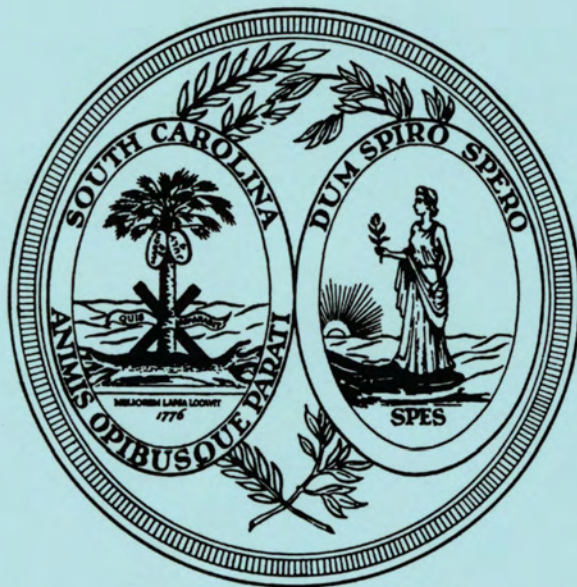


THE CITADEL THE MILITARY COLLEGE OF SOUTH CAROLINA



ANNUAL REPORT 1993-1994

Printed Under The Direction Of The
State Budget And Control Board

THE CITADEL

ARCHIVES AND MUSEUM

HIGHLIGHTS

Brigadier General Roger Clifton Poole, USAR, Class of 1959, joined The Citadel as Vice President for Academic Affairs and Dean of the College in August of 1993.

The Citadel Development Foundation funded The Citadel's 1993-94 grant request in excess of \$2.1 million dollars. Funds from the foundation supported student scholarships, faculty development and research grants, seminars and conferences, and cadet travels.

The Academic Impact allocation continued to support worthwhile efforts aimed at enriching the academic experiences of our students and faculty. During this past academic year, these funds supported the implementation of a second multi-media classroom; academic professional development and scholarly activity support for selected faculty members; the purchase and installation of a satellite dish as part of the new ETV network; upgraded instructional equipment in a number of academic programs; the Study Skills Program; and the final installment on the production of a recruiting film for The Citadel engineering programs used by the Engineering 2000 program in high schools across the nation.

A total of 457 undergraduate degrees were awarded at the May and August commencements. A total of 258 graduate degrees were also awarded.

Summer School enrollment showed a 28 percent increase over 1993.

Minors in a number of areas of study including Math/Computer Science, History, Psychology, Political Science, Physics, and Concentration in Accounting in Business Administration were implemented in the Fall of 1993. The joint program leading to a Master of Arts degree in English with the College of Charleston was implemented in Fall of 1993.

In January of 1994, The Citadel completed its Institutional Self-Study Report as part of its application for reaffirmation of accreditation by the Commission on Colleges of the Southern Association of Colleges and Schools (SACS). The decision of the Commission on reaffirmation of accreditation for The Citadel will be announced at the annual SACS convention in December.

The college's annual audit for Fiscal Year 1992-93 was conducted by the State Auditor's Office. The auditors gave an "unqualified opinion" on the financial statements. This "clean" opinion attests to the good financial practices of the college.

The Treasurer's office placed special emphasis on the institutional loan programs, and we reduced our allowance for uncollectible loans from \$165,927 to \$65,533.

State agencies were authorized to develop a performance pay plan, and The Citadel took advantage of the authority and awarded performance pay increases in the fourth quarter of the fiscal year. Awards were based upon specific performance criteria for faculty and staff members of the college.

The Citadel Trust, Inc., audit for Fiscal Year 1992-93 was completed on time, and the audit firm of McLean and Moise gave it an unqualified opinion.

The Vice President for Finance and Business Affairs and the Director of Financial Services worked with the college's bond attorneys to have the appropriate bond resolutions approved by The Citadel Board of Visitors to enable \$11 million revenue bonds to be sold early in FY 1994-95 for the first of four new barracks to be constructed to replace the existing barracks.

The state approved a Retirement Incentive Program (RIP). The Citadel participated in the plan and paid RIP bonuses and fringe benefits totalling \$335,261 to 34 individuals.

In 1993-94, the Governor's Office of Small and Minority Business Assistance recognized those agencies which achieved in excess of 65% of the FY 1992-93 MBE goal; The Citadel attained 80% of its goal.

The Citadel continues to benefit from its designation as a service Educational Activity (SEA) by the Department of Defense. The Citadel obtained property valued at more than \$520,000 this fiscal year to include heavy equipment, general maintenance supplies, and other equipment.

The Cadet Store revenue collections for the Fiscal Year is \$2,865,000---an increase of more than \$170,000 from last fiscal year.

The Tailor Shop completed its first year with Ippoliti, Inc., of Philadelphia as the new vendor for dress uniforms for the Corps of Cadets. As with all new contractor relationships, there were some problems during the first year. Problem areas have now been worked out, while progressing and remaining dedicated to our tradition of quality in uniforms.

The Citadel Print Shop's new "electronic imagesetter" has been installed and is producing high-quality negatives and plates at remarkable speeds. The new technology will soon allow production of "color separations" in-house and save more than \$20,000 in annual off-campus purchases. It is anticipated that growth for two-and four-color printing will continue well into the foreseeable future.

The Citadel Gift Shop Enterprises' store was temporarily moved to Thompson Hall from December through June while Mark Clark Hall renovations were in process. The relocation back to Mark Clark Hall will be completed by July 15, 1994. The grand opening will be scheduled for fall after the Corps returns to campus.

1993-94 was another great year for progress in the construction area. A ground breaking ceremony was held in May 1994 for the first of four new barracks to be built on campus to replace the four existing barracks. The project to rebuild McCormick Beach House was started and is scheduled to be completed in November 1994. The beach house was destroyed by Hurricane Hugo.

Colonel Robert H. Barton, Jr., Vice President for Facilities and Construction, retired December 31, 1993, after more than 16 years of service to The Citadel. The Physical Plant, Construction Management Office and the Department of Public Safety were temporarily placed under the cognizance of Colonel Calvin G. Lyons, Vice President for Finance and Business Affairs, pending

the appointment of a new vice president. The Decision was made to change the title of Vice President for Facilities and Construction to Vice President for Facilities and Administration, and The Citadel's Department of Human Resources will be placed under the cognizance of the new vice president.

A land transfer and joint use agreement was executed in February 1994 by The Citadel and the City of Charleston, transferring The Citadel's Lockwood Field property to the City for the purpose of building a modern baseball complex for use by the City and The Citadel. The agreement also involved the transfer of College Park, a portion of Brittlebank Park and the City's reversionary rights to the National Guard Armory to The Citadel.

The Construction Management Office was audited and resulted in The Citadel's construction certification being raised from \$25,000 to \$100,000.

The Bond Hall Renovation Project was completed in July 1993. The surety company for the defaulting contractor has made a claim for additional costs beyond the contracted amount. A settlement is being negotiated.

The State Legislature approved the release of \$7,691,000 for the Utilities Repair/Replacement Project. A utilities master plan has been prepared and reviewed by the staff. This plan identifies the problem areas for each of the utilities: electrical distribution, steam distribution, gas distribution, water distribution, sanitary sewer collection, and storm water collection. Also included in the scope is to implement an energy management system.

The design for the first barracks has been completed. The project will be advertised for construction bids September 1, 1994 with an estimated construction start in October 1994.

The Citadel's new greenhouse was erected and is operational. The Physical Plant maintains large and small plants/shrubs for planting on campus or using as greenery for special events.

Recycling is now being done, not only by employees, but also by quarters occupants. Charleston County provided the recycling containers and provides a curbside pick-up service for the residents.

Assistance was provided to SCE&G in completing the repairs/replacement of gas lines and installation of new energy efficient gas water heaters for the infirmary, tennis facility and over 50 faculty/staff quarters units. These locations are now maintained and billed directly by SCE&G.

Dredging was not accomplished this year due to lack of spoil site space and pending negotiations with the City for dike repair. The Boating Center was host to NROTC sail training and the Police Olympics.

The Department of Public Safety's efforts toward educating the faculty, staff, and cadet corps/summer student body on anti-theft techniques has reduced thefts by 300% over the past two years.

Seventy-two moving citations were issued for various misdemeanor reasons during this reporting period. Of these, forty-two were issued to students, with thirteen tickets being dismissed.

A total of 2,986 vehicles were registered to park on campus during the school year. Cadets registered 33%, evening students registered 40%, and the staff and faculty recorded the remaining 27%. The off-campus (Lockwood Field) vehicle parking area for sophomores has been upgraded with improved lighting and guard facility.

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

Mandatory training was accomplished ensuring all Public Safety officers remain certified. Training included firearms qualification, core subjects and legality, and verbal persuasion versus physical confrontation.

The department raised \$1,000 during the annual Buck-A-Cup/Brace-A-Child drive. Campus identification cards were issued to Burke High School officials in support of their "Project Challenge Program"---a program designed to reach out to children.

Additionally, The Citadel and the Public Safety Department hosted and supported the annual statewide Police Olympics sponsored by the Charleston 100 Club. General information, transportation, and facilities were provided for the events.

Colonel George "Buck" Stackhouse III, Director of Public Safety, and two other officers retired under the provisions of the South Carolina Retirement Incentive Program. As a result, a new director was hired and three officers were promoted.

School Year 1993-94 was a year of quality performance by the Corps of Cadets. Objectives were established and actions taken to enforce them as a result of the Cadet Commanders' Retreats at The Citadel and Wild Dunes Conference Center this past August, and at The Citadel in January, which contributed to the Chain of Command's ability to make significant progress and deal successfully with numerous demands and challenges.

The new Cadet 24-Hour Schedule was implemented smoothly with several small adjustments. The Corps' performance and general morale were enhanced throughout the year and their enthusiastic support of the varsity athletic teams narrowed the gap between the Corps Squad athletes and the Corps. President's Day on 26 August, consisted of General Watts' address to the Corps, a legal review, alcohol and drug issues, sexual harassment, AIDS and stress education.

The 8 October Training Day consisted of an address to the entire Corps by City Police Chief Reuben Greenberg which focused on a respect for authority and the importance of accountability. The 4 March objectives included training and completion of the new Cadet Evaluation Reports on each cadet, completion of Company and Battalion Rank Boards, company drill competition and two hours of senior orientation by the Alumni Association.

The Citadel Leadership Development Program has been initiated to develop and administer a comprehensive four year leadership instruction process that prepares each cadet to accomplish his specific duties. The program will include

a progressive series of classes, tests, and practical exercises for each year to certify every leader in their duties and responsibilities. The Functions and Procedures Manual, College Regulations, College Regulations, and The Blue Book will serve as partial foundations, and a detailed review of each job and each class's responsibilities will be completed.

Four "courses" will be established: School of the Cadet for Freshmen, School of the Corporal for Sophomores, School of the NCO for Juniors and School of the Officer for Seniors. The School of the NCO was conducted this year. These courses will be conducted during the afternoons of the first two weeks of each academic year with additional classes throughout the year. All cadets in each class will attend each of these courses, regardless of his rank. Colonel Zinser conducted meetings with the Assistant Commandant, Battalion Tacs, and Cadet Chain of Command to focus on planning for SY 1994-95.

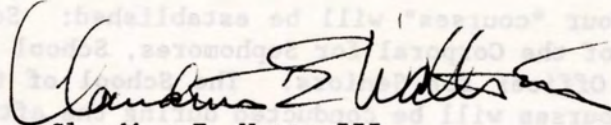
The "Leadership Training Program" has tremendous potential. Cadet Executive Officers underwent Multi-Cultural Relations Training in February and March. The Blue Book continues to serve as a basic guide for standards of conduct for the Corps of Cadets, and has changed only slightly to reflect actual changes to the rules. The enforcement of The Blue Book regulations has significantly improved under the Class of '94 leadership. The Cadre's approach of being "firm but fair," of setting the example, and treating freshmen with dignity, continued.

Throughout the School Year, emphasis in training was placed on establishing priorities and achieving a proper balance among military, academics, physical, and extracurricular activities. Morning Room Inspections continued to be conducted by the Cadet Chair of Command, Tactical Officers, and the Commandant's Office on a routine basis. Four regular SMIs were scheduled for each semester. Commandant's meetings with Tactical Officers prior to each SMI to discuss inspection standards and pre-inspections by the Cadet Chain of Command resulted in improved appearance of cadets and rooms. The Commandant's Inspection was conducted on 30 October.

The zero tolerance policy regarding drugs continues to be enforced. Three random urinalysis tests were conducted for a total of 120 cadets tested. The Alcohol Abuse Program initiated in School Year 1983-84 continued this School Year. The Fourth Class attrition rate, for all causes during School Year 1993-94 was 15.9% (97 of 609) compared with 18.8% (118 of 627) for 1992-93, and 16.9% (105 of 622) for 1991-92. Cadet leaders continued a concerted effort to exercise positive leadership and "personalize" the Fourth Class System by requiring the Cadre to show special interest in each freshman's grades, personal problems, and family matters. The reported "hazing" cases were reported by cadets, and were correctly handled by the Cadet Chain of Command. This shows improved maturity of the cadet leadership and their support of the college's regulations. The punishment of those found guilty of hazing has sent a strong deterrent message to the rest of the Corps.

Rotation of Cadet Corporals was again implemented in January. Rank Boards for SY 1994-95 were completed in late April; one to select the Second Class Senior NCOs (Supply Sergeants, Master Sergeants, First Sergeants and Sergeants Major), and one to select First Class Officers (Company Commanders and above). Prior to commence of Rank Boards, all cadets were rated by their supervisor on a Cadet Evaluation Report (CER), using the criteria of Discipline,

Communications, Integrity, Initiative, Judgment, Team Building/Cohesion, Subordinate Welfare, Mission Accomplishment, Bearing and Physical Fitness. A copy of the CER was placed in Cadet Files as a permanent part of their record, and for use by future Rank Boards. All Second and Third Class Cadets considered by the Rank Boards were required to complete a Cadet Activities Record Sheet, which is also included as a permanent part of their record.



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

The "Leadership Training Program" for cadets was initiated in February and Executive Officers underwent Joint-Cultural Relations Training in February and March. The Blue Book continues to serve as a basic guide for standards of conduct for the Corps of Cadets, and has changed only slightly to reflect actual changes to the rules. The enforcement of the Blue Book regulations has significantly improved under the Class of '94 leadership. The Cadet's approach of being "firm but fair," or setting the example, and treating freshmen with dignity, continued.

