

THE CITADEL

ARCHIVES AND MUSEUM

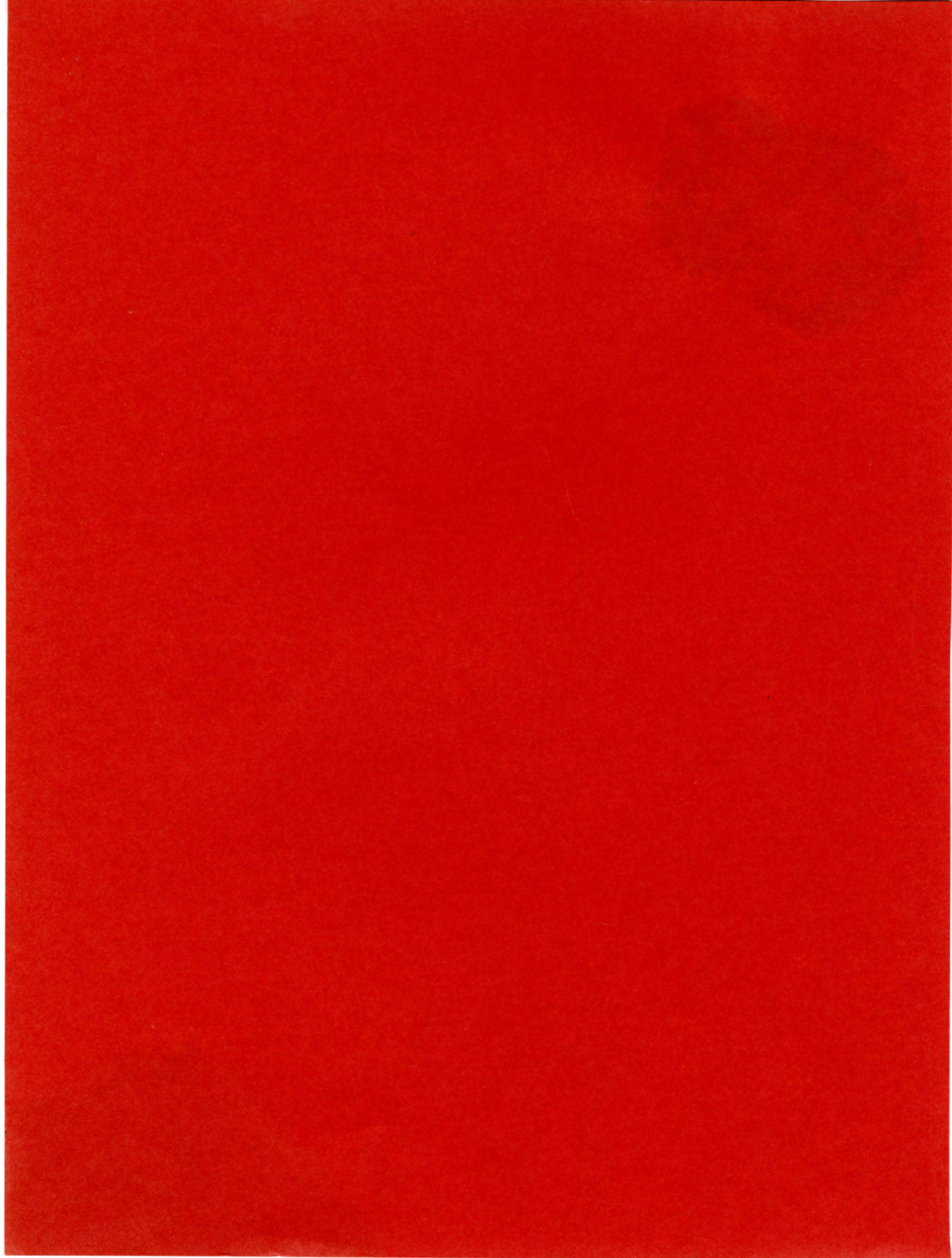
**THE CITADEL
THE MILITARY COLLEGE OF
SOUTH CAROLINA**



ANNUAL REPORT

1988-1989

Printed Under The Direction Of The
State Budget And Control Board



HIGHLIGHTS

The Accreditation Board for Engineering and Technology (ABET) officially notified the college that the program of the Department of Electrical Engineering had been re-accredited. As part of its periodic review process, the S. C. Commission on Higher Education (CHE) reviewed the program offerings in the Department of Business Administration. The review was positive, with the reviewers noting strides made towards the American Assembly of Collegiate Schools of Business (AACSB) accreditation, particularly in the areas of strengthening the curriculum, especially the M.B.A. program. The reviewers recommended continuation of both undergraduate and graduate programs. Salaries, recruitment, and high teaching loads remain problems. Final CHE reports on the programs of the Departments of Biology, Chemistry and Physics, reviewed in 1987-88, were laudatory and gave those departments a clean bill of health.

The President approved a new core curriculum based upon recommendations of the Vice President for Academic Affairs, the Academic Board, and the Faculty Council. The new core takes effect in School Year 1989-90. Highlighting major changes, all cadets will now take at least two years of laboratory science; they will, for the most part, commence foreign language courses at the intermediate level; and they will take the History of Western Civilization as the required history sequence. A social science course has been added to the core curriculum, with students having the option to select that course from among several offerings. The curriculum also calls for more writing, a formal orientation program, computer literacy, and an introduction to the calculus.

The Citadel and the College of Charleston submitted a proposal for a cooperative Master of Arts degree program in History. Both colleges will share in the governance and administration of the new program. Concentrations will be possible in U. S., European, and Third World studies. The proposal has cleared the first hurdles in the approval process at the S. C. Commission on Higher Education.

Without the generous support of The Citadel Development Foundation, the college's programs would not achieve their recognized levels of excellence. CDF has allowed the college to computerize administration while supporting academic computational needs. Funds from CDF have permitted computerization of the catalog and circulation of the Daniel Library in Academic Year 1988-89, while simultaneously bringing on line several PC lab facilities and component elements (admissions, student records, alumni, procurement, etc.) of the Series Z administrative support package. Finally, the CDF generously funded thirty faculty achievement awards to recognize excellence, an endeavor that permitted long-overdue recognition of superior faculty accomplishment.

Following state-wide competition, The Citadel received contract awards to conduct a training institute for advanced placement (A.P.) teachers of high school computer science, government, English, and history. This represents the fourth year in which The Citadel has been selected to host A.P. institutes. The teachers generally are from South Carolina, but this year a number of teachers are from out of state, to include a Mellon Foundation Fellow recipient from Michigan.

The Citadel's Business-Education Partnership with Rivers Middle School flourished, and faculty from the college worked closely with Burke High School in developing a model curriculum. Col. Thomas W. Mahan, Education and Psychology Departments, spearheaded that effort, and The Citadel received special recognition from the county school board for its endeavors.

Among state-sponsored research grants awarded Citadel faculty is a grant, under the auspices of its senior college research initiative program, from the Commission on Higher Education, for \$70,000. Col. Joel Berlinghieri, Professor of Physics, is the principal investigator for the project. LTC Richard Porcher and Major B. J. M. Kelley, Department of Biology, are in the second year of a S. C. Sea Grants College project, and that agency has awarded further research grants to Dr. Kelley and LTC James R. May, Department of Chemistry. Federal-sponsored research grants were awarded to Captains Michael Woo and Kenneth Brannan of the Department of Civil Engineering by NAVFAC, and Major Saul Adelman, Department of Physics, is the principal investigator on a project sponsored by the NATO Scientific Affairs Division.

School Year 1988-89 was a year of quality performance by the Corps of Cadets. Continued improvement across the full spectrum of Corps operations can generally be attributed to the mature leadership of the Cadet Regimental Commander, his staff, and subordinate commanders. Their professional, no-nonsense approach to their duties resulted in significant improvements in personal appearance, mess hall procedures, drill and ceremonies, as well as academic performance. The Corps' performance and general morale were enhanced throughout the year by the performance of the varsity athletic teams. Winning seasons in all the major sports helped foster a renewed sense of pride among cadets. For the first time in many years, the freshman class achieved a 2.0 Grade Point Average for the first semester. This achievement can be attributed to the emphasis the Cadre placed on academic performance and enforcement of good study habits. The most significant challenge confronting the Corps during the School Year centered on over-strength. The first semester began with 2092 cadets assigned to the Corps. While the normal barracks capacity is only 1960. Alumni Hall, trailers, and Thompson Hall were activated as billeting facilities for the overflow. The School Year ended with some cadets still living outside the barracks. As a result of solid, caring leadership, and good communication, the potential problems associated with this situation were minimized.

Fiscal year 1988-89 saw an improvement in the level of state funding for the higher education formula. The Legislature provided 90 percent funding on a continuing basis and three percent of one-time funds for a total of 93 percent. When compared to the 88.6 percent funding in 1987-88, the increase permitted the college to address some of our most critical equipment and facilities requirements.

The Citadel's audit for fiscal year 1987-88 was performed by Rogers, Montgomery and Company, P.A., Certified Public Accountants under contract to the State Auditor. The report was again an unqualified report. The same audit firm also audited The Citadel Athletic Department under guidelines established by the NCAA and found no major deficiencies.

Fiscal year 1988-89 saw The Citadel implement the third major software module of its new administrative computer system. The Student Information System, although primarily supporting admissions, registration, financial aid,

and records, also impacts significantly on financial operations in the office of the treasurer. The most significant of the many changes in operations in the office of the treasurer is that student records are no longer maintained on hard copy in individual student file folders. All records are now maintained on the college's mainframe computer and are generally updated by the treasurer's staff on a real-time basis.

A decision was made by the Computer System Steering Committee to defer implementation of the new software module for procurement services to fiscal year 1989-90. This decision will permit all using departments and activities to become fully qualified in on-line management of their own internal operating budgets before we move to computer generation of purchase requisitions and purchase orders.

The Citadel's procurement staff and system continues to perform in an exceptional manner within our \$10,000 local procurement authority. The staff processed and awarded 47 invitations for bid and one request for proposal without protest. In addition, 14 invitations for bid and one request for proposal which were exempt from the State Procurement Code were processed and awarded without protest.

The Citadel continues to benefit from its designation by the Department of Defense as a Service Educational activity. This designation permits the college to gain priority access to Department of Defense surplus property. The college has obtained property valued at over \$77,000 this fiscal year to include paints, lubricants, and a 21-foot boat complete with motor and trailer.

The college's property management officer completed a locally initiated project to convert all property records from the University of South Carolina computer system to a microcomputer at our central supply facility on campus. This conversion will save us the cost of leased CPU time from USC and will also provide increased flexibility in our property management system.

The Citadel continues to be a leader in the Charleston area in efforts to involve Minority Business Enterprises (MGE) in Citadel procurement activities. The Citadel received a certificate of achievement from the Coastal Minority Supplier Development Councils, Inc., for its "significant contributions and assistance to minority enterprises for the period January-March 1989."

The Citadel staff worked closely with the staffs of the State Treasurer and the Columbia law firm of Nelson, Mullins, Riley and Scarborough to develop documentation required for the issue of bond anticipation notes in amounts of \$1,500,000 from Institution Bonds and \$2,000,000 from Plant Improvement Bonds to support the new cadet dining facility construction project. In addition, as noted under the section on Governmental and Public Relations, The Citadel was able, with considerable support from Representative Robert N. McClellan and Senator James M. Waddell, Jr., to have legislation passed which enables The Citadel to issue Student and Faculty Housing Revenue bonds not to exceed \$25 million. This legislation will permit the college to complete funding of the new cadet dining facility through the issue of approximately \$2 million revenue bonds. It will also permit the college to issue revenue bonds in support of barracks and faculty housing improvement projects at a later date.

Major construction activity on the campus includes the McAlister Field

House Renovation and the Central Energy Facility. McAlister Field House will be available for the start of the basketball season, and the Central Energy Facility will be completed in January of 1990. Projects under design are the New Mess Hall, Bond Hall Renovation and Vandiver Hall. These projects are critically needed to continue the upgrade of college facilities.

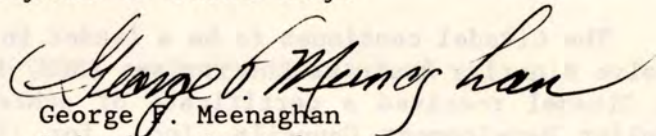
Auxiliary Activities continue to provide services to students, faculty and staff, and, in addition, over \$623,000 was provided for athletic operations, scholarships and student activities. This was a banner year with gross sales in the Cadet Store exceeding \$2 million.

Three athletic coaches were named Southern Conference Coaches of the Year, and overall varsity sports had the best winning year since 1961.

The General Mark W. Clark Campaign for The Citadel Tomorrow, with an unprecedented \$27 million goal, with pledges and commitments of \$10.4 million, was announced to the public on 23 October, 1985. By 1 July, 1987 this figure had risen to some \$20 million, and by the end of 1988 fiscal year pledges and commitments to The Clark Campaign exceeded \$25 million. On 1 March 1989 at a gala celebration, The Clark Campaign concluded some 20 months ahead of the five-year schedule and \$1 million above the goal. The Citadel will realize the benefits of this effort for years to come, and the gifts collected will have an enormous impact on virtually every program at the college.

Major General James A. Grimsley, Jr., retired as president of The Citadel effective 30 June 1989, and was simultaneously named President Emeritus by the Board of Visitors.

On 23 June 1989, Lieutenant General Claudius E. "Bud" Watts III, Citadel Class of 1958, was chosen as the 17th president of the military college by the Board of Visitors. General Watts will retire as Comptroller of the U. S. Air Force on 1 September 1989 after 31 years of active duty.



George F. Meenaghan
Brigadier General
Vice President for Academic Affairs and
Acting President

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SYNOPSIS OF THE HISTORY OF THE CITADEL

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

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

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

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

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

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

ORGANIZATION

Board of Visitors

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

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

Colonel Leonard C. Fulghum, Jr., Vice Chairman '51, (1990)
P. O. Box 2608
Charleston, South Carolina 29403

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

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

Colonel Charles L. Terry, Jr., '43 (1990)
Post Office Box 6198
Columbia, South Carolina 29260

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

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

Colonel J. Stannard Hurteau '64 (1989)
P. O. Box 935
Charleston, South Carolina 29402

Colonel Alonzo W. Nesmith, Jr. '79 (1989)
P. O. Box 30955
Charleston, South Carolina 29417

Colonel James M. Leland, Jr. '52 (1991)
270 Berry Tree Lane
Columbia, South Carolina 29223

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

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

EX-OFFICIO

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

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

The Honorable Charles G. Williams, State Superintendent of Education
1429 Senate Street
Columbia, South Carolina 29201

The Honorable Thomas L. Moore, General Committee, State Senate
Box 684
Clearwater, South Carolina 29822

The Honorable Milford D. Burriss, Chairman, Military Committee,
House of Representatives
Box 9186
Columbia, South Carolina 29290

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

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

Administrative Staff

Office of the President

President.....Major General James A. Grimsley, Jr., USA, Ret.
Executive Assistant to the President.....
Colonel Joseph P. Goodson, USMC, Ret.
Director of Governmental Affairs and Public Relations.....
Lieutenant Colonel Ben W. Legare, Jr., USA, Ret.
Director of Development.....Mr. James L. Adams
Director of Alumni Affairs and Placement.....
Lieutenant Colonel Henry A. Kennedy, Jr.
Director of Chaplaincy..Commander Gordon E. Garthe, USN, Ret.
Internal Auditor.....Mrs. Suzanne B. McLeod

Vice President for Academic Affairs

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

Vice President for Administration

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

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

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

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

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

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

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

Vice President for Financial Management

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

Controller.....Lieutenant Colonel Ralph P. Earhardt

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

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

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

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

Commandant of Cadets

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

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

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

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

Auxiliary Activities

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

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

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

Academic Department Heads

Lieutenant Colonel Harold W. Askins, Jr.

B.S., The Citadel

M.S., Clemson; Ph.D., Purdue University

Professor and Head, Department of Electrical Engineering

Colonel Robert E. Baldwin

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

Professor and Head, Department of Biology

Captain Milton L. Boykin, USNR

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

Ph.D., University of Alabama

Professor and Head, Department of Political Science

Colonel D. Oliver Bowman

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

Ph.D., University of Georgia

Professor and Head, Department of Psychology

Lieutenant Colonel Charles E. Cleaver

B.S., Eastern Kentucky University

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

Professor and Head, Department of Mathematics and Computer Science

Captain John S. Coussons, USNR

B.A., Louisiana College; M.A., Ph.D., Louisiana State University

Professor and Head, Department of History

Lieutenant Colonel Krishner S. Dhir

B. Tech, Indiana Inst. of Technology; M.S., Michigan State University

M.B.A., University of Hawaii; D.B.A., University of Colorado

Professor and Head, Department of Business Administration

Colonel Myron C. Harrington, USMC

B.A., The Citadel; M.A., Shippenburg State College

Professor and Head, Department of Military Science

Colonel Weiler R. Hurren

B.S., Utah State University; M.S., University of South Carolina

Ph.D., Brigham Young University

Professor and Head, Department of Physics

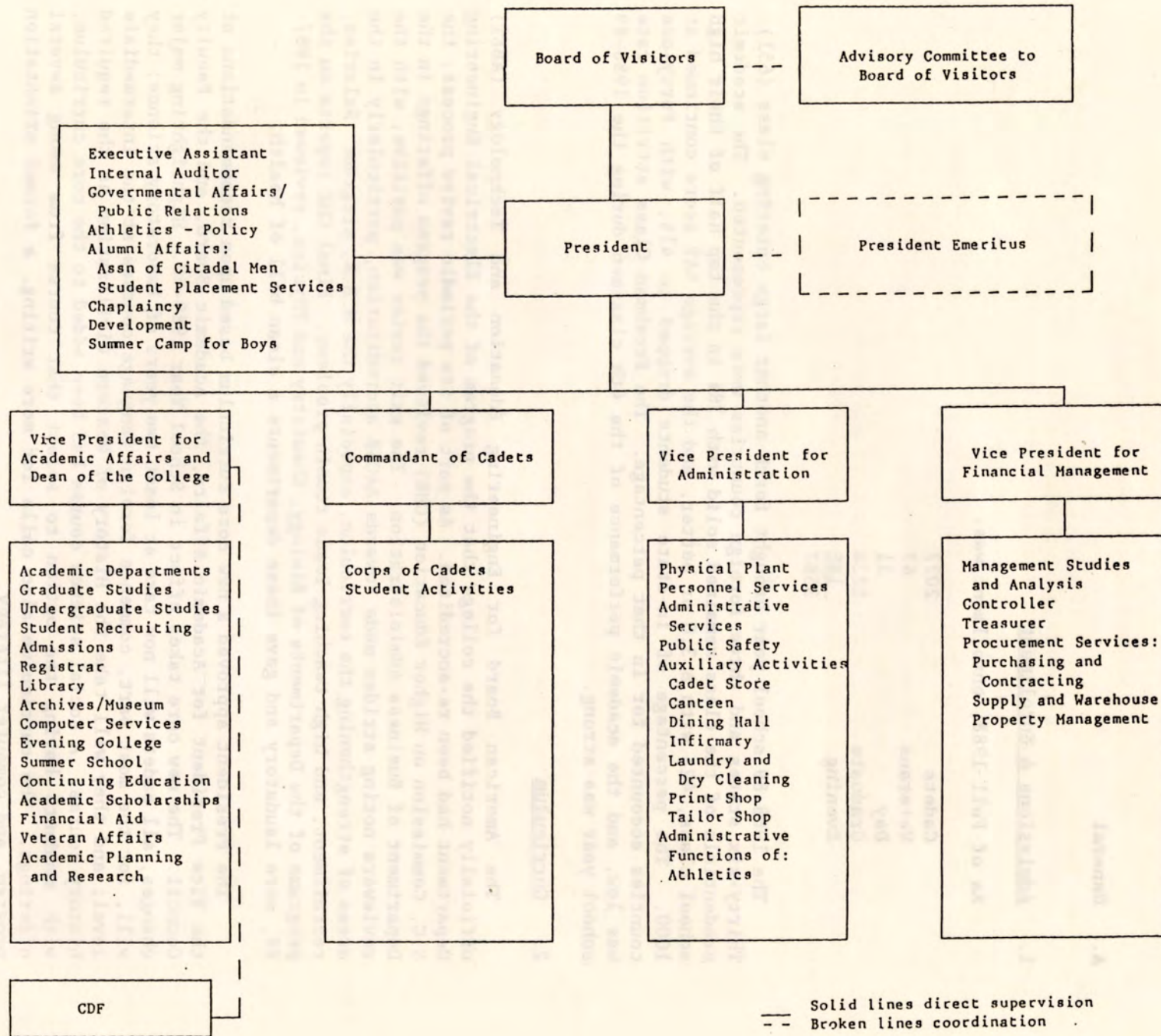
Colonel David D. Johnson

B.S., M.A., University of Kansas

Ph.D., University of North Carolina

Professor and Head, Department of Modern Languages

- Colonel Charles F. Jumper
 B.S., M.S., University of South Carolina; Ph.D., Florida State University
 Professor and Head, Department of Chemistry
- Colonel Kenneth E. Krause, USAF
 B.S., USAF Academy; M.B.A., Golden Gate University
 Professor and Head, Department of Aerospace Studies
- Colonel Charles Lindbergh, USAF, Ret.
 B.S., The Citadel; M.S., Ph.D., Oklahoma State University
 Associate Professor and Head, Department of Civil Engineering
- Colonel John H. Mayer, USA
 B.A., The Citadel; M.B.A., Texas Tech University
 Professor and Head, Department of Military Science
- Colonel John P. Smyth
 B.S., M.S., P.E.D., Indiana State University
 Professor and Head, Department of Physical Education
- Colonel Ronald K. Templeton
 B.S., M.A., Ed.D., Ball State University
 Professor and Head, Department of Education
- Lieutenant Colonel Edward Frederick John Tucker
 B.A., West Liberty State College; M.A., University of Illinois
 Ph.D., Harvard University
 Professor and Head, Department of English
- Lieutenant Colonel Richard J. Wood
 B.S., M.L.S., Ph.D., University of Pittsburgh
 Associate Professor and Director of Library Services



I. Academic Affairs

A. General

1. Admissions & Enrollment

As of Fall 1988, enrollment was:

Cadets	2077
Veterans	47
Day	31
Graduate	1224
Evening	<u>188</u>
	3567

The 1988-89 school year brought forth another large entering class (651). Thirty-six states and three foreign countries were represented. The academic credentials of the class remained solid with 78% in the top half of their high school class, 42% with a 3.0 or better, and the average SAT score continued at 1000. The percentage of in-state students dropped to 41%, with Forty-one counties accounted for in that percentage. The Freshman Class attrition rate was low, and the academic performance of the 4th classmen during the 1988-89 school year was strong.

2. Curriculum

The American Board for Engineering Education and Technology (ABET) officially notified the college that the program of the Electrical Engineering Department had been re-accredited. As part of its periodic review process, the S.C. Commission on Higher Education (CHE) reviewed the program offerings in the Department of Business Administration. The exit review was positive, with the reviewers noting strides made towards AACSB accreditation, particularly in the areas of strengthening the curriculum, especially the M.B.A. program. Salaries, recruitment, and high teaching loads remain problems. Final CHE reports on the programs of the Departments of Biology, Chemistry and Physics, reviewed in 1987-88, were laudatory and gave those departments a clean bill of health.

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The Citadel and the College of Charleston submitted a proposal for a cooperative Master of Arts degree program in History. Both colleges would share

in the governance and administration of the new program. Concentrations will be possible in U.S., European, and Third World studies. The proposal has cleared the first hurdles in the approval process at the S.C. Commission on Higher Education.

3. Academic Leadership

The retirement of the president, MGEN James A. Grimsley, Jr., signalled a major change in academic leadership. The Board of Visitors conducted a search for General Grimsley's successor and appointed Lt. General Claudius E. Watts, III, USAF (Ret.), effective 18 August 1989.

Several department heads have completed the maximum ten-year tenure under General Order 30. Stepping down are COL Robert E. Baldwin, head, Department of Biology; CAPT John S. Coussons, USNR, Ret., History; CAPT Milton L. Boykin, USNR, Ret., Political Science; and COL D. Oliver Bowman, Psychology. LTC Krishna S. Dhir, head, Department of Business Administration, resigned for personal reasons. Taking their places are:

Col Robert E. Baldwin, Ph.D.	(continued until replacement is found)
COL Larry H. Addington, Ph.D.	Acting Head, Department of History
LTC Robert P. Steed, Ph.D.	Head, Department of Political Science
MAJ Mark A. Bebensee, Ph.D.	Acting Head, Department of Business Administration
COL D. Oliver Bowman, Ph.D.	Head, Department of Psychology (continued until a replacement is found)

4. Promotions

With the approval of the President, the following individuals will be promoted at the beginning of the 1989-90 academic year:

ACADEMIC

Professor w/Rank of Lieutenant Colonel

Saul J. Adelman, Department of Physics
Peter Greim, Department of Mathematics and Computer Science

Associate Professor w/Rank of Major

Spencer P. Hurd, Department of Mathematics and Computer Science
Linda K. Elksnin, Department of Education

MILITARY

To Colonel

LTC H.W. Askins, Professor & Head, Electrical Engineering
LTC W.J. Clees, Professor, Education
LTC S.D. Comer, Professor, Math & C.S.

LTC R.L. King, Professor, Business Administration
LTC R.P. Steed, Professor, Political Science
LTC E.F.J. Tucker, Professor & Head, English
CDR L.G. Tyler, USNR, Ret., Professor, History

To Lieutenant Colonel

MAJ M.A. Beensee, Associate Professor and Acting Head, Business Administration
MAJ J.R. Braun, Associate Professor, Chemistry
MAJ H.C. Hudson, Associate Professor, Political Science
MAJ W.B. Moore, Jr., Associate Professor, History
LTC J.H. Pieper, USAFR, Ret., Associate Professor, Modern Languages
MAJ C. Rushing, Associate Professor, Chemistry
MAJ G.L. Wilson, Associate Professor, Physical Education
MAJ R.F. Gaskins, Registrar

To Major

CPT C.M. DeMille, Assistant Registrar

5. Outstanding Teaching Awards for 1988-89

President's Award for Teaching Excellence

CAPT Richard T. Pokryfka, USNR, Business Administration

Self Teaching Award

MAJ Patrick R. Briggs, Physics

CDF Teaching Awards

MAJ Thomas R. Dion, Civil Engineering
COL Michael D. Doran, Psychology
MAJ David S. Shields, English

6. Assistance from CDF

Without the generous support of The Citadel Development Foundation, the college's programs would not achieve their recognized levels of excellence. CDF has allowed us to computerize administration while supporting academic computational needs. Funds from CDF have permitted computerization of the catalog and circulation of the Daniel Library in Academic Year 1988-89, while simultaneously bringing on line several PC lab facilities and component elements (admissions, student records, alumni, procurement, etc.) of the Series Z administrative support package. Finally, the CDF generously funded thirty faculty achievement awards to recognize excellence, an endeavor that permitted long-overdue recognition of superior faculty accomplishment.

7. Faculty

COL Frank L. Feigl, Professor of Health and Physical Education; LTC Jackson Reid Ingraham, Associate Professor of Mathematics and Computer Science; and MAJ Joseph F. Gundel, Associate Professor of Modern Languages, retired following many years of distinguished service to this institution. Each professor was awarded emeritus status. LTC Thomas Clark Bowman, Associate Professor of Biology, received the Medbery Award. This award, honoring the late LTC Clinton A. Medbery, Jr., is given for outstanding teaching to a faculty member in physical or life sciences or mathematics.

8. Undergraduate Highlights

a. Degrees:

In the 1988-89 academic year, The Citadel awarded the following degrees:

	May 1989	Aug 1988
Bachelor of Arts		
Chemistry	2	0
English	16	2
History	35	0
Mathematics	15	5
Modern Languages	5	0
Political Science	77	6
Psychology	8	1
Liberal Studies	2	1
Bachelor of Science		
Biology	20	1
Chemistry	6	0
Computer Science	10	1
Education	12	1
Mathematics	2	0
Physics	4	0
Physical Education	2	0
B.S. in Business Administration	179	14
B.S. in Civil Engineering	24	4
B.S. in Electrical Engineering	<u>17</u>	<u>2</u>
	435	38

9. Graduate Highlights

Degrees:	May 1989	August 1988
Education Specialist	5	7
M.A. in Teaching	13	7
M.A. in Education	13	14
M.B.A.	17	8
M. Education	<u>66</u>	<u>42</u>
	114	78

10. Academic Enrichment Activities

Campus-wide and departmental speakers, seminars, symposia, and conferences provided academic enrichment for students, faculty, and community. At the campus-community level, Greater Issues Addresses were given by Adm. Paul Yost, USCG, Commandant of the Coast Guard, and Mr. William States Lee, III, Chairman and Chief Executive Officer, Duke Power Company. Admiral Yost spoke on maritime pollution and the drug enforcement crisis, while Mr. Lee addressed the future of nuclear power on the 10th anniversary of the 3-Mile Island Incident. The Honorable Lee Hamilton, U.S. House of Representatives (D-Ind), delivered the John C. West Lecture.

Among major departmental symposia and conferences were the Distinguished Physics Lecture, the Inn of Court Readings, the Consortium on Revolutionary Europe, the 4th Annual Conference on Latin American Studies, and the 12th Annual Citadel Reading Conference held in connection with the S.C. Reading Association. The military departments sponsored several speakers of note, to include the Commanding General of the 101st Airborne Division, an Air University National Security Briefing Team from the Air War College, and numerous flag officers.

11. Special Activities

Following state-wide competition, The Citadel received contract awards to conduct training institute for advanced placement (A.P.) teachers of high school computer science, government, English, and history. This represents the fourth year in which The Citadel has been selected to host A.P. institutes. The teachers generally are from South Carolina, but this year we have a number of teachers from out of state to include a Mellon Foundation Fellow recipient from Michigan.

Among state-sponsored research grants awarded Citadel faculty is a \$70,000 grant from the Commission on Higher Education under the auspices of its senior college research initiative program. COL Joel Berlinghieri, Professor of Physics, is the principal investigator for the project, titled "Construction and Evaluation of Holographic Fourier Transform Spectrometers." LTC Richard Porcher and MAJ B.J.M. Kelley, Department of Biology, are in the second year of a S.C. Sea Grants College project, and that agency has awarded further research grants to Dr. Kelley and LTC James R. May, Department of Chemistry.

Federal-sponsored research grants were awarded to Captains Michael Woo and Kenneth Brannan of the Civil Engineering Department by NAVFAC, and MAJ Saul Adelman, Department of Physics, is the principal investigator on a project sponsored by the NATO Scientific Affairs Division.

The Citadel's Business-Education Partnership with Rivers Middle School flourished, and faculty from the college worked closely with Burke High School in developing a model curriculum. COL Thomas W. Mahan, Education and Psychology Departments, spearheaded that effort, and The Citadel received special recognition from the county school board for its endeavors.

