emeritus, who served as an ambassador of The Citadel through his active involvement in numerous civic and state organizations. Other services which the office continued to provide and/or support:

- . Class Ring administration.
- . Annual dinner for members of the senior class.
- . Alumni House rentals.
- . Election of Alumni Association officers.
- . Association Board and Committee meetings.
- . Community and business functions.
- . Other campus and alumni concerns.

14. Career Services

Career planning and job search resources were provided to cadets, graduate students, evening college students, alumni, and the community. As in recent years, less than a third of graduating seniors are pursuing active military service. With the national economy showing greater strength than in 1993-94, continued corporate and military downsizing generated strong demand for career services from both students and alumni.

While the number of recruiting visits to campuses over the past several years appears to be down for many schools, The Citadel saw a continued increase in the number of firms recruiting. During 1994-95, a total of 55 companies and agencies recruited at The Citadel, up from 52 firms during 1993-94 and up from 38 firms during 1992-93. The list of new firms requesting the referral of student and alumni resumes continued to grow.

Surveys were provided seniors prior to graduation, and a telephone survey of all seniors who had established resume files with Career Services was conducted shortly after graduation. With 394 graduates in the Class of 1995, approximately 26% are pursuing active military service. Of the students who actively pursued employment via Career Services, the telephone survey indicated:

- | | |
|--------------------------------|-----|
| . Attending Graduate School | 8% |
| . Currently Employed | 68% |
| . Joining Military Service | 18% |
| . Still interviewing/Undecided | 6% |

The highest reported employment offer to a new bachelor's degree holder was \$45,000 (electrical engineering). Other reported salaries ranged from \$18,000 to \$42,000, with an average salary in the \$24,000-29,000 range.

Listed below is a summary of activities of Career Services for SY 1994-95:

On-campus recruiting consisted of 55 companies and agencies with a total of 77 interview schedules and 674 scheduled interviews.

The annual Career Fair attracted 62 representatives from 42 companies and agencies, a 40% increase from the prior year. The fair provided students opportunities to make initial contacts with prospective employers and to learn about various career opportunities.

Career Services presentations increased to 46 during the 1994-95 academic year. The topics of these seminars and workshops included career planning, resume preparation, cover letter writing, interviewing skills, researching firms, and academic/professional portfolio development. Several of the presentations were made, upon faculty request, to specific undergraduate or graduate class sections (i.e., counseling, information systems, engineering, etc.) while others were coordinated with various departments and/or clubs on campus (i.e., Daniel Library, the Writing Center, Human Resources Management Club, etc.). In addition, several guest speakers (including recent alumni) gave presentations on dressing for success, interviewing skills, business etiquette, etc. Interview practice was provided approximately 100 Citadel students by 16 Charleston area Human Resource Managers.

Resume referrals for students and alumni included over 1,000 referrals to 84 different companies and agencies. The Alumni Career Network continues to be a viable means for students and alumni to obtain career information and advice from the approximately 1,000 alumni who have volunteered to be advisors. In addition to heavy utilization of the Alumni Career Network in the Career Services library, many referrals were provided to alumni by phone, fax, and mail.

Ongoing notices of current job opportunities and summer employment/internship opportunities are maintained in the Career Services Resource Library and distributed to appropriate campus contacts. Summer internships in government offices and private sector organizations continue to be encouraged. Information on opportunities is distributed to students and faculty via E-Mail.

A Job Search Guide is published by the Career Services Office and is made available to all students and alumni utilizing the office.

Ongoing counseling is provided for students and alumni in job search skills (resume and cover letter preparation, interviewing, researching firms, etc.). In addition, many career search resources (corporate recruiting information, directories, graduate school information, self-assessment material, career planning guides and videotapes, etc.) were provided.

The Career Services staff was recognized for its innovative work using academic/professional portfolios to assist students and alumni in job searches via presentations at several conferences, including the National Writing Across the Curriculum Conference and the Academy of Business Administration's 1995 International Conference in London.

D. Public Relations

The Citadel's public relations campaign of the summer of '94 focusing on the benefits of single-gender education as opposed to co-educating the Corps of Cadets won a Silver Anvil Award of Excellence from the Public Relations Society of America. The campaign won the Second Place Award in the category of Public Issues, defined as those programs undertaken to alter public perceptions and attitudes about a societal issue, need, or concern. The Silver Anvil is this country's highest award in the field of public relations and the result of a rigorous national competition. The 1994 winners were announced in June at the Association's annual awards ceremony in New York City.

Again, the single-gender lawsuit focused media attention from around the world on The Citadel. One interesting aspect was the number of requests the Public Relations Staff responded to from students from grade school to post-graduate school, from as far away as Michigan and California, researching the subject for term papers, debate classes, dissertations, etc. Each request was dealt with individually. At one point the deputy director handled four to six requests a week for materials.

The public relations director filled several requests for a guest speaker, particularly for Citadel Clubs. He traveled to Columbia to teach a graduate journalism class at the University of South Carolina, and he led a session on crisis public relations at the Winter Conference of the College News Association of the Carolinas. He escorted three cadets to New York to participate in Rush Limbaugh's show that focused on colleges and universities.