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SYNOPSIS OF THE HISTORY OF THE CITADEL

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

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

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

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

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

ORGANIZATION

Board of Visitors

Colonel James E. Jones, Jr., Chairman, '58 (1994)
100 Tower Drive, Box 15
Greenville, South Carolina 29607-1631

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

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

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 608
Columbia, South Carolina 29201

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

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

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

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

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

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

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

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

EX OFFICIO

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

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

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

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

Administrative Staff

Office of the President

President...Lieutenant General Claudius E. Watts III, USAF, Ret.
Executive Assistant to the President.....
Colonel Floyd W. Brown, Jr., USAF, Ret.
Director of Public Relations.....Major Rick Mill, USMCR
Director of Development and Governmental Affairs.....
Lieutenant Colonel Ben W. Legare, Jr., USA, Ret.
Director of Alumni Affairs and Placement.....
Lieutenant Colonel Henry A. Kennedy, Jr.
Director of Personnel and Administrative Services.....
Lieutenant Colonel Lee V. E. Martin
Director of Public Safety.....Colonel George B. Stackhouse III
Coordinator of Chaplaincy Activities.....
Colonel Floyd W. Brown, Jr., USAF, Ret.
Internal Auditor.....John H. Hartwell

Executive Vice President

Vice President for Academic Affairs and Dean of the College.....
Brigadier General Roger C. Poole, USAR, Ret.
Dean Emeritus.....Major General Wallace E. Anderson
Major General George F. Meenaghan
Dean of Undergraduate Studies.....Colonel Issac S. Metts, Jr.
Admissions and Recruiting.....
Lieutenant Colonel Wallace I. West
Dean of Enrollment Services and Registrar.....
Lieutenant Colonel Ronald F. Gaskins
Assistant Registrar and Records Manager.....
Major Carla DeMille
Dean of the College of Graduate and Professional Studies.....
Lieutenant Colonel David H. Reilly
Assistant Dean, College of Graduate and Professional Studies
Lieutenant Colonel Patricia B. Ezell
Director of MBA Program..Lieutenant Colonel Ronald M. Zigli

Acting Director of Library Service.....
Lieutenant Colonel Sherman E. Pyatt

Vice President for Facilities and Construction

Vice President for Facilities and Construction (Vacant).....
Director of Physical Plant...Lieutenant Colonel David A. Schottler
Resident Construction Engineer.....Mr. William Heaner

Vice President for Finance and Business Affairs

Vice President for Finance and Business Affairs.....
Colonel Calvin G. Lyons, USA, Ret.
Controller.....Lieutenant Colonel Ralph P. Earhart
Budget Officer.....Major Gary E. Cathcart
Accounting Manager.....Ms. Sue Reynolds
Director/Procurement Services.....Captain William D. Brady, Jr.
Treasurer.....Commander Robert L. Howell, USN, Ret.
Surgeon.....Dr. H. Clay Robertson III

Commandant of Cadets

Commandant of Cadets.....Colonel Roy F. Zinser, USA, Ret.
Deputy Commandants.....Colonel Guiseppe A. Betta, USMC
Colonel James G. Scott, Jr., USAF
Colonel Roy F. Zinser, Jr., USA
Assistant Commandant of Cadets...Colonel Roger E. Popham, USA, Ret.
Director of Student Activities.....
Lieutenant Colonel Lawrence E. McKay, Jr., USA, Ret.

Director of Athletics

Director of Athletics.....Mr. Walter Nadzak, Jr.
Director of Brigadier Club.....Mr. J. Stannard Hurteau

Auxiliary Activities

Director/Laundry and Dry Cleaning.....Mr. Don Mayfield

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

Professor and Head, Department of Electrical
 Engineering
 M.S., Clemson
 Ph.D., Furman University
 Lieutenant Colonel Mark A. Bedeman
 B.A., Millsaps College
 M.A., Ph.D., Duke University
 Associate Professor and Head, Department of Business
 Administration

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

Colonel George A. Barco, USMC
 B.A., University of Mississippi
 M.S., Central Michigan University
 Professor and Head, Department of Naval Science

Major James Harold Blanton
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 Ph.D., Texas A & M
 Associate Professor and Acting Head, Department of
 Chemistry

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

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

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

Academic Department Heads

Colonel Larry H. Addington

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

Ph.D., Duke University

Professor and Head, Department of History

Colonel Harold W. Askins, Jr.

B.S., The Citadel

M.S., Clemson

Ph.D., Purdue University

Professor and Head, Department of Electrical
Engineering

Lieutenant Colonel Mark A. Bebensee

B.A., Millsaps College

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

Associate Professor and Head, Department of Business
Administration

Colonel Joel Carl Berlinghieri

B.S., Boston College

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

Professor and Head, Department of Physics

Colonel Guiseppe A. Betta, USMC

B.A., University of Shippensburg

M.S., Central Michigan University

Professor and Head, Department of Naval Science

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Ph.D., Texas A & M

Associate Professor and Acting Head, Department of
Chemistry

Colonel Stephen Daniel Comer

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Ph.D., University of Colorado

Professor and Head, Department of Mathematics and
Computer Science

Lieutenant Colonel Ollie Robert Emory

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Associate Professor and Head, Department of Modern
Languages

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Professor and Head, Department of Civil Engineering

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

Lieutenant Colonel Sherman Edward Pyatt
B.A., J.C. Smith University
M.L.S., Indiana University
Professor and Acting Director of Library Services

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

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

Colonel John P. Smyth
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P.E.D., Indiana University
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Education

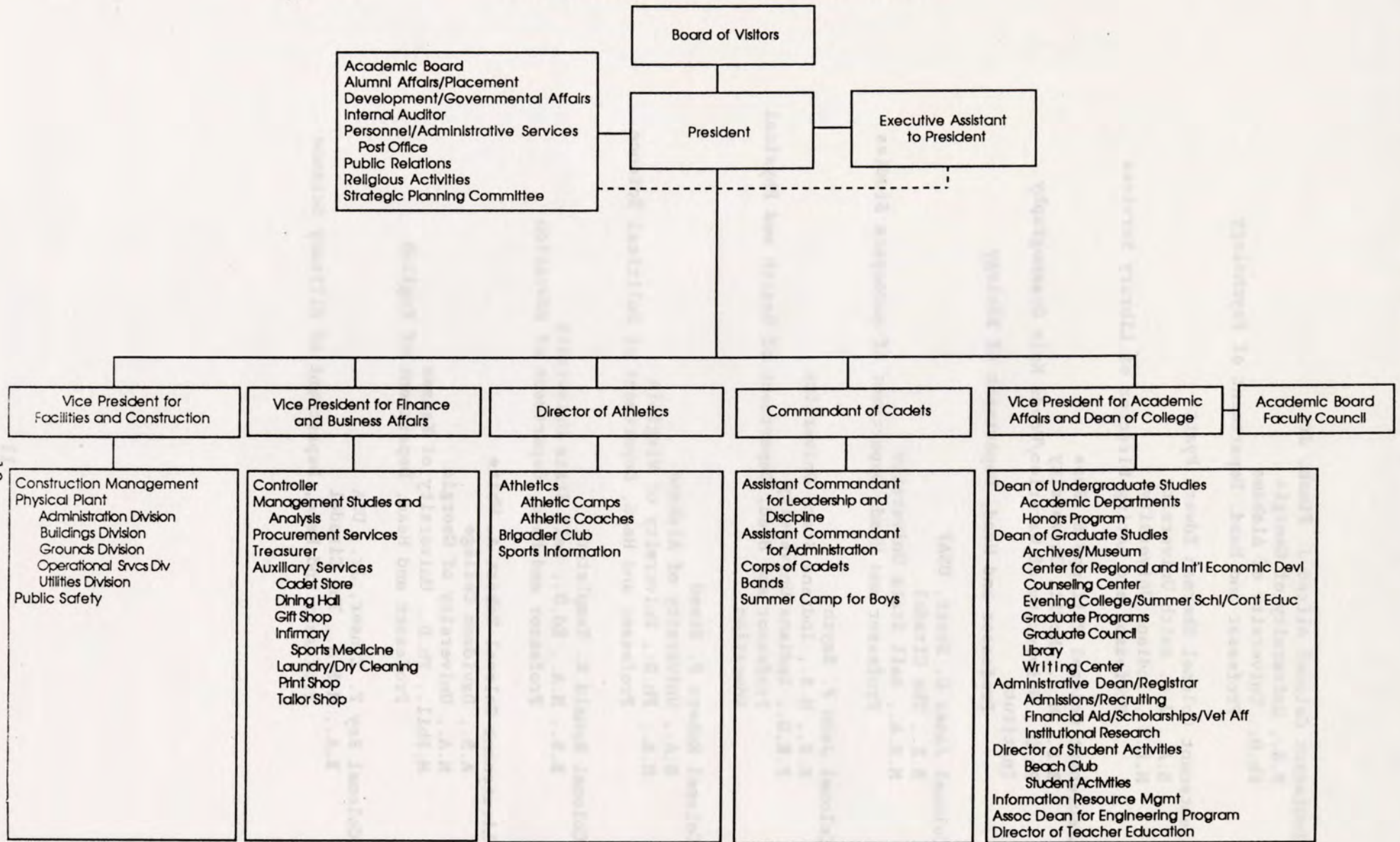
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B.A., University of Alabama
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Professor and Head, Department of Political Science

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

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

Colonel Roy F. Zinser, Jr., USA
B.A., M.B.A., The Citadel
Professor and Head, Department of Military Science

The Citadel Organization and Function Chart



The President maintains direct line to Corps of Cadets

----- coordination

I. ACADEMIC AFFAIRS

A. General

1. Admission & Enrollment

Enrollment for Fall 1993:

Cadets

4th Class	555
3rd Class	467
2nd Class	460
1st Class	446
	<u>1928</u>

Day Students	80
Veteran Students	37
Evening Undergraduate	272
Graduate Students	1967
	<u>2356</u>

Total	4284
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2. Academic Leadership

Brigadier General Roger Clifton Poole, USAR, Class of 1959 joined The Citadel as Vice President for Academic Affairs and Dean of the College in August of 1993. Prior to coming to The Citadel, he was Dean of the E. Claiborne Robins School of Business at the University of Richmond, a position he held for five years.

Colonel Edward F.J. Tucker, Professor of English, will chair the Faculty Council for the academic year 1994-95, replacing Captain John S. Coussons.

Colonel Isaac S. Metts, Jr., Dean of Undergraduate Studies, was appointed to the position of Dean of Planning and Assessment and will be assuming his new position in August 1994.

Colonel John William Gordon, Professor of History, was appointed the Interim Dean of Undergraduate Studies and will be assuming this position in August 1994.

3. Academic Tenure and Promotions

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

a) Tenure as:

Assistant Professor

Captain Mei-Qin Chen
Captain James M. Hutchisson
Captain John A. Murden
Captain Theresa G. Siskind
Captain Josephine H. Templeton

Associate Professor

Major Mary Greenawalt
Major Michael P. Politano

Professor

Brigadier General R. Clifton Poole

b) Academic Promotions

Associate Professor w/Rank of Major

Captain Mei-Qin Chen, Assistant Professor of
Math/Computer Science
Captain James M. Hutchisson, Assistant Professor of
English
Captain John A. Murden, Assistant Professor of Civil
Engineering
Captain Theresa G. Siskind, Assistant Professor of
Education
Captain Josephine H. Templeton, Assistant Professor of
Physical Education

4. Faculty/Staff Military Promotions

The following members of The Citadel faculty and staff were recommended to the Vice President for Academic Affairs by their respective department heads and approved by the President for military promotions, effective with the Fall Semester 1994 to:

Faculty Promotions

Colonel

LTC Mark A. Bebensee (17 years Service and Chair of
Department)
LTC Edward B. Davis
LTC Louis D. Dornetto
LTC Philip W. Leon
LTC David H. Reilly (Dean of separate College)
LTC Joseph F. Tripp
LTC Robert A. White

Lieutenant Colonel

Major James R. Blanton
Major Thomas I. Kindel
Major Christopher R. McRae
Major Thomas J. Anessi

Staff Promotions

Captain

Carol Byrnes
Sylvia L. Nesmith

5. Excellence in Teaching Awards for 1993-94

Recipients for Excellence in Teaching Awards for 1993-94 were nominated by students and after review by the screening committee, recommendations for the awards were presented to the President for approval. Presentations of the James A. Grimsley, Jr. and Self Award were made during the Undergraduate and Graduate Commencement ceremonies in May.

James A. Grimsley Jr. Award for Undergraduate Teaching Excellence

Colonel David H. White, Jr.
Professor, History

James C. Self Award for Teaching Excellence in Graduate Studies

Captain Theresa Gayle Siskind
Associate Professor, Education

6. Faculty Updates

a. New Permanent Faculty for 1994-95

EDUCATION

CPT Michael J. Berson, Assistant Professor

ELECTRICAL ENGINEERING

CPT Thomas A. Jerse, Assistant Professor

HISTORY

CPT Jeffrey M. Pilcher, Assistant Professor

MODERN LANGUAGES

CPT Katya Skow-Obenaus, Assistant Professor

POLITICAL SCIENCE

CPT Margaret T. Britz, Assistant Professor

PSYCHOLOGY

CPT Michael J. Daine, Assistant Professor
CPT T. Darin Matthews, Assistant Professor

b. Faculty/Senior Staff Who Retired in 1993-94

Faculty and senior staff members who retired at the end of academic year 1993-94 and were awarded *Emeriti* status for their many years of devotion and loyal service to the college are:

Colonel Larry H. Addington, Head/Professor of History
Colonel Jimmy Magoulas, Professor of Education
Lt. Colonel Frank Dieter Frohlich, Associate Professor of Modern Languages
Captain Richard O. Haughey, Assistant Professor of Business Administration

7. CDF Assistance

The Citadel Development Foundation funded The Citadel's 1993-94 grant request in excess of \$2.1 million dollars. Funds from the foundation supported student scholarships, faculty development and research grants, seminars and conferences, and cadet travels.

The Academic Impact allocation continued to support worthwhile efforts aimed at enriching the academic experiences of our students and faculty. During this past academic year, these funds supported the implementation of a second multi-media classroom; academic professional development and scholarly activity support for selected faculty members; the purchase and installation of a satellite dish as part of the new ETV network; upgraded instructional equipment in a number of academic programs; the Study Skills Program; and the final installment on the production of a recruiting film for The Citadel engineering programs used by the Engineering 2000 program in high schools across the nation.

8. Undergraduate Degrees

In the 1993-94 academic year, The Citadel awarded the following degrees:

Undergraduate:

	May 1994	August 1993	Totals
<u>Bachelor of Arts</u>			
Chemistry	1	0	1
English	14	0	14
History	41	1	42
Mathematics	5	0	5
Modern Languages	10	1	11
Political Science	61	6	67
Psychology	19	3	22
TOTALS	151	11	162

<u>Bachelor of Science</u>			
Biology	32	1	33
Chemistry	3	0	3
Computer Science	5	0	5
Education	17	2	19
Mathematics	3	0	3
Physical Education	12	0	12
Physics	5	1	6
TOTALS	77	4	81
B.S. in Business Administration	142	15	157
B.S. in Civil Engineering	34	3	37
B.S. in Electrical Engineering	19	1	20
TOTALS	423	34	457

Graduate Highlights

Degrees	May 1994	August 1993	Totals
Education Specialist	5	2	7
M.A. in Teaching	24	10	34
M.A. in Education	11	7	18
M.B.A.	31	11	42
M. of Education	126	23	149
M.A. History	5	2	7
M.A. English	1	0	1
TOTALS	203	55	258

9. Summer School Report

The overall enrollment (actual student count) shows a 28 percent increase over 1992. The various student types reflect the following changes:

- 1) Cadet enrollment up 20 percent
- 2) Transient, day, veteran, and evening enrollment is down 14 percent
- 3) Graduate enrollment is up about 44 percent
- 4) Course enrollments are up 20 percent

Comparative data for Summer Session I and Evening registration enrollment figures for the past 4 years:

	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>
Cadets	422	355	354	287	343
Other Undergrads	339	286	263	274	235
Total Undergrads	<u>761</u>	<u>641</u>	<u>617</u>	<u>561</u>	<u>578</u>
Total Graduates	776	776	789	842	1217
TOTAL	1537	1417	1406	1403	1795

Credit hour production for 1993 compared to the past four years is as follows:

	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>
Credit hours	6691	6096	6143	6098	7743

10. New Academic Programs

Minors in a number of areas of study including Math/Computer Science, History, Psychology, Political Science, Physics, and Concentration in Accounting in Business Administration were implemented in the Fall 1993.

The joint program leading to a Master of Arts degree in English with the College of Charleston was implemented in Fall 1993.

11. SACS Self-Study 1993-1994

In January of 1994, The Citadel completed its Institutional Self-Study Report as part of its application for reaffirmation of accreditation by the Commission on Colleges of the Southern Association of Colleges and Schools (SACS). On February 22-25, a fifteen member Reaffirmation Team appointed by the Commission on Colleges visited the campus to assess The Citadel's compliance with published SACS Criteria. They studied official reports and documents, visited campus facilities, and interviewed faculty, staff, administrators, and students. The Team members presented an overview of their findings at an exit interview with the President, a representative of the Board of Visitors, and representatives of the faculty and administration on the morning of February 25. In April, The Citadel received a draft report from the Reaffirmation Team and returned a written response correcting factual errors. In June, the College received a final report of findings and recommendations and is currently engaged in preparing the formal written response to that report to be submitted to the Commission on Colleges by the end of October. The decision of the Commission on reaffirmation of accreditation for The Citadel will be announced at the annual SACS convention in December.