B. Biology

The Department of Biology offers an undergraduate major leading to the

Bachelor of Science degree. The program of study is extremely flexible in that it provides the student a strong background in biology while at the same time allowing him to obtain a broad liberal arts education. The number of undergraduate students selecting biology as an academic major has decreased slightly to between 100-125, with 20 graduating in May. In conjunction with the Department of Education, the department also offers the Master of Arts in Education degree with both a major and minor in biology. Enrollment in the Department's graduate program has remained stable with approximately 25 students working toward their M.A. in Ed. degree.

Due in part to changes mandated by the college's adoption of the Core Curriculum, the Biology Department made several significant changes in its undergraduate curriculum during the past year. The number of hours in required biology courses was increased from 32 to 35, and the total number of hours required for graduation was raised from 125 to 132. In an attempt to strengthen the quantitative skills of our majors, the mathematics requirements were changed to include six hours of calculus, three hours of statistics and three hours of computer science. Two Biology courses, Genetics and Ecology, were changed from approved electives to required courses. A General Elective in the senior year was changed to a Social Science elective. In addition, the department has reluctantly agreed to separate the lecture and laboratory portions of its freshman General Biology sequence into separate courses. However, the department remains unanimous in its opinion that the ideal methods of teaching biology requires the professor to teach the same students in both lecture and laboratory.

Lt. Colonel T. Clark Bowman received the C. A. Medbery Teaching Award which is given for outstanding teaching of freshmen in a science department. Lt. Colonel F. Lance Wallace and Major B. Joseph Kelley received Faculty Awards for Outstanding Achievement for the 1988-89 academic year. Lt. Colonel Frank Seabury returned from a sabbatical leave during the 1988 spring semester.

The Biology faculty members have remained professionally active during the past academic year. Colonels Robert E. Baldwin and Richard D. Porcher and Major B. Joseph Kelley received a \$30,600 grant from the South Carolina Sea Grant Consortium for a three year study on the "Effects of Pipeline Installation and Mitigation Efforts on Saltmarsh Macrophyte Productivity, Community Composition and Vegetative Cover". Lt. Colonel Dennis M. Forsythe co-authored a book entitled A Birder's Guide to the South Carolina Lowcountry. In addition, he has published three papers concerning his research on South Carolina bird populations. Colonel Richard D. Porcher published a technical report entitled "A Botanical Inventory and Land Use History of the Dill Wildlife Refuge". In addition, Colonel Porcher has received a CDF Research Grant to support his research for a book entitled Wildflowers of the Carolina Lowcountry. Lt. Colonel Frank Seabury has submitted a paper to Mosquito Septemematics entitled "The Egg of Toxorhynchites spelendes Described and Compared with the Egg of Toxorhynchites amboinensis (Diptera: Culicidae)." Lt. Colonel F. Lance Wallace has continued to serve as the curator of the insect collection at the International Center for Public Health Research in McClellanville during the past year. He has received CDF and Abbott Chemical Company research grants to do a comparison of the effects of BTI formulation on mosquito larvae in artificial containers and in the marsh.

During the 1988-89 academic year, the Department of Biology with CDF support invited the following biologists to speak to the faculty and student members of the BioCid/TriBeta Club:

1. Dr. Keene Garvin - "The Anatomy of a Murder"
2. Dr. Dan Walsh - "Grenada - Combat Medicine and Triage"
3. Dr. Robert Sabalis - "Medical School Application and Admission Processes"
4. Dr. William McDaniel - "Sports Medicine - Sports and Exercise, Benefits and Hazards"
5. Dr. George Folkerts - "Snakes, Facts and Folklore"

For the third consecutive year, The Citadel's Tau Nu Chapter of the Beta Beta Biological Honor Society was selected as the Outstanding Chapter in District 1. For the second consecutive year, Lt. Colonel Rex Skanchy received the outstanding advisor award. The chapter also won first place in the Scrapbook Competition.

Special commendations are in order for Mrs. Beverly Powell and Lt. Colonel Rex Skanchy for their support over the past ten years. In many cases their efforts may have gone unrecognized, but they did not go unappreciated.

C. Business Administration

Program review was a major activity this year in the Department of Business Administration. The first effort in this direction came on 16-18 October 1988 with the visit of Drs. Thomas Bausch, John Evans, and Donald Meyer. These gentlemen, current or former business school deans and AACSB leaders, were engaged by The Citadel to review the department in order to help develop a plan for achieving AACSB accreditation. This same team conducted a follow-up visit in March. As a result, major changes will be made in the MBA curriculum, and small modifications are underway in the undergraduate curriculum, as well.

In addition, all business programs were reviewed by the S.C. Commission on Higher Education as part of its periodic program review process. In March, Deans Richard Sorenson (V.P.I.) and James Beardon (East Carolina University) spent a day on campus as part of the evaluation effort. As of July 15th, we have not received a report from that visit.

Two prominent professors visited the campus as part of a faculty development initiative. Dr. Steve Zanakis, Florida International University, presented "Experiments and Experiences in Teaching Introductory Statistics with Microcomputers and Cases," and on 14-18 April, Dr. Donald Plane, Rollins College, presented a three-day seminar on the uses of computers in the classroom.

Retiring this year after nine years on the faculty is LTC William A. Evans, Ph.D., Associate Professor. His area is management. LTC Krishna S. Dhir stepped down as department head to resume full-time teaching, and MAJ Mark A. Bebensee has been named Acting Head for the next two years. MAJ Bebensee will be promoted to the college rank of Lieutenant Colonel, and LTC Robert L. King will also be promoted to the college rank of Colonel. Dr. Claude McMillan, W. Frank Hipp Professor of Business Administration, received a one-year extension of his

appointment. Finally, at the 1989 Commencement Exercises, CPT Richard T. Pokryfka, USNR, Ph.D., and Professor of Business Administration, received the second annual President's Award for Teaching Excellence.

LTC Krishna S. Dhir has collected data on cross-cultural aspects of value assessment and of organizational commitment at Vikram University in Ujjain, India. He has presented a number of papers at various professional meetings, e.g., Operations Research Society of America/The Institute of Management Science and the Decision Sciences Institute.

LTC Robert L. King served as conference coordinator for the 1988 annual meeting of the Southern Conference on Slavic Studies in Charleston. The Citadel and the University of South Carolina were official co-hosts of the conference. Dr. King also served as editor of the Proceedings of the 1988 Conference of the Academy of International Business, Southeast United States Region, for which he received a certificate of service from the Academy during its recent Atlanta, Georgia meeting. He has presented a paper entitled "Changing Patterns of Children's Television Viewing during a Period of Expanding Cable Penetration" at the 1988 Decision Sciences Institute conference in Las Vegas. LTC King has been appointed to the World Trade Steering Committee of the Charleston Trident Chamber of Commerce. He also has been elected secretary-treasurer of the South Carolina Fullbright Alumni Association. He will host a conference of that organization in April.

Dr. Claude McMillan has presented a paper entitled "Personnel Scheduling: A Unique application of Expert Systems" at the Seminar for Applied Artificial Intelligence, sponsored by the Center for Applied Artificial Intelligence, University of Colorado. The paper was published in the Proceedings.

MAJ Dorothy P. Moore was one of three professors from the United States who were featured speakers on research methodology at the Canadian Conference on Women in Management research symposium sponsored by the Canadian Federation of Deans of Management and Administrative Studies. The Proceedings paper presented by Dr. Moore has been revised for publication in a book of readings to be used by undergraduate and graduate students in the United States and Canada. At the Eastern Academy of Management, Dr. Moore presented "A Link in the Development of an Assessment Instrument for Entrepreneurs," which was published in the Silver Anniversary Proceedings.

CPT Donald L. Sparks made a presentation entitled "South Carolina's Coast: Past, Present and Future" in Columbia, where he was interviewed by S.C. Public Radio.

LTC Christopher B. Spivey has presented a paper at the Atlantic Economic Society Convention in Philadelphia, PA. Dr. Spivey's paper was entitled "The Relationship Between Unemployment and Inflation in the U.S. Economy Since 1981: A Review of the Phillips Curve."

LTC Ronald M. Zigli was awarded the Distinguished Service Award by the Southeast Decision Sciences Institute in recognition of his contribution to the field of decision sciences through unselfish service to the Southeast Decision Sciences Institute. LTC Krishna S. Dhir and LTC Ronald M. Zigli co-authored a paper, "Behavioral Analysis of the Indonesian Hospitality Consumer," which was presented at the Pan-Pacific Conference VI in Sydney, Australia. The paper also

will be published in the Proceedings of the conference.

D. Chemistry

A major accomplishment of the Department of Chemistry this year was a significant increase in the level of research and professional participation by both faculty and students. This achievement could not have been reached without the generous financial support of The Citadel Development Foundation.

Four faculty members were actively engaged in research with students. Three of these had CDF research grants totaling \$7,100; in addition, LTC May received a research grant for \$19,800 from Sea Grant, and CPT Blanton was a member of the team that was awarded a \$73,000 grant on the "Cutting Edge" program for development of a Fourier Transform IR Spectrometer. Three faculty members received CDF Faculty Development grants totaling \$1,654.

In addition to routine attendance at local professional meetings, five faculty members participated in national or regional meetings: CPT Blanton presented papers at the national ACS meeting in Dallas and at the S.C. Academy of Science meeting. A paper was also presented at this latter meeting by Cadet Joseph M. Salley, based on research done under CPT Blanton. Cadet Salley was given the Sigma Xi Award for Outstanding Undergraduate Research at this meeting. Other faculty members who participated in professional meetings were: CPT Richardson, who presented a paper at the Southeastern Association of Analytical Chemists meeting and who attended the Tenth Biennial Conference on Chemical Education; LTC May, who attended the Southeastern Geological Association meeting; COL Jumper, who was a participant in a week-long intensive workshop on Fourier Transform IR Spectroscopy; and CPT McAfee, who attended the S.C. Academy of Science meeting. CPT Blanton was the author of a major paper published in the Journal of Organic Chemistry. LTC May was the recipient of a CDF Faculty Achievement Award.

During the year, the Department was pleased to receive a Varian Instrument Model T-60A NMR Spectrometer as a gift from the U.S. Environmental Protection Agency.

The faculty welcomed into its ranks CPT Lyle V. ("Smokey") McAfee (Ph.D., Oregon State University) as assistant professor. We were also pleased to have Ms. Melinda Walker as an adjunct professor during the year. MAJ Braun and MAJ Rushing were promoted to associate professor.

Departmental seminars were generously supported by CDF funds. In addition to local speakers, major seminars were presented by Dr. Wayne Garrison (Citadel '56) of the USEPA, and Dr. G.R. Choppin of Florida State University.

There were seven students graduated with degrees in chemistry, five with the BS degree and two with the BA. We were pleased that the First Honor Graduate was Cadet Joseph M. Salley (GPA = 4.000), who received the BS degree; he will attend graduate school at Stanford University, working toward the Ph.D. in Chemical Engineering.

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E. Civil Engineering

One hundred fifty-one students majored in Civil Engineering this year. Twenty-four seniors graduated in May 1989. An additional four students are expected to graduate during the August 1989 commencement program.

Two new faculty members joined the departmental faculty. These included Major Dennis J. Fallon, Associate Professor; and Captain John A. Murden, Assistant Professor. Major Fallon replaced the late Colonel Thomas C. Evans, Jr.

The Evening Undergraduate Civil Engineering Program completed its second year. Sophomore and Freshmen courses were offered. According to the program's implementation plan, Junior courses as well will be offered during the following academic year. Under arrangements resolved by Colonel Richard B. Kent, Adjunct Faculty, the faculty also visited twelve area high schools and made presentations to their students on the opportunities of engineering and the new Citadel undergraduate engineering program.

The S.C. Commission on Higher Education approved an Evening Master of Civil Engineering Degree Program to be offered by Clemson University beginning in the Fall 1989. All courses will be taught at The Citadel with the participation of the departmental faculty who will also serve as adjunct faculty members of Clemson University. Dr. James K. Nelson was hired as the director of the new program. He will be a member of the Clemson Civil Engineering faculty, and he will commence his duties on 1 July 1989. His office will be in LeTellier Hall. This program will supersede a cooperative graduate engineering program under which a more limited offering of graduate evening civil engineering courses have been administered by the departmental faculty during the past several years.

Several faculty members won important awards. Charles Lindbergh, head of the department, was named "Man of the Year" by the Association of Citadel Men" at the Association's annual banquet during November. Colonel Lindbergh was also promoted to Colonel. Russell H. Stout, Jr., was promoted to Associate Professor with the rank of Major. Major Thomas R. Dion won the CDF Outstanding Teaching Award and a CDF Faculty Achievement Award. Colonel Charles Lindbergh was awarded a CDF Faculty Achievement Award as a department head.

Cadets Glenn Hill and Stacy Robinson (Computer Science Department) conducted lunar base construction research during the summer at the Construction Technologies Research Laboratory, Skokie, Illinois, under the direction of Dr. T.D. Lin and then presented a paper on their work at the ASCE Space 88 conference held in Albuquerque, NM.

Two "Greater Issues in Civil Engineering" seminars were also conducted. One was on "the Military Officer and Professionalism," which was presented by Major General Bud Ahearn, Director of US Air Force Engineering and Services, and members of his staff. The other seminar was on major construction development projects and was presented by Mr. John Dillingham '73 of the Trammel-Crow Company, Washington, DC.

The departmental faculty continued to be active in professional development and community service. Lt. Colonel Thomas J. Anessi served as co-initiator of an ASCE Geotechnical Engineering Technical Group and Colonel Charles Lindbergh

In large measure, it is the quality of the faculty that attracts students and makes for viable programs. The Department is fortunate to have an outstanding faculty composed of individuals who are committed to their profession and to their students. Unfortunately, two of our outstanding faculty have left us during the year, namely LTC McWhirt and MAJ Beers. Those individuals have been replaced for the coming academic year. CPT Stephenie Hewett, Ph.D., and CPT Terri Siskind, Ed.D., have joined our faculty. Both bring experience, training, and a commitment to the ideals and goals of this institution. Quality is the watch word of the Department of Education. In order to maintain and enhance it, the Department has been active in curriculum revision, professional and scholarly activity, participation in state-wide activities, and most importantly in delivering the curriculum through outstanding teaching. The Department looks back at the year with pride and forward to the challenges of 1989-90, most important of which is the NCATE review.

G. Electrical Engineering

One hundred and forty-five students majored in electrical engineering this year. Fourteen cadets and three veteran students graduated in May 1989: nine are employed in industry, five will serve in the Air Force, and one in the Navy, and two will be attending graduate school at the Georgia Institute of Technology.

This year's enrollment in The Citadel's Evening College Bachelor of Science in Electrical Engineering program was fifty-four. In the fall of 1989 the first semester of the freshman, sophomore, and junior electrical engineering course curricula will be offered in the evening. Continued growth of this program is anticipated based on the present enrollment and numerous inquiries about the program. In the fall of 1990 the full four-year course curriculum is expected to be offered in the evening.

The Engineering Accreditation Commission (EAC) of the Accreditation Board for Engineering and Technology (ABET) officially notified The Citadel in August of 1988 that the Electrical Engineering Program was reaccredited. This action reflects the analysis of information submitted by The Citadel and also obtained by an EAC/ABET visiting team.

Two new faculty members joined the Electrical Engineering Department this year. Captain Tamal Bose joined the department as an Assistant Professor. He holds the master of science and doctoral degrees in electrical engineering from Southern Illinois University at Carbondale. Dr. Bose is very active in the area of digital signal processing and has published several papers on aspects of digital filtering and chaos. Mr. David Taylor, '70, joined the department as a Visiting Lecturer in January of 1989. Mr. Taylor received his Master of Science degree from Stanford University in 1972. He has extensive experience including sixteen patents, in the area of micro-electronics and integrated circuits.

The Twenty-Third Annual Razor Lecture was presented by Dr. Robert H. Fletcher, Citadel '64. Dr. Fletcher received his Ph.D. from UCLA and is recognized for his work in the area of radar. His professional accomplishments are a source of pride to the department and an inspiration to our students.

In June 1989, the Department of Electrical Engineering received a

significant gift of optical communication equipment from AT&T. This equipment will enable the department to establish an optical communications laboratory. Mr. F. Harrison Wallace '78 was instrumental in obtaining this gift for The Citadel.

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

The faculty continues to build a record of scholarly and professional achievement. Professor Harold W. Askins was again invited to be one of the principal lecturers in a Modern Power Systems Analysis course at Auburn University. He attended a technical conference of the Southeastern Electric Exchange in Washington, D.C., and he serves as Chairman of the Power Engineering Educators and Industry Group of the Southeastern Electric Exchange. He also continues to serve as an IEEE Program Evaluator to assist the Accreditation Board for Engineering programs. Professor Askins attended the Southeastern Association of Electrical Engineering Department Heads Meeting in Atlanta on November 3-4, 1988 and was elected secretary/treasurer of the association. In March of 1989, he attended the National Association of Electrical Engineering Department Heads meeting in San Diego, California. Dr. Askins continues to be actively involved in applied research in electromagnetic propagation and antennas, and presently serves as an editor for the Applied Computational Electromagnetics Society (ACES).

Professor Louis D. Dornetto's scholarly and professional activities are significant. He is actively involved in the area of environmental impact and personnel hazards of electromagnetic energy and has appeared as an expert witness at several public forums addressing issues in this area. In addition, Professor Dornetto presented a paper at the IEEE Southeastcon '89 and he serves as a reviewer for the IEEE Control Systems Magazine. As faculty counselor to the student branch of IEEE, Professor Dornetto and twenty-one students attended IEEE Southeastcon '89 in Columbia, SC.

This summer Associate Professor Jack A. Stinson, Jr., is actively involved in consulting for the South Carolina Research Authority. In the past year he attended an ADA Symposium in Denver and the South Carolina Technical Conference, and he also chaired a technical session at Southeastcon '89.

Assistant Professor Bose's scholarly and professional activities are noteworthy. He has published three papers and received two CDF research grants this year. In addition, this summer Dr. Bose has an appointment as a Researcher for the Argonne National Laboratory, Argonne, Illinois.

Assistant Professor Joseph W. Epple is continuing to make significant progress towards his doctorate in Electrical Engineering at the Georgia Institute of Technology. Having completed all course work, he is deeply involved in the research associated with his dissertation.

Professor Emeritus James F. Scoggin helped the department meet its teaching

commitments by teaching two courses during the year, and he continues his loyal support of the South Carolina Gamma Chapter of Tau Beta Pi. All faculty members continue to perform as dedicated teachers, conscientious counselors, valued members of the academic community, and professional engineers.

H. English

In keeping with its customary practice, the Department of English has assumed a new multi-year project beginning in 1988-89, an undertaking that might be described as a Pre-Self-Study. With a newly structured Freshman Committee, under the chairmanship of Major Suzanne O. Edwards, our first goal has been to approach the assessment of our program from an intensive analysis of our objectives in the Freshman sequence (ENGL 101-102). By the end of the academic year, the committee had produced a statement that has been shared with all faculty for subsequent review. Next year, the freshman committee will complete this work for the entire sequence, and the sophomore committee will produce a similar document for the ENGL 201-202 sequence.

Because of its maintaining high standards, the department has continued to prove most attractive to majors, and at one point during the spring semester rose above 90 majors, only to finish at 88 majors, fairly evenly distributed among the four classes. At the two commencements, the department graduated eighteen majors and four graduates with the M.A. in Education (English).

The quality of teaching and scholarship remains high. Major David S. Shields won one of the four awards for Outstanding Teaching, while LTC Edward F. J. Tucker, LTC W. Bland Mathis, Major David S. Shields, Major Suzanne O. Edwards, and Major James S. Leonard won Faculty Achievement Awards from the Citadel Development Foundation. LTC Tucker published an edition of George Ruggle's Latin Ignoramus: Comoedia Coram Rege Jacobo (Georg Olms Verlag); Major James S. Leonard and Christine Wharton's book, The Fluent Mundo: Wallace Stevens and the Structure of Reality, was published by the University of Georgia Press; and Captain Mailloux's A Hesitation Before Birth: A Life of Franz Kafka was published by the University of Delaware Press. Nine other faculty books are otherwise accepted, being proofread, or shortly to appear. Majors Suzanne O. Edwards and Jack W. Rhodes have published the third volume of Nineteen-Century Studies, and English faculty this year published six articles, delivered eleven scholarly papers, and have given a number of talks in the local community. Professors James A. W. Rembert and James M. O'Neil served as organizers for the annual meeting of the Southeastern Eighteen-Century Studies Association. Four instructors, Col. Rembert, Col. White, Major Leonard, and Captain Williams, taught computer sections of Freshman English while Major Shields, Major Edwards, and LTC Holbein have been preparing computer sections for the Fall 1989 semester.

Captain Margaret M. Lally coordinated the activities for the CDF Seminar, this year given by the Pulitzer Prize poet Louis Simpson, and LTC Edward F. J. Tucker served as Principal Investigator for the CHE Visiting Minority Scholars Program that brought Dr. Houston A. Baker, Jr., Director of the Center for the Study of Black Literature and Culture at the University of Pennsylvania, to this campus for a week. He delivered two public lectures and visited several community organizations and student clubs.

Dr. James M. Hutchisson (Ph.D., University of Delaware) has been hired to

replace Col. Malcolm M. Brennan who retired in June 1988. Dr. Hutchisson comes to The Citadel from Washington and Jefferson College. LTC E. F. J. Tucker resumed the post of Department Head after returning from sabbatical leave at the University of Cambridge.

I. History

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

Our faculty maintained its reputation for superior performance during this academic year. In pursuit of the department's effort to support the concept of an undergraduate college in which the faculty assume particular responsibility for the development of their charges, several members of this department served as advisors for cadet groups. The entire faculty continued its support of scholarship through research projects. This department is also active in the area of service to the college.

Colonel Addington, Colonel Gordon and Major Moore chaired conference panels, Colonel Addington and Captain Coussons each served as a member of the editorial boards of learned journals, and Colonel Nichols continued in the demanding role of Chairman of the Strategic Planning Committee. Colonel Porch and Colonel Tripp each contributed a chapter to a book in their respective fields. Colonel Porch also participated in five conferences during the academic year. Colonel Tripp edited a book and Major Moore served as the principal co-editor of a book.

Captain Coussons completed his second term as department head and returned to full time teaching. He will be succeeded as interim head by Colonel Addington.

J. Mathematics

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

The number of majors in mathematics and computer science remained at the same level as the year before. Approximately 150 students were pursuing degrees from among the seven program options offered. The number of undergraduates receiving a bachelor's degree in May, 1989 was 27. Several others expect to complete requirements by August.

In conjunction with the Department of Education, graduate courses for middle and secondary teachers continue to be offered in the evening along with

undergraduate courses for the Evening College program which included courses for the undergraduate evening engineering program. In addition to the regular graduate offerings, the department also taught courses funded by EIA.

As in the past, The Citadel Development Foundation has enhanced the department with grants to individuals and the department. Professor Stephen Comer continued as a CDF fellow while Professors Cohn, Deutz, Greim, Hoyle, Hurd, Riedel and Trautman all received research grants. Faculty development grants were received by Professors Cleaver, Greim, Lipscomb and Pages.

As evidenced by the number of research and faculty development grants mentioned above, the scholarly activity in the department continued at a high level. Professors Comer and Cohn were invited to give lectures in Germany and Czechoslovakia, and several faculty members gave papers at regional and national meetings. Several members of the department attended conferences and short courses on the implementation of computers into the teaching of mathematics. Three faculty members, Professors Andre Deutz, Hughes Hoyle, and Spencer Hurd received tenure. Professor Hurd was also promoted to Associate Professor and Professor Greim was promoted to Full Professor.

Professor J. R. Ingraham retired June 30, 1989 after 30 years of service to The Citadel. In addition to his teaching contributions, Reid was instrumental in bringing some elementary education mathematics grants to the college and he published a widely used set of mathematical tables. He will be missed.

Dr. Mei Chen will join the faculty Fall semester 1989. She received her Ph.D. from the University of Illinois and is a specialist in numerical analysis.

K. Modern Languages

The Department of Modern Languages had a busy and productive year. On the first day of classes in the fall of 1988, placement exams were administered to all entering students in French, German and Spanish. As a control, the exams were also administered to all second year French and Spanish students. We believe that the placement process succeeded in moving students into courses for which they were qualified. In elementary and intermediate Spanish and French, we are on schedule in our revision of goal of total use of the foreign language in the classroom. A similar approach is underway in the German and Russian programs. In addition, offering graduate courses in French and Spanish, introducing video cassette materials to complement classroom work in the elementary and intermediate courses, establishing computerized exercises for practice for French students, increasing the hours of the Sound Laboratory for extra study, offering a special course for a student with learning disability, continuing the French and Spanish programs abroad, and initiating an official award for the outstanding language major--all made for a challenging year.

In improving departmental instruction and goals, all members of the department have contributed most generously of their time and talents. Professors Robert Emory and Grant Staley have been particularly helpful in the organizing of the placement exams, coordinating instruction of the first year

level courses, and recruiting new majors for the department.

As usual, all eligible members of the department are involved in college committees as well. Notable for mention: Maj. Robert Emory is Academic Advisor of R Company and member of the Library and Scholarship Committee; LTC Frank Frohlich is a member of CAPTA and the Curriculum Committees; Maj. Christopher McRae is the departmental representative to the Faculty Council and Research Committee; LTC Harmann Pieper is Academic Advisor of N Company, and LTC Staley is Chairman of the Fine Arts Committee.

Several professors of the department have been involved in scholarly activities during the year. Notable activities are: Dr. Elba Andrade, visiting assistant professor, has had three review articles published in Gestos and in Interpretacion de textos literarios and had read papers at the Southeast Council on Latin American Studies and at the Philological Association of the Carolinas. Major Emory's article, "Memoirs and History: A Seventeenth Century Perspective of a Genre," appeared in the Journal of the Southeast American Society for French Seventeenth-Century Studies, Vol. II, no. 1. Maj. McRae did research at the University of Wisconsin on a CDF Research Grant, was appointed Associate Editor of Studies in Short Fiction, and was granted a sabbatical leave for next year, to pursue his scholarly interests in the field of the French Novel. LTC Staley read a paper at the Mountain Interstate Foreign Language Conference.

Also there are some changes in personnel. Maj. Joseph Gundel retired in May, 1989, after twenty-three years of service to The Citadel. CPT Elba Andrade (Ph.D., University of California-Irvine) and CPT Albert Gurganus (Ph.D., University of North Carolina-Chapel Hill) accepted tenure track positions, effective in the fall of 1989. Ms. Joy Young (ABD, Catholic University) will teach in the French Program while Maj. McRae is on sabbatical. To cope with our large enrollment, we have also added visiting instructors Caroline Wagner and Eileen Hilera Howe, and have extended Carol Young's appointment for another year. With these additions and our continuing faculty, the language department is looking forward to another challenging and productive year.

L. Physical Education

The Department underwent a title change to the new title of Health and Physical Education. Program changes included the reorganization of the Required Physical Education program (RPED). All cadets now take RPED 120 Foundations of Fitness and Exercise and RPED 121 Contemporary Health Foundations. These are followed by two elective activity courses. The RPED 120 and 121 courses are two credit hour lecture courses and the activities are one hour, no credit courses which are evaluated on a pass/fail basis.

The department completed the preliminary phase of NCATE evaluation. The professional agency which evaluates curricula has given high marks for the undergraduate program and only a few specific concerns in regard to the graduate program. A new methods sequence for teaching track majors was placed in the curriculum and will take effect in 1989-90.

Faculty changes include the retirement of Col. Feigl, the hiring of Dr. Josey Templeton, and the return of John Carter who has completed his doctoral

work at the University of South Carolina. Graduate assistants Jody Davis and Bud Walpole completed their degrees and Layne Anderson and John Striffler have been selected to replace them in 1989-90.

Cadet Layne Anderson won the Hamilton Award and recognition from NASPE as the most outstanding major in the department. Cadet majors hosted a state-wide student conference and a portion of the club attended the state convention in Myrtle Beach. Ms. Heather Ward conducted an aerobics workshop for the club.

The faculty attended conferences at the state, regional, and national levels. Col. Ezell, Capt. Carter, and LTC Wilson made presentations at the regional level. Col. Smyth had a chapter on intramural research accepted for publication.

M. Physics

The Distinguished Physics Lectures again proved a highlight of the academic year and featured Dr. Lewis Worth Seagondollar, Professor of Physics at North Carolina State University, who delivered public lectures on two successive evenings, April 10 and 11. The first lecture was entitled, "The First Man-made Nuclear Explosion!" and the second was entitled, "Radon: How Dangerous Is it?" The department also sponsored a biweekly seminar series on Wednesday evenings, and the twelve different speakers included nine invited visitors as well as three department members. Discussants and their topics were Adelman, "The Nature of Science"; Mosha, "Health Physics"; Swed, "Where is the Proton Spin?" Kimball, "Accident Reconstruction"; Hilleke, "Fractals"; Zenone, "Simulation of the Brain"; Groer, "Probability of Causation"; Katina, "Coastal Problems, Where Are Our Beaches?" Smith, "Making Computers Smarter"; Berlinghieri, "Digital Fourier Transform Spectroscopy"; Libscomb, "Baysean Statistics"; Heilman/Yeomans, "The commercial Uses of Nuclear Power".

The corpus of the Wallace E. Anderson Scholarship Fund neared \$20,000 in early 1989, and the first scholarship was awarded to Cadet Robert Madison Strickland, Jr., a senior physics major from Arlington, Tennessee. The scholarship was established in the name of the former interim president of The Citadel to provide financial support for outstanding cadets who are majoring in physics.

The department enjoyed the association of two new faculty members during the year, and both proved to be outstanding teachers. Dr. Russell O. Hilleke is a tenure-track replacement for Dr. Byrd, who retired in 1988, and Dr. Silvio Zenone was a temporary replacement for Dr. Berlinghieri, who was on sabbatical leave. Dr. Zenone will stay another year as a replacement for Dr. Rembiesa who will be on sabbatical leave during the 1989-90 year.

Dr. Saul Adelman had six papers published during the year, and he attended professional meetings in Baltimore, Gaithersburg, and Greenbelt, Maryland, and in Tucson, Arizona and Pasadena, California, as well as traveling to Kitt Peak and Dominion Astrophysical Observatory to obtain astronomical data. He is currently doing research involving funding from five separate grants. Dr. Adelman also sponsored a very successful monthly seminar program at The Citadel for high school students interested in the physical sciences.