BBC Television was in Charleston and filmed a dress parade in September for a documentary on the Variety Club, a children's charity in Great Britain, which was narrated by Actor Michael Caine.

One hundred and ten releases on routine events were written and distributed. Four hundred and thirty hometown releases were sent on a variety of topics in addition to hometowners on Gold Star and Dean's List students.

Tours of the campus which, if given on a Friday afternoon, included viewing the parade, were provided to 43 groups. Another 30 parties came to the campus on a Friday just for the parade. These 73 groups were composed of 3,811 people, 588 short of last year's record. The majority of them were school classes, senior citizens, Junior ROTC units, and World War II reunions, and they came from as far away as Minnesota, Wisconsin, Colorado, and Texas.

Printing was confined to the parade poster and the Overview of The Citadel brochure. A two-page profile appears in a new coffee table book published by the Trident Chamber of Commerce titled Charleston---Preserved for those to come.

E. Athletic Affairs

The highlight for the 1994-95 Citadel athletic year was the baseball team winning its second consecutive Southern Conference title and subsequent trip to the NCAA Tournament. Under Coach Fred Jordan, the Bulldogs won the league's regular season title by an impressive five games. Four players were named all-conference and five Bulldogs were chosen to the all-tournament team including Don Morillo, the tournament's most valuable player. Morillo and fellow pitcher, Britt Reames, are playing professionally in the South Atlantic League. Morillo pitches for the local Charleston RiverDogs while Reames plays for the Savannah Cardinals.

The football team won its final three games of the season en route to a 6-5 record in 1994. The Bulldogs averaged 382.0 yards rushing per game last season which set a new NCAA Division I-AA record for average yards rushing per game. Head coach, Charlie Taaffe, is The Citadel's most winning football coach of all time with a record of 53-38-1 (.851) through eight seasons. Fullback Travis Jervey, who rushed for 1,171 yards and 12 touchdowns in 1994, was the only player in the Southern Conference to be drafted by the NFL. Jervey was selected in the fifth round by the Green Bay Packers and has since signed a three-year contract with the team. Terrance Rivers, who scored a school record of 16 touchdowns last year, signed a free agent contract with the Arizona Cardinals. Four Bulldogs were chosen to the all-Southern Conference teams and Levi Davis was named to the AFCA All American team.

The basketball team, which consisted of one junior, two sophomores, and seven freshmen, finished third in the South Division of the Southern Conference and had an overall record of 11-16. The Bulldogs set several records during the past season. Sophomore Noy Castillo sank a Southern Conference record of 96 three pointers. Junior Chad Leonard set The Citadel single-season record in steals with 68, and freshman Matt Newman had a school record of 41 blocked shots. Sophomore Moncrief Michael, who led the Bulldogs in scoring with 13.8 points per game, was named to the Coaches all-Southern Conference Team.

Rob Reaves, at 167 pounds, won his second Southern Conference wrestling title and advanced to his third NCAA Tournament.

Stephen Winters, a two-time all-Southern Conference performer, led the soccer team to a 4-14-1 record. Winters, who will become the Bulldogs' assistant soccer coach under first-year coach, Joel Christy, beginning next season, currently plays professionally for the Charleston Battery. He was also the recipient of The Citadel's Brigadier Foundation Award that is given annually to one senior cadet-student-athlete who makes an outstanding contribution to Citadel athletics. The recipient is chosen by the senior class.

Bob Butcher led the cross country team as he placed first in three meets including the South Carolina Gamecock Invitational. He was also an all-Southern Conference performer. Scott Sanborn was the top performer for the track and field team. He set 10 school records in the decathlon.

The tennis team finished with a 13-12 record, its best record since 1990. Senior Carter Clay led the Bulldogs with a 18-7 record at the No. 3 singles position.

The golf team had its best performance of the season with a fourth place finish in the Davidson Invitational. Scott Turner led the Bulldogs with a 77.9 stroke average.

F. Internal Auditor

The Internal Auditor position was vacant until 1 November of this fiscal year. During this time, the College underwent the annual audit performed by the State Auditors and the audit of The Citadel Trust performed by McLain, Moise and Associates of Charleston. These audits were coordinated through the controller's office. The required NCAA audit was performed in February by the Columbia firm of Rogers, Montgomery and Company, P.A. Each of the audits resulted in an unqualified opinion.

In addition to coordinating the NCAA audit, the Internal Auditor performed test counts for the June 30, 1995 inventory as well as assisted the state auditors in their year end inventory counts.

The Internal Auditor completed major audits on Travel, Petty Cash, and Athletic Department Ticket Reconciliations. Also, post office cash counts were performed on a regular basis.

The Internal Audit library has been updated and new procedures have been implemented to provide quality assurance that the office is functioning in a manner which is consistent with the Standards for the Professional Practice of Internal Auditing.

The Internal Auditor served on several committees including the HRS and FRS teams. She served on the committee which chose the new auditors for The Citadel Trust, and attended all Citadel Trust board meetings. She also served as the Quality Assurance Auditor for Direct Lending which the college will implement in the next fiscal year.

The Internal Auditor is a member of the American Institute of CPA's, the South Carolina Association of CPA's, the Association of College and University Auditors, the Institute of Internal Auditors, the Government Finance Officers Association of South Carolina, and the National Association of College and University Business Officers.