B. Biology

The Department of Biology offers an undergraduate major leading to the degree of Bachelor of Science. The program provides a strong background of required core courses and the flexibility of free electives to allow the student to pursue a broad education in the liberal arts and sciences. The number of majors increased over the past year to approximately 190, due to a large freshman class. Thirty-two Biology majors graduated, ten of whom have already been accepted into various graduate and professional programs. The Department also offers two masters degrees in conjunction with the Department of Education. Fourteen Biology majors were enrolled in Biology graduate courses in the Fall 1993 semester, twenty-seven in the Spring 1994 semester, and twenty-one in the first 1994 summer session.

The Department's scientific internship program in Environmental Sciences entered its second year of operation. In the Fall 1993 term three undergraduate students received hands-on research experience with the National Oceanic and Atmospheric Administration, National Marine Fisheries Service (NOAA/NMFS), and two with the South Carolina Department of Wildlife and Marine Resources (SCDWMR). In the Spring 1994 term the program expanded, with five students interning with NOAA/NMFS, four with SCDWMR, and one each with the U. S. Department of Agriculture, the Veterans' Hospital, Burke High School, and Prof. Porcher. The program is an initiative intended to enhance the preparation of Biology majors who intend to pursue careers in fields other than the health professions.

Dr. Richard D. Porcher was on sabbatical leave for the 1993-1994 academic year. Dr. N. Gayle Sauer and Ms. Jean Everett were appointed as adjunct professors for the year. Dr. Keith E. Murphy joined the Department as an Assistant Professor in August 1993. Research funds from federal agency grants were used to hire Ms. Jennifer Cummings as a Graduate Research Assistant in January 1994, and Dr. Toby Mapes as a Research Assistant Professor in March 1994. Dr. F. Lance Wallace has been awarded a sabbatical leave for the 1994-1995 academic year.

Biology faculty were active professionally this past year. Dr. T. Clark Bowman continued to pursue research on how to improve the level of experimental content in the teaching of Biology in area high schools. He also participated in research on the effects of environmental contamination on vascular plants, was co-author of an invited paper presented at an international meeting. He also had an "innovative laboratory exercise" published in a compendium of resources for secondary schools. Dr. Dennis Forsythe had two articles published in peer-reviewed journals. He also published two technical reports and presented three papers at scientific meetings. Col. Forsythe received a research grant from the U. S. Department of the Interior, led three ornithological expeditions, and served as a consultant to industry on three environmentally

related projects. He also published one journal article and one technical report. Dr. B. Joseph McLain Kelley, Jr., served as Principal Investigator on two federally funded research projects (Sea Grant program). One is a study of environmental effects of pipeline excavation, and the other is an environmental study of the Cooper River.

Dr. Keith E. Murphy received funding from USDA for research on arboviruses, and submitted proposals for research on mechanisms of DNA repair and on the genetics of canine hip dysplasia. Funding for these proposals was pending at the time of writing. He also published two journal articles and presented two papers at national meetings. Dr. Robert E. Baldwin initiated an effort to write a laboratory manual for General Biology, in collaboration with Dr. N. Gayle Sauer and Dr. T. Clark Bowman.

Dr. Richard Porcher presented several scientific lectures to outside groups. He completed work on a major book, Wildflowers of the South Carolina Lowcountry, which will be published by the University of South Carolina Press. Dr. Porcher led ecological tours for numerous citizen groups, served as a consultant on several environmental projects, and received three federal research grants and one state agency grant. He authored one article published in a national peer-reviewed journal, and also served on the Scientific Advisory Board for the South Carolina Nature Conservancy. Dr. Philippe Ross published one scientific article, and one book chapter, presented seven papers at national and international scientific meetings and gave two invited seminars at academic and government institutions. He chaired a session on sediment toxicity at the Fourteenth Annual Meeting of the Society of Environmental Toxicology and Chemistry, and taught a European Community Advanced Studies Institute course in Coimbra, Portugal. Dr. Ross served as Principal Investigator on one ongoing federal research grant and received a new research grant from the Charleston Harbor Project. He completed six years of service as Senior Scientific Advisor to the U. S. Environmental Protection Agency's Great Lakes National Program Office, and was appointed by the NOAA as Scientific Coordinator of the National Indicator Study. He continued to serve on the editorial board of Lewis Publishers, as Associate Editor of the Journal of Aquatic Ecosystem Health, as Secretary of the Aquatic Ecosystem Health and Management Society, and continued as a member of the Technical Advisory Committee of the National Oceanic and Atmospheric Administration's Coastal Oceans Program.

Dr. Gerald Runey continued his research on gametogenesis in nematode worms and began a new sample collection campaign in the Spring of 1994. He served as campus wide pre-med coordinator, and continued in his role as Faculty Athletic Representative to the National Collegiate Athletic Association and the Southern Conference. Dr. F. Lance Wallace received research grants from the Citadel Development Foundation (CDF) and the University of South Carolina's International Center for Public Health Research. Dr. Wallace also had an "innovative laboratory exercise" published in

a compendium of resources for secondary schools. He continued to serve as Curator of the Dominick Moth and Butterfly Collection, and was selected from a highly competitive applicant pool to attend an international workshop on the molecular biology and genetics of insect vectors of disease.

The Tau Nu of the Biology Honor Society, Beta Beta Beta was well represented the Southeastern Regional meeting. Three students presented research papers, and Cadet Patrick Ivan Harp's paper placed second in the Outstanding Student Research paper category. Cadet Jonathan Hegler was elected as Southeastern Region Vice President. Cadet Marcus Moore won a scholarship to attend the Annual Meeting of the Society of Toxicology.

C. Business Administration

The school year 1993-94 was an exciting one for the Department of Business Administration in that two events of major significance took place. After many years of wishing, hoping, planning, and dreaming, we moved into our new home in the completely renovated Bond Hall. All of our offices and most of our classrooms occupy the entire second and third floors of the "new" east wing; in addition, we have two Case Study Classrooms and one large Lecture Classroom on the first floor. Through the generosity of the private and corporate donors listed below, we were also able to furnish all of our new facilities with beautiful new office and classroom furniture. We appreciate the help of everyone who made our new home possible, particularly the following donors of named classrooms or offices:

South Carolina National Bank funded the SCNB Auditorium, our large lecture classroom. Mrs. W. Andrew Kennedy Jr., funded the Wallace Andrew Kennedy Jr. Case Study Classroom (Room 161), and Mr. Bill Krause funded the Entrepreneur's Case Study Classroom (Room 166). Business Administration classrooms on the second and third floors were funded by the Citadel Class of 1963, the families of Francis Y. and Henry L. Legare, First Union National Bank, Mr. Edward J. Derst III and the Derst Baking Company, the family of Dr. William R. Haynie II, and the family of Mr. Norman H. Nuttall. Business Administration faculty offices were funded by Mr. John M. Settle, the Atlantic Coast Life Insurance Company, Mr. Thomas M. Burbage Jr., and Mr. E. Bush Peebles Jr. Our new Seminar Room on the second floor was funded by the family of Mr. A. B. Jordan III. Our second major event this year is truly a milestone in the history of our department. At its annual meeting in April, the American Assembly of Collegiate Schools of Business (AACSB) awarded our department the official designation of Candidate for Accreditation. Candidacy status is an important intermediate step in the long process of achieving full AACSB accreditation. Candidacy status is an indication that an institution has voluntarily committed to participate in a program of self-improvement and is actively progressing toward the status of

accreditation; candidacy status is not accreditation and does not guarantee eventual accreditation, but it is an indication that the AACSB recognizes our commitment to the accreditation process and the progress we have made over the last several years. At the present time, there are no accredited business administration departments in the United States. (Every currently accredited program is either a College of Business or a School of Business.) We are well on our way to becoming one of the very first accredited departments of business in the country,

Business Administration continues to be the most popular undergraduate major at The Citadel. We welcomed 146 new freshman majors last fall. This past May, 142 seniors (about 33% of the graduating class) received their Bachelor of Science in Business Administration degree.

Business faculty were extremely active this year in the areas of faculty development, research, and other scholarly activities. Under the direction of Maj. Mary B. Greenawalt, the Department of Business Administration received a grant of \$1500 from the Arthur Anderson Foundation to develop and conduct a faculty workshop on techniques for including discussions of ethical issues in business administration courses. The grant plus some supplemental Citadel Development Foundation (CDF) funding made it possible for our faculty and several administrators to attend a two-day workshop at Camp St. Christopher on September 13-14, 1993. Many professors received CDF research grants or faculty development awards. The work of our faculty appeared in a variety of public forums through the publication of papers and articles in a wide assortment of scholarly journals. Several faculty also made contributions to books in their professional fields.

Faculty members have been involved in various projects of The Citadel's Center for International and Regional Development this year. The Center's Director is Lt. Col. George S. Vozikis, Professor and Alvah Chapman Chairholder in Business Administration, and the Associate Director is Maj. Stephen J. Silver, Associate Professor of Business Administration.

The department's Wall Street Journal Award, given to the most outstanding undergraduate business major and selected by a vote of the faculty, went to Cadet James A. Gore, a senior accounting concentration major and magna cum laude graduate from Camden. Jim was First Honor Graduate in his class this year, and he has accepted a position with the public accounting firm of Price Waterhouse.

In personnel news, Capt. Richard O. Haughey concluded a distinguished teaching career of more than twelve years at The Citadel with his retirement in May. Maj. Mary B. Greenawalt, Associate Professor of Accounting, was awarded tenure effective with the Fall, 1994 semester. Maj. Stephen J. Silver competed for and was awarded a Fulbright Fellowship for this coming school year. He will be traveling to western Africa to teach at a university in Cameroon.

and-tear" on the facilities increased dramatically. It is clear that some major renovation will be needed in the near future. Additionally, in a step to remedy certain safety problems that were brought to light this year, the department head was able to secure funds through the Executive Vice President's office in install eyewash stations in the instructional laboratories and laboratory preparations rooms.

Some significant changes in the faculty will occur during the next academic year. MAJ J.R. Blanton, who has been serving as Acting Department Head during the past two years, will be promoted to LTC and assume the role of Department Head.

The continuing problem of staffing has become a worrisome one. In the past we had the services of a full-time adjunct professor; and, if estimates of the size of the entering freshman class prove accurate, we shall need one for the 1994-95 academic year if we are to decrease the sizes of our classes to a level more appropriate for a school our size. Approval for hiring an adjunct professor or opening a new position, however, has not been given, and probably will not be forthcoming due to budget constraints. If such permission is granted, a person will have to be located on very short notice, and this has proved to be difficult from past experience. Developing a solution to this problem during the 1994-95 academic year will be one of this departments goals. In conjunction with our staffing problem, our equipment is rapidly becoming obsolete where research is concerned. One of our immediate goals for next year is to begin securing outside funds to augment matching CDF funds to begin upgrading our facilities.

Overall, the foundation of the department is strong and well able to make its contribution to the mission of the college. It has a strong curriculum, a dedicated faculty, and the BS program continues to be approved by the American Chemical Society. Unfortunately, because of three years of heavier than normal student loads, lack of pay raises, and the revelation that the majority of our faculty are paid less than an entry level assistant professor (in chemistry at a comparable sized school), faculty morale has dropped considerably (to mediocre or worse). In fact, unless some progress is made in this area, I suspect we can expect to see our younger faculty begin looking into other opportunities. In closing, if the obstacles we are now facing can be overcome, we should be able to move forward confidently to face the problems of the future.

E. Civil Engineering

The Civil Engineering Faculty began this academic year by participating in an all-day retreat on August 11th. The purpose of this retreat was to develop short-term and long-term goals, plans, organization, policies and procedures for the department. One outcome of the meeting was the identification of five major department goals. The following is the list of these goals and the significant achievements towards each goal.

Department Goals and Objectives:

Goal: To improve recruitment and retention

- Procedure set up where Department Head meets with recruits and sends follow-up letter.
- Each advisor met with first year students on an informal basis.
- Planning began on recruitment computer disk.
- Departmental policies and guidelines distributed to all students

Goal: To establish educational assessment mechanisms

- College-wide student evaluation form used.
- Mechanism to evaluate student performance in the Fundamental in Engineering Exam created.
- Exit interview procedure for seniors created.
- Charter for Civil Engineering Visitor Council completed and forwarded to Administration

Goal: To develop safe and modern laboratory courses and work spaces

- Request for Material Data Sheet booklets completed and approved by Administration.
- Information compiled for five year departmental equipment strategic plan.

Goal: To improve the educational and computational capabilities of the department.

- Purchased six 486 computers equipped with AUTOCAD for computer laboratory.
- Plan worked out with IRM to support Window's applications software in main computer laboratory for the fall term.
- Faculty and student computers placed on Novell Network.
- Software MATHCAD purchased for faculty members.

Goal: To enhance the library facilities in Civil Engineering.

- Inventory made on all missing books in library collection.

Several important goals for the department were to increase the department's teaching effectiveness, scholarly production, faculty development and service to the community. The following list the most significant accomplishments for the department in these three areas.

Teaching Effectiveness:

The department began an Excellence in Engineering Teaching Monthly Luncheon Series. Several faculty members attended the Writing Across the Curriculum Luncheon Meetings. Five faculty members attended the Southeast Section of the American Society of Engineering Education Annual meeting. A monthly senior seminar series in cooperation with the Eastern Branch of the American Society of Civil Engineers was created to allow students exposure to professional issues in the engineering profession. Civil Engineering course CIVL 209 modified to teach C++ computer language.

Scholarly Activity of Civil Engineering Faculty:

CAPT John Murden and Dr. James Nelson published in CE

Computing "Editorial: A Case for Using Computers in Structural Engineering Education." LTC Thomas Dion completed his textbook titled Land Development for Civil Engineers. LTC Dennis Fallon and Dr. Nelson of Clemson University published a report titled "Evaluation of Acceleration Forces During Prototype Trials With the Watercraft WFF-8.6 Free-Fall Lifeboats." This report was based on a series of full-scale tests conducted this summer in Denmark. After six years of research and prototype construction, LTC Thomas Dion was issued a patent on a parallel-series pumping system. CAPT John Murden and Dr. James Nelson of Clemson University completed two research contracts: "Evaluate the Harding FF-34 Free-Fall Lifeboat During Reflagging of the Cape Wrath and Cape Washington" and "Perform full-scale and Prototype Model Testing of the Hatecke GFF-8.1M Free-Fall Lifeboat."

LTC Dennis Fallon and Dr. James Nelson completed a research contract to "Estimate the Performance and Develop Testing Protocol for a New Build 400 Passenger Conventional Lifeboat." LTC Russell Stout, Jr. and Dr. James Nelson completed a research contract to "Evaluate the Effects of Blast Loads on a 9.5 Meter Conventional Lifeboat."

Four papers on engineering education were accepted for publication and presentation at the Annual Meeting of the Southeast Section of American Society for Engineering Education in Greensboro, N.C., April 10. MAJ Kenneth Brannan, CAPT John. Murden and LTC Dennis Fallon presented a paper titled "Three Keys to Success for Engineering Education in the 21st Century." LTC Thomas Dion presented "Preparing Civil Engineering Students to Practice Engineering in the 21st Century." CAPT John Murden and MAJ Kenneth Brannan presented a paper based on their computer class titled "C++ as a First Programming Language for Civil Engineers. Finally, LTC Dennis Fallon and MAJ Kenneth Brannan presented a paper on " Motivational Concepts for the Engineering Educator."

MAJ Kenneth Brannan and LTC Dennis Fallon presented their paper, titled "The Leadership Connection for New Engineering Educators: In Today's Classroom and the Classroom of the Future," in the Proceeding of the American Society for Engineering Education National Conference in Edmonton, Canada.

Faculty Development:

LTC Russell H. Stout and LTC Dennis J. Fallon attended the Summer Faculty Institute on Wind Protection Design in Boulder, Colorado. MAJ Michael Woo, Associate Professor, spent a week at the International Groundwater Modeling Center Institute for Groundwater Research and Education located in the Colorado School of Mines, Golden, Colorado. MAJ Michael Woo attended a workshop in Charlotte, N.C. on "Underground Detention Designs for Stormwater Management."