Dr. Joel Berlinghieri was principal investigator on a \$73,615 grant approved by the South Carolina Commission on Higher Education for a joint research project between the departments of physics at The Citadel and the College of Charleston. The project is titled, "Construction and Evaluation of Holographic Fourier Transform Spectrometers," and is part of a three-year study with a total budget of over \$200,000. The group will attempt to design, construct, and evaluate a holographic version of a Fourier transform spectrometer. The grant was the largest of the seven funded out of 43 submitted by state colleges and universities as part of the "Cutting Edge" program of the State of South Carolina. Besides Dr. Berlinghieri, research team members included Drs. Adelman, Hilleke, and Rembiesa from The Citadel Physics Department. Dr. Berlinghieri was on sabbatical leave during 1988-89 doing research on this project, and he traveled to Tucson, Arizona, meeting there with representatives of Spectrometrics Limited, to Washington University in St. Louis, and to the 7th International Conference on Fourier Transform Spectroscopy, consulting with colleagues on matters relative to the Cutting Edge grant. In Durham, North Carolina he presented a paper entitled, "The South Carolina 'Cutting Edge' Research Initiative Program and its Effect on Undergraduate Education," delivered to the Atlantic Coastal Sections of the American Association of Physics teachers. Dr. Berlinghieri also presented a paper entitled, "Holographic Fourier Transform Spectroscopy," presented to the South Carolina Academy of Science, meeting in Columbia.

Dr. Patrick R. Briggs received the 1988-89 Self Award as the outstanding teacher at The Citadel. He was also elected Chairman of the Faculty Council for the 1989-90 school year. Dr. Briggs taught a special course on Physical Science to 25 teachers (grades 6-12) as part of the EIA-funded program. He was an invited panel participant in a NASA Information Systems Strategic Planning workshop in Annapolis, Maryland, and he attended a conference at Arizona State University in Tempe on Honors Math and Science Programs.

Dr. Russell Hilleke published two papers during the year, one "On the Information Content of Genetic Codes," and the other on "The Neutron Transmission of Single Crystal MgO Filters." He presented seminars to The Citadel Physics Department, the engineering and technical staff of the Naval Electronics Command Center, and to the department-sponsored high school seminars series. He was co-author of a paper presented at the March meeting of the American Physical Society in St. Louis, Missouri, and co-author of a paper presented at the annual meeting of the American Association for the Advancement of Science, held in San Francisco in January.

Dr. Peter Rembiesa presented papers at meetings of the American Physical Society in Baltimore, Maryland and in Storrs, Connecticut, abstracts of which were respectively published in the Bulletin of The American Physics Society and in the Proceedings of the 1988 Conference on Particles and Fields. He also published a major paper in Physical Review entitled, "Instabilities of the Chiral Symmetry Breaking Ground State in a Truncation Free Expansion." Dr. Rembiesa has received a sabbatical leave for the 1989-90 year to continue his studies in quantum electrodynamics.

N. Political Science

The Department of Political Science offers a major which permits each

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

Graduates of the Department enter military service, public administration, law, graduate and professional schools, and federal and state government. In order to prepare graduating seniors for graduate and law schools and professional employment, seminars and workshops are conducted annually on the Foreign Services, Graduate Record Examination, Law School Admission Test, and civil service employment.

The Department's curriculum permits three alternative areas of concentration: (A) American Government and Politics, (B) International Politics and Military Affairs, and (C) Law and Criminal Justice. The curriculum is designed to make sequential/developmental learning likely and seeks to avoid a random, smorgasbord approach. Serious attention is being given to "writing across the curriculum" and to improving students' quantitative and analytical skills.

Extracurricular activities are an important part of our students' education. As is customary, the department supported the conferences held at the Military, Naval, and Air Force Academies by sending student representatives. With the help of their faculty advisor, cadets are required to engage in extensive preparations before attending these conferences. Student organizations such as Pi Sigma Alpha (Political Science Honor Society), Sigma Iota Rho (International Honor Society), the Political Science Club, South Carolina Student Legislature, and the Debate Team all received strong support from the departmental faculty.

The internship program continues to be successful and provides students an opportunity to apply what they learn in the classroom in various governmental agencies. During 1988-89, students served internships with the City of Charleston Mayor's Office, the Charleston County Administrator's Office, the City of Charleston Police Department, the 9th Circuit Solicitor's Office, the Medical University of S.C. Administrator's Office, and the City of Charleston's Crime Laboratory.

The Department routinely offers a variety of special courses each year. Reuben Greenberg, Charleston Chief of Police, taught a very popular course on Topics in Law and Criminal Justice. Ambassador Joseph Twinam taught Topics in International Politics with special emphasis on the Middle East and American Foreign Policy Decision Making. Professor Baker developed a special course on Religion and American Politics. These courses are designed to reflect current political issues and keep students abreast of contemporary developments.

Two additional professors have joined the departmental faculty. CPT Gardel Feurtado, Ph.D., completed his graduate work at Stanford University and specializes in Asian politics. CPT December Green, Ph.D., completed her graduate work in the Department of Government and International Studies, University of South Carolina, concentrating on African politics. Both professors strengthen our international relations faculty.

The scholarly production of the departmental faculty continues to be impressive. Scholarly papers have been presented at the following academic meetings:

Georgia Political Science Meeting
Latin American Conferences
International Studies Association
Northeastern Political Science Association
African Studies Association
Western Political Science Association
Black Political Scientists Association
Southern Political Science Association
Midwest Political Science Association

The Department sponsored the Fourth Annual Latin American Conference and has engaged in planning the Sixth Citadel Symposium on Southern Politics which will take place next spring. In addition, two books and several articles have been published by the departmental faculty.

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

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 and civic clubs in providing speakers on such issues as political campaigning, foreign policy, and the American Constitution. Professor Milton Boykin and Ambassador Twinam have been especially active in the Charleston Foreign Affairs Forum, a community-based group composed of leading citizens concerned with serious discussions of international politics.

The Department of Political Science is the second largest department of campus with well over 400 majors. We recognize that because the Department is entrusted with the education of so many cadets, we have special obligations to offer a quality program and to maintain high standards both for the faculty and the students. The level of scholarly activity, the quality of leadership, and the serious attention given to improving teaching by our faculty justify the confidence the institution has in the Department of Political Science.

0. Psychology

The Department of Psychology offers an undergraduate program of study leading to the Bachelor of Arts degree and, in conjunction with the Department of Education, offers two graduate programs in School Psychology, both leading to the Specialist in Education degree. The undergraduate psychology major begins his pilgrimage in psychology with a general view of the field and progresses through a rigorous curriculum designed to familiarize him with current experimental methods and theories in such fundamental areas of investigation as emotion, learning, motivation, perception, personality, psychopathology, psychological assessment, research design, and social interaction. He caps his studies either with a research project or an internship. The subject matter is preparatory not only to careers in psychology but also to other professional careers such as law, business, education, criminal justice, and military. The graduate school psychology major is prepared to deal with psychological and educational problems of children and to improve the psychological milieu of

school environments.

Fifty-eight undergraduate students majored in psychology this year. Of the eight May graduates, one entered law school, one was admitted to a graduate program in psychology, one accepted a military commission, one is employed in religious education, three are in business, and one joined the forestry service. Fifty-four graduate students are enrolled in the school psychology program. One student was awarded the Ed.S. degree in school psychology in May.

During the academic year, 577 undergraduate students and 308 graduate students enrolled in psychology courses. Average enrollment in undergraduate classes was 26 and in graduate classes 15. Enrolled in psychology courses in the 1989 first summer session were 114 pupils with an average class enrollment of 17.

The faculty maintained its reputation for outstanding performance. COL Aline Mahan was singularly honored by the South Carolina Association of School Psychologists for her outstanding contributions to the profession. COL Michael Doran received a Citadel Development Foundation Outstanding Teaching Award. COL D. Oliver Bowman was voted President-Elect of the South Carolina Psychological Association, named regional representative for the American Psychological Society, and designated the local representative of the American Psychological Association Science Directorate.

Faculty members continued to be professionally active. Seventy-five percent of the psychology faculty received Citadel Development Foundation research grants. Seventy-five percent of the faculty presented at regional meetings; twenty-five percent presented at national meetings; and twenty-five percent presented at state meetings. One hundred percent attended local professional meetings. The four full-time faculty served on eighteen standing committees, conducted twelve major workshops, and delivered six major addresses.

Scholarly activity remained at a high level. Representative examples of this activity are noted. COL Michael Doran and Paul McManigal (Class of '88) had their research paper, "The Effects of Light, Light Filters, and Baroque Music on Grip Strength," published in the Proceedings of the Second National Conference on Undergraduate Research. COL Doran received a CDF research grant to investigate humor delivery and self-monitoring. He is completing research funded by CDF on the generation of humor. COL Aline Mahan wrote and submitted to the National Association of School Psychologists a program analysis including a position paper which reviewed and synthesized literature on the role and preparation of school psychologists. The document was favorably assessed by a national panel of peers in school psychology. She published an article, "Training School Psychologists at The Citadel", in School Psychology Scene, presented a paper entitled "The Role of School Psychologists in the Delivery of Services" to the Council on Exceptional Children, was a panelist at the Spring Conference of the South Carolina Psychological Association on applied psychology at South Carolina Colleges, and conducted several workshops on identifying and planning for the learning disabled student. LTC James Pietrangeli presented recent findings on his model for the selection of law enforcement officers at the annual meeting of the Southeastern Psychological Association and was keynote speaker at a quarterly training meeting of the South Carolina Campus Law Enforcement Administration. COL D. Oliver Bowman presided and presented at a symposium on Child and Adolescent Developmental Problems at the annual meeting

of the Southeastern Psychological Association, conducted a major workshop on stress management at the National Leadership Conference of the American School Counselor's Association, served on the Program Selection Committee of the Southeastern Psychological Association, was a member of the Final Review Team of the National School Psychology Certification Examination, and received a CDF faculty development grant to participate in a colloquium on the undergraduate core curriculum in psychology.

Utilizing CDF seminar funds, the Department sponsored two major speakers: Dr. Jerry C. Allen, "Using the Rorschach with Children and Adolescents," and Dr. Fabian X. Schupper, "Psychoanalysis: Then and Now." There were two military promotions: LTC Aline Mahan to COL and MAJ James Pietrangeli to LTC. Dr. Kenneth Cole, who recently received the Ph.D. degree from Georgia State University, will join the faculty in August 1989.

The Student Counseling Center continues to provide a vital service to students and faculty. The Center experienced a 29 percent increase in demand for counseling services. During 1988-89, the Center provided 1,902 contact hours: 604 personal counseling hours, 288 educational assessment hours, 80 alcohol awareness program hours, 450 barracks outreach hours, 200 infirmary visitation hours, and 280 Evening College admissions testing hours. Specialized academic counseling was incorporated as a component of the Center's educational assessment services and has proved to be an effective intervention approach for students needing academic assistance. The Center increased its staff by adding LT Christopher Keene as Assistant Counselor to the Corps. Both CPT Robert Sauers, Counselor to the Corps, and LT Keene were active in professional activities. They attended two workshops, "Risk-taking in Adolescents" and "Suicide: Prevention and Detection." CPT Sauers became a Licensed Supervisor for Professional Counselors and a Nationally Certified School Psychologist.

P. Evening College and Summer School

1. The office provides administrative services to four distinct areas:
 - a. the Undergraduate Evening College with majors in business administration, civil engineering, and electrical engineering.
 - b. the Graduate Education program with degree programs leading to Master of Arts in Teaching, the Master of Education, the Master of Arts in Education, and the Specialist in Education degrees. Some 17 different majors are available under these degrees.
 - c. the Master in Business Administration program.
 - d. the Summer School
2. Enrollment Data 1988-89. The enrollment patterns fluctuated over the past year in the following areas:
 - a. The Undergraduate Evening College fall and spring enrollment declined about 15 percent from the previous year. This is attributed to fewer non-degree undergraduates. The number of students in degree programs has not declined.

b. The Graduate Education enrollment has continued to increase each semester.

c. The MBA enrollment was up 45 percent over Fall 1987 and remained as such in the Spring 1989.

d. The 1989 Summer I enrollment was down 10 percent from 1988 Summer I.

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

Number of Persons (Headcount) Enrolled by Session				
Undergrad Day	Undergrad Evening	Graduate Education	MBA	
Summer II 1988	500	N/A	478	N/A
Fall 1988	N/A	188	1194	150
Spring 1989	N/A	154	980	138
Summer I 1989	760	*	701	78

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

Course Enrollment by Session

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

Undergrad Day	Undergrad Evening	Graduate Education	MBA	
Summer II 1988	801	N/A	560	N/A
Fall 1988	N/A	461	1467	152
Spring	N/A	416	1286	151
Summer I 1989	1235	*	971	64

*Included in Undergraduate Day

3. Developmental Activities

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

a. The degree programs in Civil Engineering and Electrical Engineering, which started in the fall semester 1988 have increased respectively. Applications for these programs continue to come in.

b. The enrollment in the Business Administration program remains constant at 34 majors. The degree in Liberal Studies was discontinued due

to low enrollment.

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

d. The Graduate programs in the Department of Political Science, English, History, and Math and Computer Science received state approval for the offering of Advanced Placement courses in each of those respective disciplines.

e. The Master's Degree in Engineering, a cooperative arrangement with Clemson, was approved by the State Commission on Higher Education. A Director of that program, to be located at The Citadel, will begin duties on July 1, 1989.

f. The Graduate degree programs in education continued to increase in numbers.

g. The Summer School enrollment was slightly lower in the 1989 sessions than it was for the past year. This is attributed to a more limited number of graduate courses funded by Special Grants.

Q. Enrollment

Cadet Enrollment

	In-State	Out-State	Total
Freshman	258	367	625
Upperclassmen	660	792	1452
Total	918	1159	2077

Ethnic Count:	Nat. Amer.					
	White	Black	Hispanic	Asian	Indian	Foreign
Freshmen	588	28	1	1	1	5
Upper classmen	1324	86	7	14	4	18
Total	1912	114	8	15	5	23

The Corps of Cadets has representatives from 45 states, the District of Columbia, the Canal Zone, Puerto Rico, and nine (9) foreign countries. The foreign countries represented in the Corps of Cadets are Bahamas, Belgium, England, Honduras, Jordan, Kenya, Nigeria, Panama, and Thailand.

R. Admissions

The 1988-89 school year brought forth another large entering class (651). Thirty-six states and three foreign countries were represented. The academic credentials of the class stayed solid with 78% in the top half of their class, 42% with a 3.0 or better, and the average SAT still at 1000. The percentage of in-state students dropped to 41%. Forty-one counties were accounted for in that percentage. Two new staff members, CPT Ben Ledbetter and 1LT James McQuilla, joined the Admissions and Recruiting Office. Their efforts were instrumental in the fine quantity and quality of the 1988-89 applicant pool. The processing of out-of-state applicants was stopped in mid April.

An upgrade in computer equipment was started. The effect of this was shown in the increase in correspondence sent out to interested students. This equipment will also allow a faster response to inquiries and requests.

While Business Administration continued its position as the most popular major, Political Science strengthened its position as the second most popular. This continued a trend started several years ago.

The Freshman Class performed very well academically and had one of the lowest attrition rates during the last half of this decade.

S. Scholarships

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

For the Academic Year 1988-89, awards were made to 171 freshmen, 120 rising sophomores, 111 rising juniors, and 121 rising seniors. A Total of 418 academic scholarships, ranging in value from \$100 for one year to all expenses for four years were awarded. The total value of these scholarships was 956,761. The average award for all students was \$2,289. The academic scholarships are awarded on the basis of academic standing, leadership, and other attributes considered desirable for members of the Corps of Cadets.

In addition to the academic scholarships, 230 cadets held ROTC scholarships. 130 of the ROTC scholarships were awarded by the Army program, 72 were Naval and, 28 were Air Force scholarships. ROTC scholarships pay fees, tuition, books, and laboratory costs, and they give each recipient \$100 a month for 10 months of the year. Total monetary value of the ROTC scholarships was 751,931, plus \$1,000 a year per recipient.

Under Category IV (outside scholarships) 105 students received \$89,683.

T. Student Aid Programs

The Financial Aid Year 1988-89, as last year, was one of the most difficult years to administer the Federal aid programs because of the continued Guaranteed

Student Loan (GSL) program being revamped, the reauthorization of Title IV laws governing aid programs, and new validation procedures. These changes have placed a much greater responsibility on the parent to find alternative financing. Notwithstanding, we have had a successful year.

Under the authorization of the Higher Education Act of 1958, as amended, The Citadel continued to operate six major Federally funded programs during the 1988-89 year: Pell Grant (PELL), Perkins Loan (Formally National Direct Student Loan) [NDSL], Supplemental Education Opportunity Grant (SEOG), College Work-Study (CWS), the Guaranteed Student Loan (GSL), and the Plus Loan (PLUS).

These programs have assisted students with \$2,337,926.

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

As a supplement to these programs, The Citadel provided aid to 83 students in the amount of 72,401. The main contributors to this supplement have been The Citadel Development Foundation (CDF), through loans and grants, and the Stackhouse Loan Program. Under the CDF loans, 11 students were assisted with \$14,800, and under the CDF grants, 71 students were aided with \$56,101; a Stackhouse loans in the amount of \$1,500 were awarded to 1 student.

FEDERAL PROGRAMS:

PELL

During the 1988-89 year, the PELL program has made awards, ranging from \$200 to \$2,200, available to 250 students for a total of \$352,353. This award was an increase of \$48,988 from the previous year. This increase was due to Congress' appropriation of more money for this program and adjustments in formulas used to determine the amount of money for which students were eligible.

PERKINS LOAN (PERK)

The average loan under the PERK program this year was 1,293. This program aided 59 students who were awarded \$76,280 in loans.

Our delinquent NDSL and PERK accounts continue to be collected by Todd, Bremer, and Lawson. Our default rate is 5.21. In addition to the professional collector, the state of South Carolina permits the State Treasurer to withhold tax refunds of borrowers who are in default. Names of defaulted borrowers were reported to the Treasurer for collection.

SEOG

The SEOG program, which made money available to our most needy students, assisted 35 students with grants totaling \$17,600. The average of these awards was \$503.

CWS

This program allowed 47 students to earn \$29,804 during the past school year. These students were paid minimum wage, \$3.35 per hour.
GSL

Under this program, 462 students applied for loans, and these students were granted \$1,038,894 in long term, low interest loans. All loans, regardless of income, required a need of analysis. This has reduced aid for which students have in the past qualified. With the need analysis required for everyone, aid through this program will continue to decrease in the coming years.

PLUS

Through this program parents were eligible to borrow up to \$4,000 per year. Repayment was a minimum of \$60 per month. Of those applying, 304 families utilized this program and received \$822,995.

ORG

Through the State of South Carolina, \$6,000 in grant money was allotted to The Citadel to be used for minority students. Eligibility was based on grade point averages (freshmen needed a projected 3.0 and upperclassmen needed 2.0 and 60 hours earned). Six (6) minority students were awarded a total of \$6,000. This was an average of \$1,000 per student.

U. Information Resources Management

Computing at The Citadel continued to change rapidly during the 1988-89 school year. The college's central computer system was upgraded, five new labs were opened, more than 50 new computers were installed in faculty offices, two new administrative information systems and a library automation system were implemented, and students, faculty, and staff gained access to a worldwide academic computing network. As in 1987-88, these changes were made possible by generous grants from the Citadel Development Foundation, the Self Foundation, and Apple Computer Inc.

VAX Network

The Citadel's new campus-wide computer network tripled in size in 1988-89, both in terms of computing power and number of users. At the beginning of the year the hub of this network consisted of two Digital Equipment Corporation computers--a VAX 750 and a VAX 8530. In August of 1988 the 750 was traded in for a new VAX 6210, and ten months later the 6210 was upgraded to a 6320.

These upgrades were made to accommodate a new library automation system and increased student and faculty usage. The library system--a software package called ATLAS--automates most library functions, including acquisitions, cataloging, and circulation. One benefit of this system is that Citadel students, faculty, and staff can now electronically search the Daniel Library's

catalog of holdings from almost anywhere on campus as well as from off campus. All of the hardware and software necessary to implement this system was purchased with CDF funds.

During the course of the year, 200 more microcomputers and terminals were connected to the VAX network--raising the total from 100 to 300. Most of these devices are in student labs and faculty and staff offices, but 10 microcomputers located in barracks rooms were connected to the VAX network on a trial basis. This experiment went well, and starting in the fall of 1989, cadets who have an Apple Macintosh or IBM-compatible computer in their rooms will be connected to the VAX network free of charge.

In late 1988 The Citadel joined Clemson, USC, and MUSC as the only South Carolina members of BITNET, an international academic computing network. Now Citadel students, faculty, and staff can send electronic mail messages and files to friends and colleagues throughout the world--at no cost to themselves and at very little cost to the college. This service is particularly popular among faculty.

New Computer Labs

Five new computer labs were opened in the fall--three on the second floor of Bond Hall and two in Capers Hall. In addition, new IBM PS/2s were installed in two existing LeTellier Hall labs, and the Apple IIe's located in the Writing Center were replaced with Apple Macintoshes.

All Citadel students now have access to more than 150 microcomputers and VAX terminals--including 60 Macintoshes, 50 PS/2s, 25 IIe's, and 20 DEC terminals. These computers are located in nine public access labs, most of which have been remodeled and equipped during the past two years. Despite this progress, the college does not have enough computers to meet student demand--especially on weekday nights.

To make it easier for faculty to learn how to use computers and to promote course development and research, The Citadel has been installing microcomputers in faculty offices in every academic department. In 1988-89 more than 50 Macintoshes and PS/2s were installed in faculty offices. Now 80 percent of the college's 150-plus full-time faculty have a computer in their office, and more than half have new Macintoshes or PS/2s that were purchased within the past two years. By the fall of 1989, most of these computers will be linked to the VAX network.

During the spring semester, six Apple Macintoshes were installed in the barracks rooms of battalion and regimental clerks. These computers were donated to The Citadel through the efforts of C. Lloyd Mahaffey, Class of 1978, and they were welcomed by the clerks with smiles and excitement.

Administrative Information Systems

Throughout the year, the college's administrative staff continued to implement Series Z, a comprehensive, interactive, integrated administrative software system developed by Information Associates of Rochester, New York.

During the summer the student records and the billing and receivables modules of this system were implemented, and the remaining data lines between The Citadel and USC (where the college's administrative data used to be processed) were disconnected. Since then, the recruiting and admissions module and the development portion of the alumni/ development system have been implemented, and work continues on the financial aid, personnel, purchasing, and alumni modules.

Because of the hard work and successes of the college's administrative staff, The Citadel has become widely recognized as a leading Series Z installation. (Series Z is used by more than 300 colleges and universities in the United States, Canada, Europe, the Middle East, and Australia.) In September Information Associates formally affirmed this by inviting The Citadel to be one of the first colleges to join its Reference Site Program.

V. Daniel Library

Automation related activities dominated the work of the Director and most library faculty and staff during the 1988-1989 fiscal year. Software and hardware, purchased from Data Research Associates (DRA) and other vendors, were installed by September 1988. The library's computer database, representing nearly 140,000 unique titles of books, was processed onto magnetic tape and loaded onto The Citadel's Vax mainframe in September. Cataloging staff continued to "clean-up" the many bibliographic problems or inconsistencies that were revealed in converting from manual to automated processes. All library employees were involved in placing bar code labels in every book from November 1988 until the first book was circulated through the system in June 1989. The training of staff and the development of new procedures and policies for the acquisition, cataloging, processing and circulation of materials has been accomplished as a result of CDF's generous support, the cooperation and work of Information Resources Management staff, and, of course, the dedication of library faculty and staff throughout the entire year.

Library automation represents a significant step forward for academic users, as well as library and other staff, at The Citadel. Students, faculty and staff are now able to access the library's database from any terminal on campus which is connected to the VAX. This capability allows users to know immediately what books on a particular subject or what titles by a particular author are held by the Daniel Library. Remote access from home or office terminals, as well as other libraries, is also possible for users with modems. Library automation has also provided access to electronic mail, financial and student records, word processing and other programs. These capabilities have significantly enhanced interdepartmental communications between the library and other offices or VAX users. Ability to communicate with other libraries' automated systems in Charleston and across the state or nation have greatly improved interlibrary loan and research capabilities.

In April 1989, LTC Wood called a meeting of the nine other state public and academic libraries using the DRA system and formed a South Carolina DRA User's Group as a forum for the discussion, communication and resolution of mutual library automation concerns, as well as for cooperative training and potential library systems networking. Grants for implementing telefacsimile transmission and laser disk database retrieval were also sought by the director. Automation, information retrieval from laser disk databases, networking,

telefacsimile transmission and other document delivery methods are the major avenues now being pursued by the library to improve research and instructional capabilities.

Zelma Palestrant and Elizabeth Carter were hired in 1988 as adjunct professors to replace the two librarians who resigned their positions as Acquisitions and Catalog Librarians, respectively. Ms. Palestrant was selected for the tenure track Acquisitions Librarian position at the rank of Captain and Assistant Professor. Ms. Carter was retained for one additional year as an adjunct professor to assist with professional duties that arose due to automation. Alan Johns was hired to fill the tenure track Catalog Librarian position at the rank of Captain. Doris Kennedy resigned her technical position in cataloging to accept a similar position at Trident Technical College. The library faculty continued to remain active on college, library and consortium committees.

New items added to the collection consisted of 4,917 books, 579 donated books, 5,168 documents, and over 20,000 units of micromedia. Circulation and use of library remained steady at roughly 30,000 circulations. Major collection analysis work was completed in the subject areas of Psychology, Computer Science, and Education. Analysis revealed major collection weaknesses in many specialized subject subclassifications corresponding to the curriculum. Over 6,000 duplicate, outdated or worn copies of books were discarded.

Three courses were taught in the Library Science (Evening College) graduate level program for Media Specialists or teachers needing recertification credits. LTC Wood taught LSCI 540, Administration of the School Media Center, in the Fall, and, with Zelma Palestrant in the Spring, LSCI 535, Medial Selection Evaluation and Utilization. Ms. Jo Smith, Rivers Middle School Media Specialist, taught another section of the popular Graphic and Photographic Media Design and Production course, LSCI 580.

W. Archives-Museum

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

Archives

Approximately forty-five researchers visited the Archives during the year. The Vice-Admiral Friedrich Ruge papers were used extensively, as well as the papers of Ellison Capers and Mark W. Clark. WCSC-TV used archival material for a feature on the history of football at The Citadel. Numerous written requests were also received during the year for information on topics ranging from the Fifth Army in Italy in World War II to biographical sketches of Citadel cadets in the Civil War.

The diaries of General Mark W. Clark, which were restricted from research for five years after his death, were made available on April 19, 1989. Gunter Bischof, a native Austrian and Teaching Fellow at Harvard University, was the first to research the diaries.

Ms. Jane Yates, Acting Director of the Archives-Museum, was acknowledged in the Historical Introduction of the German Economy 1945-1947: Charles P. Kindleberger's Letters from the Field by Gunter Bischof.

The War Memorial Albums featuring Citadel men who died in World War II, Korea and Vietnam were repaired. The photographs were retaken, new captions were printed, and the binding was done by Mr. Don Etherington, an internationally known conservator at Custom Book Bindery in Greensboro, North Carolina.

Eighteen gifts were made to the Archives. Citadel memorabilia predominated, such as a Calliopean Literary Society 1851 diploma, an 1891 copy of Life at The Citadel, a 1942 recruiting brochure and a daguerreotype of John Mills Dean, Class of 1855.

Museum

In order to solve a critical space shortage for the Archives, the Daniel Library and the Museum, General Grimsley and the Board of Visitors decided to reduce the scope of the Museum. The Museum's collection development policy has been amended and only items pertaining to the history of The Citadel as an institution are to be accepted or retained. Collections that do not meet this revised policy are to be disposed of in accordance with the South Carolina State Surplus Property Regulations. The displays in the museum are to be changed to represent the history of The Citadel as an institution. Efforts are being made to carry out this project.

The Museum's collections have been placed on the computer using D-Base III software. The artifacts can now be indexed by accession number, era, year, item, description and donor.

Gifts to the Museum included an easel used by Art History professor, M. John Lenhardt. The easel originally belonged to noted artist, James McNeil Whistler (1843-1903).

Among those visiting the Museum during the year were six members of the North Carolina Legislature; the entourage of Admiral Paul A. Yost, Commandant of the U.S. Coast Guard; and members of the NATO Youth Exchange Program. The latter were given a lecture in the museum by Colonel John W. Gordon of the History Department on the German enigma cipher machine. This artifact was on loan from the National Security Agency.

X. Greater Issues and John C. West Lecturer

The fall Greater Issues Address was given by Admiral Paul Yost, USCG, Commandant of the Coast Guard. Admiral Yost spoke about the timely topics of maritime pollution and the growing drug enforcement crisis and the Coast Guard's role in both those vital issues. Admiral Yost's warnings about the pollution potential inherent with marine transportation struck a prophetic note in light of the Exxon Valdez grounding. Mr. William States Lee, III, Chairman and Chief Executive Officer of Duke Power Company, spoke to cadets about the problems of nuclear power production and the decisions that would have to be made in light of that situation. Mr. Lee spoke on the 10th anniversary of the Three Mile Island Incident.

Congressman Lee Hamilton. (D-IND), Chairman of the Congressional Joint Economic Committee, spoke to cadets on the subject of Arab-Israeli relations in light of the Palestinian Uprising on the West Bank and Gaza Strip.

Y. Honor Committee

Offense	Accused	Charges Resigned		Mistrial	Guilty	Not Guilty
		Dropped	w/o Trial			
Lying	34	18	1		7	8
Cheating	14	8	1		2	3
Stealing	8	3	1		3	1
Toleration	2				2	
Totals	58	29	3		14	12

Class

1	15	8	1		2	3
2	9	3			4	3
3	17	8	1		5	3
4	17	10	1		3	3
Totals	58	29	3		14	12

Post Trial Actions

Offense	Resigned	Overtured	Clemency	Expelled
Lying	3	1	1	2
Cheating	2			
Stealing	2	1		
Toleration		1		1
Totals	7	3	1	3

Class

1	1	1		
2	2		1	1
3	4			1
4		2		1
Totals	7	3	1	3

Z. Writing Center

The Writing Center's tutorial services continue to flourish with a total of 8,734 contacts during 1988-89. Over 5,000 of the contacts were freshmen, with approximately 49% of the freshman class receiving individual writing tutorials. All freshmen received six hours of word processing instruction. There was a significant decrease in upperclassmen using the Center in word processing area, primarily because of increased availability of IRM labs. Faculty/staff inquiries increased, especially writing-across-the-curriculum questions. Over 500 graduate students visits and almost 200 community visits for writing and word processing assistance were recorded.

The quality of tutorial instruction has remained high, and the emphasis continues to focus on freshmen having difficulties with writing. In January a position was approved for a Coordinator of Tutorial Services to supplement the staff. The instructional hours for writing help this year increased by 1,500 over 1987-88, making a total of 3,604. Workshops of all kinds increased this year to 39, the bulk being word processing workshops; 17 writing workshops for students and faculty showed an increase of 10 over last year. Resume and cover letter assistance remains popular. GRAMMAR HOTLINE calls doubled once again-- a record 318 from campus and the community.