Service:

LTC Russell Stout, Jr. was appointed Campus Representative Coordinator for the Southeast Section of the American Society for Engineering Education. LTC Russell Stout, MAJ Kenneth Brannan, and CAPT. John. Murden attended the American Society for

Engineering Education Annual Meeting planning session on Sept. 23-24 in Atlanta, Ga. LTC Thomas Anessi stepped down as the Faculty Advisor to the Student Chapter of the American Society of Civil Engineers at The Citadel after completion of a five year term. CAPT John Murden was appointed student advisor. CAPT Murden taught a workshop on the computer software MATHCAD at the Annual Meeting of the Southeast Section of the American Society for Engineering Education.

LTC Dennis Fallon attended the National American Society of Civil Engineers Convention in Dallas, Texas, Oct. 24. LTC Thomas Dion also attended a one-day seminar in December on Geographic Positioning Systems in Columbia. LTC Dennis Fallon taught a short course on Earthquake Engineering in cooperation with Dr. J. Nelson and Dr. S. Schiff of Clemson University in Charleston, Nov. 2-4. LTC Russell Stout, Jr. conducted a seminar for students from the Burke Magnet School on structural analysis and design.

F. Education

Programs in teacher education have continued to attract a substantial enrollment, particularly at the graduate level. During this academic year enrollment in all teacher education graduate programs have experienced modest growth. In Fall 1993, head count enrollment of 1530 students exceeded the previous year. Spring 1994, saw a graduate enrollment of 1369. These enrollment figures are quite satisfactory especially when it is noted that the program in community counseling was transferred to the Department of Psychology and therefore those enrollment figures are excluded from the education numbers. Enrollment is at least one measure of the quality of programs. The "market place" has indicated a Citadel education at the graduate level is to be prized. The Department of Education takes pride in the achievement of attracting large numbers of graduate students to our programs. Enrollment at the undergraduate level has continued to grow. Cadet enrollment for Fall 1994 will be approximately 95 students. This represents a near doubling in cadet enrollment in teacher education over the last four years.

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

The Department has lost two faculty members this year through

resignation. In addition, Dr. Kenneth Shelton Professor of Education died unexpectedly in May. His death is a great loss to the Department and to the college. The Department has been able to add one person. Dr. Michael Berson will join the faculty in August as an assistant professor primarily assigned to teaching in the cadet and MAT programs. We are delighted with this addition to the faculty. The Department of Education, however, continues to be substantially understaffed. Using the formula of the Commission on Higher Education, the Department is typically approximately six faculty short. This is a serious problem for the Department and one that must receive institutional attention in the near term. The Citadel cannot operate quality graduate programs with excessive utilization of adjunct faculty. We have made efforts during the spring 1994 semester to add faculty to our staff. Our efforts, however, have not borne fruit. It is our intent to continue job searches until appropriate candidates are hired.

The program developed at Burke High School to prepare, through a special program, at risk high school youngsters for college and employment continues to prosper. The publicity from this highly successful and innovative program continues to be positive. This outreach program of the Citadel's teacher education unit is a exemplar of how colleges can work with public schools in order to make a difference in the quality of educational opportunity. Ms. Carol Byrnes is continuing to work with this program quite successfully. At the present time, The Citadel is paying the cost of this program, since outside funding from the Jesse Ball DuPont Foundation has ended. Charleston County School District has assumed part of the cost of this program. We are also continuing to seek foundation support for this very worth while program.

Quality is the watch word of the Department of Education. In order to maintain it and to enhance it, the Department has been active in curriculum revision, professional and scholarly activity, participation in state-wide activities, and most importantly in delivering the curriculum through outstanding teaching. The Department looks back at the year with pride and forward to the challenges of 1994-95.

G. Electrical Engineering

One hundred and two cadets and fifty-eight evening students majored in electrical engineering this year. Twelve cadets and seven evening students graduated in May 1994; one evening student will complete his degree requirements this summer. Two of the graduates will attend graduate school beginning this fall.

The Citadel's Bachelor of Science in Electrical Engineering evening program is continuing to grow and develop. Numerous inquiries about this electrical engineering program indicate a strong need for a program for non-traditional students. A Citadel decision to offer only the upper division curriculum and to depend on Trident Technical College to provide the lower division course work formally converted the program to a joint two-plus-two engineering program with Trident Technical College.

In February 1994 the Civil and Electrical Engineering

Departments and the local Engineering Societies held an open house in Grimsley Hall during National Engineers Week to provide information to prospective students and the general public about the engineering profession. As part of National Engineers Week activities, a toothpick bridge competition was sponsored by the Junior Engineering Technical Society

In December 1993 and April 1994, Associate Professor Larry Dunlop administered the National Engineering Aptitude Search (NEAS) for high school students interested in an engineering career.

Associate Professor Jack Stinson organized the fourth annual Electrical Engineering Design Symposium. Senior students presented their senior design projects at the Symposium. Their papers were published in the Symposium's Proceedings.

Visiting Assistant Professor Bruce Evans, Faculty Advisor to The Citadel's IEEE Student Branch, and three electrical engineering students attended IEEE Southeastcon '94 in Miami, Florida.

The faculty continues to build a record of scholarly and professional achievement. Assistant Professor Joe Epple returned in the Fall of 1993 from educational leave at Georgia Tech where he continued to work on his Ph.D. research, making significant progress towards his doctorate in Electrical Engineering. His work resulted in three conference papers. Associate Professor Jack Stinson's professional activities have been in support of South Carolina Research Authority work in the area of national standards for electrical product data exchange and in the design, implementation and operation of computer networks. Associate Professor Larry Dunlop was elected a senior member of the Institute of Electrical and Electronic Engineers. He also was the recipient of the First Plateau Invention Achievement Award from IBM in recognition of his sustained creative activity. He continues to conduct research on the characterization of reliability mechanisms in solid-state devices. Professor Dunlop presented papers relating to the teaching of engineering design at the American Society of Engineering Educators southeastern section meeting. Professor Louis Dornetto continues to be actively involved in the area of environmental impact and personnel hazards of electromagnetic energy. He serves on an ANSI committee addressing non-ionizing radiation safety criteria, and on the Institute of Electrical and Electronic Engineers International Standards Coordinating Committee 28, SCC 28 on Non-ionizing Radiation. 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 served as a judge for the 1993 Southeastern Electric Exchange Marketing Awards Competition, and attended a technical conference of the Southeastern Electric Exchange in Baltimore, Maryland. He is an active member of the Power Engineering Educators and Industry Group of the Exchange. Professor Askins attended the Southeastern Association of Electrical Engineering Department Heads Meeting in Atlanta, November 4-5, 1994, and the National Electrical Engineering Department Heads meeting held at Hilton Head, South Carolina, March 11-15, 1994.

The Electrical Engineering faculty is in transition. Mr. Albert J. Kunze, III, Visiting Assistant Professor, resigned in

August of 1993 and was not replaced. Mr. Bruce W. Evans, Visiting Assistant Professor, resigned in May of 1994 and accepted a position with Santee Cooper. Associate Professor Jack A. Stinson, resigned in June of 1994 after sixteen years with The Citadel to take a position with the South Carolina Research Authority. Mrs. Joan McCambridge, the Department secretary, retired after nine years of service to the Department.

H. English

Faculty Promotions and Leaves of Absence: In August of 1993, Dr. James S. Leonard and Dr. David S. Shields were promoted to full professor and lieutenant colonel. In the same month, Dr. Philip W. Leon returned from a one-year sabbatical leave, and Dr. Peter A. Mailloux began a one-year sabbatical leave. In the spring of 1994, Dr. James M. Hutchisson was recommended for tenure and promotion by the department and by the college, and in August of 1994, will become an associate professor and major. Dr. Thomas C. Thompson was recommended for a third and fourth year of probationary reappointment, i.e., through AY 1995-96. The number of full-time, permanent faculty in the English Department is currently 16.5 (half of Dr. Jack W. Rhodes' duties are to administer the Honors Program).

Faculty Scholarship and Professional Activity: For the English Department, the major scholarly event of the year was the presence in Charleston of the International Conference of the American Society for Eighteenth-Century Studies (March 9-13, 1994). Although Dr. David Shields was the major organizer, other members of the Department helped in various ways to plan and produce this conference, which was heavily supported by CDF. Also through the generosity of CDF, the Department hosted a campus visit of poet Toi Derricotte (April 28, 1994), which Dr. Margaret Lally arranged and planned. And Dr. Tom Thompson presented a workshop for his colleagues on the Myers-Briggs Type Indicator and some of its implications for the English classroom. Individual scholarly and professional activity resulted in a broad range of publications and presentations: books published and reprinted, works refereed, journals edited, articles and poems published, papers read, public lectures presented, offices held in professional organizations, and high school classrooms visited.

In August of 1993, in cooperation with the South Atlantic Association of Departments of English, The Citadel inaugurated a network for electronic mail which presently links the chairs of English Departments in about 45 colleges and universities throughout the country, primarily in the southeast. With help from IRM, Dr. Robert A. White established and manages the network.

Faculty Leadership Within the College: Dr. Edward F. J. Tucker served this past year as the Vice-Chair of Faculty Council and will chair the Council during AY 1994-95. He also continues to sponsor and direct the activities of the Inn of Court. Four members of the English Department served on the Steering Committee for the College's SACS Self-Study: Dr. Suzanne O. Edwards (Chair), Dr. Robert A. White (Editor), Dr. James S. Leonard, and Dr. David G. Allen. Dr. Margaret M. Lally served on the Search Committee for

the Head of the History Department, and Dr. White is serving on the Search Committee for the Head Librarian. Dr. Peter A. Mailloux was appointed as the Chair of the college's Strategic Planning Committee, and other faculty members represented the department on almost every committee in the college.

Faculty Awards: Two of the college's four professors designated this year as CDF Faculty Fellows are from the English Department: Professors David S. Shields (a Research Fellow) and David G. Allen (a Teaching Fellow). Both were appointed for a three-year term, beginning with AY 1993-94. Professor James A. W. Rembert was recently named a Fulbright Lecturer in American Literature and Culture at Guangzhou Foreign Languages University in Guangzhou (Canton), People's Republic of China, and will teach there during the 1994-95 academic year. He will receive a full year's sabbatical leave for this purpose.

Undergraduate English Majors: In the spring of 1994, there were 70 undergraduate English majors, a 42% increase over the 49 majors in the spring of 1993.

Table 1: Number of English Majors in the Spring Term

<u>Year</u>	<u>Total Undergraduate English Majors</u>
1990	60
1991	55
1992	46
1993	49
1994	70

This year's winner of the William E. Mikell Award was Cadet Christopher Emil Curry Parsons; the winner of the department's prize for the high score on the Major Field Achievement Test was Cadet Michael M. Socha; and the winner of the Granville T. Prior Award was Cadet Michael A. Spake. In addition, this year's Regimental Commander was an English major, Cadet Colonel Norman Paul Doucet, Jr.

On March 31, 1994, the faculty of the English Department hosted a dinner for the seventeen senior English majors at the home of Professor James Rembert.

Assessment: In the summer of 1993, Dr. Tom Thompson prepared for the Department a study entitled "Refining the Program for Assessing Core Curriculum English Courses at The Citadel", which the Department received and discussed in the fall. Subsequently, a year-long series of luncheon discussions on Freshman English, which were planned and moderated by Dr. Thompson, provided a forum for ongoing discussion about the strengths and weaknesses of ENGL-101 and ENGL-102 and of the teaching methods we employ therein. Several members of the English Department also helped plan, or attended, luncheon meetings on Writing Across the Curriculum and implemented in their own courses some of the ideas they gleaned there. For the third consecutive year, the Department administered the standardized Major Field Achievement Test in English to graduating seniors.

Masters Program: In the fall semester of 1993, students enrolled for the first time in the new joint program (with the University of Charleston) leading to the Master of Arts degree in English. By the end of the academic year, 33 students had signed up, 14 at The Citadel and 19 at the University of Charleston. The first two students to graduate received their diplomas in May 1994, and another is expected to finish the program in August. The average GRE score of the entering students is 1050; the average MAT score is 67. A total of eight graduate courses were taught during the regular academic year (half at each institution), but, of course, not every student in every class was enrolled in the M.A. program.

1994 Summer School: The undergraduate enrollment in English courses for the first session of Summer School 1994 was 104 students. This is a fifteen percent increase over last year's total of 90, but below the 132 who enrolled each year in 1989, 1990, and 1991.

Table 2: Total Undergraduates Enrolled in English Courses in the First Session of Summer School

<u>Year</u>	<u>Undergraduates in English Courses</u>
1989	132
1990	132
1991	132
1992	79
1993	90
1994	104

For the second consecutive year, Dr. Tom Thompson is teaching "Personality Type and the MBTI [Myers-Briggs Type Inventory] in the English Classroom" as an innovative special summer course offered by the College of Graduate and Professional Studies.

Budget: The English Department's 1993-94 budget was adequate this year to meet the minimum needs of the department. However, for the third consecutive year, there was no money at all budgeted or used for travel or for new equipment; faculty who did travel drew upon special CDF funds.

I. History

The department commenced the academic year 1993-94 with an authorized strength of thirteen professors, one of whom - Professor R. Douglas Porch - was on a second year of leave at the Naval War College, and a second - Professor Jamie W. Moore - was on a half-sabbatical during the Fall semester. Approximately 150 cadets were History majors in all four classes, and, with the commencement of the minors program this year, approximately a dozen cadets declared as History minors. In the Fall, the department was heavily preoccupied with final preparations for the visit of the inspection team from the Southern Association of Colleges and Schools, an event which took place in February 1994. The department received good marks from the outside professors who visited the department. Forty-three undergraduates majoring in History graduated in May

1994.

During the year, the department was also involved in seeking a Latin American specialist, a process that culminated with the appointment of Jeffrey M. Pilcher as Assistant Professor. He will join the department in August 1994. In November 1993, Larry H. Addington, Professor and Head, served notice that he would retire at the end of the school year after serving thirty years at The Citadel and five years as department head. Professor David H. White, Jr. was appointed Acting Head effective 1 June 1994. The faculty vacancy created by Professor Addington's retirement will be filled through a search for a specialist in Asian history to join the department in August 1995. Appointed Visiting Assistant Professor for the 1994-95 academic year, Kyle Longley will join the department in August. In May, Professor Douglas Porch served notice that he would remain permanently at the Naval War College. He therefore resigned his position at The Citadel as Professor and holder of the Mark Clark Chair of History.

The Joint M.A. in History Program with the University of Charleston continued to prosper after nearly five years of operation. Sixty students are in process (over half matriculating through The Citadel), and ten students have thus far received their M.A. in History degree. The department also served students in Education seeking the M.A.T. in Secondary Education (History). Professor Gary Nichols, Director of the Joint M.A. Program from its inception and coordinator of all History graduate programs, has contributed greatly to the success of all these programs. Professor Michael Barrett will assume graduate program duties as Associate Director of the Joint M.A. in History Program in Fall 1994.

Professor J. William Gordon provided noteworthy service in promoting the observance of Black History Month at the College in February. Professor Gordon will take up a new appointment as Interim Dean of Undergraduate Studies in August 1994.

J. Mathematics and Computer Science

The department offers a wide range of courses to meet the mathematics and computing needs of students at the college. During the 1993-94 academic year we offered 118 undergraduate classes, including those offered in the evening program, and over 1150 students were enrolled in the core mathematics courses. The number of majors in mathematics and computer science was approximately eighty, down from the previous year. In May twelve students graduated with Bachelor's degrees and two more will finish in August. Enrollment in the graduate program, offered in conjunction with the Education Department, remained about the same. During the 1993-94 academic year eight students received MAT degrees and seven received MAE-Math degrees.

The Mathematical Association of America (MAA) and Association for Computing Machinery (ACM) Student Chapters each provided a variety of opportunities for students throughout the year. Three students attended a conference on mathematical modeling and two students participated in a MAA workshop on chaos in connection with

their senior research projects. Twenty-two students were involved in the Problem of the Month competition sponsored by the University of Oklahoma and two students scored fairly well in the annual William Lowell Mathematics Competition sponsored by the MAA. Two teams of students participated in the Southeastern Region ACM Programming Contest.