Twenty of the Writing Center staff participated in the ROPES course at Southern Pines during Tutor Orientation. Other innovative training included the use of the Myers-Briggs Personality Inventory, seminars by visiting professors from the Medical University, Florida State University, and The College of Charleston. The Director, CPT Angela W. Williams, presented papers at five professional meetings and served as a consultant for Presbyterian College, St. Louis Community College, and Converse College during the school year.

Long-range plans continue to be the same--to upgrade the quality of writing on campus and in the community and to develop help in the areas of reading and study skills.

AA. Honors Program

At the beginning of its second year of operation, the Honors Program had 32 students (12 sophomores, 18 freshmen, and 2 part-time). Thirteen were in-state and eighteen were out-of-state. These students were majoring in a variety of fields: Electrical Engineering, History, English, Mathematics, Biology, Business Administration, Modern Languages, Physics, and Political Science.

One student left school during the first week, and after the first semester another withdrew from The Citadel for personal reasons. Four were separated from the Honors Program after the first semester because of grades and two withdrew from the program. At that time, four freshmen were added to the program. Based on their performance at the end of the second semester, it is probable that another four students will be separated from the Honors Program before the fall because of grades, leaving a total of 22 full-time students. At the end of the year, the cumulative GPA for Honors students was 3.303; the average in Honors Program courses was 3.300.

The academic work produced by Honors Program students in 1988-89 has been

outstanding. The Honors Program sent four students to academic conferences to deliver papers developed from work done in Professor Moreland's Honors Social Science course. One student earned a "Superior" rating for the paper he presented at the Fifth Annual Social Science Conference. Two others had their work judged as among the top six papers presented at the Emory Undergraduate Sociology Symposium. The other student delivered a paper at the National Undergraduate Research Conference, where papers were not ranked. All these students were sophomores, competing primarily against seniors. Also, a group of Honors students gave a presentation at the National Collegiate Honors Council Conference, October 27-30.

The achievement of Honors Program students within the rank structure of the corps of cadets continues to be good. Sixteen Honors students have been selected to hold cadet rank next year: Regimental Supply Sergeant, Regimental Administrative Clerk, First Battalion Sergeant Major, Second Battalion Sergeant Major, Band Company Sergeant, E Company First Sergeant, 6 Platoon Corporals, and 4 Company Clerks.

Recruitment for next year's Honors Program has been completed. Eighteen incoming freshmen have been accepted into the program for SY 1989-90, with average SAT scores of 1276, average class ranks in the top 5%, average high school grade point averages of 3.5, and average scores on the Test of Standard Written English of 57 out of a possible 60.

II. ADMINISTRATION

A. General

Emphasis this year was on renovating existing facilities, replacement and modernization of equipment, and the training of personnel. Considerable effort has been expended on computer training as well as other job related training. The Citadel has been very successful in obtaining Capital Improvement Projects with almost \$10 million under construction and over \$17 million under design or about to be constructed.

B. Accomplishments

The replacement and the continual modernization of equipment is a necessity for both auxiliary and state supported activities. A new two color press and a desk top publishing system at a cost of \$200,000 were added to the Print Shop. The Laundry replaced two 300 pound washer extractors and two double buck shirt units. In addition a single buck unit, a collar and cuff press, and a sleever press were procured for the Laundry to take care of the unprecedented workload of civilian shirts. A new heat seal marking machine was procured for cadet clothing marking. All of the above Laundry equipment purchases amounted to over \$146,000. Ten new beds will be replaced in the Infirmary and a new microscope. Equipment replaced in the Physical Plant consisted primarily of vehicles. Eight new service and maintenance vehicles are on order. A surplus bus was acquired and renovated as well as two surplus step vans. Two new vans were acquired and three used vehicles were purchased. Point of sales cash registers were purchased and installed in the Cadet Store and the Canteen. New vending equipment was also purchased for the Canteen.

Designs are underway for Vandiver Hall and the new mess hall.

The programming phase of the Bond Hall Renovation Project is nearing completion by the firm Liollo and Associates.

The Central Energy Project bid was opened and the successful bidder is General Contracting Company. Construction will start in July.

The Willson Field Track is presently under construction by Banks Construction Company; however, plant and application problems have occurred and correction of the problems are underway.

The new tennis facility is under construction by General Contracting Company with an August completion date.

A barracks study to investigate and evaluate spatial options, review of applicable codes, construction times, and cadet displacement during renovation was completed by the firm of Liollo and Associates and was presented to the Board of Visitors at their February meeting.

The McAlister Field House project is nearing completion with a mid to late summer occupancy by the Athletic Department.

Asbestos surveys of all buildings on the campus have been completed under a state-wide contract performed by the firm of Davis and Floyd. This same firm has been awarded a contract for the design of an asbestos abatement project for Mark Clark Hall.

The project for installation of central gas fired heaters in 39 stucco quarters is nearing completion. Work should be finished in July. A considerable effort has been expended by Physical Plant labor to provide utility modification, carpentry, painting and general restoration incidental to the contract work.

ARA was awarded the food services contract for three years starting 1 July with option for two additional one year periods. This is the twenty second year of ARA providing food service to The Citadel.

The Cadet Store exceeded two million dollars in revenue this school year, a new record.

The Department of Public Safety Officers are now all outfitted in a new all navy blue uniform.

The athletic teams experienced the best winning year since 1961. Three coaches - Taaffe, Barfield, and Nesbit were named Southern Conference Coaches of the year.

The Auxiliary Activities generated funds in the amount of \$623,253 for athletic operations and scholarships and to student activities.

The President appointed a committee to review faculty salaries at The Citadel and at selected peer institutions. The committee report and findings resulted in presidential approval and the establishment of a faculty salary enhancement program. This three year program established a 1.5% merit increase the first year, an annual program of faculty achievement awards, a \$1000 increase to each permanent faculty member for this year and next, a review of peer institutions in spring 1990 to determine if another \$1000 is justified for all full time permanent faculty, an additional \$1000 will be received by faculty in the Business Administration, Electrical Engineering, Civil Engineering, and Physics in 1989 with an increase of \$500 for the same faculty in 1990, and the establishment of a salary floor for each academic rank.

The President approved special salary adjustments to selected staff members above grade 30. A similar program for a special salary adjustment for staff members in grades 30 and below was approved by the President and is now at the State Human Resources Division for final approval.

C. Physical Plant

1. Organization and Training:

a. Personnel.

Several key staffing changes were made during the year. Mr. Boyd Wood (Electrical Engineer, Citadel 62') the Resident Engineer accepted a promotion with the Office of the State Engineer. Mr. William Heaner (Civil Engineer, Citadel '77) was selected as his replacement and came on the staff in

March of 1989. The position of Deputy Resident Engineer was established to assist in the administration of Capital Improvement Projects. Mr. James Montgomery (Mechanical Engineer) was selected as the deputy and assumed his duties in April of 1989. The Administrative Assistant position (Mrs. Ruby Bastian) was evaluated by State Personnel and was reclassified to Business Manager.

b. Training.

(1) LTC Robert W. Collins, the Director of Physical Plant, graduated from the APPA Executive Institute held at the University of Notre Dame in April of 1989. Students are selected from across the nation and are limited to 30, annually.

(2) Mr. Mike Schultz graduated from the APPA Facilities Management Institute in January. This program is a three year training program for Plant Administrators. Federal and State regulations required specialized information, training licensing, and certification programs. The areas of mandated training included Asbestos, Hazardous Materials and Waste Management. The Citadel had to be licenced under new federal guidelines as a Hazardous Waste generator. Plant staff members were licensed for asbestos inspections and abatement. Response teams had to undergo special physical exams and be fitted for respirators. Other areas of training included computer assisted drafting, National Electric Code Updates, Air Quality Standards, First Responder - First Aid training, employee Hazard Communication Program and specialized craft or equipment safety training sessions.

c. Plant Facilities.

Internal facilities adjustments were made to accommodate a new office for the Charleston office of the State Engineer and the New Deputy Resident Engineer. Other space was adjusted to provide a larger training/conference room and additional space for construction document storage. The Motor Pool and Grounds Shops were physically separated for better control and accountability. A new vehicle wash facility is being provided to meet more restrictive environmental standards. The roof over the old shop and office areas was replaced. The spoil site dike was repaired under contract and dredging of the channel was completed without incident. Application for dredge permit renewal was submitted to the South Carolina Coastal Council.

d. Plant Equipment.

All computer systems were upgraded to the newer IBM models and, in many locations, the new systems were linked to the campus VAX network. CADD software is installed and an engineering CADD plotter is on order to facilitate document updates, and consolidation of files to magnetic media. The motor vehicle fleet received significant help this year through one-time funds. Not all vehicles have been received; however, new or new-used acquisitions include:

- * 3 used vehicle replacements were purchased from the state leased fleet for on campus and local duty.
- * 2 new vans for maintenance support of computers and communication cabling services were ordered.

- * 2 Federal surplus step vans were purchased and renovated by Prison Industries for the Athletic Department.
- * 1 Federal surplus bus was acquired and renovated for use as a cadet weekend & Charleston area shuttle.
- * 8 new service and maintenance trucks have been ordered to replace many 10 to 17 year old vehicles.

2. Major Shop Activities.

Significant activities or projects supported or completed during the year, listed by facility or activity.

a. Barracks - The second Battalion tower clock was renovated with new hands and movement. Sidewalks were repaired in front of first and third battalions. Three shower rooms were renovated. Two additional built-in water coolers were installed in each battalion area. All quads were re-stained. The 3rd battalion quad was replaced with concrete work being completed in August of 1988. Fifteen ceilings were dropped and replaced in conjunction with room renovations. The 4th battalion interior was repainted.

b. Bond Hall - Three new computer labs were constructed.

c. Boating Center - Utilization of the Boating Center equipment and facilities has continued to increase during the school year. Events ranged from cookouts for the football team, cadet companies, sports and religious clubs and the Brigadier Club and regattas sponsored by our Sailing and Crew teams. In addition, the club house was utilized for the weekly meetings of the Navigators and Lutheran student groups. Use of the equipment has increased again over previous years. Several safety and navigation courses were held. All available dock space has been rented for mooring of personal boats, with a demand for more. We again provided staff assistance, boats and equipment for RPE sailing and water skiing, as well as sail training sessions for the NROTC cadets.

d. Capers Hall - Renovated space to provide 2 new computer labs and 1 new faculty office.

e. Daniel Library - Reference and circulation desk areas were modified.

f. Deas Hall - The gym was converted for use as a basketball arena, seating 1,400 for practice and home games. This temporary facility proved to be very successful. A new pool heater and off-season hot water system was installed in the facility.

g. Faculty Housing - 13,500 man hours were provided by Physical Plant labor in project or non-routine maintenance effort. 22 units were renovated due to between occupancy moves. 22 units were painted while occupied. The duplex unit, 2 and 3 Hammond, is undergoing termite treatment due to the continued recurrence of Formosan termites. Smoke detectors were installed in each housing unit. Demolition of the Rustin House that was lost due to fire last June was delayed due to BAR review; however, The Citadel was successful in obtaining authority to continue and complete demolition.

h. Jenkins Hall - New ceilings were installed in 5 classrooms. New offices and supply room modifications were provided in Army and Navy areas.

i. Letellier Hall - The building environment was evaluated for air and water quality due to concern of faculty. No significant problems were discovered. A fume hood system was installed in the Asphalt Lab.

j. Thompson Hall - The building facade was waterproofed and trim painted. Space was prepared for cadet overflow. The Navy book store was relocated in the building to accommodate changes necessary to allow use of facilities of sports and athletic teams displaced from Alumni Hall construction.

k. Mark Clark Hall - The third floor suites were renovated and refurnished. The second floor meeting room areas were refinished. The gift shop displays received additional renovations.

l. Summerall Field - A monument was placed next to the cannons near the stands. Mounted on the stone was a bronze plaque to identify Summerall Field. Brass stanchions and chains were placed around the reviewing area, along with new sidewalks. Steel park benches were renovated and marked to identify the donating class. Permanent lighting was installed for the flag.

m. Summerall Gate - Lighting improvements were made to the front gate; all columns were lighted from the front.

n. Alumni Hall - The first and second floor areas were renovated to accommodate the cadet overflow. The project included new central air conditioning, partitions, fans, electrical service and some phones. The facility saw occupancy through most of the school year. Demolition of some interior facilities is now in process to accommodate future construction.

o. Tennis Center - Demolition of the old facility was accomplished with in-house forces to accommodate construction of the new center.

3. Capital Projects.

The 1988 Bond Bill approved the \$6.4 million Bond Hall renovation and \$1.5 million for a new central energy facility. The Joint Bond Review Committee funded both of the projects.

a. The Central Energy Facility design was completed in April by Engineering Associates and bid in June.

b. The Bond Hall design was awarded to Liollo and Associates. Programing is nearing completion.

c. Interim approval was sought and received to construct a new \$5.475 million, 46,000 sq. ft. cadet dining facility with a 10,000 sq. ft. second story for cadet music activities. McKay, Zorn and Associates has the facility under design.

d. The Willson Field Track renovation project was awarded to Banks Construction and construction is underway. Technical review and corrective

action by the engineering firm of Davis and Floyd and the contractor are necessary.

e. A new tennis facility is under construction. The facility is being provided by a gift from a distinguished alumnus. The facility was designed by Constantine and Constantine and is being constructed by General Contracting Company.

f. The firm of Liollo and Associates was commissioned for a barracks study to evaluate spatial options, codes, costs, time of construction and student displacement during possible renovation. This study was completed and presented to the Board for information at their February board meeting.

g. The McAlister Field House renovation design was completed by Cummings and McCrady and the construction contract was made to Ruscon, Inc.

h. The firm of Rosenblum and Associates was commissioned to provide design services for the new Vandiver Hall facility. The final design is near completion.

i. The firm of Davis and Floyd was contracted by the State to conduct asbestos surveys of all State facilities. The Citadel campus was surveyed and final reports were received during the year. Subsequent State funding has been provided to design and specifications for the abatement of asbestos in Mark Clark Hall. The design award also went to Davis and Floyd.

j. The firm of McNair, Johnson and Associates was commissioned to program and design the new Alumni Hall facility for Electrical Engineering and Physics departments. The design is complete, bids opened with award of contract possible this summer.

k. A contract was awarded to Unison, Inc. for the removal of PCB's from the large transformers located in critical areas. A three-phase retrofill process is being utilized. The second phase was completed in December on the Library, Mark Clark and Jenkins Halls.

l. Faculty housing units serviced by steam radiators for heat were renovated and central gas fired heaters were installed. Thirty-nine units were renovated by the contractors, F. A. Bailey and Rick's Services. This was a major effort starting in November that will be completed in July 1989. Contractor efforts were coordinated with those of the Physical Plant staff to provide utility modification, connection and restoration of the units after construction.

4. Other Activities.

a. Motor Vehicle Support - Citadel vehicles travelled over 86,000 miles, with the leased (pool) vehicles travelling over 1,412,000 miles. The Citadel bus travelled over 19,000 miles in 48 trips this year.

b. Custodial Service - Service has been provided under contract by Southeast Services, Inc. Their contract expires with the fiscal year.

5. Miscellaneous

a. The cadet wash and lube rack was closed due to environmental restrictions and the high cost to provide this service at an alternate location.

b. New signage was provided identifying each athletic field and the authority for use.

c. One of three street light circuits was replaced with a new system.

d. The campus landscape plan was updated and put into effect.

e. Public concern necessitated the review of facilities for water quality, lead paint, lead plumbing, radon gas, air quality and airborne micro organisms which may effect the health of staff, faculty and students. The results of the review indicates our facilities are well within appropriate tolerances.

f. The City of Charleston has recently enacted a Tree Ordinance and incorporated it in their zoning regulations. The Citadel must comply with zoning regulations, thus, every tree that needs to be removed of a certain dimension must be approved by the city. It appears that the city is becoming more involved with campus activities in the physical plant arena through the medium of zoning regulations.

D. Athletic Department

1. 1988-89 Was a banner year! Fall football and soccer successes set the pace for a record-setting year that saw every varsity sport that had dual team contests or matches show a strong winning percentage. Overall, it was the best winning year since 1961.

2. Highlights were football's 8-3 regular season record and an appearance in the National Division I-AA Playoffs for the first time in school history and a first-ever win over Navy. The Citadel was ranked nationally with individual and team honors shared by everyone. Coach Taaffe was named Southern Conference Coach of the Year and quarterback Gene Brown was Southern Conference Offensive Player of the Year.

3. The soccer team enjoyed a winning season and Coach Bill Barfield was named southern Conference Coach of the Year. Individual honors were earned by Craig Smally and John Ritchie.

4. The cross country team joined the list of winners by posting a 8-0 dual meet record.

5. The spirit and enthusiasm of the fall season carried over to winter sports highlighted by an exciting Citadel basketball team that beat the

University of South Carolina for the first time since 1942-43 and scored impressive conference wins over Marshall, Furman, UT/Chattanooga, East Tennessee State and other independents such as Navy and Indiana State. Deas Hall became known as the Thunderdome and provided a great atmosphere while McAlister Field House was undergoing a facelift. Coach Randy Nesbit was The Citadel's third Southern Conference Coach of the Year, which is a new standard for Excellence by our coaches.

6. Wrestling continued its winning ways under Coach Ken Shelton and school records were broken by our indoor track team in the 1500 meter run and 800 meter relay. Tennis had its best year in school history, chalking up a record setting 24 wins against only 3 losses. Rob Webster finished the regular season with 24 straight wins. The new Perry Earle Tennis Center should provide impetus for future growth in the tennis program.

7. Baseball again won thirty games and achieved three wins over major schools, namely, University of South Carolina, North Carolina State and University of North Carolina. We were 1-0 in the Southern Conference Tournament when rain washed us out and the regular season leader, Western Carolina, went to the NCAA's. Cadet Billy Swails was named Second Team All-American at second base. Swails led the nation in hitting average for about four straight weeks before tapering off.

8. Outdoor track broke several school records in various events and was highlighted by Phil Florence winning the Southern Conference 100 meter dash and Mike Cason winning the 800 meter run.

9. The following is a record of the 1988-89 Wins and Losses by team:

<u>Team</u>	<u>Won</u>	<u>Lost</u>	<u>Tied</u>	<u>Conf. Finish</u>
Football	8	*3	0	3rd of 8
Basketball	16	12	0	4th of 8
Soccer	9	7	2	2nd of 5
Wrestling	12	6	0	4th of 6
Tennis	22	4	0	3rd of 7
Track	1	0	0 (8 meets)	5th of 8
Indoor Track	0	0	0 (6 meets)	5th of 8
Golf	0	0	0 (11 invitationals)	7th of 8
Baseball	30	20	0	5th of 7
Cross Country	32	13	0	7th of 8
Rifle	53	20	0	N/A
Total	183	85	2 (68.9%)	Tie is counted as one win; one loss.

*8-3 Record includes first ever bid to NCAA Division 1-AA National Football Playoffs.

10. A lot of exciting things are happening in athletics team-wise, individually and facility-wise. Academically, eighty-four varsity athletes made the Athletic Director's Honor Roll, led by the tennis team whose six starters averaged 3.5 in the classroom. The following is a summary of academic achievements by sport:

Baseball

Name	'89 Spring	Cumulative GPA	Major
Billy Baker	3.471	X	Physical Education
Jamie Furr	X	3.131	Business Admin.
Drew Halahurich	3.846	3.600	Electrical Eng.
Larry Hutto	3.786	3.017	Business Admin.
Henry Kraft	3.000	X	Physical Education
Chris Lemonis	3.400	2.903	Physical Education
Dan McDonnell	X	2.750	Computer Science
Channing Proctor	4.000	3.300	Business Admin.
Andy Reynolds	3.688	3.742	Biology
Danny Richardson	3.813	X	Physical Education
Jason Rychlick	X	3.000	Electrical Eng.
Richard Shirer	3.333	3.570	Electrical Eng.
Billy Swails	3.500	2.786	Business Admin.
Phillip Tobin	3.308	X	Business Admin.
Buddy Ward	4.000	2.930	Physical Education

Basketball

Ed Conroy	3.176	2.879	Business Admin.
Patrick Elmore	3.143	X	Physical Education
Ryan Nesbit*	4.000	3.712	Business Admin.

*Graduated 13 May 1989 Magna Cum Laude

Track/Cross Country

Layne Anderson	3.842	3.206	Physical Education
Mark Brown	3.353	X	Political Science
Mike Cason	3.200	X	History
Tony Ferretti	3.571	2.844	Physical Education
Charles Finley	3.053	X	Physical Education
Kenneth Jarman	3.294	2.864	Business Admin.
William Leamon	3.800	3.588	Business Admin.
Chris Many	3.647	3.092	Business Admin.
Andrew Ryan	3.000	3.108	History
Orin Sharper	3.188	X	Psychology

Football

Mike Bortnick	3.200	3.268	Biology
Deric Boston	3.125	X	Education
Darren Bradley	3.000	X	Business Admin.
Rob Brodsky	3.500	X	Business Admin.
Hank Burriss	3.833	3.273	Business Admin.
Tommy Burriss	3.400	3.250	Business Admin.
Pat Chapman	3.056	2.754	Civil Engineering
David Cornwall	X	2.778	Political Science
Mike Cory	3.438	2.855	Business Admin.
Cosmo Curry	3.250	3.085	Physical Education
Scott DiCarlo	3.176	X	Business Admin.
Trent Donley	3.000	3.082	English
Tom Frooman*	3.833	3.746	Business Admin.
Dwayne Grant	3.188	2.875	Business Admin.
Jay Grissom	3.048	2.824	Physical Education
Adrian Johnson	3.471	2.924	Business Admin.
David Matherly	X	2.990	Business Admin.
Sean McCarthy	3.385	X	Education
Mark Nash	3.000	X	Business Admin.
Jimmy Noonan	X	3.097	Education
Karl Oettl	X	2.970	Electrical Eng.
Bill Phillips	3.400	3.071	Biology
Brendon Potts	3.438	3.234	Business Admin.
Scott Rottman	3.600	3.200	Political Science
Harold Singleton	3.813	X	Education
Chris Sullivan	X	3.046	Education
Joseph Sullivan	3.063	X	Business Admin.
Alex Twedt	3.786	3.480	Business Admin.
Charles Wallace	3.571	X	Business Admin.
Geren Williams	3.000	X	English

*Graduated 13 May 1989 Magna Cum Laude

Golf

Jason Andrews	3.813	3.864	Electrical Eng.
John Carroll	3.000	X	Business Admin.
David Coker	3.000	2.947	Business Admin.
Anthony Ross	3.813	2.984	Business Admin.

Rifle

Kevin Lindell	4.000	3.602	Biology
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Soccer

Joel Christy	3.063	3.199	History
Joe Dent	3.000	X	Political Science
Jef Fayssoux	3.263	3.079	Business Admin.
Jim Jimreivat	3.000	X	Electrical Eng.
Lea Kerrison	3.824	3.544	Business Admin.
Brett Langenberg	3.647	3.514	Biology
Greg McWherter	3.850	3.610	Civil Engineering
Ron Riescher	3.000	X	Political Science
Craig Stephans	3.211	3.117	English
Chris Varner	X	2.820	Electrical Eng.
Warren Webster	3.083	2.750	Business Admin.

Tennis

Angelo Anastopoulo	3.471	X	Political Science
Mike Brady	4.000	3.398	History
Todd Elias	3.500	2.853	Business Admin.
Robert Maring	3.067	X	Political Science
Bill Spake	3.000	2.908	Business Admin.
Robert Webster	4.000	3.712	Chemistry

Wrestling

Andy Crabb	3.667	3.030	Political Science
John Jones	3.143	X	Business Admin.
Andy Kerns	X	2.947	Mathematics
Joe Reidy	3.067	3.033	Political Science

11. 1988-89 was a year of cadet-athletes' integration and total involvement in the Corps of Cadets - a year which produced winning records, academic excellence and leadership in the Corps. We are looking forward to 1989-90.

E. Personnel and Administrative Services

1. Personnel Services

During Fiscal Year 1988-89, the Personnel Department continued to provide full service to Citadel faculty and staff in all aspects of personnel administration and management, although new programs and functions were added without any increase to an inadequate staff operating within an inadequate facility. Following are significant accomplishments during the year.

a. Central Computer Services

The Personnel Office has operated under the new computer system for more than 18 months. While the system permits greater access, more flexibility, and has more centralized information, it has also created an additional workload for the Personnel office staff. For example, much of the input heretofore accomplished by the Payroll department staff is now accomplished by the Personnel office staff.

b. FY 1988-89 Salary Increases

(1) Based on the provisions of the FY 1988-89 Appropriations Act, the President approved the following pay policies for classified employees for FY 1988-89:

(a) General Cost of Living Increase. All classified employees received a four percent (4%) general base pay increase effective 1 July 1988. No increase, however, was granted if any employee's base salary exceeded the maximum of the pay grade.

(b) Promotional, Reclassification and Grade Reallocation Increases. Pay policies for promotional, reclassification, and grade reallocation increases were continued for FY 1988-89, which awarded percentage increases as follows:

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

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

(c) The Merit Increment Program. The Merit Increment Program was not funded for FY 1988-89. However, performance evaluations are required to be reported in the usual manner.

(d) One-Time Lump Sum Payment of \$365. Classified employees with continuous service on or before 1 June 1988 received a one-time lump sum payment of \$365 on 15 December 1988. Payment was a separate check which did not become a part of an employee's base salary and was not subject to deductions for the retirement system.

(e) The employee contribution rate in the South Carolina Retirement System was changed from 4% of the first \$4800 and 6% of excess salary to a straight 6% of salary. The employee contribution rate in the Police Officers Retirement System was changed from 5% to 6.5% of salary. New rates were effective 1 July 1988.

(2) Faculty Salary Enhancement Actions.

(a) In November of 1987, the President appointed a committee of faculty and senior staff to review existing Citadel faculty salaries and fringe benefits relative to other colleges and report findings and recommendations to him. The committee completed its work and submitted a final report on 6 June 1988.

(b) The committee selected 12 peer institutions as representative of the institutions with which The Citadel must compete for faculty and cadets. Each of the 12 institutions was asked to participate in a survey of fringe benefits as well as faculty salaries by discipline and rank

within each discipline. As was expected, there was a wide range of salaries among the 8 institutions which responded. However, a statistical analysis revealed that, on the average, The Citadel faculty was \$2,852 below the average faculty member of the 8 peers.

(c) In order to address this deficiency, the President had approved a 3-year action plan for implementation at the start of academic year 1988-89. This is a major commitment on the part of the college administration and represents a measure of the high esteem and regard which the President and the Board of Visitors have for the faculty at The Citadel. It was estimated that, exclusive of CDF funding, the plan will cost over \$525,000. The President stressed that the plan will require innovative measures of funding for years two and three in view of current projections of state appropriations for FY 1989-90 and in the out years. The President fully committed, however, to this reasonable effort to upgrade all Citadel faculty salaries. It was also stressed that this plan does not abandon the merit pay concept. The President remains a strong supporter of merit pay. As a separate action, General Meenaghan prepared recommendations for the Personnel Director's consideration to revise The Citadel's faculty appraisal and merit pay program.

(d) The 3-year faculty salary action plan consists of the following:

1) The 4% salary increase directed by the General Assembly for FY 1988-89 was applied as a cost-of-living increase, as of 1 September 1988, to all eligible faculty.

2) The Citadel did fund, out-of-pocket, a one-half of one percent merit increase for permanent faculty to be allocated as recommended by individual department heads in concert with their Academic Year 1987-88 merit ratings.

3) A new program of annual faculty achievement awards was instituted in Academic Year 1988-89, utilizing \$67,000 made available at the President's request by The Citadel Development Foundation. The criteria used for the selection were distributed to all faculty at the general faculty meeting in September 1988, and the recipients of these one-time awards were announced in the spring.

4) As of 1 September 1988, all full-time faculty of record on 15 May 1988 received a \$1,000 increase in base salary. This increase was funded out-of-pocket and is in addition to the four percent cost-of-living increase and the special merit increases noted above.

5) As of 1 September 1989, all full-time faculty of record on 15 May 1989 will receive another \$1,000 increase in base salary so long as the faculty member received an average of at least the equivalent of meritorious on his/her faculty rating for the past three years. This increase will be in addition to any cost of living and/or merit increase authorized by the General Assembly.

6) As of September 1989, all full-time faculty of record on 15 May 1989 in the Departments of Business Administration, Electrical Engineering, Civil Engineering, and Physics will receive an additional

\$1,000 increase in base salary as long as the faculty member received an average of at least the equivalent of meritorious on his/her faculty rating for the past three years.

7) As of 1 September 1989, The Citadel will establish a "salary floor" for each academic rank. A faculty member already in or promoted to each faculty rank will be ensured a minimum salary, as follows:

FULL PROFESSOR	ASSOCIATE PROFESSOR	ASSISTANT PROFESSOR
\$39,000	\$31,000	\$25,000

8) During the spring of 1990, the staff will again survey the twelve peer institutions in order to assess the impact of the salary enhancement actions noted above and evaluate The Citadel's position at that time.

9) As of September 1990, if the data from the new survey of peer institutions still support the requirement, all full-time faculty of record on 15 May 1990 will receive another \$1,000 increase in base salary so long as the faculty member receive an average of at least the equivalent of meritorious on his/her faculty rating for the past three years. This increase will be in addition to any cost-of-living and/or merit increase authorized by the General Assembly.

10) As of 1 September 1990, all full-time faculty of record on 15 May 1990 in the Departments of Business Administration, Electrical Engineering, Civil Engineering, and Physics will receive an additional \$500 increase in base salary so long as the faculty member received an average of at least the equivalent of meritorious on his/her faculty rating for the past three years.

11) The Citadel Fringe Benefits Committee reviewed all formal and informal fringe benefits currently available to Citadel faculty and staff. The committee will document currently available benefits so that all faculty and staff can be made aware of these benefits. In addition, the committee will prepare a report of proposed additions or improvements for consideration. Where appropriate, proposed actions required by the college, the Budget and Control Board and/or the General Assembly will be supported by necessary documentation.

(e) The President planned to highlight the results of The Citadel's faculty salary study in his FY 1989-90 budget request presentation to the Commission of Higher Education in August. It is vital that the commission members and the members of the General Assembly understand the basis for our action and the fact that we are implementing a three-year action plan in spite of continued funding by the General Assembly at levels significantly below the CHE formula recommendation. Based upon current estimates, by the end of our three-year action plan, The Citadel will be paying at least one million dollars per year more for faculty salaries than is allocated by the CHE formula, but we will still barely reach the average salary level of the twelve peer institutions we have selected.

(f) As stated above, this action plan was a major commitment by the college. It is a significant first step toward bringing our faculty salary average in line with our peer institutions throughout the Southeast. This plan is not panacea and is not advertised as such. There will still be individual disciplines or outstanding professors within disciplines where exceptional action may be required. However, this action plan recognizes the problem, identifies positive steps to attack the problem and, over a 3-year period (considering only projected state salary increases of 4 percent per year and the three annual \$1,000 increases noted above) will increase the average faculty member's salary by approximately 21 percent.