Members of the department remained active professionally. Eight members of the department had CDF Research grants and six obtained Faculty Development grants. Articles by Professors Chen, Hurd, Trautman, and Zahid appeared in refereed journals and ten members of the department attended and/or presented papers at meetings. In April the annual South Eastern Regional Meeting on Numbers was held at The Citadel, organized by Professors Francel and Hurd. In March a departmental Faculty Development grant was used to host a Workshop on Calculus Reform conducted by Professor Phil Cheifetz, Nassau Community College. The workshop was not only attended by the department, but also by representatives of the Civil Engineering Department, Trident Tech, Charleston Southern, College of Charleston, and South Carolina State University.

Several faculty members were involved in local initiatives to improve mathematics. During February Professor Trautman organized a very popular Mathematics Competition for local High School students. Other faculty were involved in the South Carolina Academy of Science January workshop, Mathcounts, and selecting and preparing the State Math Team. Professor Comer was involved in the formation of the Charleston Area Mathematics and Science Hub.

A major portion of the department's efforts during the year was devoted to preparing for the SACS visit, beginning an extensive curriculum review, and implementing an assessment plan. Among the curriculum changes a minor in Applied Mathematics was established to begin next year.

Effective in August 1993 Dr. Aquila R. Lipscomb received tenure and Dr. Andre Deutz was promoted to Associate Professor. Professor Charles E. Cleaver was on Educational Leave at the U.S. Army Management College in Ft. Lee, VA for the academic year.

K. Modern Languages

For the first time in seven years, the Department of Modern Languages has a faculty of nine tenured/tenure-track members. Professor Guy Toubiana joined the department, coming from the University of Arizona. His teaching expertise is French and Spanish, with research interests in the eighteenth century. In addition to the nine permanent faculty, the department also must employ two full-time temporary faculty in order to fulfill its mission. Professor Macarena Keating joined the faculty in this capacity for one year. A final personnel change is the retirement at the end of the spring semester of Professor Frank Frohlich, after thirty years of teaching German and Russian.

The Department of Modern Languages continues to assess effectiveness of initial placement of entering freshmen by carefully monitoring their performance in courses early in the fall

semester. In order to assist in the development of a state-wide language placement exam, faculty members participated in sessions of the South Carolina Committee on Placement. The department continues to experiment with various testing devices in developing the concept of an exit examination to be administered to all cadets at the conclusion of each course in the language sequence to assure acquisition of minimal linguistic skills in each course of the core curriculum sequence.

Enrollment in core courses remains relatively stable, although fluctuations occur within the three language sections. Due to a decline in interest in Russian, Russian 101-102 courses were not offered during the period under review.

Major and minor programs in French, German, and Spanish allow students to combine linguistic/cultural interests with career goals. The entire faculty of the department is actively engaged in advising all students in regard to career options involving languages. While the number of majors has not significantly increased, cadets declaring minors, especially in Spanish, have increased over the last year. Consequently, enrollment in upper-division courses remains sound. Twenty-four students participated in The Citadel's Summer Study Abroad programs in Spain and Austria in the summer of 1993; eighteen participated in those programs in France and Spain in 1994. The local chapter of Sigma Delta Pi received national recognition as an outstanding chapter in its first year of charter.

With only one exception, all tenured/tenure-track faculty participated in various professional and scholarly activities by reading papers, chairing sessions, or attendance during the year under review. Conferences included South Atlantic Modern Language Association, Philological Association of the Carolinas, and an international symposium on Don Juan. Professor Andrade had two articles published, one in Postscript and the other in Estudios sobre Alfonso Sastre. Professor Gurganus had an article appear in Postscript. These professional and scholarly activities are vital to enrichment of classroom presentations and to professional development.

In order to meet the perceived demands for qualified language instructors at the primary and secondary levels in South Carolina, the department is developing a plan for teacher's certification at the undergraduate level and a plan for granting MAT. In addition, a cooperative program for an MA is being considered in conjunction with the University of Charleston.

The department continues to study possibilities for updating its language laboratory. Options include utilization of multi-media technologies including audio, video, computer and television interfaces. Renovation of current facilities will allow the department to integrate more fully daily language and culture into the learning environment and to enhance the learning process for all students.

L. Health and Physical Education

The Department of Health and Physical Education enjoyed a year

of productive growth among the departmental members, continued assessment of the undergraduate major, the graduate program, the intramural sports program and the sports club program. Departmental members were active in campus and professional activities. Dr. Melvin Ezell continues to be involved with the Assessment Program for the whole campus and he continues his leadership in the joint M.U.S.C./Citadel cardiac rehabilitation program which is active and doing well. Dr. Gene Styles continues his involvement with the varsity golf program and is doing a fine job of keeping the graduate program organized. Dr. Styles is also active with the Citadel alumni association in helping raise money for scholarships and he travels throughout the state working with the alumni. Dr. Gary Wilson and Dr. Josey Templeton continue their analysis of data concerning cadet attitudes in the area of high risk sexual behavior. Both Dr. Wilson and Dr. Templeton are certified SCUBA instructors and Dr. Templeton is the faculty sponsor for the Citadel SCUBA Club. Dr. Templeton was elected president of the South Carolina Alliance for Health, Physical Education, Recreation and Dance which is the highest office in our state professional organization. Dr. John Carter made the department proud by receiving the Algernon Sydney Sullivan award this year and he continues to be the driving force in the campus recycling program. He has now received funding for student help in the program. Dr. John Smyth was chairman of the Cooper River Bridge Run Committee this year and under his leadership the run was a huge success both participant wise and financially. Dr. Smyth was awarded a CDF half year sabbatical along with his half year as outgoing department head and he will be serving the U.S. Olympic Center in Colorado Springs. Dr. Gary Wilson will assume the leadership of the department for the next five years.

Faculty members in the department received numerous CDF faculty development grants this past year and under the guidance of Dr. Gary Wilson The Citadel will be the manager of an education training grant in health education which was awarded by the state department of education.

All of our faculty attended the South Carolina Alliance for Health, Physical Education, Recreation and Dance state meeting. We had several cadet majors that also attended. There were two faculty members that attended the American Alliance for Health, Physical Education, Recreation and Dance national meeting in Denver, CO. Dr. Gary Wilson made a presentation at this meeting.

We have added new RPED courses that appeal to the cadets. Our majors program is healthy with approximately 95 individuals majoring in physical education. Our summer graduate course offerings were up this summer and this program looks like it will be self-supporting during the summer session.

INTRAMURAL- SPORTS CLUBS

The Intramural Sports Program enjoyed another year of full participation in all phases. The Corps participation was 99.1 percent which includes the cadets that play on varsity teams and Sport Clubs as well as those that referee in Intramural sports to include referees. LTC Eugene F. Lesesne and Assistant

Director/Graduate Assistant Ernie Stokes led the Corps to continued prominence in the National Honorary Athletic Fraternity, Sigma Delta Psi. Five new members qualified for the Corps Epsilon Beta Chapter in 1993-94. Jeffery Adler won the award for Outstanding Intramural Athletic Officer and Christopher Erickson was selected as the Outstanding Intramural Athletic Sergeant. Andrew Adams won the award for the Outstanding Intramural Athlete and Maurice Bennett was named the Outstanding Intramural Referee of 1993-94. Bryon Frost was selected to be the Regimental Athletic Officer for the 94-95 school year. Alpha Company won the Regimental Championship and the accompanying Board of Visitors' Trophy and Plaque improving from 10th last year. Championship shirts were awarded to the winning company and this year we sent several shirts to a Village in Honduras for orphan children. We did not add any new sports for the year but will reduce Wallyball to one league and discontinue Team Sigma Delta Psi due to low interest. We did notice an increase in team forfeits and a slight decline in overall participation as the new cadet 24 hour schedule takes effect. The time allowed for Intramurals was reduced from eight to six hours per week and many of the conditioning programs for cadets moved from morning to the 1530 to 1730 period.

SPORT CLUBS 1994

The Citadel Sports Clubs were successful in presenting opportunities for cadet participation and in representing the college in 16 intercollegiate activities. There were 360 cadets involved in Sport Clubs during the school year. The Rugby Club performed well and was nationally ranked, the Pistol Club again brought national recognition to The Citadel with a National Championship in The ROTC Division, National Champions in Air Pistol and second in the overall Open Championships. The Pistol Team also had three of the eight All-Americans. The Pistol Club is coached by Dr. Joel Sexton. The Pistol Team continues to operate without an indoor range and must travel to the Naval Base to practice and hold home meets. The Sailing Club continues to improve and finished second overall in the South Atlantic Conference. David Loring finished first in the North American Lasers Championships. The sailing teams 420 sail boats are now nine years old and are very tired from nine years of racing. The Crew Club participated in a Regatta in Augusta that included teams from Europe and England and raced in the Southern Intercollegiate in Oak Ridge, TN. The Taekwon Do Club continued to grow in number and under the coaching of Fred Weil won the first four places in all divisions in the two tournaments they entered. Boxing was the host for the Eastern Regionals attended by Naval Academy, VMI, Shippensburg State, Lock Haven College and The Citadel. The Judo Club has grown under the able coaching of Ronald Charles, the third highest ranking instructor in America. The Judo Club entered two tournaments this year and won the team trophy in both. They also hosted a large southeastern tournament that had 175 competitors. The Cycling Club raced in three time trials and four road races. The SCUBA Club certified 30 new divers during the school year in Basic, Advanced, Rescue Diver and Dive Master, but was unable to take any diving trips under the new policy concerning weekend travel that took effect after the school year began. The Scuba Clubs has Capt Josey Templeton and LTC Gary Wilson as Instructor/advisors. The Exhibition Drill Team continued this year as a Sports Club and entered competition in the fall. Skydiving continues to qualify

new jumpers despite having to travel to Barnwell. Skydiving was also impacted by the need for the students to take weekend leaves in order to go practice. The need for practice fields for Rugby and Lacrosse for the coming year need to be addressed. It seems that most of the outdoor facilities are going to parking lots as we build new facilities. The field on Fishburn St. has been turned into a parking lot as well as Kovats Field.

M. Physics

The Department of Physics had twenty eight students majoring in physics at the end of the 93-94 academic year. Of these students four graduated during the May 1994 commencement. Eight students are minors in applied physics, the first year in which such a minor has been offered. Over 1,150 students took courses from the department during the period July 1, 1993 to June 30, 1994. Of this number approximately half were taking lectures courses and half laboratory courses. Physics majors take 54 credit hours in their discipline as well as 22 credit hours in mathematics along with the strong college core curriculum. Physics minors take at least 26 credit hours in physics. The curriculum of the major was revised during the year. Advanced Laboratory Physics was increased to two hours and Physics 101 and Mathematics 422 were removed as required courses and made one of several approved electives. Several courses were moved to later semesters in order to lighten the academic load of freshman cadets.

Two Noble Laureates visited the department and gave both general audience and technical lectures. Dr. Charles Townes talked about his work on lasers and astrophysics. Dr. Hans Bethe explained his work on nuclear physics and particle physics. An endowment to support these and other programs was started, which in the first six months has raised over \$1,800. Members of the department participated in a number of presentations before the local school groups, giving presentations and demonstrations in astronomy, super conductivity, and rocketry.

Mr. William R. Holdren, laboratory technician and laboratory manager was promoted to Instrument Technician I. He has done an excellent job running five different laboratories each semester. He has been responsible for the acquisition of thousands of dollars worth of Navy surplus equipment.

Mrs. Nancy Sliwa continues to do an outstanding job as secretary/receptionist for the department. She has worked well in accommodating visiting dignitaries and running several department social events. She serves on several college committees and does the secretarial work for Phi Kappa Phi.

Each member of our department has been active in teaching, research, and service during the past year.

Dr. Joel C. Berlinghieri, Professor and Head of the Department of Physics, submitted a research paper on optical interference to Optics and Photonics and presented a paper at the Toronto meeting of the Optical Society of America. He presented demonstrations for the World of Wonder program of the Charleston Parks and Recreation

Commission, participated in the MasonFEST program involving students in rocketry, and sponsored a program for summer SAIL students. He has served as a reviewer of electromagnetic theory for introductory physics for Worth Publishers, Inc.

Dr. Jagdish Mehra, the Distinguished Professor of Physics, continued his radio program "Masterminds" on WSCI (public radio) which commenced broadcasts last summer. He also published a scientific biography of Richard P. Feynman, the great American physicist and Nobel Laureate. He is working on the next volume of his seven book treatise of the conceptual and historical development of quantum theory.

Dr. Weiler R. Hurren, Professor of Physics, continues working with a colleague at Brigham Young University on the study of fullerenes. He is preparing a paper for publication.

Dr. Saul J. Adelman, Professor of Physics, published several research papers, received a research grant, and attended national and international conferences during this period. He has also been very active in the study of the faculty salary structure at The Citadel and in the development of astronomy programs for local elementary school teachers.

Dr. Peter J. Rembiesa, Professor of Physics is assisting Dr. Mehra in the writing of a biography on Julian Schwinger. He also remains active in theoretical physics.

Dr. Patrick R. Briggs, Associate Professor of Physics, returned from a sabbatical leave for the past academic year. He has been organizing a manual on space physics data. He continued his efforts in science education developing activities for middle school teachers and astronomy projects for elementary school teachers. He also has been very active in the development of new and innovative teaching methods for introductory physics.

Dr. Russell O. Hilleke, Associate Professor of Physics, has done an outstanding job in the classroom having developed a close working relationship with our physics students. He has been active in optical and surface physics research.

N. Political Science

The Department of Political Science has a faculty of nine full time members; additionally, for the past decade, and for the first semester of the 1993-94 academic year, the John C. West Professor of Government and International Affairs has worked closely with the Department by teaching two courses per semester. Unfortunately, financial constraints prevented continuation of this position beyond December, 1993. During the review year, the Department conducted a search for a new faculty member in the criminal justice area and looks forward to having that position filled for the 1994 fall semester.

The Department of Political Science offers a major which permits each student to concentrate his study in the area of his interest while at the same time affording him an opportunity to

obtain a broad liberal arts education that will enrich his life, acquaint him with the rights and responsibilities of citizenship, and prepare him for a satisfying career.

Graduates of the department enter military service, public administration, law, criminal justice, graduate and professional schools, business, and federal and state government. In order to prepare graduating seniors for graduate and law schools and professional employment, seminars and workshops are conducted annually on the Foreign Service, Graduate Record Examination, Law School Admission Test, employment opportunities in criminal justice, and Civil Service employment. Each member of the departmental faculty is readily available for individual consultations regarding career guidance for our majors. Additionally, the department has subscribed to an employment service bulletin which is made available to students, and steps have been taken to have the Career Development Center subscribe to a similar publication devoted to positions in the criminal justice field.

The Political Science Curriculum develops three alternative areas of concentration: (A) American Government and Politics, (B) International Politics and Military Affairs, and (C) Pre-Law and Criminal Justice. The curriculum is designed to make sequential/developmental learning likely and seeks to avoid a random smorgasbord approach. Serious attention is being given to "writing across the curriculum" and to improving our students' quantitative and analytical skills. The Department also offers four minors in American Democracy, Criminal Justice, International Politics/Military Affairs, and Non-Western Studies to provide a wide range of options for non-Political Science majors who are interested in some aspect of political science. Additionally, the Department has responsibility for two courses as part of the College's core curriculum; one of these, Sociology 210, was developed just this year and was approved for inclusion in the 1994-95 College Catalogue.