(g) The President extended congratulations and deep appreciation to the Ad Hoc Faculty Salary Study Committee who responded so effectively to this request. The committee was recognized appropriately.

(3) Unclassified staff members under the Executive Compensation System received salary increases without uniformity as approved by the President. Increases, however, could not be awarded to those staff members that would result in the annual equivalent salary exceeding the maximum salary for the pay range. Salary increases for these staff members were effected 1 October 1988.

(4) Unclassified athletic coaches were granted general cost-of-living increases averaging 4 percent, representing \$20,5476 that could be distributed without uniformity throughout the fiscal year, e.g., following the sport season for the sport coached.

c. Benefit Programs

(1) Two sessions were scheduled, one on 14 September and one on 15 September 1988 for purpose of conducting Fall 1988 Open Enrollment for benefits programs. Since there were so many changes and new programs, either the faculty/staff member or spouse, or both, were asked to attend one of the scheduled sessions.

(2) Health, dental and optional life insurance rates for 1989 were distributed to all faculty and staff members. Optional life insurance rates were effected 1 November 1988 through 31 December 1991. The new carrier for the Optional Life Insurance Program is The Hartford Life Insurance Company, replacing United of Omaha. Health and dental insurance rates were effected 1 January through 31 December 1989. The HMO's now servicing the tri-county area are HealthSource and Companion. The Travelers HMO cancelled services and Companion HMO returned, effective 1 January 1989.

(3) Following are highlights of benefit changes effected 1 January 1989:

(a) The State Group Health Insurance Plan includes a drug card program. There is a co-payment involved. Also mammography screening benefit is available for female employees. A voluntary case management program, called Medi-Call, administered by the Crawford Company, is now available to assist patients in managing their health care.

(b) Long-Term Care Plan. Services may be provided in a facility care unit or at a home for chronically ill or accident victims. Coverage is available for employees, dependents, or parents. The Aetna Insurance Company is the carrier.

(c) Money Plus. Costs for long-term care, dependent care, child day care, health, dental, and out-of-pocket medical expenses may be deferred from income taxes. Hunt, Dupree, Rhine is the administrator for this program.

(4) Expanded Use of Sick Leave. The use of sick leave for the immediate family was redefined to include spouse, children, mother, father, a spouse's mother or father, legal guardian, a spouse's legal guardian, and grandchildren if the grandchild resides with the member, and the member is the primary caretaker of the grandchild.

d. The following faculty academic and military promotions were effected 22 August 1988:

TO BE ASSOCIATE PROFESSOR:

John Robert Braun
Joseph Francis Gundel
John Joseph Mahoney
John Harmann Pieper III
Carey Rushing

TO BE ASSOCIATE PROFESSOR AND MAJOR:

Margaret Ann Francel
James S. Leonard
David Sanford Shields
Muhammad Ishaz Zahid

TO BE LIEUTENANT COLONEL:

Thomas Clark Bowman
William Allen Evans
James Edmund Maynard
James Michael O'Neil
James Dominick Pietrangeli
Frank Seabury, Jr.
Grant B. Staley
Gordon Alan Wallace

TO BE COLONEL:

Tod Atkins Baker
Paul Revere Benson, Jr.
Joel Carl Berlinghieri
John LaFayette Brittain
Emory Spear Crosby, Jr.
Dennis Martin Forsythe
Weiler Reeder Hurren
Charles Lindbergh
Aline Matson Mahan
Jamie Wallace Moore
Laurence Wayne Moreland
William Paterson Rhett, Jr.

e. Youth Work Experience Program

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

f. In-service Training and Career Development

Opportunities were planned and offered to members of the faculty and staff on in-service training and career development, e.g., Employee Orientation Program, Employee Performance Management System, Defensive Driving and First Aid/First Response. In addition, The Citadel was represented at the American Association for Affirmative Action and the State Human Resource Management Conference. Several of our personnel attended the HRS (Computer Conference) and presentations on the new VAX System.

g. Personnel Reports

Personnel reports continue to be a significant function with reports submitted to the State Human Affairs Commission, the Commission on Higher Education and the U.S. Department of Education.

h. Retirement counseling was arranged and conducted for 40 members of the faculty and staff in November 1988. In addition, a Retiree Update seminar for retired members of the faculty and staff was held in October 1988 with better than 65 participants at the seminar. The following members of the faculty and staff retired during FY 1988-89:

Disability Retirement:

Mr. Bernard Elliott
Ms. Margaret Wright

Service Retirement:

Ms. Peggy H. Farmer	31 December 1988
Ms. Anna Richmond	31 December 1988
Col Frank L. Feigl	16 May 1989
Maj Joseph F. Gundel	16 May 1989
LTC J. Reid Ingraham	30 June 1989
Ms. Mary Furlow	30 June 1989
MGen James A. Grimsley, Jr.	30 June 1989
Mr. Johnnie E. Sanders, Jr.	30 June 1989

i. Employee Recognition

The Citadel Certificate of Appreciation was presented to retiring members of the faculty and staff, along with State Retirement Certificate of Service. In addition, the State Service Certificate and Pins were presented in January 1989 to the following members of the faculty and staff:

10 Years Service

Col Charles Lindbergh	CPT Norval B. Jones
Maj Danny T. Ouzts	Mr William R. Barfield
LTC Christopher B. Spivey	Ms. Peggy E. Inman
LTC Gordon A. Wallace	Mr. Kenneth J. Nimmich
Maj William R. Williams	Mr. Rex K. Skanchy
	Ms. Christine W. Smith

20 Years Service

LTC Thomas C. Bowman	Ms. Lorraine M. Brown
Maj Leslie H. Crabtree	Mr. Charles E. Bullard
Col Emory S. Crosby, Jr.	Mr. Ray W. Crenshaw
Col Jimmy Magoulas	Mr. Tommy B. Hunter
Col James A. Rembert	Mr. Donald D. Rankin
Col William P. Rhett, Jr.	Dr. Earl K. Wallace
Maj Carey Rushing	Ms. Alice E. Wooden
LTC Frank Seabury, Jr.	

30 Years Service

CPT John S. Coussons	Ms. Peggy H. Farmer
LTC James R. Whitney	Mr. Gordon D. Knight
	Ms. Rose Marie McCarty
	Ms. Anna Richmond

j. Statistical Summary of Personnel Actions:

	<u>Classified</u>	<u>Unclassified</u>
Merits	322	147
Promotions	9	30
Reallocations	31	1
Reclassifications	34	0
Salary Adjustments	12	1
Transfers	2	0
Demotions	3	0
Salary Demotion	0	0
New Hires	47	18
Terminations	30	10
Disability Retirements	1	0
Service Retirements	6	6
Deaths	0	0
<u>Temporary Employees</u>		
Students		233
Temporary Staff Employees	49	
Adjunct Faculty	29	
Graduate Assistants		33
Special Contract Employees	50	

k. New Faculty Employed for Academic Year 1988-89,
effective 22 August 1988:

Captain Tamal Bose, PhD was employed as Assistant Professor of Electrical Engineering.

Captain John S. Carter was changed from a temporary Instructor to an appointment of Assistant Professor of Physical Education.

Major Dennis John Fallon, PhD was employed as Associate Professor of Civil Engineering.

Captain Gardel M. Feurtado, PhD was employed as Assistant Professor of Political Science.

Captain December Green, PhD was employed as Assistant Professor of Political Science.

Captain Stephanie McCoy Hewett, PhD was employed as Assistant Professor of Education.

Captain Russell Otto Hilleke, PhD was employed as Assistant Professor of Physics.

Captain Lyle Vernon McAfee, PhD was employed as Assistant Professor of Chemistry.

Lieutenant Colonel Ronald Michael Ziglie, PhD was employed as Professor of Business Administration.

1. Temporary Faculty Employed, effective 22 August 1988:

Dr. Elba Magally Andrade, PhD was employed as a temporary Visiting Assistant Professor of Modern Languages.

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

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

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

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

Mr. William Taft Slayton, Jr., PhD was employed as a temporary Instructor of English.

Mr. Stephen Jennings White was employed as a temporary Visiting Assistant Professor of History.

Ms. Carol Mann Young was employed as a temporary Instructor of Modern Languages.

m. Temporary Faculty Employed on Special Employment Contract:

Ms. Sandra A. Rivera, Adjunct Instructor, English.

Ms. Margaret McIntosh, Adjunct Instructor, English.

Mr. Kenneth D. Cole, Assistant Professor, Education.

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

Mr. Bruce B. I. Hoover, Visiting Assistant Professor, Mathematics and Computer Science.

Dr. Silvio Zenone, Adjunct Visiting Professor, Physics.

n. Faculty Authorized Educational Leave of Absence and Sabbaticals, Effective 22 August 1988:

Major Donald E. Beers, Associate Professor of Education.

Lieutenant Colonel Joel C. Berlinghieri, Professor of Physics.

Captain John S. Carter was granted education leave.

Captain Margaret A. Francel, Assistant Professor of Mathematics and Computer Science.

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

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

o. Faculty Returned from Educational Leave of Absence and Sabbaticals, Effective 22 August 1988:

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

Major Frank Seabury, Jr., Associate Professor of Biology.

Lieutenant Colonel David H. White, Jr., USMCR, Professor of History.

p. Faculty Resignations Accepted, Effective 31 August 1988:

Ms. Barbara T. Allen, temporary employment English Department.

Captain Dale Blizzard, Business Administration Department.

Ms. Jeri O. Cabot, temporary employment Political Science Department.

Captain Ralph C. Carevali, temporary employment Modern Languages Department.

Ms. Ellen L. Friedrich, temporary employment Modern Languages Department.

Captain Arnold J. Hite, Business Administration Department.

Lieutenant Colonel John F. Schaefer, USAF, Retired, Electrical Engineering Department.

q. Following are Key Staff Appointments for FY 1988-89:

Lieutenant Colonel Ralph Paine Earhart, Controller.

Ms. Patricia L. Dennis, Accounting Manager.

Mr. Gerald Cunningham, Operations Manager I.

1st Lieutenant Dale Robert Dittmer, Deputy Director, Summer Camp for Boys.

Mr. William Lietch Heaner, III, Engineering Associate III, Physical Plant.

Mr. James Dolan Montgomery, Sr., Engineering Associate II., Physical Plant.

Ms. Deborah R. Webster, Programmer Analyst II.

Ms. Sandra L. Ross, Programmer Analyst II

F. Administrative Services

1. Administrative Services continues to provide support to all departments and activities of the college. As an ongoing process, records of assignments, reassignments and termination of on-campus faculty and staff quarters are maintained along with the preparation and submission of various reports associated with on-campus quarters. Additionally, following is a brief summary of administrative publications prepared and distributed during 1988-89.

83 Citadel Bulletins
27 General Orders
69 Special Orders
24 Memoranda
587 Travel Orders

The Citadel telephone directory was updated and distributed on campus, and the Southern Bell and State telephone directories were distributed.

2. Copier Service completed its first year as an auxiliary activity. There are 22 copiers strategically located throughout the campus to serve the needs of all. Sufficient funds were earned this year to lease and/or upgrade older copiers, which will insure quality service in all areas of the campus.

The Xerox 8200 which is the high volume, high speed copier is also being replaced with proceeds from Copier Service Operations.

3. Telecommunications. Telephone service continues to improve. Efforts continue to resolve concerns with 911 Emergency Service, student long distance service, maintenance, and other related items. After three plus years in the telephone business, much has been learned, yet there is more to learn in this ever-changing environment. At the same time, The Citadel continues to be a leading influence in telecommunication improvements. As a result of efforts taken, a major survey is underway to identify and validate the voice/data capability of the college telephone system. The results of this survey will provide updated records and provide a basis for future recommendations. Following is a brief summary of services:

a. 101 telephone work orders were processed and evaluated by Administrative Services for action by The Citadel Physical Plant and/or Division of Information Resource Management.

b. 125 trouble reports were resolved by Division of Information Resource Management, with much local consultations concerning the resolutions of problems in the use of single line sets versus digital sets.

c. The FAX service has become a major vehicle in the rapid movement of information to and from The Citadel. Information is being received and transmitted around the world via our FAX service. During Fiscal Year 1988-89 over 2300 messages were received and/or transmitted.

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

4. Affirmative Action

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

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

G. Records Management Services

1. Faculty and Staff Terminated Employee Files:

a. 913 Terminated faculty and staff employee files for the Personnel and Payroll offices and for individual departments for 1987 were processed, merged and filed.

b. 1,382 Active payroll files were transferred to Central Files. These were screened and merged with the Personnel Office active files.

2. Retention Schedules:

Currently, there are 76 retention schedules with the South Carolina Department of Archives and History for review and approval.

3. Student Financial Files:

The Treasurer's Office transferred 957 student financial files to the Records Center which were filed.

4. Key Projects Completed During the Year:

a. Infirmary. With the help of two temporary employees we merged, filed, processed and microfilmed 4,908 medical records of students, employees and transients for the Infirmary from 1953 through 1983.

b. Graduate Program. 2,650 graduate 201 files from 1968-1984 were merged and microfilmed. There were 2,619 non-graduate inactive files from 1980-1984 placed in the Records Center.

c. Registrar Office. 18,000 Transcripts of graduates and non-graduates from 1954-1983 were placed in individual microfilm jackets.

5. Microfilm:

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

a. Alumni Office. Address and membership cards of graduates and non-graduates from 1842-1979.

b. Graduate Program and Evening College. Transcripts for 1st and 2nd session summer school 1988.

c. Admissions Office. BK Books from 1929-1987.

d. Infirmary. Medical records for students, employees and transients 1953-1983.

e. Registrar Office. Transcripts and 201 Files for graduates 1988 and non-graduates 1987-88.

f. Personnel. Official Orders (Bulletins, General, Confidential, Memorandum, and Special) 1986 and 1987.

g. Museum/Archives. Mark W. Clark Diaries and correspondence 1942-1950.

Total number of documents microfilmed: 243,761.

6. Records Center:

Another shredder was received in June 1989. All records to be destroyed will now be shredded instead of being taken twice a year to the County Solid Waste Reduction Center.

Records placed in Records Center:	172 cu. ft.
Records retrieved from Records Center:	1,062
Records shredded:	795 bags
Records destroyed:	approx. 2,980 lbs.

H. Necrology

No deaths of active faculty or staff occurred. However, the following deaths of recently-retired staff did occur:

Mr. James O. Vinson	3 December 1988
Ms. Nancy S. McInerney	14 January 1989
Mr. Horace M. Spivey	1 April 1989

I. Public Safety.

1. Thefts.

a. The Department of Public Safety focused additional efforts on increasing the depth of investigations of on-campus crime during the past year. Officer Gary Ludwigson was selected and trained in investigations at the South Carolina Criminal Justice Academy. He was then assigned primary responsibility for conducting an in-depth investigation of all crimes reported on campus. This officer was also given responsibility for crime prevention. The effectiveness of our program is reflected in a significant reduction of barracks thefts. A total of 57 thefts in the barracks were reported and investigated during the past school year. This represents a decrease of 21% from the number of thefts (72) reported during SY 87/88.

b. A total of \$4,044.63 was reported stolen, \$2,034.63 of this amount was in cash and almost half (\$985.63) of this cash was left unsecured in the room when it was taken. As in the case of cash, almost all of the property reported stolen from the barracks was unsecured at the time it was taken. Total property stolen was valued at a total of \$2,010.00. Only \$5.00 of this amount was secured (a book of stamps).

c. The barracks thefts were fairly equally distributed among the four battalions:

1st Battalion	\$ 914.00
2nd Battalion	\$1,252.63
3rd Battalion	\$1,000.00
4th Battalion	\$ 878.00

d. Bicycle thefts were at an all time low. We lost only one bicycle this past year (a faculty bicycle which was unregistered and unsecured). This compares with 6 stolen the previous year.

e. A total of 20 vehicles were entered during the year and rifled. Very little of value was stolen during these thefts from vehicles and vehicles were rarely locked at the time of the theft. City police joined us in our efforts to identify the culprits with one arrest of an off-campus youth resulting from our combined efforts.

f. Eighteen thefts were reported from building offices, locker rooms and classrooms. Three of these thefts involved VCRs. None of the thefts from buildings involved a breaking and entering. All buildings/rooms entered had been left unsecure by the occupants.

2. Vehicle Registration & Parking.

a. A total of 2,970 vehicles were registered to park on campus:

Cadet	1,034
Faculty & Staff	684
Day & Evening Students	1,250

b. A greater number of cadets with cars coupled with fewer available parking spaces created an increased stress on campus parking. This in turn resulted in a total of 1,405 parking citations being issued during the year. (839 were issued to cadets, 566 to others.)

c. The new cadet vehicle window decals were issued prior to the first day of classes for the first time in the past 10 years, thanks to improved procedures.

d. Several comprehensive parking studies were prepared by the Department of Public Safety. The most recent of these forecasts a shortage of between 121 and 204 cadet spaces, depending upon the requirements of contractors for construction space and the development of additional parking locations for cadets. Faculty and staff spaces will also be impacted as well as parking for graduate and day students. The most serious parking shortage will be the lack of parking for patrons attending events in the newly renovated McAlister Field House.

e. The Athletic Department began charging a parking fee for general parking at the Johnson Hagood Stadium this past year with proceeds used to amortize the wages of the cadet parking detail.

3. Building Inspections

The Department of Public Safety conducted over 13,000 building inspections during the past year.

4. Lost and Found

The owners were identified and their lost property returned in the cases of 42 of the 88 items turned in to the department.

5. Training

Training activities that have been accomplished are as follows:

a. Sergeant Cathy Bowers was appointed Training Officer for the Department of Public Safety, and has been trained and certified to conduct law enforcement training by the South Carolina Criminal Justice Academy. She has also been trained and certified to give the mandatory State Defensive Driving Course by the National Safety Council and the State Division of Motor Vehicle Management. She will be giving the mandatory training to Faculty, Staff, and members of the Corps of Cadets required to operate state-owned vehicles. Sergeant Bowers has also initiated an intensive training program within the department. This program will provide each officer a minimum of two hours of in-service training oriented to the specific needs of The Citadel each month in addition to firearms certification and other Academy required training. She will also be certified as a South Carolina Criminal Justice Academy Firearms Instructor as of July 1989.

b. Two of our new officers graduated from the 4-week City of Charleston Basic Police training course as the honor graduate of their respective classes. A third officer finished the 7-week Charleston County Basic Course ranked 2nd academically and first in his class. Unfortunately we lost one of these fine recruits to a higher paying federal job at Charleston Air Force Base.

6. Uniforms

The department transitioned from the two-toned taupe uniform to a more professional appearing and functional all Navy Blue police uniform on Graduation Day. This new uniform has received universal statements of approval from cadets, alumni, faculty and staff.

7. Miscellaneous

Public Safety officers gave 705 jump starts to individual's with dead batteries during the year. Most of these involved cadet vehicles. In addition, over 300 cars were unlocked for individuals who had inadvertently locked their keys inside. Over 2,000 ID cards were made for cadets, faculty, staff, contractors, and dependent children of faculty and staff personnel. A safety fair for campus residents was conducted with over 100 participants attending. Highlights of the fair included a visit by MacGruff, the crime-fighting dog, an ambulance tour by EMS, a fire truck demonstration by the City Fire Department and a puppet show by the Public Safety Officers.

J. Auxiliary Activities

1. Print Shop

The Print Shop program has gone well for Fiscal Year 1988-89. Production was up from last year over \$30,000. Two long-term improvements were completed during the year that will reflect in more production and greater profits percentage wise for many years to come.

a. Firstly, the addition of a two-color perfecting printing press has been completed and it is performing to our highest expectations. Quality and production on all large important jobs have been greatly improved with the new press.

b. Secondly, our typesetting system has been improved by adding a modern, computerized system ideal for the type of work accomplished in the Print Shop. This will decrease by many hours the time needed in the preparation of printing jobs and typesetting.

These improvements are the results of several years planning and research on equipment and systems to modernize the Print Shop. With the addition of these two new systems, we are now able to do in our shop jobs that have been going to commercial shops, and we are able to accomplish our present printing jobs more economically, without the addition of more employees.

2. Laundry & Dry Cleaners

a. Two 300-pound washer extractors were procured at a cost of \$93,247.88 and placed in operation on 16 September 1988, replacing two 400-pound washers that were over 20 years old. New washers were placed on liquid supply system, thus insuring constant quality of washed clothing. A new hot water generator, installed by F.A. Bailey, was placed in operation in July 1988. A new satellite station was established in the dry cleaners for the finishing of civilian shirts. One single buck unit, one collar and cuff press and one sleever press were purchased and installed at a cost of \$46,871.00. This has eliminated cadet complaints of not receiving shirts on time. Two double buck shirt units were procured, replacing two units over 20 years old, thus increasing production of cadet uniform shirts.

b. Laundry personnel completed painting of ceiling in Laundry. Ceiling had not been painted since construction of Laundry in 1954.

c. A new heat seal marking machine was purchased for marking of cadet clothing at a cost of \$6,294.99. A target date of 1 July 1989 has been set for it to be fully operational.

d. Statistics for the Laundry and Dry Cleaning Operation are as follows:

<u>Laundry Processed</u>	
Total Pounds Processed	611,462
Cost Per Pound (Average)	\$.99
Cost Per Cadet Bundle (Average)	\$ 10.23
Number of Bundles Processed	58,932

<u>Dry Cleaning Poundage</u>	
Total Pounds Processed	60,027
This is a decrease of 885 pounds from 1987-88 report.	
Dry cleaned 5,719 uniform articles during FY 1988-89.	

3. Infirmary

a. Productivity Report 1987-88 1988-88

Doctor Visits	4,701	3,623
Nurse Visits	6,207	8,647
Administrative Visits	762	500
Total Patient Contacts:	11,670	12,770
Infirmary Admissions	535	668
Outside Hospital		
Admissions	29	44
Number of X-rays taken	216	261
Number of In-house Laboratories Accomplished	304	439
Number of Outside Laboratories Accomplished	158	123
Total Trauma Visits Recorded	700	700
Sports Physicals Performed		
Football	150	150
Basketball	20	25
Soccer	67	67
Boxing	20	10
Flu Shots Given	39	0
Navy ROTC Shots Given	80	53
Allergy Shots Given	209	21

b. Significant Medical Problems Diagnosed:

Appendicitis	4	4
Diarrhea Outbreaks (number of patients)	198	201
Salmenella	3	0
Schellaga	0	0
Pneumonia, all types	20	23
Chicken Pox	3	2
Concussions		31
Sprains		
Ankles	164	210
Knees	85	101
Back		93
Other	370	314
Auto Accidents		2
Lung Tumor		1
Strep Throat		147
Mono		20

c. Medical Disenrollments

Auto Accidents	1
Lung Tumor	1
Myocarditis	1

d. Programs

(1) Flu Shot Program: Flu vaccine was not given this year due to the inability to obtain the flu vaccine.

(2) Health Education Guides: The HEALTH EDUCATION GUIDES will be issued to the Freshman class.

e. Administrative Actions

(1) No new personnel have been added to the Infirmary staff.

(2) Incoming freshman medical data files are updated and are in the computer. The VAX system is in use.

(3) New pamphlets from the Charleston County Health Department are received monthly and they are on a wide variety of subjects.

f. Summary of Inspections

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

(2) DHEC Fire Inspection: Fire alarm system is in process of being connected up to the security gate house.

(3) DHEC Drug Enforcement: No problems were found and all outdated narcotics were destroyed at this time by the pharmacist and the drug agent.

4. Tailor Shop

a. The Tailor Shop once again enjoyed a successful school year with the overall efficiency of department and budget revenue being successful. At the end of the fiscal year the revenue was \$884,821.80, with expenditures of \$774,288.23, with a surplus of \$21,352.40, along with \$61,676.00 being transferred to Athletics.

b. Six hundred fifty-seven incoming freshmen of the Class of 1992 were measured, fitted and altered, finishing in early March with last delivery. It was an interesting challenge with such a large class and early deadlines with the Salt and Pepper delivery for Parents Day. The department made special efforts to insure that indeed all freshmen along with the upper classes were uniform ready for this special weekend in the life of the Corps.

c. Navy R.O.T.C. contract began 13 February and was completed 28 April. Two hundred forty-two cadets of the rising junior class were measured for Blazer Ensembles during the initial measuring period in April. A second measuring period will take place in September 1989 with delivery to the class in late September.

d. The department has now completed its first year under the new SIS configuration hooked through point of sale cash registers to The Citadel mainframe. We also have Computer Terminal hook-ups to SIS and FRS that affords

us Billing/Receivable capabilities. Systems are functioning with very few problems.

e. Contracts have been firmed with Thorngate Uniforms for the Class of 1993 and Kuppenheimer Men's Clothiers for Blazer Ensembles for the Class of 1991. Tariff sizes have been ordered for advance stock to come in late July/early August.

f. Approximately 8,000 pieces of uniforms are now being processed during our summer work schedule, which includes repair, class striping and rank sewing. They are also dry-cleaned, mothproofed and pressed to be ready upon the return of the Corps in August.

5. Cadet Store

a. The Cadet Store has enjoyed a very successful year SY 1988-89. Revenue has continued to increase and a milestone was reached by going over \$2,000,000.00 in revenue collections. Enhancement equipment was purchased for our existing point of sale case register system and a new model 70 IBM Personal System/2 Computer was purchased to successfully tie the register system to a computer and transfer student charges directly to The Citadel main-frame computer.

b. The Cadet Store continues to sell IBM computers through IBM's Education Product Coordinator Program and successfully started participating in a similar program this year with Apple Computers. Both programs allow students, faculty, and staff to purchase computers for up to a 40% discount.

c. Effective in October 1988, the Cadet Store extended regular hours to 1700 hours daily, Monday through Friday.

d. Mrs. Sarah Milligan completed 20 years of State service at The Citadel in 1988, all at the Cadet Store.

6. Dining Services

The contract with ARA Services was renewed for three years with options for two additional years. ARA has continued to provide excellent service for the Corps of Cadets and many other Citadel functions during School Year 1988-89. The Dining Service employees have developed an outstanding rapport with the cadets, as well as all of the other activities they supported during the year.

K. Summer Camp for Boys

1. The Citadel Summer Camp for Boys began its 33rd year of operations under the able leadership of Colonel John P. Smyth, Director, and Captain Dale R. Dittmer, Deputy Director. Camp enrollment for First Session of 1989 was 137 campers. The camper recruiting program brought in 20 new campers. Eleven Daisy 853 air rifles were purchased as the camp initiated a new marksmanship program. The camp's Citadel Scholarship program will award five \$500 scholarships to campers and counselors in 1989. First session recipients are:

First Honor Graduate - Trey Kelly, camper from Gaffney, SC
Outstanding Counselor - Alfred Williams, cadet from Kingstree, SC
(Second session recipients will be announced after graduation exercises on 5 August.)

2. The camp employed 38 cadets, alumni, and junior counselors for the summer. The camp continues to support the college by utilizing facilities that would otherwise be dormant over the summer months. The camp financially assisted the Canteen & Gift Shop, Boating Center, Health and Physical Education Department, Dining Services, Laundry, Infirmary, and Physical Plant through contributions, utilization fees, equipment purchases, etc. The camp also made a contribution to the President's Discretionary Fund at the end of the 1988 camp.

L. Canteen Activities

Canteen Activities Department has had a very successful sales year. This success is the result of employee efforts and the support of all The Citadel Family. As of May, store sales have exceed \$1,000,000.00. The Corps have utilized the convenience of our QM charge system and this school year charged a total of \$403,230.00 (this figure includes haircuts charged by cadets). Expenditures this fiscal year include:

1. \$12,900.00 for new vending equipment and office computer.
2. \$8,000.00 for continued renovations in the Gift Shop.
3. This year's commitment of \$221,577.00 to support other operations on campus.

M. Intramural-Sports Clubs

1. The Intramural Sports Program enjoyed another year of full participation in all phases. LTC Eugene Lesesne and Graduate Assistant Jody Davis led the Corps to continued prominence in the National Honorary Athletic Fraternity, Sigma Delta Psi. Seven new members and one repeat member qualified for the Corps Epsilon Beta Chapter in 1988-89. William Robert Calamas, Jr. won the award for outstanding Intramural Athletic Officer and Ephraim Edward Grubbs was selected as the outstanding Intramural Athletic Sergeant. William Jamille Rutland won the award for the outstanding Intramural Athlete of 1988-89. Ephraim Grubbs was selected to be the Regimental Athletic Officer for the 89-90 school year. A Company won the Regimental Championship and the accompanying Board of Visitors Trophy and Plaque. Bowling will not be featured as an Intramural Sport for the Corps next year, as the Bowling Lanes will be permanently closed.

2. The Citadel Sports Clubs were successful in presenting opportunities for cadet participation and in representing the college in 17 intercollegiate activities. The Lacrosse Club won 13 of their 14 games scheduled, the Pistol Club again brought national recognition to The Citadel with a National Championship in the ROTC Division and third in the overall Open Championships. Rugby, under the coaching of LTC Porch and David Lane, had their best year ever, winning the State Championship, placing as Regional Runnerup and posting a 20 and 2 record. The Sailing Club continues to improve. They were victorious over

the College of Charleston and ended the season in second place overall in their conference, this high finish will qualify them for several national races during the coming school year. The Civil Air Patrol Club finished first in their state competition and second in their region. The Crew Club hosted a Regatta this year and came in first in most of their races, which included teams from Clemson, Furman, Duke and Tennessee. The Crew Club also participated in a Regatta in Augusta that included teams from Europe and England. The Martial Arts Clubs continue to grow in number. Boxing hosted Penn State at home this season and won the overall match, they also qualified a boxer, Ken Titus, for the Nationals who lost to the eventual National Champion. The Sports Club Banquet featured reports from the representatives of each club which captured well, the spirit of participation and opportunity for all which separates Sport Clubs from the world of varsity intercollegiate sports. The banquet attendees were congratulated and recognized by Major General James A. Grimsley, Jr., who addressed the group in Mark Clark Hall Auditorium on the evening of 26 March 1989.