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

The Internship program continues to be successful and provides students an opportunity to apply what they learn in the classroom in various governmental agencies. During 1993-1994 students served internships with the following agencies in the local area:

Mt. Pleasant Police Department
North Charleston Police Department
City of Charleston Police Department
Charleston County Sheriff's Department
Federal Public Defender

Charleston County Public Defender (state)
South Carolina Department of Probation, Parole,
and Pardon Services
South Carolina Wildlife and Marine Reserve
City of Charleston Department of Cultural Affairs
U.S. Attorney's Office
City of Charleston Police Department Identification
Lab
U.S. Air Force Office of Special Investigations (OSI)
U.S. Air Force Security Police
Neighborhood Legal Services
U.S. Coast Guard
U.S. Navy
U.S. Naval Station Transition Center
Various local law firms (including: Barnwell, Whaley,
Patterson, Helms; Dennis Rhoad; Bart Daniel)

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

The Department routinely offers a variety of special courses each year. During the report year, Professor Delbert Rounds developed a new course in Corrections to enhance our offerings in the criminal justice area. Additionally, Professor Feurtado developed a new course on the politics of southern Asia. Especially in the area of pre-law and criminal justice, we have worked to develop extra opportunities for our students as evidenced by a special topics course in Prosecution and Defense taught by the Federal Public Defender for Charleston during the 1994 spring semester.

The departmental faculty continued during 1993-1994 to be extremely active within the profession. A number of research papers have been presented by members of the Department at the following scholarly meetings:

International Studies Association
Western Political Science Association
Southern Political Science Association
Midwest Political Science Association
Conference on Legitimizing Institutional Change
in the Third World (New Delhi, India)
South Carolina Political Science Association
National Social Science Association
Symposium on African and Caribbean Transitions
to Democracy at the University of the West
Indies (Jamaica)
Citadel Symposium on Southern Politics

In addition, several members of the Department published research materials in books and professional journals. Professors Robert Steed, Laurence Moreland, and Tod Baker edited The 1992 Presidential Election in the South: Current Patterns of Southern Party and Electoral Politics published by Praeger Publishers of New York. Moreover, they and Professors Feurtado and Mays are all under contract to write chapters in books on subjects ranging from

southern partisan politics to African politics to Jimmy Carter's presidency. Professor Mays is working to complete a book manuscript under contract to Scarecrow Press on multi-national peacekeeping, and Professor Davis contributed materials to two books on international politics.

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

During the 1994 spring semester, the Department sponsored the Ninth Citadel Symposium on Southern Politics. This conference, recognized nationally as the leading professional meeting on the politics of the South, was attended by approximately 70 scholars from all over the nation. This year's symposium featured 25 panels on various topics (reporting scholarly research on subjects ranging from party and electoral developments in the South to southern governors and legislatures to contemporary elements of civil rights in the region); the special luncheon address was delivered by Dr. Wayne Flynt of Auburn University.

The Department has also been very active in helping conduct the business of the college. For example, various departmental faculty chaired Self-Study committees and assumed responsibility for writing significant parts of the final report, and a number served on key institutional committees.

The Department of Political Science is sensitive to its role in the community and continues to cooperate with various organizations such as the Charleston County Library, Civic Clubs, and the Higher Education Consortium in providing speakers on such issues as political campaigning, foreign policy, and the American Constitution. Professor Milton Boykin has been especially active in the Charleston Foreign Affairs Forum, a community based group composed of leading citizens concerned with serious discussions of international politics. Professor Feurtado organized a special program on rap music for the college and Charleston communities. A number of members of the Department are active in community organizations, churches, prison ministries, and the like, as well. Additionally, members of the Department have been generally available to the local and state media regarding topics of their expertise in the news.

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

O. Psychology

The Department of Psychology offers an undergraduate program of study leading to the Bachelor of Arts degree and two graduate programs, one leading to the Specialist in Education degree in School Psychology and the other leading to the M. Ed. in Community Counseling. The undergraduate major in psychology is designed to help the student integrate his learning from a broad background in the humanities and sciences while introducing him to psychology as a science and as an applied human service. The strategy for reaching this over-reaching goal includes a curriculum which combines the increasingly sophisticated research in the field with the observational-clinical-applied tradition. The graduate program in school psychology is directed toward developing specialists who are competent to deal with psychological and educational problems of children and to improve the psychological milieu of school environments. In August 1993 the graduate program in Community Counseling was moved administratively to the Department of Psychology from the Department of Education. The move will be completed by the Fall of 1994.

Eighty undergraduate students majored in psychology this year which is consistent with the figure over the last few years. Of the twenty 1994 Cadet graduates, three have been accepted into graduate programs. This year six psychology majors received departmental honors. This was the second year that the Psychology Department required that all of its seniors take the Major Field Test in Psychology. The 1994 graduating class of psychology majors were at the 67th percentile nationally meaning that **67 percent of the graduating classes from colleges across the country performed below The Citadel's psychology majors.** The Psychology Department initiate an annual award for the outstanding undergraduate senior in psychology. This award was named in honor of D. Oliver Bowman for his committment to excellence in undergraduate education and was award to Michael Palazzo.

Three graduate students earned their Ed.S. in May 1994. Of these, one graduated with distinction. In addition four graduate students earned their M.Ed. in School Psychology. Fifty five students earned their M.Ed. in Community Counseling. The Psychology Department initiated an award for the outstanding school psychology student and named this award the Aline Mahan award in honor of her long term service to the graduate program in school psychology. The award was presented to David L. Halfacre

The Psychology Department applied for and was awarded a chapter of the National Honor Society in Psychology (PSI CHI) during the 1993-94 year. This Honor Society was founded in 1929 to recognize and encourage those students who display outstanding achievements in the field of psychology. During the instillation ceremony, 12 undergraduate students and 14 graduate students were inducted.

During the academic year, 976 undergraduate students and 401 graduate students enrolled in psychology courses. Average enrollment was 29.58 in undergraduate classes and 22.27 in graduate classes. During the Second Session of Summer School in 1993 there were 39 graduate students enrolled and 35 undergraduates. Enrolled

in undergraduate psychology courses in the 1994 First Summer Session were 28 students and enrolled in graduate classes were 80 students. Graduate enrollment was down in the First Session of Summer School due to the session starting before Charleston County Schools. It should be noted that these figures do not reflect graduate students enrolled in the Community Counseling Program courses because they will be reflected under the Education Department until the 1994-95 report. It is anticipated that the number of graduate students taking psychology classes will increase substantially with the addition of this program.

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

With the addition of the Community Counseling Program and its courses, it is anticipated that the number of graduate students taking psychology courses will increase. The Department is currently setting standards for admissions to this program and attempting to estimate the number of students who can be adequately served.

In personnel, Julie Lipovsky, Ph.D. joined the Department as an associate professor and as coordinator of the Community Counseling Program. Dr. Judith Von left The Citadel to take another position. Two new faculty members have been recruited to join the Psychology Department for the fall 1994. They are Darin Mathews who is completing his Ph.D. in Cognitive Psychology at the University of North Carolina - Greensboro and Michael Daine who recently received his Ph.D. in Counseling Psychology from the University of Houston. We are pleased to welcome these new faculty.

The Department is especially proud of the professional, scholarly and academic involvement of its faculty and students in 1993-1994. Nine Cadets presented their research at the Spring Conference of the South Carolina Psychological Association:

Baumgartner, Eric. "Development of a measure to assess attitudes toward children with disabilities and their parents" under the supervision of MAJ C. Saylor.

Henderson, Scott. "Attitudes towards children with disabilities: Parents versus professional perspective" under the supervision of MAJ C. Saylor.

Leath, Charles. "Post-traumatic stress symptoms and history of therapy" under the supervision of CAPT T. Daugherty.

McDowell, Augustus. "Predictors of parenting stress in families of medically fragile children" under the supervision of MAJ C. Saylor.

McDuffie, Christian. "Characteristics of adolescent sex offenders in relation to MMPI scores" under the supervision of LTC A. Finch.

Palazzo, Michael & Congello, Oberdan. "Bias patterns of WISC-

R and WISC-III in relation to blacks and whites: A comparative study" under the supervision of MAJ M. Politano.

Perry, Otha. "Trait anxiety of college males who witnessed murder or injury as a child" under the supervision of CAPT T. Daugherty.

Wozar, Mark. "The administration of the Social Alienation Toward Classmates Scale among college males" under the supervision of CAPT T. Daugherty.

Cadet Augustus McDowell also presented a conference paper at the Southeastern Psychological Association in New Orleans, LA and won honorable mention in the annual undergraduate student paper competition at the South Carolina Psychological Association Meeting.

In addition to the Cadets' involvement with the faculty on research projects, the graduate students have become increasingly involved in research. During this past year, ten graduate students in presented papers at the South Carolina Psychological Association:

Allen, Victoria. "Gender differences between the WISC-R and WISC-III" under the supervision of MAJ M. Politano.

Blackmon, Joe. "A comparison of self-esteem among Lumbee Native American dropouts as compared to Blacks and Whites in the same socioeconomic group" under the supervision of MAJ M. Politano.

Forsythe, Vauldrien. "Placement differences between the WISC-R and WISC-III" under the supervision of LTC A. Finch.

Foster, Deborah. "Comparisons of WISC-R, WRAT-R, and WISC-III scores: A correlational investigation" under the supervision of MAJ M. Politano.

Halfacre, David. "Selected factors affecting success of first-grade retention" under the supervision of MAJ M. Politano.

Hammonds, Pamela. "Effects of teacher cues of expected performance on self-perceptions of minority children" under the supervision of LTC A. Finch.

Neideffer, Daniel. "Self-concept, self-efficacy, and locus of control in college students with attention deficit hyperactivity disorder and learning disability" under the supervision of LTC A. Finch.

North-Herold, Kathryn. "WISC-R and WISC-III: A comparison study" under the supervision of MAJ M. Politano.

Stokes, Sherri. "A comparison of children's behaviors following three types of stressors" under the supervision of MAJ C. Saylor.

Van Der Heyden, Kara. "Relationship of language delays, social skills, and behavior problems in children born with very low birthweight with intraventricular hemorrhage" under the supervision of MAJ C. Saylor.

In addition Sherri Stokes' paper won the award for outstanding graduate student paper and Kara Van Der Heyden's paper received honorable mention by the South Carolina Psychological Association. In addition Ms. Van Der Heyden presented her paper at the Southeastern Psychological Association.

One faculty member received a CDF research grant and four faculty members received CDF Faculty Development Grant. In addition to CDF funds, Dr. Oliver Bowman was awarded a grant to continue work in the area of drug and alcohol abuse under the Drug Free Schools and Communities Act. Dr. Conway Saylor was awarded a grant for \$42,000 for follow-up of premature infants from the U.S. Department of Education. In addition, Dr. Saylor is Director and Dr. T. Daugherty was Co-Director of a project entitled "Parent and Professional Alliance (PAPA)" funded for \$53,336 by the Developmental Disabilities Council, Office of the Governor. Dr. Tim Daugherty was Director and Dr. Conway Saylor is Co-director (now director) of a project entitled "Caring Connection" funded for \$38,248 by the Department of Health and Environmental Control.

One hundred percent of the Psychology faculty presented at state, regional or national meetings. Listed below is a list of professional presentations by the faculty:

Bethke, C. & Saylor, C. (1994). Parents training health care professionals: What can't be taught from textbooks. Presented at the International Parent to Parent Conference, Asheville, NC.

Bowman, D. O. (1993). Creative Counseling. Albermarle Volunteer Counselors, Charlotte, NC.

Bowman, D. O. (1993). The psychology of dealing with the terminally ill patient. Radiologist Business Managers Association, Jacksonville, FL.

Bowman, D. O., Sauers, R. J., & Halfacre, D. L. (1994). Application of poetry therapy in grief counseling with adolescents. Presented at the Southeastern Psychological Association, New Orleans, LA.

Daugherty, T.K. (1993). Pairing college students and individuals with mental retardation. Paper presented at the Annual Meeting of the American Association on Mental Retardation, South Carolina Chapter, Myrtle Beach, SC.

Daugherty, T.K. (1994). Notes on course development: Teaching research to non-majors. Paper presented at the Annual Meeting of the South Carolina Psychological Association Meeting, Myrtle Beach, SC.

Finch, A. J., Jr. (1994). Discussion of model programs in service delivery in clinical child psychology. Presented at the

Annual Meeting of the American Psychological Association, Toronto, Ontario, Canada.

Finch, A. J., Jr., Lonigan, C. J., Shannon, M. P., & Taylor, C. M. (1993). Hurricane Hugo: A long term follow-up. Presented at the Annual Meeting of the American Psychological Association, Toronto, Ontario, Canada.

Freeddy, J. R. & Lipovsky, J. A. (1993). Traumatic events and mental health: What every psychologist should know. Invited workshop presentation for the Arkansas Psychological Association, Little Rock, AR.

Lipovsky, J. A. (1993). Nonoffending mothers of sexually abused children: Therapeutic considerations. Invited workshop presentation at the Midwest Conference on Child Abuse and Incest, Madison, WI.

Lipovsky, J. A. (1993). Treatment issues with nonoffending parents of sexually abused children. Invited workshop presentation at the Tennessee Network for Children's Advocacy Conference, Nashville, TN.

Lipovsky, J. A. (1994). Assessment and treatment of Post-traumatic Stress Disorder in child victims of sexual assault. Invited workshop presentation at the Tenth National Symposium on Child Sexual Abuse, Huntsville, AL.

Lipovsky, J. A. & Chaffin, M. (1994). Treatment issues with nonoffending mothers in intrafamilial child sexual abuse. Workshop presentation at the second national colloquium of the American Professional Society on the Abuse of Children, Boston, MA.

McDowell, A. & Saylor, C. (1994). Predictors of parenting stress in families of medically fragile children. Presented at the Southeastern Psychological Association Meeting, New Orleans, LA.

Nelson, W. M., III, McGrath, P., Hart, K., & Politano, P. M. (1994). Diagnostic and problem formulation consistency in inpatient children's treatment plans. Presentation at the Southeastern Psychological Association Meeting, New Orleans, LA.

Politano, P. M., Rhody, K. H., & Nelson, W. M., III. (1994). Childhood depression: Behavioral overlap psychometrically and psychiatrically. Presentation at the Southeastern Psychological Association Meeting, New Orleans, LA.

Porter, A., Saylor, C., & Pai, S. (1994). Psychological adjustment of children and adolescents with neurofibromatosis. Presented at the Southeastern Psychological Association Meeting, New Orleans, LA.

Saylor, C., Bethke, C., Murphy, G., Whalen, J., & Swenson, M. (1994). Adult siblings of persons with disabilities: Reflections on the impact of family members. Presented at the

South Carolina Psychological Association Meeting, Myrtle Beach, SC.

Saylor, C., Swenson, C., & Stokes, S. (1994). Pediatric Emotional Distress Scale: A brief screening measure. Paper accepted for presentation at the American Psychological Association Meeting, Los Angeles, CA.

Swenson, C., Saylor, C., Stokes, S., Ralston, L., Smith, D., Hanson, R., & Sanders, B. (January, 1994). Anxiety and fear in traumatized children: The validity of a brief new screening instrument. Presented at the San Diego Conference on Child Maltreatment.

Van der Heyden, K., Saylor, C., & Boyce, G. (March, 1994). Language deficits, social skills, and behavior in children born prematurely. Presented at the Southeastern Psychological Association meeting, New Orleans, LA.

In addition to the above presentations, the faculty of the Psychology Department published the following chapters, books and articles in professional journals:

Bowman, D. O. & Halfacre, D. L. (1994). Poetry therapy with the sexually abuse adolescent: A case study. The Arts in Psychotherapy, 21(1), 11-16.

Daugherty, T. K., & Shapiro, S. K. (in press). Behavior checklists and rating forms. In T. H. Ollendick, N. J. King, & W. Yule (Eds.), Handbook of phobic and anxiety disorders of children. New York: Plenum.

Daugherty, T. K. (Ed.) (1993). Psychology of individual behavior. McGraw-Hill: New York.

Daugherty, T. K., Quay, H. C., & Ramos, L. (1993). Response perseveration, inhibitory control, and central dopaminergic activity in childhood behavior disorders. Journal of Genetic Psychology, 154, 177-188.

Finch, A. J., & Daugherty, T. K. (1993). Assessment instruments for evaluation of child disaster victims. In C. F. Saylor (Ed.), Children and disasters. New York: Plenum. 45-66.

Finch, A. J., Jr. & Politano, P.M. (in press). Projective assessment of anxiety in children. In T.H. Ollendick, N.J.King, & W. Yule (Eds.), Handbook of Phobic and Anxiety Disorders of Children. New York: Plenum.

Foy, D. W., Resnick, D. S., & Lipovsky, J. A. (1993). Post-traumatic stress disorder in adults. In R. T. Ammerman & M. Hersen (Eds.). Handbook of Behavior Therapy with Children and Adults: A Longitudinal Perspective, 236-247.

Friedman, S. Alderman, E., Saylor, C., Pantell, R. and Sugar, M. (in press). Psychosocial Issues for Children and Families in Disasters: A guide for the Primary Care Physician. Manual prepared by Work Group on Disasters, for publication by American

Academy of Pediatrics, Elk
Grove Village, IL.

Hanson, R. F., Saunders, B. E., & Lipovsky, J. A. (1994). Characteristics of fathers in incest families. Journal of Interpersonal Violence, 9, 155-169.

Jeney-Gammon, P., Daugherty, T. K., Finch, A. J., Belter, R. W., & Foster, K. (1993). Children's coping styles and report of depressive symptoms following a natural disaster. Journal of Genetic Psychology, 154, 259-268.

Lipovsky, J. A. (1994). The impact of court on children: Research findings and practical recommendations. Journal of Interpersonal Violence, 9, 238-257.

Lipovsky, J. A. & Elliott, A. N. (1993). Individual treatment of the sexually abused child. The Advisor, 6, 17-18.

Lonigan, C., Carey, M. P., & Finch, A. J, Jr. (in press). Anxiety and depression in children and adolescents: Negative affectivity and the utility of self-reports. Journal of Consulting and Clinical Psychology

Lonigan, C., Shannon, M., Taylor, C., Finch, A., & Sallee, F. R. (1994). Children exposed to disaster: II. Risk factors for the development of posttraumatic symptomatology. Journal of the American Academy of Child and Adolescent Psychiatry, 33, 94-105.

Nelson, W.M., Hart, K. & Finch, A.J (in press). Anger in children: A cognitive behavioral view of the assessment-therapy connection. Journal of Rational-Emotive & Cognitive Therapy

Nelson, W.M. & Politano, P.M. (1993). The goal is to say "Goodbye" and have the effects generalize and maintain: A cognitive-behavioral view of termination. Journal of Cognitive-behavioral Psychotherapy, 7, 249-261.

Politano, P. M., Stapleton, L. A., & Correll, J. A. (1994). Differences between children of depressed and nondepressed mothers. Psychiatry Digest, March, 15-16.

Ribbe, D. P., Lipovsky, J. A., & Freedy, J. R. (in press). Post-traumatic stress disorder. In A. R. Eisen, C. A. Kearney, & C. E. Schaeffer (Eds.). Clinical Handbook of Anxiety Disorders in Children and Adolescents. Northvale, NJ: Jason Aronson, Inc.

Saunders, B. E., Lipovsky, J. A., & Hanson, R. F. (in press). Couple and familial characteristics of father-child incest families. Journal of Family Social Work

Saylor, C. (1993). Children and Disasters. New York:Plenum.

Saylor, C. (in press). The Children's Depression Inventory. In M. Hersen & A. Bellack (Eds.) Dictionary of Behavioral Assessment Techniques

- Shannon, M.P., Lonigan, C., Finch, A., & Taylor, C. (1994). Children exposed to disaster: I. Epidemiology of posttraumatic symptoms and symptom profiles. Journal of the American Academy of Child and Adolescent Psychiatry, 33, 80-93.
- Shoemaker, O., Saylor, C., & Erickson, M. (1993). Concurrent validity of the MCDI with high risk infants. Journal of Pediatric Psychology, 18, 377-388.
- Vaughn, S., Schumm, J., Johnson, F. & Daugherty, T. (in press). What do students think when teachers make adaptations? Teaching and Teacher Education: An International Journal.

In addition to their publications, the faculty of the Psychology Department have been very active professionally on a national, regional and state level. COL Oliver Bowman has served as the Arland D. Williams Endowed Professor of Psychology. In addition COL Bowman was on the Program Selection Committee of the Southeastern Psychological Association and was Program Chair of the South Carolina Psychological Association. Community service was provided by Dr. Bowman who served as a judge of Behavioral Science Projects in the Science Fair for Buist Academy. Once again Dr. Bowman was a reader at A Charleston Literary Tour, sponsored by the Preservation Society of Charleston and the Poetry Society of South Carolina. He attended three continuing education workshops entitled "Post-traumatic Stress Disorder: Critical Issues in Assessment and Treatment", "The Art and Enjoyment of Assigning Grades:", and "Individuals in the Family System". Dr. Bowman also attended the Spring Convention of the South Carolina Psychological Association and the Southeastern Psychological Association. On the College level, COL Bowman has served on the Faculty Council, the Promotions and Tenure Committee, the Library Services Committee, the Facilities Planning Committee of the SACS Self-Study Committee, and the SACS Self-Study Committee on Institutional Effectiveness/Assessment. He also served on the ad-hoc appeals committee and was named chair of the Search Committee for the Director of the Daniel Library.

CAPT Daugherty served as President of the Charleston Area Psychological Association, served on the Board of the Advocacy Council for People with Mental Retardation, served as Youth Advisor/Religious Education Leader at Christ Our King Parish, served on Diocesan Synod Commission, served on the Board of Directors of the Advocacy Coalition for People with Disabilities, has been involved with the Foster Parent Association, and has served as Consultant/Liaison for the development of the Saturday Respite Program at The Citadel. He has involved the Cadets in a variety of service activities. He supervised the Citadel Buddy Program which has the Cadets working on a one-to-one basis with handicapped individuals and has been the faculty advisor to the Psychology Club. He was a member of the Faculty Search Committee in the Psychology Department. Dr. Daugherty worked with the Library to develop creative course uses of CD-ROM technology, served as academic advisor to all junior psychology majors, and developed four new internship sites for the undergraduate internship program in psychology. CAPT Daugherty served as the liaison from Psychology to the Library. In addition to these service activities CAPT Daugherty has been invited to give a number

of guest lectures. He presented a lecture entitled "Managing problem behaviors among persons with disabilities" to the CCDB Hope Center, and "Parent and Professional Alliance: Communicating with professionals". He served as liaison from the Psychology Department to the Recruitment Office and served on the College Research Committee. Dr. Daugherty attended the annual meetings of the South Carolina Psychological Association and the South Carolina Division of the American Association of Mental Retardation. Dr. Daugherty attended a continuing education workshops entitled "The Diverse Healing Processes in Sex Therapy. Dr. Daugherty served as a reviewer for Journal of Pediatric Psychology and Journal of Abnormal Child Psychology and as a guest reviewer for School Psychology Review. During part of this year he served as Director of the "Caring Connection" grant and as co-director for the "Parent and Professional Alliance" grant.

LTC A. J Finch, Jr. served as past-president of the South Carolina Psychological Association and as elected President of the Section of Clinical Child Psychology of the American Psychological Association. Dr. Finch was elected to the Board of the American Board of Clinical Psychology of the American Boards of Professional Psychology. Currently he is serving as National Coordinator of Examination for the Board of Clinical Psychology. He was Associate Editor of the Journal of Clinical Child Psychology and a consulting editor on the Journal of Personality Assessment, the Journal of Consulting and Clinical Psychology, the Journal of Abnormal Child Psychology, and Rorschachiana. Dr. Finch was a member of the task force on Models Practices in Service Delivery in Clinical Child Psychology. Professor Finch is a Site Visitor for the Educational Directorate of the American Psychological Association. LTC Finch served as academic advisor to the sophomore and senior class of Cadets majoring in psychology. He was Chair of the Educational Programs (undergraduate) section of the SAC Accreditation Committee. Dr. Finch attended the Annual Meetings of the Southeastern Psychological Association, the American Psychological Association, and the South Carolina Psychological Association. LTC Finch attended three continuing education workshops entitled "The Art and Enjoyment of Assigning Grades", "Working with Families of the Mentally Handicapped", and "Dually Diagnosed".

MAJ Politano has served as Coordinator of the School Psychology Program and the Psychology Department Colloquium Series which presented a number of outstanding presentations this past year. He has served as Editor of The Citadel School Psychology Newsletter. He is academic advisor to all of the School Psychology graduate students. MAJ Politano has served on the College Research Review Committee, the Committee to investigate LD Services Program, the Sabbatical Committee, the FDC subcommittee to develop grant award guidelines, the Graduate Dean's Research with Human Subjects Committee, and was the Chair of the Psychology Department Faculty Search Committee. He served a Coordinator of the Departmental SACS Self-study for the Graduate Program in School Psychology. MAJ Politano was responsible for the Development of the Horry County proposed program for upgrading Level I school psychologist to Level II. In addition he developed two new internship sites for the school psychology graduate students. MAJ Politano was Treasure of the Charleston Area Psychological Association. Dr. Politano attended the Annual Meeting of the Southeastern Psychological

Association and the South Carolina Psychological Association.

Dr. Saylor is Associate Editor of Pediatric Psychology Newsletter, on the editorial board of the Journal of Pediatric Psychology, and the Journal of Clinical Child Psychology. In addition she serves as a reviewer for Journal of Consulting and Clinical Psychology and the Journal of Abnormal Child Psychology. She is Member-at-Large of the Society of Pediatric Psychology, chair of the Student Research Awards Committee of that organization, and Co-chair of the Joint Task Force on Networking and Public Policy. MAJ Saylor served as on the American Academy of Pediatrics Work Group on Disasters. She was Chair of the Awards Committee of the South Carolina Psychology Association, membership liaison of the Charleston Area, and a member of the Academic Committee. She is on the Advisory Council for Services to Handicapped Preschoolers of the South Carolina Department of Education, serves on the subcommittee on serving 0-2-DHEC, the Personnel Preparation Committee, and the Service Committee on State Interagency Coordinating Council for P.L.99-457. Dr. Saylor is on the Council of Disciplines for DHEC Babynet on which she is Co-chair and a member of the Personnel Committee. MAJ Saylor is on the South Carolina Inter-agency and Interdisciplinary task force for Early Intervention, a member of the "Council of Disciplines" and on the advisory group for F.I.R.S.T. faculty training initiatives. She is on the Advisory Board of the May Institute, Boston, MA. At The Citadel she established PSI CHI, the National Honorary Society for Psychology Students, and serves as its Faculty Advisor. She was academic advisor to all freshmen psychology majors. Dr. Saylor chaired the United Way Campaign for the Psychology Department. Dr. Saylor attended a continuing education workshop entitled "The Art and Enjoyment of Assigning Grades".

Dr. Lipovsky has served as the Coordinator of the Community Counseling Program and academic advisor to all first year graduate students in this program. MAJ Lipovsky served on the Psychology Department Faculty Search Committee. She served as Chair of the Continuing Education Committee of the South Carolina Psychological Association and is President-elect of the South Carolina Academy of Professional Psychology. MAJ Lipovsky has represented The Citadel on the South Carolina Public-Academic Mental Health Consortium, Academic Advisory Panel and is on the advisory board of Project "Rescue", a local alternative education program for disadvantaged youth. She attended a continuing education workshop entitled "The Art and Joy of Assigning Grades" and attended the second national symposium of the American Professional Society on the Abuse of Children.

The main staffing need for the coming year year is in the area of school psychology. It is anticipated that we will be recruiting one new faculty member in this area. In addition, the Community Counseling Program will have to be closely monitored to determine the exact needs in that program.

P. College of Graduate and Professional Studies

The College of Graduate and Professional Studies was approved by the Board of Visitors at its 24 June 1994 meeting. The College replaces the separate office of the Dean of Graduate Studies and

the Evening College. Dr. David Reilly, formerly Dean of Graduate Studies was appointed Dean, and Ms. Patricia Ezell formerly Director of the Evening College was appointed Assistant Dean.

The College will incorporate the responsibilities of the former office of Graduate Studies and the Evening College. Initial actions of the College staff focused on developing a Policies and Procedure Manual, an organizational and administrative structure, a missions statement, and planning objectives for 1994-95.

During the 1993-94 academic year the office of Graduate Studies focused on the following tasks.

1. Established new policies and procedures for processing grant proposals to external funding sources.
- 2.. Processed 17 grant proposals to external funding sources totaling \$981,506 in requests.
3. Established policies and procedures for conducting research with human subjects and formed review committees at the departmental and institutional levels to review proposals.
4. Established policies and procedures for operation of the summer school.
5. Established base line cohorts of students and graduates in order to implement comprehensive assessment programs during 1994-95.
6. Conduct an analysis of CDF supported faculty research and development grants for the academic years 1991-94.

Additional data and enrollment statistics are provided in the report of the Evening College as follows.

1. The office provides administrative services to seven distinct areas:
 - a. the Undergraduate Evening program 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 programs.
 - c. the Master of Business Administration program
 - d. the Master of Arts in History
 - e. the Master of Arts in English
 - f. Summer School
 - g. non-credit continuing education

2. Enrollment data 1993-94. The enrollment patterns fluctuated over the past year in the following areas:
- The Undergraduate Evening College fall and spring enrollment has increased from the previous year.
 - The Graduate Education enrollment increased in the fall and the spring semesters.
 - The MBA enrollment has decreased over the past year.
 - The 1994 Summer I enrollment increased 26 percent over Summer I 1993.
3. The enrollment picture is reflected in the data summarized in the table below:

Student Enrollment by Session

	Undergrad Day	Undergrad Evening	Graduate Education	MBA
Summer II 1992	440	N/A	455	N/A
Fall 1993	N/A	337	1829	128
Spring 1994	N/A 127		221	1650
Summer I 1994	610	*	1585 64	

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

Course Enrollment by Session

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

	Undergrad Day	Undergrad Evening	Graduate Education	MBA
Summer II 1993	729	N/A	568	N/A
Fall 1993	N/A	771	2475	191
Spring 1994	N/A		625	2312
Summer I 1994	1029	*	1855 67	

*Included in Undergraduate Day

4. Developmental Activities

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

- The name of the Evening College was changed to the College of Graduate and Professional Studies. The

Dean of Graduate Programs title was changed to Dean of the College of Graduate and Professional Studies. The Director of the Evening College title was changed to the Assistant Dean of the College of Graduate and Professional Studies.

- b. A position of Coordinator of Marketing and Recruiting for the College of Graduate and Professional Studies was added.
- c. The degree programs in Civil Engineering and Electrical Engineering have increased in enrollment. Applications for these programs continue to come in. The 2 + 2 transfer agreement between The Citadel and Trident Technical College was reviewed and retained for the BS degree in Civil Engineering and Electrical Engineering.
- d. The enrollment in the Business Administration program remains constant at about 36 majors. A transfer agreement between The Citadel and Trident Technical College was reviewed and retained for the BS degree in Business Administration.
- e. A newsletter which provides students with information pertinent to their program is published each semester and was mailed directly to students in degree programs.
- f. The Graduate Education degree programs have maintained the past year's enrollment.
- e. The Summer School enrollment increased from the 1992-93 sessions.
- g. Enrollment in the MBA program has declined over the past year.
- h. A series of non-credit continuing education real estate appraisal courses have been offered to approximately 600 students. There has been a number of non-credit courses developed. Plans are for this program to expand.

Q. Enrollment

Cadet Enrollment

	In-State	Out-State	Total
Freshman	298	256	554

Upperclassmen	<u>718</u>	<u>673</u>	<u>1391</u>
Total	1016	929	1945

Ethnic Count:	<u>White</u>	<u>Black</u>	<u>Hispanic</u>	<u>American</u> <u>Asian</u>	<u>Indian</u>	<u>Foreign</u>
	1722	118	22	33	3	47

The Corps of Cadets has representatives from forty-seven (47) states, the Canal Zone, Puerto Rico, and eleven (11) foreign countries. The foreign countries represented in the Corps of Cadets are Canada, Costa Rica, England, Honduras, Hong Kong, Japan, Jordan, Nicaragua, Panama, Taiwan, and Thailand.

R. Admissions

The 1993-94 freshman class entered with an increase in the in-state numbers. This was the highest percentage since 1989 and reflected a 5% increase over the previous years percentage.

The quality of the class remained high. The average SAT was 978 (462V, 516M). The average GPR was close to 3.0. and the class rank averaged in the top 30%. Thirty five states and eight foreign countries were represented in the 611 students who entered in August. Thirty nine counties in South Carolina were represented in the in-state number.