N. Religious Activities

1. On Campus Ministry

a. Worship services were conducted for cadets, faculty, staff and friends of The Citadel throughout the year. Protestant services were conducted at 0930 in Summerall Chapel and 1900 in Mark Clark Hall each Sunday. Special services recognized the anniversaries of each branch of the Armed Forces, Parents' Day, Homecoming, Corps Day, Martin Luther King, Jr.'s birthday, the Holocaust, and Christmas (the \$2,062 offering was donated to the American Heart Association in memory of Peter P. Leventis, Jr., '41, whose generosity has benefitted the chapel in many ways). Catholic Mass was offered Monday through Thursday, and Sunday morning in the Blessed Sacrament Chapel. Sunday evening Masses were said in Summerall Chapel. Episcopal Holy Eucharist was held Monday and Thursday evenings in St. Alban's Chapel. Moslem worship took place in the Crumpton Room each Friday afternoon. Summerall Chapel hosted 75 weddings.

b. The calendar included a new event, Religious Emphasis '88, a two-day series of programs at which aviator, Captain Ralph E. Fisher, USMC, and evangelist, First Lieutenant Clebe McClary, USMC (Ret.), were the featured speakers. Deanna McClary and Dawn Smith, Miss South Carolina 1986, provided music for the program. The appearance of Michael T. Shannon, in one act play based on the life of Dietrich Bonholler, was well received. Gospel Choir, comprised of 33 cadets with outstanding singing ability, came under the chaplaincy umbrella. Monday night denominational group meetings, Thursday night para-church group meetings and Bible study were well attended, and campus ministers report that Citadel ministry has never been better. In addition to Citadel Campus Ministers, those assisting in campus worship services were the Reverend Morris C. Thompson, Chaplain (Colonel) Marvin K. Vickers, Jr. at the 0930 Protestant service, and musical performers J. C. Wilson, Gary Rand, and Charisma at the 1900 Protestant service. The Reverend Kempton D. Baldridge, Sr. was speaker to the Freshman Banquet, and the Reverend Sam R. Miglarese was speaker for Baccalaureate on 11 May 1989. A premarriage seminar was conducted by the chaplain for seniors and fiancées. The chaplain produced and distributed inspirational booklets to seniors and freshmen, and he visited door-to-door throughout the regiment. Chaplain and Mrs. Garthe hosted over 200 cadets to

dinners in their home. The Alpha Omega Society was very active, having on its role 24 men who aspire to full time religious service.

2. Off Campus Events

Retreats, socials and holiday observances were held by on-campus parishes and adjunct Campus Ministers. A team-building retreat for the 1988-89 Religious Council took place at New Ebenezer Retreat, Rincon, Georgia. The council initiated visitation programs for the ill and bereaved within the Corps and in the V.A. Hospital. The Protestant Choir held an overnight workshop at Camp St. Christopher, and in addition to performances in local churches, made a spring tour to St. Simon Island, Georgia, and Orlando, Florida. The Gospel Choir was much in demand for appearances locally and throughout the state. Their spring tour included programs at PTL Heritage Village, Greenville, South Carolina, and Morehouse College, Atlanta, Georgia. Three cadets, one from each campus parish, accompanied the chaplain to the National Prayer Breakfast and Student Leadership Conference in Washington, D.C. The chaplain and cadet regimental religious officer travelled to Columbia to attend the South Carolina Prayer Breakfast.

3. Related Activities

Summerall Chapel Alumni and Friends Association continues to seek methods of enriching on-campus religious experiences for the Corps of Cadets, and ways to increase their membership. Receptions were hosted by the association for cadets and visitors following Protestant worship services on major college weekends. Graduates who have gone into ministry indicate there is interest among them for forming an association for Citadel clergy.

4. Facilities

The Summerall Chapel and Howie Carillon remain in great need of extensive and expensive renovation as previously reported. Both buildings still leak badly, the result of which is dysfunctional instruments (pipe organ and carillon), and weathered furnishings. A beautiful pair of candlesticks were dedicated in memory of H.E. "Buck" Evans, Class of '75. The chapel was the site of 55 non religious campus functions throughout the year, several of which were necessitated by the renovation of McAlister Field House.

Financial Matters

A. General

Fiscal year 1988-89 saw an improvement in the level of state funding for the higher education formula. The Legislature provided 90 percent funding on a continuing basis and three percent of one-time funds for a total of 93 percent. When compared to the 88.6 percent funding in 1987-88, the increase permitted the college to address some of our most critical equipment and facilities requirements. The following table reflects state appropriations levels for higher education over the past four years and shows approved base funding for the upcoming fiscal year.

<u>Fiscal Year</u>	<u>Initial Percentage of Funding of CHE Formula</u>	<u>Reductions During Fiscal Year</u>
1985-86	98.9 %	2% Mid-Year
1986-87	95.9 %	2.6% Mid-Year 0.8% February
1987-88	88.6 %	None
1988-89	93.0 %*	None
1989-90	92.68 %*	?

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

The Citadel's audit for fiscal year 1987-88 was performed by Rogers, Montgomery and Company, P.A., Certified Public Accountants under contract to the State Auditor. The report was again an unqualified report. The same audit firm also audited The Citadel Athletic Department under guidelines established by the NCAA and found no major deficiencies.

As was mentioned above, fiscal year 1988-89 saw The Citadel implement the third major software module of its new administrative computer system. The Student Information System, although primarily supporting admissions, registration, financial aid, and records, also impacts significantly on financial operations in the office of the treasurer. The most significant of the many changes in operations in the office of the treasurer is that student records are no longer maintained on hard copy in individual student file folders. All records are now maintained on the college's mainframe computer and are generally updated by the treasurer's staff on a real-time basis. This new module, along with associated report writers, has permitted significant enhancements in services available to our cadets and other students.

A decision was made by the Computer System Steering Committee to defer implementation of the new software module for procurement services to fiscal year 1989-90. This decision will permit all using departments and activities to become fully qualified in on-line management of their own internal operating

budgets before we move to computer generation of purchase requisitions and purchase orders.

The college continued the revised system of quarterly reviews which were initiated in 1986-87. In addition to routine mid-year review actions to supplement operating budgets on a case-by-case basis, the president approved the release of \$109,800 for the acquisition of essential equipment. An additional \$74,000 was released for essential equipment purchases following the third quarter review. This system of quarterly reviews continues to facilitate the decision process for the president and the senior staff of the college. This process is especially critical to ensure that the college's limited resources are directed toward the most critical program needs in a cost effective and timely manner.

The Citadel's procurement staff and system continues to perform in an exceptional manner within our \$10,000 local procurement authority. The staff processed and awarded 47 invitations for bid and one request for proposal without protest. In addition, 14 invitations for bid and one request for proposal which were exempt from the State Procurement Code were processed and awarded without protest.

The Citadel continues to benefit from its designation by the Department of Defense as a Service Educational Activity. This designation permits the college to gain priority access to Department of Defense surplus property. We have obtained property valued at over \$77,000 this fiscal year to include paints, lubricants, and a 21 foot boat complete with motor and trailer.

The college's property management officer completed a locally initiated project to convert all property records from the University of South Carolina computer system to a microcomputer at our central supply facility on campus. This conversion will save us the cost of leased CPU time from USC and will also provide increased flexibility in our property management system.

The Citadel continues to be a leader in the Charleston area in efforts to involve Minority Business enterprises (MBE) in Citadel procurement activities. The Citadel received a certificate of achievement from the Coastal Minority Supplier Development Councils, Inc. for its "significant contributions and assistance to minority enterprises for the period January-March 1989." Our total purchases from minority firms reached \$86,040.71 against our goal of \$114,207. Our efforts this year have been hampered because the state procurement office awarded a statewide contract to a non-minority firm for #2 fuel oil. The Citadel had previously used a local minority firm for such fuel.

The Citadel staff worked closely with the staffs of the State Treasurer and the Columbia law firm of Nelson, Mullins, Riley & Scarborough to develop documentation required for the issue of bond anticipation notes in amounts of \$1,500,000 from Institution Bonds and \$2,000,000 from Plant Improvement Bonds to support the new cadet dining facility construction project. In addition, as noted under the section on Governmental and Public Relations, The Citadel was able, with considerable support from Representative Robert N. McLellan and Senator James M. Waddell, Jr., to have legislation passed which enables The Citadel to issue Student & Faculty Housing Revenue bonds not to exceed \$25 million. This legislation will permit the college to complete funding of the new cadet dining facility through the issue of revenue bonds. It will also

permit the college to issue revenue bonds in support of barracks and faculty housing improvements projects.

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

. Lieutenant Colonel W. Gordon Knight, Controller, resigned in January 1989 to become vice president for finance at Anderson College.

. Ms. Kelly A. Higgs, Accounting Manager, resigned to accept a position with a local firm.

. Ms. Nina A. Hickman, Accounts Payable Clerk, resigned to pursue other interests.

. Lieutenant Colonel Ralph P. Earhart, formerly employed at the Medical University of South Carolina, was selected to become the college controller.

. Ms. Patricia L. Dennis, formerly employed at Agnes Scott College near Atlanta, Georgia, was selected to become the accounting manager.

. Ms. Rena C. Mitchell, formerly an accounts payable clerk, was selected to become the accounts receivable clerk.

. Major Gary E. Cathcart, Budget Officer, completed the first of three years at the SACUBO College Business Management Institute conducted at the University of Kentucky.

. Captain William D. Brady, Director of Procurement Services, was recognized for his contributions to Minority Enterprise Development Week '88. He also served as liaison officer for the Governor's Office of Rural Improvement and Small & Minority Business Assistance Braintrust Group. In addition, Captain Brady taught an introductory course for the National Institute of Governmental Purchasing.

. Mr. Jerry D. Christian, Procurement Officer III, was recognized for his personal contribution to minority assistance programs. He also completed the Public Purchasing and Materials Management Course in his pursuit of certification as a professional public buyer.

. Mrs. Opal Spalviero, Procurement Officer II, completed the National Institute of Governmental Purchasing's course on Specification Preparation.

. Mr. Richard R. Clarke, Inventory Control Officer, represented The Citadel as a participant in the Trident United Way Loaned Executive Program, and was responsible for employee campaigns at some of the top companies in the Low Country.

. Mr. Johnnie Sanders, Warehouse Manger and former public safety officer, announced plans to retire as of 30 June 1989. During his seven years as warehouse manager, Mr. Sanders has been instrumental in the implementation of

a number of productivity enhancing measures to include placing warehouse supply status and reorder information on computer and fully computerizing the inventory of cadet luggage.

. Mr. James Shokes, Supply Clerk II in the warehouse, was recognized by the governor and presented with the Governor's Safe Driver Award for his accident free record from 1985 to 1989.

. The Citadel family was saddened by the death of Mrs. Joel (Nancy) McInerney. Nancy, a former cashier in the treasurer's office, died after a long battle with Lou Gherig's Disease. Nancy's cheerful attitude and smile will be missed by all of her Citadel friends.

B. Financial Review of Operations for Fiscal Year 1988-89

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

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

Current Unrestricted Funds represent the unrestricted operating accounts of the college including not only those relating to its educational and general activities but also those used to record the transactions of the college's owned and operating auxiliary enterprises (e.g., dining hall, infirmary, laundry and dry cleaning, tailor shop, cadet store, print shop, barracks, faculty and staff quarters, the independent operations of the cadet canteen and the athletic department). The assets of the Current Unrestricted Fund generally include cash, special deposits, receivables, inventories, and prepaid expenses. Its liabilities generally consist of various payables, accrued liabilities, student deposits and other liabilities such as unclaimed wages.

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

Loan Funds principally represent funds which are limited by the terms of their donors to the purpose of making loans to students who might otherwise be unable to attend The Citadel. These funds covered here include The Citadel Development Foundation Loan Fund, National Direct Student Loan Fund, and the Stackhouse Trust Loan Fund. The Basic Educational Opportunity and Secondary Educational Opportunity Grants are covered under the Current Restricted Fund.

During the past fiscal year, loans of \$92,580.00 were made from the Stackhouse, CDF and the NDSL Loan Funds to 71 students. At 30 June 1989, outstanding student loans receivables aggregated \$707,980.99. Our NDSL default rate of 5.21 percent is below the national average.

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

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

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

The Retirement of Indebtedness Plant Funds at year end recorded receipts of \$935,444.00 in fees and other revenue and \$71,903.00 in interest income for a total receipt of \$1,007,347.00. The expenses recorded for bond retirement including interest transfers and service charges totaled \$319,807.00. The fund also contributed \$300,592.00 toward capital construction projects. The fund balance at year end is \$2,458,929.00 for a net increase of \$1,002,050.00 over the 30 June 1988 fund balance. The current bonded indebtedness of the college including plant improvement is displayed in the appropriate schedule.

Investment in plant fund represents the aggregate total of buildings, land and moveable and fixed equipment, and library books owned by the college. These assets are carried at original cost plus subsequent additions, or at fair market value at date of gift, if donated. In accordance with practices followed by educational institutions, no provision is made for appreciation or depreciation of physical plant assets. Major additions to plant assets, including purchases of moveable and fixed equipment with a unit value in excess of \$500.00 having an expected life in excess of one year, are capitalized. Expenditures from current funds for acquisition of moveable and fixed equipment are recorded in both the current funds expenditure accounts of the various departments and in the appropriate plant investment account. The book value at 30 June 1989 is \$53,616,567.00.

Unexpended Plant Funds balance as of 30 June 1989 amounted to \$9,781,640.00.

Renewals and Replacement Fund balances as of 30 June 1989 totaled \$1,010,033.00. These funds are distributed among seven accounts: barracks, barracks telephones, dining hall, infirmary, laundry, computer acquisition and rehabilitation reserve.

C. Financial Statements and Notes:

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

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

The Retirement of Indebtedness Plant Funds at year end recorded receipts of \$95,444.00 in fees and other revenue and \$71,903.00 in interest income for a total receipt of \$1,607,347.00. The expenses recorded for bond retirement including interest transfers and service charges totaled \$119,807.00. The fund also contributed \$300,592.00 toward capital construction projects. The fund balance at year end is \$2,458,929.00 for a net increase of \$1,007,050.00 over the 30 June 1988 fund balance. The current bonded indebtedness of the college including plant improvement is displayed in the appropriate schedule.

Investment in Plant fund represents the aggregate total of buildings, land and movable and fixed equipment, and library books owned by the college. These assets are carried at original cost plus subsequent additions, or at fair market value at date of gift, if donated. In accordance with practices followed by educational institutions, no provision is made for appreciation or depreciation of physical plant assets. Major additions to plant assets, including purchases of movable and fixed equipment with a unit value in excess of \$200.00 having an expected life in excess of one year, are capitalized. Expenditures from current funds for acquisition of movable and fixed equipment are recorded in both the current funds expenditure accounts of the various departments and in the appropriate plant investment account. The book value at 30 June 1989 is \$23,812,261.00.

Unexpended Plant Funds balance as of 30 June 1989 amounted to \$2,781,649.00.

THE CITADEL
Balance Sheet

UNAUDITED

ASSETS	30 June 1989	30 June 1988
Current Funds		
Unrestricted		
Cash and Deposits with the State Treasurer	5,766,621	5,576,117
Investments	641,752	607,138
Accounts Receivable	606,086	395,184
Inventories	1,196,421	966,386
Prepaid Expenses	173,648	199,835
Land	709,689	956,689
Due From Other Funds	283,948	267,459
Cash Surrender Value of Life Insurance	8,918	6,708
Total Unrestricted	9,387,082	8,975,515
Restricted		
Cash and Deposits with the State Treasurer	1,658,907	1,700,573
Investments	258,220	768,871
Accounts Receivable	205,604	437,202
Note Receivable	144,333	144,333
Cash Surrender Value of Life Insurance	54,480	29,275
Prepaid Expenses		500
Total Unrestricted	2,321,544	3,080,754
Total Current Funds	11,708,626	12,056,269

LIABILITIES AND FUND BALANCES	30 June 1989	30 June 1988
Current Funds		
Unrestricted		
Accounts Payable	563,552	673,447
Accrued Payroll	1,079,535	1,308,120
Accrued Leave	1,021,353	963,080
Special Deposits	739,853	646,019
Other Accrued Liabilities	127,424	83,094
Deferred Revenue	292,477	55,052
Note Payable	138,527	138,527
Due To Other Funds	55,456	19,393
Fund Balance - Unreserved	5,199,081	5,013,958
Fund Balance - Reserved for Lump Sum Payments	169,822	74,825
Total Unrestricted	9,387,082	8,975,515
Restricted		
Accounts Payable	35,161	96,594
Other Accrued Liabilities	53,330	8,250
Note Payable	593,600	593,600
Due To Other Funds	254,538	2,458
Fund Balance	1,384,915	2,379,852
Total Unrestricted	2,321,544	3,080,754
Total Current Funds	11,708,626	12,056,269

See Accompanying Notes to Financial Statements.

THE CITADEL
Balance Sheet

UNAUDITED

ASSETS	30 June 1989	30 June 1988
Loan Funds		
Cash and Deposits with the State Treasurer	230,043	30,747
Investments	32,087	207,319
Loans Receivable-students	713,356	698,381
Total Loan Funds	975,485	936,447
Endowment Funds		
Cash and Deposits with the State Treasurer	3,033,457	605,047
Investments	9,868,138	9,510,078
Due from Plant Funds		300,000
Total Endowment & Similar Funds	12,901,594	10,415,125
Plant Funds		
Unexpended		
Cash and Deposits with the State Treasurer	(270,724)	187,031
Capital Improvement Bond Proceeds Receivable	12,420,260	18,740,938
Due from Other Funds	896,797	
Total Unexpended	13,046,333	18,927,969

LIABILITIES AND FUND BALANCES	30 June 1989	30 June 1988
Loan Funds		
Accounts Payable	0	259
Fund Balance	975,485	936,188
Total Loan Funds	975,485	936,447
Endowment Funds		
Accounts Payable	35	
Due to Other Funds	661,790	
Fund Balance		
Quasi Endowment	8,812,633	8,072,746
True Endowment	3,427,136	2,342,379
Total Endowment & Similar Funds	12,901,594	10,415,125
Plant Funds		
Unexpended		
Accounts Payable	482,786	524,968
Retainage Payable	367,010	69,794
Due to Other Funds	914,897	907,655
Institutional Bonds Payable	1,500,000	
Fund Balance	9,781,640	17,425,552
Total Unexpended	13,046,333	18,927,969

See Accompanying Notes to Financial Statements.

THE CITADEL
Balance Sheet

UNAUDITED

ASSETS	30 June 1989	30 June 1988
Renewals and replacements Cash and Deposits with the State Treasurer	869,033	987,300
Due from Other Funds	130,000	86,000
Total Renewals & Replacements	999,033	1,073,300
Retirement of Indebtedness Cash and Deposits with the State Treasurer	1,909,340	907,290
Due from Unexpended Plant	587,655	587,655
Total Retirement of Indebtedness	2,496,995	1,494,945

LIABILITIES AND FUND BALANCES	30 June 1989	30 June 1988
Renewals and replacements Fund Balance	999,033	1,073,300
Total Renewals & Replacements	999,033	1,073,300
Retirement of Indebtedness Accrued Interest Payable	38,066	38,066
Fund Balance	2,458,929	1,456,879
Total Retirement of Indebtedness	2,496,995	1,494,945

See Accompanying Notes to Financial Statements.

THE CITADEL
Balance Sheet

UNAUDITED

ASSETS	30 June 1989	30 June 1988	LIABILITIES AND FUND BALANCES	30 June 1989	30 June 1988
	-----	-----		-----	-----
Investment in Plant			Investment in Plant		
Land	2,358,024	2,358,024	Lease Liabilities	438,561	569,627
Buildings	26,348,630	24,264,613	Note Payable	1,700,000	1,700,000
Construction in Progress	9,544,075	3,193,142	Institution Bonds Payable	1,120,000	1,380,000
Equipment	9,442,348	8,095,291	Due to Other Funds		300,000
Library	5,923,491	5,906,978	Net Investment in Plant	50,358,006	39,868,420
	-----	-----		-----	-----
Total Investment in Plant	53,616,567	43,818,047	Total Investment in Plant	53,616,567	43,818,047
	-----	-----		-----	-----
Total Plant Funds	70,158,928	65,314,261	Total Plant Funds	70,158,928	65,314,261
	=====	=====		=====	=====
 Agency Funds			 Agency Funds		
Cash	62,065	25,596	Accounts Payable	76	30,146
Investments	99	24,000	Due to Other Funds	11,713	11,608
Accounts Receivable	6,776	61,230	Due to Various Entities	57,152	69,608
Prepaid		535		-----	-----
	-----	-----	Total Agency Funds	68,941	111,362
Total Agency Funds	68,941	111,362		=====	=====
	=====	=====			

See Accompanying Notes to Financial Statements.

THE CITADEL
Statement of Changes in Fund Balance
For the Year Ended 30 June 1989

UNAUDITED	Current Funds		Loan Funds	Endowment and Similar Funds	Plant Funds			Investment in Plant
	Unrestricted	Restricted			Unexpended	Renewals and Replacements	Retirement of Indebtedness	
Revenues and Other Additions								
Unrestricted Current Fund Revenues	35,986,204							
Federal Grants and Contracts		555,784						
State Grants and Contracts		109,404						
Contributions and Private Grants		2,753,399						
Collection Cost Recovery			7,343					
Investment Income		937,973	38,460	446,714				
Capital Lease Debt Retirement								
Retirement of Debt								391,066
Contributions				261,953				
Net Library Book Additions								16,513
Net Equipment Additions								1,347,057
Net Additions to Buildings								2,084,017
Net Change in Construction in Progress								6,350,933
Other		86,068						
Total Revenues & Other Additions	35,986,204	4,442,628	45,802	708,667	0	0	71,903	10,189,586
Expenditures and Other Deductions								
Educational and General	22,018,330	3,894,306						
Auxiliary Activities	11,783,992							
Administrative Costs			6,505	1,408			206	
Expended for Plant Facilities					8,220,168	148,690		
Retirement of Indebtedness							592,066	
Total Expenditures & Other Deductions	33,802,322	3,894,306	6,505	1,408	8,220,168	148,690	592,271	0

See Accompanying Notes to Financial Statements.

THE CITADEL
Statement of Changes in Fund Balance
For the Year Ended 30 June 1989

UNAUDITED	Current Funds		Loan Funds	Endowment and Similar Funds	Unexpended	Plant Funds		
	Unrestricted	Restricted				Replacements	Retirement of Indebtedness	Investment in Plant
Transfers Among Funds								
Transfers Between Current Funds	(183,943)	183,943						
Transfers (to) from Endowment from Current Funds	46,403	(1,420,543)		1,324,339				
Transfers to Retirement of Indebtedness	(1,421,269)	(101,150)					1,522,419	
Transfers to Renewals & Replacements	(241,953)					241,953		
Transfers to Unexpended Plant	(127,020)	(203,756)		(78,950)	577,256	(167,530)		
Transfers to Investment in Plant				(300,000)				300,000
Transfers to Agency Fund	(881)	(1,753)						
Total Transfers Among Funds	(1,928,663)	(1,543,259)	0	945,389	577,256	74,423	1,522,419	300,000
Net Increase (Decrease) for the Year	255,219	(994,937)	39,297	1,652,648	(7,642,912)	(74,267)	1,002,050	10,489,586
Fund Balance 30 June 1988	5,088,783	2,379,852	936,188	10,415,125	17,425,552	1,073,300	1,456,879	39,868,420
Prior Period Adjustment	24,900	0		171,996	(1,000)			
Fund Balance 30 June 1989	5,368,902	1,384,915	975,485	12,239,769	9,781,640	999,033	2,458,929	50,358,006

See Accompanying Notes to Financial Statements.

THE CITADEL
Statement of Current Funds Revenues, Expenditures and Other Changes
For the Year Ended 30 June 1989

UNAUDITED

	Unrestricted	Restricted	Total 1989	Total 1988
Revenues				
Student Tuition and Fees	9,278,672		9,278,672	8,054,131
State Appropriations	13,178,405		13,178,405	11,943,574
Federal Grants & Contracts	13,582	555,784	569,366	507,416
State Grants & Contracts		109,404	109,404	101,688
Private Gifts, Grants & Contr	337,010	2,205,078	2,542,088	3,551,334
Auxiliary Enterprises	12,513,497		12,513,497	11,107,718
Investment Income	259,407	937,973	1,197,380	877,847
Other Sources	405,631	86,068	491,700	593,714
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Total Revenues	35,986,204	3,894,307	39,880,511	36,737,422
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Expenditures				
Educational & General				
Instruction	8,602,792	775,299	9,378,091	8,352,221
Research	2,300	251,996	254,296	180,887
Public Service	294,489	31,203	325,692	423,197
Academic Support	2,388,146	398,877	2,787,023	2,305,174
Student Services	2,291,523	72,037	2,363,560	2,041,491
Institutional Support	4,189,698	182,098	4,371,795	3,577,890
Operations & Maintenance of	3,950,880		3,950,880	3,773,975
Scholarships	298,504	2,182,797	2,481,300	2,285,446
	<hr style="border-top: 1px dashed black;"/>			
Total Educational & General Expenditures	22,018,330	3,894,307	25,912,637	22,940,281
	<hr style="border-top: 1px dashed black;"/>			
Auxiliary Enterprises: Expenditures	11,783,992	0	11,783,992	10,362,928
	<hr style="border-top: 1px dashed black;"/>			
Total Expenditures	33,802,322	3,894,307	37,696,629	33,303,209
	<hr style="border-top: 1px dashed black;"/>			

See accompanying Notes to Financial Statements.

THE CITADEL
Statement of Current Funds Revenues, Expenditures and Other Changes
For the Year Ended 30 June 1989

UNAUDITED

	Unrestricted	Restricted	Total 1989	Total 1988
Other Transfers & Additions (Deductions)				
Transfers from current funds to unexpended plant fund	(127,020)	(203,756)	(330,776)	(999,101)
Transfers to (from) unrestricted current fund from (to) renewals and	(241,953)		(241,953)	33,562
Transfers from current funds to endowment fund	(59,707)	(2,045,267)	(2,104,974)	(18,397)
Transfers from Endowment Fund to Current funds	155,910	624,724	780,635	
Transfers from unrestricted current fund to unexpended plant fund	(1,421,269)		(1,421,269)	(357,948)
Transfers from current funds to retirement of indebtedness fund		(101,150)	(101,150)	(101,150)
Transfers from current funds	(881)	(1,753)	(2,634)	(2,155)
Transfers between current fun	(233,743)	183,943	(49,800)	
Refunds to Grantors				(27,039)
Excess Restricted Receipts Over Transfers to Revenue		548,320	548,320	(178,953)

Net Increase (Decrease) in Fund	255,219	(994,939)	(739,719)	1,783,032
			=====	

See accompanying Notes to Financial Statements.

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1989

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES:

Organization

The Citadel, The Military College of South Carolina, is a component unit of the State of South Carolina and was established as an institution of higher education per Section 59-101-10 of the Code of Laws of South Carolina. The accompanying financial statements present the financial position, the changes in fund balances and the current funds revenues, expenditures and other changes solely of The Citadel, The Military College of South Carolina, and do not include any other component units of the State of South Carolina.

Method of Accounting

The financial statements of The Citadel, The Military College of South Carolina, have been prepared on the accrual basis except that, in accordance with accounting practices customarily followed by educational institutions, no provision is made for depreciation of physical plant and equipment. The statements of current funds revenues, expenditures, and other changes are statements of financial activities of current funds related to the current reporting periods. They do not purport to present the results of operations or the net income or loss for the periods as would statements of income or statements of revenues and expenditures. To the extent that current funds are used to finance plant assets, the amounts so provided are accounted for as (1) expenditures, in the case of alterations and renovations and purchases of movable equipment and library books; (2) mandatory transfers, in the case of required provisions for debt amortization and interest; and (3) transfers of a non-mandatory nature in all other cases.

Fund Accounting

To ensure the observance of limitations and restrictions placed on the use of the resources available to the College, the accounts of the College are maintained in accordance with the principles of fund accounting. By this procedure, resources for various purposes are classified for accounting and reporting purposes into funds that are in accordance with specified activities or objectives. Separate accounts are maintained for each fund, but in the accompanying financial statements, funds that have similar characteristics have been combined into fund groups. Accordingly, all financial transactions have been recorded and reported by fund group.

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1989

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

Fund Accounting (Continued)

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

All gains and losses arising from the sale, collection, or other disposition of investments and other noncash assets are accounted for in the fund that owns such assets. Ordinary income derived from investments, receivables, and the like, is accounted for in the fund owning such assets, except for income derived from investments of endowment and similar funds, which income is accounted for in the fund to which it is restricted or, if unrestricted, as revenues in unrestricted current funds. Receipts that are restricted are recorded initially as additions to restricted fund balances, then recognized as revenues to the extent that such funds were expended for the restricted purposes during the current fiscal year.

The current fund group includes those economic resources which are expendable for operating purposes to perform the primary missions of the institution. For a more meaningful disclosure, the current funds are divided into unrestricted and restricted subgroups. Current funds are considered unrestricted unless the restrictions imposed by the donor or other external agency are so specific that they substantially reduce the College's flexibility in their utilization.

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

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

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1989

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

Fund Accounting (Continued)

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

The plant funds group consists of four self-balancing subgroups: (1) Unexpended Plant Funds, (2) Funds for Renewal and Replacement, (3) Funds for Retirement of Indebtedness and (4) Investment in Plant. The unexpended plant funds subgroup accounts for the resources derived from various sources to finance the acquisition of long-life assets and to provide for renewal and replacement of existing plant assets. Resources set aside to accumulate funds for renewal and replacement of institutional properties are accounted for in the renewal and replacement subgroup. Resources that are specifically accumulated for interest and principal payments, debt service reserve funds, and other debt service charges related to plant fund indebtedness are accounted for in the retirement of indebtedness subgroup. The investment in plant subgroup accounts for all long-life assets in service and related debt and all construction in progress and related debt. Net investment in plant represents the excess of the carrying value of assets over liabilities.

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

Compensated Absences

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

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1989

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

Fund Accounting (Continued)

Other Significant Accounting Policies

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

NOTE 2. STATE APPROPRIATIONS:

The College is a State supported entity that receives annual appropriations for operations from the State of South Carolina. The laws of the State and the policies and procedures specified by the State for State agencies and institutions are applicable to the activities of the College. A supplemental appropriation was received to be used for a lump sum payment of \$143 to 211 employees with salaries above \$20,000 and \$286 to 231 employees with salaries less than \$20,000 effective on the first pay day on or after December 1, 1989 for each classified state employee who has been in continuous state service since June 2, 1989. An additional supplemental appropriation was made to offset a \$251 per person surcharge to cover the state's health insurance deficit. The amounts shown in the financial statement as "State Appropriations" are comprised of the following:

	<u>1989</u>
Original appropriation	\$12,382,348
Supplemental appropriation for	
-lump sum payment	* 85,445
-allocation for health insurance surcharge	84,377
Net appropriation transfers from other agencies	222,583
State Budget and Control Board -	
Allocation for compensation	
increases	<u>403,652</u>
Total Appropriation	<u>\$13,178,405</u>

The supplemental appropriations were approved for carry forward to the year ending June 30, 1990.

* Estimated as of 8/25/89

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1989

NOTE 3. INVENTORIES:

Central store's inventories for continuing current operations are recorded at cost on a first-in, first-out basis. Other inventories are recorded at cost using the retail method. Details of the inventories at each year end are as follows:

	1989
Cadet Store	\$ 907,310
Canteen	190,827
Central Stores	51,595
Tailor Shop	46,689
Total	\$ 1,196,421

NOTE 4. INVESTMENT IN PLANT:

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

All subsequent acquisitions are recorded at cost.

Library books and microfilms are recorded at cost.

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

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

	Construction in			Library		Totals
	Land	Buildings	Progress	Equipment	Books	
Bal. June 30, 1988	\$2,352,023	\$24,264,613	\$3,193,142	\$8,095,291	\$5,906,978	\$43,818,047
Addition/Increases	-0-	2,084,017	8,434,950	2,017,391(A)	152,753	12,689,111
Deletions/Decreases	-0-	-0-	(2,084,017)	(670,334)(B)	(136,240)	(2,890,591)
Bal. June 30, 1989	\$2,358,023	\$26,348,630	\$9,544,075	\$9,442,348	\$5,923,491	\$53,616,567

A. Includes donated equipment of \$118,131 during the year ended June 30, 1989.

B. Includes \$81,311 in transfers of equipment to another State Agency.

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1989

NOTE 5. CASH AND INVESTMENTS:

CASH:

The State keeps certain monies in a pooled general deposit account and records each fund's equity interest in the pool. The accounts classified as "Cash" in the financial statements include such deposits with the State Treasurer on which earned interest is credited to the General Fund on the State.

State law required full collateralization of all State Treasurer bank balances. The State Treasurer must correct any deficiencies in collateral within seven days. At June 30, 1989 all State Treasurer bank balances were fully insured or collateralized with securities held by the State of by its agents in the State's name.

Funds not on deposit with the State Treasurer as of June 30, 1989 are as follows:

	<u>Balance</u>	<u>Fund</u>
Insured (FDIC)	\$ 641,752.43	Unrestricted current
Insured (FDIC)	768,427.22	Restricted current
Insured (FDIC)	30,889.25	Loan
Insured (FDIC)	99.11	Agency
Collateralized	638,592.94	Restricted current
Collateralized	11,825,167.51	Endowment fund
Insured	<u>121,615.00</u>	Restricted current
 Total deposits	 <u>\$14,026,543.66</u>	

INVESTMENTS:

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

	- - - - - 1989 - - - - -	
	Carrying Value	Market Value
Restricted current fund	\$1,407,020.16	\$ 853,971.70
Loan fund	30,889.25	92,658.68
Retirement of indebtedness fund	1,909,340.00	*

* Not available

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1989

NOTE 5. CASH AND INVESTMENTS: (Continued)

INVESTMENTS: (Continued)

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

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

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

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

	1989	
	Carrying Value	Market Value
Unrestricted current fund	\$ 641,752	\$ 659,409
Restricted current fund	768,427	853,971
Loan funds	30,889	92,658
Endowment funds	9,419,137	10,609,553
Agency funds	-0-	-0-
Unexpended Plant Funds	-0-	-0-
	<u>\$10,860,206</u>	<u>\$12,215,593</u>

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

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1989

NOTE 5. CASH AND INVESTMENTS: (Continued)

INVESTMENTS: (Continued)

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

	Carrying Value	Market Value
U.S. Government Securities	\$ 5,125,873.65	\$ 5,167,607.75
Corporate bonds	1,795,441.68	1,986,569.91
Corporate stocks	3,868,891.20	4,991,415.61
Mortgages	70,000.00	70,000.00
Total investments	<u>\$10,860,206.53</u>	<u>\$12,215,593.27</u>

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1989

NOTE 6. BONDS PAYABLE:

Bonds payable at June 30, 1989 consist of the following:

<u>Bond Detail</u>	<u>Original Issue</u>	<u>Next Annual Principal Payment Amount</u>	<u>Maturity Dates to</u>	<u>1989</u>
State Institutional Bonds				
1977 Series, 4.0% -				
4.75%	\$2,600,000	\$ 200,000	1991	\$ 600,000
1979 Series, 5.1% -				
6.0%	1,015,000	60,000	1995	520,000
Bond Anticipation Note dated 6/89, 6.24%	1,500,000	1,500,000	1990	<u>1,500,000</u>
Totals				<u>\$2,620,000</u>

Maturities of the bonds payable by year are as follows:

	<u>1989</u>
1990	\$1,913,585
1991	309,987
1992	297,125
1993	88,725
Subsequent years	<u>242,700</u>
Total principal and interest	2,852,122
Less, interest portion	<u>232,122</u>
Total principal outstanding	<u>\$2,620,000</u>

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

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

<u>Detail</u>	<u>1989</u>
Principal payments	\$ 260,000
Interest expense	47,585
Service charges	<u>230</u>
Total	<u>\$ 307,815</u>

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1989

NOTE 7. CAPITAL LEASE OBLIGATIONS:

The College has incurred capital lease obligations for the acquisition of office and data processing equipment. The agreements have various inception dates and monthly payments. Details of these obligations are as follows:

Date Originated	Property Purchased	Balances July 1 1988	Principal Payments	Interest Expense	Balances June 30 1989
12/01/84	Offset press	2,977	2,977	131	-0-
08/01/85	Copier	2,304	1,072	343	1,232
04/15/87	Data proc. equip.	165,277	37,181	11,701	128,096
06/15/87	Data proc. equip.	399,069	89,836	28,074	309,233
		<u>\$569,627</u>	<u>\$131,066</u>	<u>\$ 40,249</u>	<u>\$438,561</u>

Maturities for capital leases are as follows:

1990	168,206
1991	166,791
1992	<u>166,791</u>
Total principal and interest payments outstanding	501,788
Less, interest portion	<u>(63,227)</u>
Principal portion outstanding as of each year end	<u>\$438,561</u>

The capital leases are collateralized by equipment with original cost totalling \$688,000.

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1989

NOTE 8. NOTES PAYABLE:

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

Date <u>Originated</u>		<u>Balances</u> July 1, 1988	<u>Interest</u> <u>Expense</u>	<u>Balances</u> 30 June 1989
11/06/85	Unsecured line of credit			
Revised	in the restricted current			
04/21/87	fund used for expenses of			
Extended	the capital campaign with			
06/22/89	interest at 7% due to the			
	Citadel Development Founda-			
	tion. Interest is to be			
	paid annually, note is to			
	be repaid in full in 1992.	\$ 593,600	\$ 41,552	\$ 593,600
09/19/86	Note due to a bank;			
	secured by first			
	\$2,003,450 of un-			
	restricted pledged			
	amounts to capital			
	campaign; Principal			
	due September 19, 1989;			
	Interest of 5.95% due			
	semiannually.	<u>1,700,000</u>	<u>101,150</u>	<u>1,700,000*</u>
		<u>\$2,293,600</u>	<u>\$142,702</u>	<u>\$2,293,600</u>

* Current institutional plans are to renegotiate this note, \$1,200,000 is to be paid on September 19, 1989. The remaining \$500,000 is expected to be refinanced.

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

1990	\$1,792,127
1991	41,522
1992	<u>635,122</u>
Total principal and interest	2,468,771
Less, interest portion	<u>175,171</u>
Total notes payable	<u>\$2,293,600</u>

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1989

NOTE 9. STUDENT DEPOSITS:

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

NOTE 10. EMPLOYEE BENEFITS:

Substantially all employees of the College are covered by a retirement plan through the South Carolina Retirement System or the South Carolina Police Officer's Retirement System. The contributions to the plans for the year are as follows:

Plan	1989
South Carolina Retirement System	\$ 999,626
South Carolina Police Officer's Retirement System	<u>31,247</u>
Total	<u>\$1,030,873</u>

Employer contribution rates are 7% for regular employees and 7.3% for police officers. In addition, each covered employee contributes 6% of his or her salary in each calendar year (5% for police officers).

Information regarding the excess, if any, applicable to the College of the actuarially computed value of vested benefits over the total of the pension fund and any balance sheet accruals, less any pension prepayments or deferred charges, is not available. By State Law, the College's liability under the retirement plans is limited to the amounts appropriated therefore in the South Carolina Appropriation Act for the applicable year, plus the amount paid from other revenue sources for the current year. Accordingly, the College recognizes no contingent liability for unfunded costs associated with participation in the plans.

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1989

NOTE 10. EMPLOYEE BENEFITS: (Continued)

The State of South Carolina provides certain health care and life insurance benefits to active and retired employees. These benefits are provided through annual appropriations by the General Assembly or the applicable funding source to the College for its active employees and to the State Budget and Control Board for all State retirees. Information regarding the cost of insurance benefits applicable to College retirees is not available. By State law, the College has no liability for retirement benefits. Accordingly, the cost of providing these benefits for retirees is not included in the accompanying financial statements. The contribution to the plan for employees was:

Plan	1989
Health Insurance	\$ 573,511
Dental Insurance	67,694
Total	\$ 641,205

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1989

NOTE 11. STUDENT LOAN NOTES RECEIVABLE:

Loan losses on student loan notes receivable are neither estimated nor recorded in a reserve account (the amount not being considered significant enough to adversely affect the financial statements). At the time a note is considered to be uncollectible, the note is sent to a collection agency for collection. Should no collection be made, the note is charged to the principal of the fund from which the loan was made.

NOTE 12. DEFERRED REVENUE:

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

NOTE 13. INTERFUND DEBT:

Included in interfund debt are the following items:

- A. \$200,000 due from the unexpended plant fund to the unrestricted current fund represents temporary funding for capital improvements to Lockwood Field - this advance is to be repaid by gifts to the capital campaign.
- B. \$587,655 due from the unexpended plant fund to the retirement of indebtedness fund represents a loan used for the stadium lights project. The Board of Visitors is seeking permission to forgive the loan and have the project funded by excess debt service funds.
- C. \$250,000 due from the current restricted fund to the unexpended plant fund for tennis court renovation.
- D. All other interfund debt is temporary in nature representing cash advances that were primarily used to pay operating expenses. These amounts are considered currently due.

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1989

NOTE 14. CAPITAL IMPROVEMENTS:

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

<u>Authorization</u>	<u>Total Amount Authorized</u>	<u>Authorized Amount Not Drawn June 30, 1989</u>
Act 194 of 1979	\$ 2,390,000	\$
Act 518 of 1980	3,650,000	
Adjustment (A)	(400,000)	(400,000)
Act 538 of 1986	9,083,789	5,340,493
Act 638 of 1988	7,686,000	<u>7,479,767</u>
Total capital improve- ment bonds outstanding		<u>\$12,420,260</u>

(A) There is a provision in this Act that requires the College to repay any of the authorization that exceeds \$3,250,000 up to a maximum of \$400,000.

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1989

NOTE 15. CONSTRUCTION IN PROGRESS:

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

	<u>Project Number</u>	<u>% Complete</u>	<u>Incurred to Date</u>	<u>Estimated Budgeted Costs to Complete</u>
<u>1989</u>				
McAlister Field House	7885	91.09	\$7,477,203	\$8,208,852
Faculty Housing	8483	96.84	9,426	24,088
R/R Insul	8734	0.02	54	328,000
Streetlights	8736	7.31	9,509	130,000
Bldg Roof Reprs	8740	69.10	140,506	203,348
Gen Renov	8743	0.24	480	200,000
Vandiver Hall	9085	35.48	393,447	1,108,906
Coward Hall Kitchen	9086	3.24	177,296	5,475,000
PCB Insp & Rem	9117	31.78	31,780	100,000
Lockwood Field	9118	41.45	207,242	500,000
Athletic Field	9119	84.47	233,839	265,000
Ext Concrete	9120	37.36	85,507	228,850
Alum Hall Ren	9257	6.24	284,930	4,566,000
Mark Clark Hall	9258	0.29	10,256	3,534,000
Stadium	9397	1.97	78,950	4,012,000
Cntl Nrg Fac	9506	7.59	113,878	1,500,000
Bond Hall Ren	9507	1.75	108,174	6,186,000
Barracks		n/a	5,255	-0-
Fac Htg Study		n/a	6,400	-0-
Cntrl Htg Study		n/a	38,240	-0-
Quality Eval		n/a	5,755	-0-
Tennis Courts		49.44	<u>135,950</u>	<u>275,000</u>
Totals			<u>\$ 9,544,075</u>	<u>\$36,845,044</u>

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

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1989

NOTE 16. TRANSFER OF EXCESS DEBT SERVICE FUNDS:

The College transferred \$280,642 in 1989 from the retirement of indebtedness ("debt service") funds to the unexpended plant funds. The funds were available for transfer because of the maintenance of minimum balances, including reserves for payment of debt service as required by law. All of the transfers were approved by the State Budget and Control Board.

NOTE 17. CAPITAL CAMPAIGN:

The College began conducting a joint capital campaign in 1984 with the Citadel Development Foundation and the Brigadier Club with the goal of raising \$27,000,000 to be used for academic programs and capital expenditures. Also, see Note 18.

As of June 30, 1989, \$5,867,613 had been contributed to the College. These contributions include cash, stocks, bonds, life insurance policies, real property and equipment and are reported as revenues when collected. Contributions for the year 1989 in the various funds are as follows:

	1989
Unrestricted current fund	\$ 317,300
Restricted current fund	404,253
Investment in plant fund	118,131
	\$ 839,684

Pledges totalling \$5,704,267 as of June 30, 1989 are due to be collected as follows:

Year Ended June 30	Unrestricted	Restricted	Total
1990	171,371	482,987	654,358
1991	130,921	322,071	452,992
1992	54,329	108,423	162,752
1993	35,512	106,977	142,489
1994	27,550	106,008	133,558
After 1994*	2,104,760	2,053,358	4,158,118
Total	\$2,524,443	\$3,179,824	\$5,704,267

* Majority of these pledges are by bequest.

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

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1989

NOTE 18. RELATED PARTIES:

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

Various transactions occur between the College and these related organizations. A summary of these transactions for the year ended June 30, 1989 is as follows:

	1989
<u>Citadel Development Foundation</u>	
Grants, awards, and scholarships received from the Foundation	\$1,769,885
Restricted gift from the Foundation to pay interest on note payable	101,150
Reimbursement to the College for certain expenses incurred on behalf of the Foundation	22,522
<u>Association of Citadel Men</u>	
Reimbursements to the College for certain expenses incurred on behalf of the Association	12,238
Funds received for cadet scholarships	-0-
Payments to the College for Alumni House operating expenses	2,371
Payments to the College to support History of the Citadel Project	18,000
<u>Brigadier Club</u>	
Funds transferred to the College for athletic scholarships	470,000
Reimbursement to the College for certain expenses incurred on behalf of the Brigadier Club	90,942

THE CITADEL,
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1989

NOTE 18. RELATED PARTIES: (Continued)

The College owes the Foundation \$138,527 as of year end. It is anticipated that it will be repaid in the Fall of 1989. See Note 8 regarding the note payable due to the Foundation.

The Brigadier Club is indebted to the College for \$144,333 for athletic grants-in-aid on an interest free note.

The Foundation passed a resolution that it will pay the interest on the note payable which the College owes to a bank through December 31, 1989. This interest amounts to \$101,150 annually.

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

Services received at no cost from State agencies include maintenance of accounting records from the Comptroller General; banking and investment functions from the State Treasurer; and legal services from the Attorney General.

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

The College had financial transactions with various State agencies during the fiscal years. Significant payments were made to divisions of the South Carolina State Budget and Control Board for insurance coverage, interagency mail, telephone service, and supplies.

The College provided no significant services to any other State agencies during the fiscal year.

NOTE 19. RECLASSIFICATION OF PRIOR YEAR'S STATEMENTS

The June 30, 1988 balance sheet of the endowment and similar funds has been changed to include an endowment for which the deed of trust clarifies the ownership of the fund.

THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 1989

NOTE 18. RELATED PARTIES: (Continued)

The College owes the Foundation \$138,227 as of year end. It is anticipated that it will be repaid in the Fall of 1989. See Note 8 regarding the note payable due to the Foundation.

The Brigadier Club is indebted to the College for \$144,333 for athletic grants-in-aid on an interest free note.

The Foundation passed a resolution that it will pay the interest on the note payable which the College owes to a bank through December 31, 1989. This interest amounts to \$101,120 annually.

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

Supplemental Information to Financial Statements

For the Year Ended 30 June 1989

Services received at no cost from State agencies include maintenance of accounting records, the Attorney General, banking and investment functions from the State Treasurer, and legal services from the Attorney General.

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

The College had financial transactions with various State agencies during the fiscal year. Significant payments were made to divisions of the South Carolina State Budget and Control Board for insurance coverage, interagency mail, telephone service, and supplies.

The College provided no significant services to any other State agencies during the fiscal year.

NOTE 19. RECLASSIFICATION OF PRIOR YEAR'S STATEMENTS

The June 30, 1988 balance sheet of the endowment and similar funds has been changed to include an endowment for which the deed of trust classifies the ownership of the fund.

THE CITADEL
Statement of Revenues, Expenditures, and Transfers for Auxiliary Activities
For the Year Ended 30 June 1989

	Athletics	Barracks	Cadet Store	Canteen	Dining Hall	Faculty Quarters	Infirmary	Sports Medicine	Laundry/Dry Clean	Print Shop	Duplicating Services	Tailor Shop	Telephone	Total
Auxiliary Activity Fees	528,249	1,371,426			2,774,611		392,715		817,956					5,884,957
Sales and Services	741,063	17,177	2,158,121	1,598,790		295,768	51,482		95,474	501,319		844,822	48,059	6,352,075
Other Sources	98,262	14,059		11,782	33,283						81,260		1,590	240,236
Total Revenues	1,367,574	1,402,662	2,158,121	1,610,572	2,807,894	295,768	444,197	0	913,430	501,319	81,260	844,822	49,649	12,477,268
Expenditures	1,879,363	1,268,249	1,795,206	1,350,525	2,368,413	314,516	419,992	40,757	816,643	655,940 *	78,279	774,206	21,903	11,783,992
Transfers In	591,676							40,757	71,940					704,373
Transfers Out	54,803	(56,246)	340,000	221,577	379,423	24,900	4,058		105,363	14,109		61,676		1,149,663
Net Increase (Decrease) for the year	25,084	190,659	22,915	38,470	60,058	(43,648)	20,147	0	63,364	(168,730)	2,981	8,940	27,746	247,986

* Includes \$ 186,120 for capital equipment (color printing presses)

THE CITADEL
 STATISTICAL HIGHLIGHTS
 Analysis of Educational & General Expenditures
 For the Year Ended 30 June 1989

	1989	%	1988	%	1987	%
Revenue Sources						
State Appropriations	13,178,405	48.11%	11,859,127	47.49%	11,908,130	47.04%
Student Fees	9,002,424	32.87%	8,044,251	32.21%	6,625,895	26.18%
Government Grants & Contracts	669,002	2.44%	390,112	1.56%	577,786	2.28%
Private Gifts, Grants & Contracts	3,083,671	11.26%	3,127,820	12.53%	4,137,476	16.35%
Other Sources	1,456,580	5.32%	1,550,787	6.21%	2,063,643	8.15%
<hr/>						
Total Revenues	27,390,082	100.00%	24,972,097	100.00%	25,312,930	100.00%
<hr/>						
Expenditures						
Instruction	9,378,091	36.19%	8,390,426	36.08%	8,070,050	36.35%
Research	254,296	0.98%	178,515	0.77%	204,478	0.92%
Public Service	325,692	1.26%	423,197	1.82%	392,077	1.77%
Academic Support	2,787,023	10.76%	2,303,228	9.90%	2,051,563	9.24%
Student Services	2,363,560	9.12%	2,058,454	8.85%	2,107,194	9.49%
Institutional Support	4,371,795	16.87%	3,831,481	16.48%	4,168,792	18.78%
Operations & Maintenance of Plant	3,950,880	15.25%	3,780,904	16.26%	3,456,029	15.57%
Scholarships	2,481,300	9.58%	2,289,022	9.84%	1,752,717	7.89%
<hr/>						
Total Expenditures	25,912,637	100.00%	23,255,227	100.00%	22,202,900	100.00%
<hr/>						

IV. MILITARY AFFAIRS AND STUDENT ACTIVITIES

THE CITADEL
Supplementary Information

RENEWAL AND REPLACEMENT FUND
ACCOUNT ANALYSIS

	Balance 6/30/88	Fees and Misc Revenues	Expended	Transfers In/(Out)	Balance 6/30/89
New Computer	427,955			(3,035)	424,920
Rehabilitation Reserve	71,665	99,190		(6,000)	164,855
Infirmary Equipment	8,431	4,058			12,489
Dining Hall Equipment	296,369	66,957		(128,979)	234,347
Laundry Equipment	36,350	95,363	(148,690)	(75,005)	(91,983)
Barracks Equipment	210,137	61,725		(39,850)	232,013
Barracks Telephone	22,393				22,393
Total	1,073,300	327,293	(148,690)	(252,870)	999,033

REPAYMENT SCHEDULE OF BONDS OUTSTANDING

AS OF 30 JUNE 1988

Year Due	Capers Hall		Institution Bonds*		Total
	Principal	Interest	Principal	Interest	
1990	200,000	22,400	1,570,000	121,185	1,913,585
1991	200,000	13,500	75,000	21,488	309,988
1992	200,000	4,500	75,000	17,625	297,125
1993			75,000	13,725	88,725
1994			75,000	9,825	84,825
1995			75,000	5,906	80,906
1996			75,000	1,969	76,969
Total	600,000	40,400	2,020,000	191,723	2,852,123

* Infirmary, Chapel, Steamline, Fire & Safety projects.
The 1990 amounts include the \$1.5 million dollar bond
anticipation note held for the Coward Hall project.

IV. MILITARY AFFAIRS AND STUDENT ACTIVITIES

A. General

Colonel Arthur E. Richards, III, US Army, Retired, The Citadel Class of '59, continued his duties as Commandant.

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

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

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

LTC Harvey M. Dick, USA, Retired, The Citadel Class of '53, continued his duties as Assistant Commandant.

Gunnery Sergeant Louis A. B. Venable, USMC, Retired, assumed duties as Cadet Operations Advisor in the Commandant's Office on 16 July 1988.

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

1. General

School Year 1988-89 was a year of quality performance by the Corps of Cadets. Continued improvement across the full spectrum of Corps operations can generally be attributed to the mature leadership of the Cadet Regimental Commander, his staff, and subordinate commanders. Their professional, no nonsense approach to their duties resulted in significant improvements in personal appearance, mess hall procedures, drill and ceremonies, as well as academic performance. For the first time in many years, the Freshman Class achieved a 2.0 Grade Point Average for the first semester. This achievement was based largely on the emphasis the Cadre placed on academic performance and the enforcement of good study habits. The cadet chain of command established high standards for the Corps in all areas of operation during the fall and made significant advancement in maintaining those standards throughout the entire School Year.

The Corps' performance and general morale were enhanced throughout the year by the performance of the varsity athletic teams. Winning seasons in all the major sports helped foster a renewed sense of pride among cadets. Especially noteworthy were the football wins over Navy, a trip to the National Playoffs and the basketball team's win over the University of South Carolina.

The most significant challenge confronting the Corps during the school year centered on over-strength. The strength of the Corps at the start of the first semester was 2092, while the normal

4. Parades and Reviews

The quality of performance of the Corps during parades and reviews during School Year 1988-89 was outstanding. Performance during Tuesday and Thursday Drill periods was improved, but continued attention must be devoted to these sessions. Tuesday Drills were primarily directed to the Squad and Platoon level, thus giving the cadet officers and noncommissioned officers at those levels increased opportunities to exercise leadership. Drill periods on Thursday were normally devoted to Corps-wide rehearsal of the parade or review normally scheduled each Friday afternoon. Increased flexibility in the cancellation of Drill and Parades during periods of questionable weather had positive impact on the Corps' morale and, in turn, on performance during scheduled ceremonies. Also, the reward system of excusing the top four companies in parade competition from Tuesday Drill resulted in improved performance by all elements of the Corps. The Salute Gun Battery's performance was superb this past School Year. With numerous firings in support of Corps ceremonies, no misfires were experienced. The revived practice of announcing parade results immediately after the event on Friday afternoon stimulated cadet interest in the ceremonies and appears to have contributed to competitiveness and performance. O Company was the recipient of the Commandant's Cup for best drilled company in the Corps.

5. Disciplinary Matters

The following is a summary of significant disciplinary actions during School Year 1988-89:

	<u>SY 88-89</u>	<u>SY 87-88</u>
Number of Cadets Referred to Suitability Boards	3	4
Number suspended	0	2
Number dismissed	2	1
Number dismissed, with dismissal vacated, and cadet placed on Conduct Deficient List for remainder of School Year, with proviso if he commits a Class I or II offense, dismissal is reinstated	0	1
Number resigning prior to Board	1	0
Number of Cadets Referred to Commandant Boards	10	15
Number receiving Demerits and Tours	5	3
Number suspended	0	1
Number suspended, suspensions vacated, and cadet placed in Conduct Deficient status for remainder of School Year and awarded		

demerits and tours with the proviso if he commits a Class I or II offense, suspension is reinstated	0	1
Number dismissed	0	6
Number dismissed, dismissal set aside and cadet placed in Conduct Deficient status for remainder of School Year and awarded demerits and tours with the proviso if cadet commits a Class I or II offense, dismissal is reinstated	0	1
Number expelled	4	0
Number resigning in lieu of Board	1	3

6. Substance Abuse Program

The Alcohol Abuse Program initiated in School Year 1983-84 continues. This program requires all cadets involved in disciplinary actions that were alcohol related to report to the Department of Psychology's Counselor to the Corps for screening, testing, and counseling. A total of 67 cadets were alcohol referrals in SY 1988-89, as compared to 57 in SY 1987-88. The Student Counseling Center had 6 cadets in the Alcohol Awareness Program who were self-referrals as compared to 3 during SY 1987-88. These 6 self-referrals bring the overall total involved in the program to 73 for the SY 1988-89.

The zero tolerance policy regarding drugs continues to be strictly enforced. One cadet was expelled during the year for simple possession of marijuana off campus.

7. Fourth Class Attrition

The Fourth Class attrition rate for all causes during SY 1988-89 was 15.6% (102 of 655) compared with 14.6% (94 of 646) for SY 1987-88. Cadet leaders made a concerted effort to "personalize" the Fourth Class System by requiring the Cadre to show special interest in each Freshman's grades, personal problems, family matters, and to let the new cadets know the Cadre's mission was to establish and maintain high standards and to train in a positive leadership mode. Significant gains were made in the overall quality of the Fourth Class System.

C. Special Activities

On 30 September 1988, a contingent of 45 cadets acted as ushers and the Regimental Band provided music in support of The Former Secretaries of Defense Conference at Gaillard Auditorium. Another contingent of 200 selected cadets attended the conference. That afternoon the attending Former Secretaries of Defense were honored

guests at the Friday parade.

The Parents' Day Weekend activities started with a special performance during the Sound-Off portion of the 14 October parade by the Royal Scots Dragoon Guards. The Junior Sword Drill, operating under new selection criteria and a revised training program, performed that evening in Padgett-Thomas Barracks quadrangle and received a standing ovation for their outstanding exhibition. The Ring Ceremony was conducted in Summerall Chapel for the second year. All Parents' Day activities were considered highly successful and were well received by the Corps, parents, alumni, and visitors in attendance.

During the period 18-20 October 1988, the Governor of South Carolina, The Honorable Carroll A. Campbell, Jr., hosted the Southeastern United States/Japan Association Conference in Charleston and requested support from The Citadel. A special review was conducted on Tuesday, 18 October 1988, for the Association and its members. Throughout the remainder of the conference, added support was provided by the Pipe Band, the Regimental Color Guard and the Junior Sword Drill. It was reported that our foreign guests were highly impressed with the college. Due to outstanding performance in support of the conference, Governor Campbell granted amnesty to the Corps.

The Commandant's Inspection was conducted on Saturday, 29 October 1988. The Corps' preparation was evident and both the room and personal inspection were outstanding. For the second year, the personal inspection was conducted on Summerall Field in Corps formation.

Homecoming activities were conducted during 4-6 November 1988. Once again, all activities were enjoyed by large crowds. The success of the weekend may be attributed to the high spirit that was enjoyed because of the football team's outstanding performance during the season, a Homecoming win over Marshall, and the Corps' effort to tear down the goal post after the victory.

The Oyster Bowl, 12 November 1988, was held in Norfolk, Virginia, and pitted The Citadel against VMI. The Regimental Staff, Color Guard, Summerall Guard, Pipe Band and Band were invited to participate. The Summerall Guard participated in the parade and performed during half-time. The Bands participated in the parade and pre-game and post-game activities. The Citadel Band won best band in the parade, the Bulldogs won the game, but, most important, the Cadets won the admiration of the public for their decorum and the professional manner in which they conducted themselves.

The Christmas Candlelight Service was successful in attracting capacity crowds on the nights of 4 and 5 December 1988. These spectacular night performances by the Cadets aid in bringing the true meaning of the approaching anniversary of Christ's birth.

The Summerall Guards, even though they didn't perform any special

drill movements, appropriately represented the State of South Carolina in the American Bicentennial Presidential Inaugural Parade in honor of President George Bush on 20 January 1989. However, the Guards did perform the traditional Citadel Series at Disney World and Epcot Center, 10 and 11 March 1989. Even with the "slow" season at Disney World, the Guards attracted large crowds.

Corps Day Weekend activities began with the Marion Square Review commemorating the 146th Anniversary of The Citadel on 16 March 1989. The momentum attained in the first semester was maintained and the Corps of Cadets performed well before large crowds for the Reviews on 17 and 18 March 1989. The march to the Chapel by the Corps of Cadets and the Band's rousing concert of patriotic music in Hampton Park helped to indicate, to the numerous visitors, what The Citadel, The Military College of South Carolina, is all about.

The Corps of Cadets, after returning from Spring Furlough, prepared well for the President's Inspection on 8 April 1989. All activities were performed in a military and timely manner. The President commended the Corps for the special preparation connected with the inspection.

The Cadet Awards Banquet was held in Mark Clark Hall Auditorium for the second year, on 18 April 1989. The special Military Awards Ceremony was held in Mark Clark Hall prior to the parade on 21 April 1989. Both of these occasions were opportunities for civic and military organizations to meet and award many outstanding and deserving young men in the Corps of Cadets.

Commencement Exercises began with the Awards and Retirement Review on 11 May 1989, which honored members of the faculty and staff that were retiring and Active Duty members that were being transferred. The Board of Visitors, normally honored by a review on the morning prior to Commencement, relinquished this honor to the President, General James A. Grimsley, Jr., and his wife Jessie, the First Lady. The Corps of Cadets showed their appreciation for the many years of dedicated service of the President and his Lady, by conducting a magnificent Retirement Review and presenting Mrs. Grimsley with a bouquet of roses on the morning of 12 May 1989. The afternoon Graduation Parade honored the 412 graduating members of the Corps.

Commencement activities continued on the morning of 13 May 1989 with the Commissioning Ceremonies held in Deas Hall. Major General Richard A. Gustafson, USMC, Commanding General of the Second Marine Air Wing, Cherry Point, North Carolina, administered the Oath of Office. The very large crowd then gathered in front of Bond Hall to hear General Grimsley address the Graduating Cadets. All present responded enthusiastically when General Grimsley was bestowed an Honorary Degree. The different branches of the armed forces held their "pinning-on" ceremonies for newly commissioned graduates after the Commencement.

D. Department of Military Science

1. Mission

Recruiting, training and commissioning the future officer leadership of the United States Army is the mission of the Department of Military Science. The mission is accomplished by providing our cadets a challenging, exciting and quality training program designed to test a cadet's mettle. The program prepares the cadet to accept the demanding responsibilities of an Army lieutenant. 65 senior cadets received commissions at graduation, one cadet received his commission in December '88, four cadets will receive their commissions after summer school and another 38 cadets in the Class of '89 will receive their commissions at the completion of Advanced ROTC Summer Camp at Fort Bragg. The total is 108 Army commissionees for the Class of 1989.

2. Personnel

Colonel John H. Mayer, Class of '61 completed his second year as the Professor of Military Science. Joining the Army team this year were Captain Mark G. Davenport who joined us from Fort Stewart, Georgia; Mrs. Vivian Hunter who filled a military personnel clerk's position; and Mrs. Karen Kuhns who also filled a military personnel clerk's position. Additionally, Second Lieutenant Marvin Gordner, Class of '88, joined the unit in August as a Gold Bar Recruiter assisting us in the recruitment of quality cadets into our Army program. 2Lt Gordner departed in March to attend his officer basic course. During the year, Ms. Carol Branson also departed for other employment at the Air Force Base. This summer the detachment will lose seven military personnel. LTC Earl L. Howard will be reassigned to the Inspector General's Office at Fort Meade, Maryland; Major Timothy C. Richardson, Class of '72, will be reassigned as the Post Adjutant General at Fort Sam Houston, Texas; Major Michael J. Masterson will be reassigned as a Brigade S-3 with the 1st Cav Aviation Brigade, Fort Hood, Texas; Major Lowell B. Lovin will be reassigned as a Division Aviation Officer with V Corps in Germany; Captain Bruce J. Cooper has been selected for advanced civil schooling and will be attending graduate school; Sergeant First Class Edgus Conyers will be reassigned to the Sixth Infantry Division in Alaska; and Staff Sergeant Richard L. Knight will be assigned to a long range surveillance unit with C Company, 511th Military Intelligence Battalion in Ludwigsburg, Germany. Five personnel have been tentatively identified as replacement personnel. Captain Christopher P. Vanslager is scheduled to arrive 15 Jul 89 from Germany; Captain Craig W. Hilliker is scheduled to arrive 31 Jul 89 from Germany; Captain James P. Stack, Class of '81 is scheduled to arrive 1 Aug 89 from the 101st Airborne Air Assault Division at Fort Campbell, Kentucky; Lieutenant Colonel James L. Speicher, Class of '68, is scheduled to arrive 1 Aug 89 from the Reserve Military Personnel Center in St. Louis, Missouri; and Sergeant First Class Kenneth W. Ellis is scheduled to arrive in mid-August from the 2d Infantry Division in Korea.

3. Operations

1988-89 was our third year as the Palmetto Battalion. This organization, made up entirely of Army contract and scholarship cadets, plans and coordinates all the training activities for the Army cadets under the supervision and guidance of our Active Duty cadre. The Battalion conducted six field training exercises for cadets bound for the Advanced Summer Camp. The highlights of the exercises was the week long "Mini-Camp" held 15-20 May 89 at Fort Jackson. The Mini-Camp is a culmination of all training that has occurred during the year and is the final test to see if our cadets are prepared for the Advanced Summer Camp training. This year a joint training exercise with South Carolina State College was conducted on the second day of Mini-Camp. Our Ranger Challenge Team finished third again out of all the North and South Carolina ROTC units during competition in October. Several distinguished guest speakers addressed Army cadets during the year to include: Lieutenant General Donald E. Rosenblum, USA, Retired, Class of '51; Major General Robert E. Wagner, Commanding General, ROTC Cadet Command; Major General Teddy Allen, Commanding General, 101st Airborne Air Assault Division; Major General Richard H. MacMillan, Jr., Commanding General, 81st Army Reserve Command; Brigadier General John L. Blandford, Commanding General, Troop Command, Georgia Army National Guard; Brigadier General Nathaniel H. Robb, Commanding General, 30th Infantry Brigade; Brigadier General Joseph C. Hurteau, Deputy Commanding General, 1st Special Operations Command, Fort Bragg, NC; Major General T. Eston Marchant, Adjutant General, S. C. National Guard; and Brigadier General Wallace C. Arnold, Commanding General, 1st ROTC Region. 839 students were enrolled in the Army ROTC program during second semester while 844 students were enrolled in the program first semester. Besides the 108 cadets who will ultimately be commissioned with the Class of 1989, 82 junior cadets are under contract or scholarship. Currently, 17 sophomores and freshmen are on Army scholarships.

4. Extracurricular Activities

The Battalion had an active company in the Association of the United States Army. It has been cited as the largest student chapter in Cadet Command. It sponsored the annual formal Dining-In and again sent six cadets and a Citadel display to the annual AUSA Convention in Washington, D. C. in October. The Citadel Chapter of the Army Aviation Association of America (AAAA), as the only student chapter, remained very active with field trips, displays, and guest speakers. Members of the AAAA attended the annual AAAA Convention in Atlanta in April. The Cordell Airborne Ranger Company is our most active organization. Consisting of 150 active members, they participated in six field training exercises highlighted by a joint exercise with PAC cadets on campus conducting helicopter rappelling and a joint Military Operation in Urban Terrain exercise with Marine cadets at Camp Lejeune, N. C. The Society of the American Military Engineers remains very active as they visited several projects, including a four-day trip to Fort Belvoir, Virginia, to tour the Engineer Research and Development facility. Last summer, Army cadets did extremely well in our special training schools. 44% of our cadets finished in the top 1/3 of all cadets at Advanced Camp. 4 cadets

received their Ranger Tab at Ranger School, with Cadet Brey Hopkins, the Regimental Commander, selected as an Honor Graduate of his class. 32 cadets received their Airborne wings and 5 cadets received the Air Assault Badge. One cadet attended the Northern Warfare School in Alaska. Army cadets will be attending these schools again this summer and the same success rate is anticipated.

5. Future Development

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

E. Department of Aerospace Studies

1. Personnel

Colonel Kenneth E. Krause continued as the Professor of Aerospace Studies and Deputy Commandant of Cadets. Unit manning consists of eight officers (all having Masters Degrees) serving as Assistant Professors of Aerospace Studies, five enlisted members, and one civilian secretary. Three officers will depart this summer after serving three years at The Citadel: Major Kirk A. Ferrell will depart this summer for a new assignment at Air Command and Staff College, Maxwell AFB, Alabama; Captain Charles P. Smiley will report to the 823d Civil Engineering (Red Horse) Squadron, Hurlbert Field AAF, Florida; and Captain Gary E. Raisanen will be assigned to Goodfellow Technical Training Center, Goodfellow AFB, Texas. One officer will depart this summer after serving four years at the Citadel: Captain William B. Byrne, III, will depart this summer for a new assignment at Headquarters, Tactical Air Command, Langley AFB, Virginia. Replacing these officers are: Captain Laura A. Berry, Captain John D. Crawford, Captain Thomas P. Gill, and Captain Edmund G. Memi. Five officers will act as company tactical officers, one as a battalion tactical officer, and one as a deputy commandant in the coming year.

2. Operations

The Department of Aerospace Studies implemented several academic programs begun during the previous year. The instructor training program prepared new instructors for their first teaching experience and provided reviews of administrative procedures, regulatory requirements, and new instructor improvement techniques.

Lesson plans, examinations, and related course materials were updated. During SY 1988-89, 762 students enrolled in the AFROTC program. Of these, 67 were Air Force scholarship/contract students. For FY 1988, 29 cadets were (or will be) commissioned as Active Duty Air Force second lieutenants. Estimated officer production for FY 1989 is 28. Special students (those not currently on contract) continue to be attracted to the AFROTC curriculum of management, leadership, history, and foreign affairs. Current trends indicate approximately 50 cadets from the Class of 1992 will seek an Air Force commission.

3. Extracurricular Activities

The Department of Aerospace Studies continued to engage in many activities to enhance our cadets' knowledge of the Air Force mission. For example, we hosted several prominent guest speakers and briefing teams and continued the Base Visit program. During this year, guest speakers included the Air University National Security Briefing Team, an Air Force Electronic Security Command Briefing Team, and monthly intelligence briefings at our Commander's Calls. Additionally, panels of Active Duty Air Force officers from Charleston AFB presented a personal perspective of the Air Force way of life to sophomore cadets in the Aerospace Studies program. Five rising seniors spent three weeks at various bases in the Advanced Training program. Five Base Visits were also conducted, providing 175 of our cadets a first-hand orientation to the Air Force mission. Our Detachment was also involved in several retention and motivational activities. Citadel AFROTC cadets placed seventh (of 151 AFROTC detachments) and our Active Duty staff placed eleventh in a nationwide Physical Fitness Test competition. The Arnold Air Society had another successful year. They hosted the Area V, VI, Region B Area Conclave in February. This meeting brought over 300 AFROTC cadets from South Carolina, North Carolina, and Georgia together to discuss community service projects. Lieutenant General Claudius E. Watts, III, was the guest speaker for the awards banquet. The Roland F. Wooten Squadron received the "Most Improved Squadron" award while their advisor, Captain William B. Byrne, III, received the "Outstanding Squadron Advisor" award. They cleaned up Johnson Hagood Stadium after home football games to earn money to offset cadet expenses and fees.

4. Future Plans

Next year, the total enrollment in AFROTC is once again expected to exceed 700 cadets. Continued emphasis on showing cadets a first-hand look at the Air Force and Air Force career opportunities will underscore our cadet-centered activities. We hope to increase our Advanced Training and Base Visit programs next year and will continue to offer the Flight Orientation Program to even more cadets. With our frequently updated and stimulating curriculum, we expect superb results--both in an academic and leadership sense--next year. We will continue to emphasize quality in recruiting of our future Air Force officers.

F. Department of Naval Science

1. Personnel

Colonel Myron C. Harrington continued as Commanding Officer, Professor of Naval Science, and Deputy Commandant. Unit personnel consist of 4 Marine and 6 Navy Officers, 1 Marine enlisted member, 3 Navy enlisted members, 2 federal civil service employees and one South Carolina State secretary employee. Captain Richard Reinecke, Class of '79, will depart this summer for assignment to HMM-262; Captain Bill Moser, Class of '78, reported as his relief during May 1989. Lieutenants David LeBlanc and Ken Johnson will depart this summer while Lieutenant Louis Venable will depart in September. All three will be pursuing civilian careers. Lieutenants Marinus Storm, Hilton Cochran and William Heyes are slated as their reliefs. Six officers from the Unit are slated to serve as Tactical Officers.

2. Operations

Four hundred and one midshipmen were enrolled in NROTC classes at the end of the school year. Seventy-one of those were supported by Naval scholarships. Thirty-eight cadets were commissioned, plus one Marine Enlisted Commissioning Education Program (MECEP) student. Sergeant James Bailey, the MECEP student, graduated number three of a graduating class of 434 with a 4.00 grade point average at The Citadel. Ten additional cadets will be commissioned during the summer, bringing the total to 48 cadet commissionees, plus one MECEP, from the Class of '89.

3. Extracurricular Activities

a. Guest Lecturer Program. This program is designed to enhance NROTC cadet knowledge of the Navy and Marine Corps missions, and also to broaden their outlook and increase their exposure to a variety of views, opinions and insights regarding the topical issues facing the Naval Services. Topic items addressed included the leadership challenges facing junior officers in the Marine Corps; organization, structure and mission of NATO's military arm; Persian Gulf operations; women in the Navy; dealing with stress; alcohol abuse; military law; nuclear power program career opportunities; Iranian hostage rescue operation; the battle for Hue City; capabilities of the Navy/Marine Corps air/ground team; the role of a junior officer in the Marine Corps Security Forces; and the duties and responsibilities of junior naval aviators.

b. Unit Guests. During the past year the unit hosted the following distinguished guests: The Honorable William L. Ball, III, Secretary of the Navy; Rear Admiral Virgil L. Hill, Jr., USN, Superintendent, U. S. Naval Academy; Major General Jarvis D. Lynch, Jr., USMC, Commanding General, MCRD, Parris Island, S. C. and Eastern Recruiting Region; and Major General Roy E. Moss, USMC (Ret).

c. Other Activities. The Naval ROTC Unit placed considerable emphasis upon conducting a variety of training activities to enhance

the professional development of our cadets. These activities included three additional training days devoted to physical fitness and swim testing, sail qualifications, ship tours, and three helicopter/fixed wing fly-in indoctrination projects; implementation of the "Seaview Program" which permitted 12 first classmen to spend 24-48 hours aboard Charleston-based Navy ships to experience, first-hand, the duties and responsibilities of a division officer; deployment of three midshipmen on a cruise to Newport, R. I. during spring break; a Mini-Surface Warfare Officer Course for seven newly commissioned Ensigns as preparation for their first training assignment; a joint Marine/Army ROTC departments' field exercise for 175 personnel at Camp Lejeune, N. C., to focus on urban area operations; and a Marine-option field training exercise at Parris Island, S. C., for 35 Marine-option personnel, which focused on the practical application of classroom instruction. In addition, unit personnel managed the embark of 150 midshipmen, via Charleston, from other NROTC units across the country and from the U. S. Naval Academy; participated in four college weekend visitor programs and four football recruiting weekends; escorted 130 Fourth Classmen on a tour of the USS Yorktown and 50 midshipmen on tour of visiting British and Canadian ships; reorganized The Citadel Navy Sailing Association to provide for more active leadership and management on the part of members and increased involvement in sailing activities; and conducted a recruiting visit to the Navy BOOST School to bolster unit and college minority enrollment.

As always, emphasis is being placed on motivating our NROTC midshipmen to perform to the limit of their capabilities. Academic grades continue to be above the college average. During the spring Chief of Naval Education and Training scholarship selection board, 21 Citadel NROTC cadets were selected out of 22 applicants for a 95.4 per cent selection rate. MECEP students continue to set a sterling example for our midshipmen with an aggregate grade point average of 3.68, while our first Navy Enlisted Commissioning Program student finished his freshman year with a 3.8 grade point average.

G. Student Activities

1. General

Under the leadership of LTC Lawrence E. McKay, Jr., Director of Student Activities, the department experienced another rewarding year. The department provided a wide variety of activities to all students, coordinated events for the Campus Family Life program, and continued to assist with increased participation in community-service programs. A new initiative, the Bulldog Booster Program, matched freshmen cadets with Charleston families, creating benefits for both groups. Over 450 freshmen participated in the program.

New clubs and organizations formed include the Paint Ball Club (a tactical war games organization), a reactivated Young Democrats organization, an organizational committee to investigate the acquisition of equipment to start an on-campus AM radio station, and a reactivated ground based instruction Flying Club.

Improvements to Mark Clark Hall, the student center, include the refurbishing of the third floor guest suites, carpeting and general upgrade of meeting rooms, refurbishment of the McCormick sitting room, and initial approval for a sunroom-type addition to the Reception Room which will be known as the Palmetto Room.

2. Social & Recreation Activities

A varied program of social and recreational activities were offered. The Standing Hop Committee, under the direction of the Social Director, Mrs. Wilma Styles, planned the three annual formal hops. The Beach Club was utilized for informal parties which included an oyster roast, outside dances, and a Hawaiian luau. The Christmas ski trip, Super Bowl party, and the eight Harbor Cruises were all popular events.

The Drama Club presented "The Odd Couple" on two evenings during Corps Day weekend. The play, directed by Mr. Sam Evans, was well received from the large crowds in attendance.

The Cheerleaders supported athletic teams with pep rallies. The squad placed 7th in the Division I-AA National Competition.

3. The Beach Club

The Beach Club continued supporting a wide variety of cadet-oriented activities, including a first-ever Senior Class party. Improvements to the physical appearance of the grounds and structures remain a priority. A fall semester Shuttle for cadets was started in September and continued during the Spring semester.

4. Post Office

The Post Office increased its service to cadets, faculty and staff by expanding window availability to include the noon hour. Both windows now provide all postal services, thereby reducing waiting times for customers. An additional set of mail slots were also added to reduce congestion.

5. Publications

The Brigadier, the student newspaper was recognized by the South Carolina Press Association with the following State awards (all colleges competing - regardless of size): 1st Place - Best News Story, 1st Place - Best Feature Story, 1st Place - Best Advertisement, 1st Place - Best Editorial Cartoon, and 2nd Place - Best Photograph. In overall competition, The Brigadier received a 2nd Place award for colleges with similar enrollments. In national competition, The Brigadier received the following awards from the American Scholastic Press Association: 1st Place - Best Sports Coverage and 2nd Place - Overall Competition.

The Sphinx, the student yearbook, was recognized by the South Carolina Press Association with a 2nd Place award for competition

that included all in-state colleges. Delivery time and overall quality of the publication have improved significantly in recent years.

The Guidon, the freshmen handbook, continues to be a useful reference for members of the freshman class. It continues to be published and delivered in a timely manner.

The Shako, the student literary magazine, published its annual Graduation issue which was well received by The Citadel family.

6. Special Services

The Fine Arts Program increased the number of offerings in 1988-89. The professional artists' programs were augmented with a wide variety of cadet programs: "Music of The Citadel" - featuring the Regimental Band and Bagpipers; "Voices of The Citadel" - highlighting the talents of campus singing groups and; "The Odd Couple" - showcasing the acting talents of members of the Drama Club.

The Blood Drive continues to provide the highest number of donations in the Trident area. The college averaged over 200 pints during each of the eight campus visits.

Substance Abuse seminars continue to provide quality speakers in varied fields to provide important information to cadets. The department procured, through state grant funds, "The Family Manual" for distribution to cadets, faculty and staff.

Among other programs, the Cadet Awards Banquet, class election procedures, and special weekend activities continue to be upgraded and refined.

V. DEVELOPMENTAL MATTERS

A. General

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

B. Fund Raising

1. Capital Campaign

The successful and early completion of The General Mark W. Clark Campaign for The Citadel Tomorrow highlighted the 1988-89 year. Announced publicly on 23 October 1985, with 10.4 million already committed, this unprecedented effort to raise \$27 million in gifts and pledges for the college was completed 20 months ahead of schedule and over \$1 million in excess of the original goal.

At the beginning of the fiscal year, over \$25 million in gifts and pledges had been received. And during this current fiscal period, almost \$4 million has been given, committed or pledged, bringing The Clark Campaign total to over \$28 million.

Of this amount, approximately \$6.4 million has been pledged or given during the entire campaign period to The Citadel Development Foundation. This figure includes their annual fund drive as well as specific deferred commitments made through the campaign to that organization. For the same time period, The Brigadier Club has reported \$3.8 million added to their annual fund and memorial fund efforts. In sum, CDF and The Brigadier Club accounted for over \$10 million of The Clark Campaign's \$28 million total, but an additional \$18 million in cash gifts, endowments, scholarships and other commitments have been donated directly to the college. Undoubtedly, the successful completion of the campaign, ahead of schedule and its goals, represents the tremendous efforts of many individuals and has strengthened the college's financial base.

Using the campaign as a vehicle, it is felt, too, that the other fundraising entities have benefitted from this combined approach. Highlighted by the Campaign, the uniqueness of The Citadel, as a singular educational and military institution has led to an unprecedented display of support through donations of major gifts and commitments from alumni, friends, corporations and foundations.

During this fiscal year, follow-up solicitation letters went out to approximately 16,000 alumni and friends in every part of the United States. A breakdown of the composition of donors by type show that alumni accounted for 58.3%; corporations/foundations, 23.4%; and friends, 18.3% of donations. The following projects or programs are some which will benefit from campaign contributions:

Scholarships:	\$9.7 million
Opportunities Fund (unrestricted):	\$5.5 million
Restricted Fund:	\$6.8 million
Endowed Academic Chairs:	\$2.1 million

Vandiver Hall Athletic Facility	\$1.1 million
Distinguished Professorship:	\$734,000
Earle Tennis Center	\$250,000
Summerall Chapel Renovation:	\$205,078

Funding for the Vandiver Hall Athletic Facility fell only slightly short of the original \$1.2 million goal. However, higher project costs have increased the estimated cost of construction to \$2.5 million. Specific fundraising efforts since March, 1989 have added some \$800,000 in new commitments, and further efforts will continue to identify the total funding necessary for Vandiver Hall.

Still, even with the success of the campaign, there were some programs that did not meet the projected goals. Even though The Clark Campaign is officially complete, the Development Office will continue to seek new, innovative methods to secure funding for these projects. Since the official close of The Clark Campaign, the development Office has added nearly \$1 million in new gifts and commitments to the College.

On a final note, the success of The Clark Campaign is already paving inroads for future successes at The Citadel. Campaign funds of more than \$1 million have been distributed to various projects: Summerall Chapel, design and site preparation for Vandiver Hall, purchasing of academic equipment, and support to various academic departments and cadet activities. Initial support of these projects is only a small indicator of the enormous contribution The Campaign will make to The Citadel of Tomorrow.

2. Citadel Development Foundation

The Citadel Development Foundation received \$912,448.00 in gifts during the year. Alumni donated \$650,643, parents and other friends \$123,026 and businesses, industries and foundations \$138,779.

3. The Brigadier Club, Inc.

The income for The Citadel Brigadier Club for 1988 was as follows:

Memberships:	\$720,000.00
Memorial Fund	71,514.44
Insurance	332,500.00
Total	\$1,124,014.44

The Brigadier Club, Inc. changed its name in 1987 to "The Citadel Brigadier Club, Inc."

In January 1988 Caleb Davis, class of 1971, was hired to assist Executive Director Les McElwee, class of 1953, in the fundraising activities of the club. In the first six months, Caleb has conducted several telemarketing sessions in Walterboro, Moncks Corner, Columbia, Camden, and has visited Raleigh, Anderson, Greenwood, Spartanburg, Greenville, Rock Hill, Summerville and Orangeburg. Caleb's main thrust has been new money and working on special events. The successful auction held in February accounted for \$26,000 net profit. Also \$15,000 was realized from a seminar conducted by Zig Ziglar. This was Mr. Ziglar's second trip on behalf of The Brigadier Club.

A goal of \$650,000 was set in 1988 and the final results of a great campaign showed \$720,000 raised. In 1989, a goal of \$800,000 has been set plus a goal of \$700,000 for The Memorial Fund.

C. Alumni Affairs

Membership in the Association of Citadel Men has equalled last year's all time high with more than 8,000 members, totalling more than 50% of all alumni with known addresses. This gives The Citadel one of the highest alumni participation rates of all colleges and universities.

Alumni clubs remain a valued part of the advancement program. CDF, The Brigadier Club, and the Development Office all use the clubs to reach alumni. There are fifty (50) active Citadel alumni clubs.

The Governmental Affairs Committee continues to function as a statewide organization which alerts alumni throughout the state of legislative matters affecting the institution. This committee also works closely with the organizers of the Annual Citadel Legislative Barbecue, which this year had a record number of over 2,500 attendees.

The Citadel Alumni Career Network presents seminars and workshops dealing with cadets in career awareness and placement. This alumni network is also used extensively by cadets and alumni to obtain placement assistance in diverse career areas and various geographical areas.

The Alumni House Committee has been established to study the long-term needs of the Alumni House and recommend funding options for necessary renovations.

CAPP, under the chairmanship of Col. Floyd Brown, USAF, Ret., '55, continues to play an important role in the admissions process of the college.

Dudley Saleeby, Jr., President of the Association, Lt. Col. Henry A. Kennedy, Jr., Executive Director, Col. Calvin G. Lyons, Vice President for Financial Management, and Col. Robert H. Barton, Jr., Vice President for Administration, began a series of meetings to look at the long-term relationship between the college and the alumni association. A proposal has been submitted to the administration.

Major Association Activities of the 1988-89 academic year included the following:

1. Publishing the Alumni News and "Through the Sally Port" (an informal newsletter to all alumni with known addresses).
2. Homecoming activities, including the Ladies Night Banquet and class reunions.
3. Pre- and post-receptions for all home football games and many away games.
4. Servicing Citadel alumni clubs.

5. Alumni travel - included a trip to Australia and New Zealand in August of 1988. A tour recently returned from a Danube River Cruise.

6. Alumni marketing programs---The major marketing items included The Citadel watch, the 1989 Alumni Directoy and "The Citadel sport shoe." All have been extremely successful programs.

7. One hundred thirty-six (136) members of the class of '89 became life members of the Association upon graduation. This represents 30% of the class.

8. The Association sponsored an appreciation dinner to honor General and Mrs. Grimsley in Columbia June 14, 1989. Plans were coordinated with a planning committee in Columbia. Nearly 300 people were in attendance.

D. Placement

Placement activity continued at a steady level with two hundred seven (207) prospective graduates utilizing the Placement Office. Dramatic increases in placement registration has occurred over the past two years due in large part to the decreased number of graduates obtaining military contracts.

With a total of four hundred thirty-five (435) graduating seniors in 1989, one hundred fifty-four seniors (154) received commissions in one of the branches of the military. Those registered with the Placement Office represented 73% of the 281 non-commissioned seniors. As of July 25, 1989, 136 of these seniors had been identified as having secured career positions or acceptance as full-time graduate students; 23 graduates have notified the Placement Office that they are still job-hunting. Although placement surveys were sent to all graduating seniors prior to graduation and again in July, 122 graduates did not respond to either survey; therefore, job placement and graduate school statistics are not 100 per cent conclusive.

In addition to graduating seniors, a total of seventy-eight (78) alumni and four (4) graduate students utilized placement services. Twenty-six (26) alumni were placed through referrals made from the Placement Office, representing a 33% increase over alumni placements made last year.

The Placement Office sponsored six mandatory seminars concerning resume preparation, job search techniques and interviewing skills. Twenty-seven optional seminars were held concerning specific companies and agencies.

The annual Citadel Career Fair in September involved forty-four (44) companies and more than seventy (70) business/industry representatives. It was held on the patio of Mark Clark Hall and was well-attended by seniors, undergraduates and graduate students.

A total of one hundred eight (108) companies recruited on the campus, both through on-campus interviews and referral by resumes. There were 216 separate interview schedules, which generated 3,024 separate interviews. This represents an increase of 61% over last year's figures.

The Alumni Career Network continues to be a vital component of the

Placement Office and is used extensively by prospective graduates, undergraduates and job-seeking alumni. A massive direct-mail campaign was done as part of "Through the Sally Port" in July 1989 to solicit additional volunteers to renew and strengthen this alumni network. As of July 31, 1989, more than 700 alumni have responded to the survey and expressed a willingness to assist other alumni in the job search process.

E. Publications

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

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

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

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

The Citadel Calendar Comments, published monthly during the college year furnishes comprehensive news for members of the faculty, staff, retirees, Advisory Committee, Board of Visitors, The Citadel Development Foundation Board, selected alumni and other entities.

F. Governmental and Public Relations

1. Governmental

The most important piece of legislation relating directly to The Citadel that was acted on by the General assembly during the 1988 session was House Bill 3788. This bill authorized the Board of Visitors to issue student and faculty housing revenue bonds related to student, faculty housing and related auxiliary facilities, to include dining halls.

Incumbent William R. Risher was re-elected to another term on the Board of Visitors by the General Assembly. Dr. Larry J. Ferguson replaced Alonzo W. Nesmith, Jr., as the gubernatorial appointee to the Board of Visitors and John A. McAllister, Jr., was elected to the Board by the General Assembly to fill the unexpired term of Billy O'Dell, who resigned when elected to the South Carolina Senate.

Over 60% of the 170 General Assembly members attended the annual Citadel Bar-B-Que held in Columbia on 16 May.

Rep. Robert N. McLellan, (D), Oconee County, Chairman of the Ways and Means Committee was awarded a Doctor of Laws Degree during Commencement exercises on 13 May.

2. Public Relations

The college enjoyed a successful public relations year primarily due to a 10 October 1988, U. S. News and World Report article that rated The Citadel fourth among the nation's 399 comprehensive colleges and universities of no fewer than 2,500 students.

During the college year, 43 groups, made up of approximately 3,776 individuals, were provided guided tours and briefings. One hundred sixteen news releases were initiated and over 92% of these were published in the Charleston newspapers.

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The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry, no matter how small, should be recorded to ensure the integrity of the financial statements. This includes not only sales and purchases but also expenses, income, and transfers between accounts.

The second part of the document provides a detailed explanation of the accounting cycle. It outlines the ten steps involved in the process, from identifying the accounting entity to preparing financial statements. Each step is described in detail, with examples provided to illustrate the concepts.

The third part of the document discusses the various types of accounts used in accounting. It explains the difference between assets, liabilities, and equity accounts, and how they are classified. It also discusses the importance of understanding the normal balances for each type of account.

The fourth part of the document discusses the process of adjusting entries. It explains why adjusting entries are necessary and how they are prepared. It provides examples of common adjusting entries, such as depreciation, amortization, and accruals.

The fifth part of the document discusses the preparation of financial statements. It explains how the adjusted trial balance is used to prepare the income statement, balance sheet, and statement of owner's equity. It also discusses the importance of comparing the financial statements to the company's performance.

The sixth part of the document discusses the closing process. It explains how the temporary accounts are closed to the permanent accounts and how the closing entries are prepared. It provides examples of closing entries for each type of account.

The seventh part of the document discusses the importance of internal controls. It explains how internal controls help to prevent errors and fraud, and how they are designed to ensure the accuracy and reliability of the financial information.

The eighth part of the document discusses the role of the accountant. It explains the various responsibilities of an accountant, including recording transactions, preparing financial statements, and providing advice to management.

The ninth part of the document discusses the importance of ethics in accounting. It explains how accountants are expected to act in the best interests of the public and to maintain the highest standards of integrity and honesty.

The tenth part of the document discusses the future of accounting. It discusses the impact of technology on the profession and the need for accountants to stay current in their knowledge and skills.

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry, no matter how small, should be recorded to ensure the integrity of the financial statements. This includes not only sales and purchases but also expenses and income. The text suggests that a systematic approach to record-keeping is essential for identifying trends and managing the business effectively.

In the second section, the author addresses the challenges of budgeting and financial forecasting. It is noted that while budgets provide a useful framework, they are often subject to change due to unforeseen circumstances. The document advises businesses to regularly review their budgets and adjust them as needed to reflect current market conditions and internal operations.

The third part of the document focuses on the role of technology in modern accounting. It highlights how software solutions can streamline processes, reduce errors, and provide real-time data. However, it also cautions against over-reliance on technology, suggesting that a solid understanding of accounting principles remains crucial for interpreting the data and making informed decisions.

Finally, the document concludes with a discussion on the ethical responsibilities of accountants and business owners. It stresses that transparency and honesty are fundamental to the profession. The text encourages practitioners to adhere to professional standards and to act in the best interests of their clients and the public.