The 93-94 school year continued the increase in campus visitations by interested prospects. Over eleven hundred young men took advantage of the overnight visitation program. These formal and informal programs were also well attended by parents. This awareness of the cadet lifestyle program has helped in retention efforts as well as recruitment efforts. The Admissions Office and Scholarship Office conducted a successful campus program of recruiting scholars. This effort continued throughout the year and the quality of our entering scholars was enhanced.

Progress continues to be made in the use of alumni volunteers in recruiting qualified applicants to The Citadel. Their help in educating young man on the educational opportunities has been instrumental in having qualified applicants to choose from. Admissions counselors traveled extensively in South Carolina, North Carolina, Virginia, Florida and Georgia. Various National and Regional College fairs were attended in states other than the five listed.

Minority recruiting efforts included special visit days, attendance at National Minority College fairs and personal visits to high schools.

The Admissions Office staff was involved in various

professional organizations as office and committee members. Several workshops and programs were hosted on the Citadel Campus by the office. The majority of the participation was done through the state and regional professional organizations.

8. Student Aid Programs

With the extension of the Higher Education Act last year, there will be funding of the Pell Grant, SEOG and the College Work Study Program through 1997. The U.S. Congress also significantly expanded various federally backed loan programs, principally the Stafford (or Guaranteed Student Loan, GSL) Loan program making it available to all students either on a subsidized or non-subsidized basis. This means that students with subsidized loans (i.e. generally lower family incomes) will not have interest charged until they graduate. Students with non-subsidized loans (i.e. to those from higher family incomes) will be responsible for the interest from the date they receive the loan. The Perkins Loans are for an institution's most needy students and the PLUS or parent loans are the vehicle for the parent to borrow.

The Pell Grant Program provides grants ranging from \$250 to \$2,300 to needy students. It is the barometer of economic need for families with generally less than \$40,000 of income per year. At the Citadel this year 374 students received Pell Grants for a total of \$551,418 with the average award being \$1,475. Additionally, the Citadel awards its most needy students Supplemental Education Opportunity Grants (SEOG). This year, the Citadel awarded \$46,750 to 56 students with grants ranging from \$300 to \$1,500. The Citadel Development Foundation continues to provide the 25% institutional match required for this program.

The Stafford Loan Program is the largest of all loan programs. This past year, 798 students received loans totalling \$3,511,810. It is expected that in future years, Stafford Loans will continue to grow, particularly in view that non-subsidized Stafford Loans have become more popular with students and families who do not qualify for federal financial aid. While PLUS (Parent Loans) did not grow as much this year, it is anticipated that borrowing will increase with parent ability to borrow up to the "cost of education". This past year the PLUS loans remained at the \$1 M level to more than 200 parents. The average PLUS loan was \$5,019. Of concern are the SLS loans (which will next year be termed Additional Unsubsidized Loans) which are growing substantially. To obtain this student loan, the parents must be denied a PLUS Loan because of the inability to pay or a poor credit history. The number of SLS loans rose from 43 during the previous year to 73 this year.

Important to recognize is the fact that all students were billed a total of \$18,329,832 for the costs of their education. This office put into the computer credits for scholarships and loans amounting to \$9,364,877. Thus, financial aid and scholarship assistance represents 51% of billing for students. Borrowing for education is the major revenue growth area for this institution as with most institutions of higher education throughout the U.S.

It is anticipated that during 1995-1996 the Direct Student Loan Program will be implemented at The Citadel with the on-line processing of student loans. This should provide some additional efficiency in the processing of loan applications. According to the U.S. Department of Education and the Clinton Administration, greater efficiency should be realized with long range cost savings to students and parents.

Federal and State Financial Aid

Name	1992-1993		1993-1994	
	Number	Amount	Number	Amount
Pell	368	\$573,458	374	\$551,418
SEOG	52	39,747	56	46,750
Perkins Loans	29	53,950	40	76,750
Stafford (GSL) Loans	558	2,096,666	798	3,511,810
SLS Loans	90	247,909	73	244,937
Parent (PLUS) Loans	261	993,718	202	1,013,883
CWSP	61	51,422	61	67,493
SC-TLP	26	93,896	22	71,527
Private Loans	16	170,544	49	134,591
Pheaa	12	4,170	8	3,080
Rieaa	2	1,600	3	1,850
Total	1446	\$4,273,130	1686	\$5,724,089

T. Scholarships

The Citadel's scholarship program is intended to award, recognize and attract the highest quality high school graduates. These scholarships also serve as an incentive for cadets already enrolled in the Corps to make the extra effort needed to attain academic excellence and superior records of achievement. Each year, more than 25 full four-year scholarships, which cover tuition, fees, room and board, uniforms, books and supplies, are awarded to outstanding high school graduates. This reporting year yields a profile of these students averaging 1,300 on their S.A.T. scores and ranking in the upper 5% of their high school class. The highest S.A.T. score of this year's entering freshmen is 1530, and he was a National Merit Scholar. The Citadel Scholars Program of the Admissions Office and this department's National Merit Scholarship recruitment program have yielded significant numbers of intellectually gifted students. Four of

this years freshmen are bringing in National Merit Scholarship dollars and it is the goal of this department and The Citadel to become a National Merit Scholarship Sustaining Institution. Four years ago, there were no cadets bringing in National Merit Scholarships.

The ROTC Enhancement Program has made this institution much more competitive nationally in obtaining select four-year ROTC recipients as well as the three-year ROTC Scholarship designees. It has also impacted our full scholarship program, as we do not have to use as many institutional dollars to recruit these high quality students who often hold both ROTC and full-four year Citadel scholarships.

Scholarships

Type	1992-1993		1993-1994	
	Number	Amount	Number	Amount
Financial Aid Based Scholarships				
Daniel Fund	240	\$243,513	297	\$323,158
Open Restricted Departmental Outside	542	\$767,868	628	\$660,817
ROTC Enhancement: CDF	15	\$ 36,250	59	\$124,633
Full Academic	105	\$899,134	106	\$889,134
Total	887	\$1,901,684	1,090	\$1,962,009

Total Aid to Students

To get a complete perspective of all funds received by students for their educational expenses at The Citadel, ROTC and Athletic Grants must be included:

Total Aid

Type	Number	Amount	Number	Amount
Financial Aid	1,446	\$4,273,130	1,686	\$5,724,089
Scholarships	887	\$1,901,684	1,090	\$1,962,009
ROTC Scholarships	123	\$ 890,722	177	\$ 914,778
Athletic Grants	330	\$ 960,540	263	\$ 856,741

Total	2,751	\$8,062,225*	3,115	\$9,364,877*
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*Individual awards. A student may have more than one award.

U. Information Technology Services (ITS)

During the past year, The Citadel has been able to improve its computer resources and services in a number of areas. Two of the most important were a major upgrade of the college's VAX computers and several improvements to college computer labs and multimedia classrooms that directly benefit students.

New VAX Cluster

In November ITS staff replaced The Citadel's six-year-old, two-VAX cluster with a new three-VAX cluster. Like the old VAXs, these new VAXs serve more than 2,500 students, faculty, and staff—24 hours a day, seven days a week. But the new VAXs are four times as powerful as the old VAXs, cost one-tenth as much, and take up one-tenth the floor space. They have improved VAX response time immensely, reduced the college's annual maintenance and electrical costs by thousands of dollars, and enabled ITS programmer analysts to do VAX development work more quickly—even during normal working hours.

ITS staff spent a great deal of time planning and preparing for the changeover to the new VAXs, and their hard work paid off: The old VAXs were "closed" late one Friday afternoon, the new VAXs were up and running early the next morning, and very few users were inconvenienced or even noticed anything different about the new systems—except that they were a lot faster!

Student Computing

With the help of Citadel Development Foundation funding, the college has been able to improve several computing facilities used by students:

- Thirty new 486 IBM-compatible PCs were installed in Bond Hall 254 and 258 computer labs. Citadel students using these labs can now run Windows applications effectively.
- Another five new 486 PCs were installed in the LeTellier Hall AutoCAD lab, and the latest release of AutoCAD was purchased for all eight workstations in this lab.
- The Capers 215 Macintosh lab was remodeled and refurnished to better meet the needs of English composition classes. The number of Mac SEs in this lab was increased from 19 to 23, the memory in each was increased to 4 MB, and all 23 Macs were connected to Citnet (The Citadel's campuswide network) with Ethernet cards. English faculty who teach in this lab provided many of the suggestions for improving it and were very satisfied with the results.
- Capers Hall 417 was converted into The Citadel's second

multimedia classroom. This room is equipped with a 486 IBM-compatible PC (connected to Citnet, Coastnet, BITNET, and Internet), a ceiling-mounted data-and-video projector, a CD-ROM drive, and a VCR. Instructors can easily control all of this equipment as well as room lighting from a teaching station located at the front of the room.

- A ceiling-mounted data-and-video projector was installed in the Bond Hall 258 lab. This permanently mounted device has made life a lot simpler for the faculty who teach in this lab, and the projector's output is much easier for students to read.

In addition twenty new Power Macintoshes were purchased for the Bond 256 lab, and the number of barracks rooms with Citnet connections was increased from 50 to more than 150. Both of these projects were paid for with state-appropriated funds.

Finally, at the invitation of Corps of Cadets leadership, ITS staff designed and taught a one-hour course designed to teach freshman cadets how to use Citadel computer resources and services effectively. About 250 cadets attended this course.

V. Daniel Library

The Daniel Library's major efforts this year included library instruction, projects enhancing communications, assessing resources and services, increasing information access and assessment.

Library Instruction

The library entered into cooperative research instruction programs with two other academic departments, Health & Physical Education and Math & Computer Science. Programs were coordinated by CPT Elizabeth W. Carter, MAJ John S. Carter of Health & Physical Education, and MAJ Hughes Hoyle of Math & Computer Science, and incorporated analytical thinking, research and computer skills, writing, and oral presentations. COL Pyatt and COL David Shields' team taught a course in the honors program. The course was entitled, "Jazz: An American Experience."

Health & Physical Education wanted inclusion of research and writing into core curriculum courses, RPED 250/251 - Contemporary Health/Foundations of Exercise. CAPT Carter compiled a pathfinder on research in health and physical education, and library classes were held for all students enrolled. Students learned to: use the online catalog, the Internet, and appropriate electronic and print periodical indexes; consult periodical holding lists; and utilize Interlibrary Loan and Document Delivery to supplement library holdings.

For Math & Computer Science, CAPT Carter taught a session on library applications of automation for CSCI 110 - Introduction to Microcomputer Applications, a course taken by most students and required by some majors. Through class lecture and homework assignments, students accessed and used all electronic resources

available through the library: periodical indexes and abstracts; electronic newspapers; local worldwide online catalogs; periodical holdings; and the library's electronic interlibrary loan and document delivery system.

The Freshman Library Instruction Course was restructured as a one-time, two hour session per company focusing on teaching students to access and use library resources and services, and utilize Coastnet, Internet and other electronic resources. The revisions to the Freshman Library Instruction course were made partly in response to student evaluations of the course in previous years. Students repeatedly said they thought the course should be for credit, so assignments, which in previous years were completed on the students' own time without academic credit, were incorporated into the RPED 250/250 and CSCI 110. Reaction from the freshmen and the Academic Officers was very positive. The number of classes taught increased from 114 in AY 1992-93 to 131, a 15% increase, with a total of 4,047 students participating.

CAPT Carter worked with Mr. Brent Stewart, Adjunct Professor of Business Administration and Citadel Career Service, to plan and conduct a series of career and job searching seminars for juniors and seniors. Students learned how to research companies and prepare for interviews.

Assessment

As part of The Citadel's self-study for re-accreditation, the library received high marks from the SACS visitation team. However, the self-study led to several recommendations from the visitation team. They are as follows:

In order to meet long-term needs, the College should establish firm plans for a major addition to the Library.

The College should establish a time-table to move closer into compliance with Association of College and Research Libraries standards; this is particularly critical in regard to the standard relating to the percentage of E & G Budgeting, inasmuch as more money would enable more appropriate levels of professional staffing and a greater rate of acquisitions.

The Citadel should analyze the adequacy of the Library's professional staff and develop a plan to address any substantiated needs.

A means of assessing the effectiveness of The Citadel's cooperative arrangement with the Charleston Academic Library Association should be developed and implemented on a regular basis.

Automation

The Daniel Library now subscribes to CARL UnCover, a database of article citations. UnCover contains over two million article citations taken from the table-of-contents pages of over 11,000 journals. Journals range from popular to scholarly and

professional titles. Users can browse the list of indexed journals and scan the table-of-contents of any journal. CARL UnCover also provides an option where the user can order articles directly by entering a credit card number and a FAX number. Articles are FAXED within 24 hours of the request.

The Daniel Library added Medline, Sport Discus, and GPO to it's collection of CD-ROM bibliographic data-bases. Medline was enthusiastically welcomed by the Biology, Health and Physical Education, and Psychology Departments. Sport Discus offers access to practical and research literature from around the world for sports, sports medicine, fitness and physical education subjects. It is heavily used by students and faculty in the Health and Physical Education Department. GPO offers information on Federal Government documents that are currently in print from the different agencies.

The Citadel Library, working with the college's Information Resources Management Department, has developed the Library Resources Main Menu. The menu pulls together all electronic resources and services to one point. Submenus then allow users to access electronic publications such as USA Today Decisionline, periodical indexes and abstracts, online catalogs of the CALC libraries and library catalogs throughout the state, nation, and world, periodical holding of all CALC libraries, and electronic interlibrary loan request forms. The Library Resources Main Menu can be accessed:

- a) from library terminals
- b) with a personal VAX account, from any computer on campus
- c) with a modem, from any computer on or off campus

Collection and Usage

The integration of the Chemistry library collection into the main library collection was completed this year.

A major usage increase was the number of library instruction classes taught from 114 in AY 1992-93 to 131, a 15% increase, with a total of 4,047 students participating.

Interlibrary loan usage remained high with transactions increasing from 7,638 to 8,352, a 9% increase. Again, this level of service was maintained without additional staffing. Due to our budget constraints, the library was unable to purchase any new journal titles this past year. Our journal subscription is the same as it was last year, 1,361.

Personnel

Zelma Guy Palestrant, Director of Library Services and Associate Professor, The Citadel, died at her home on Friday, March 4, 1994. Zelma came to Charleston and joined The Citadel faculty in 1988 as Coordinator of Support Services. In 1990 she was appointed Acting Director and in 1991 became Director. In recognition of her expertise in Library Science and computer

skills, she was awarded tenure beginning in the 1993-94 Academic Year.

The **Zelma G. Palestrant Scholarship** has been established at The Citadel to honor her memory and her many contributions to the school and to the library profession. Zelma's friends and colleagues wishing to contribute may send donations to the

Zelma G. Palestrant Scholarship Fund

in care of
The Citadel Development Office
The Citadel
171 Moultrie Street
Charleston, SC 29409

LTC Sherman E. Pyatt was appointed Acting Director following the death of Zelma. Sherman was the guest speaker at Mason Prep School, Burke Magnet High School, and Guest Lecturer at the Charleston County School District program. He also served as the Moderator for the academic presentation at The Citadel on "Early Contributions to South Carolina: Blacks and the Rice Culture".

LTC Herb Nath had a monograph titled CD-ROMS Step by Step, published by Educational Resources Information Center (ERIC). Nath was elected Vice-President of the Low-Country Library Association.

LTC J. Edmund Maynard had his dissertation, "Faculty and Student Assessment of The Citadel Library User Services", published by Educational Resources Information Center (ERIC). He attended the American Library Association Conference and the South Carolina Library Association Convention.

CPT Carter, with Dr. Linda Ross, Adjunct Professor of Psychology, presented a poster session on "A Library based apprenticeship in Psychology research" at the Annual Conference of the South Carolina Library Association, discussing their collaborative project with Psychology 209.

As chair of the Staff Development Committee of the Charleston Academic Library Consortium, CPT Carter coordinated two workshops: "When the Navy leaves: the Role of Lowcountry Libraries in Preparing our Workforce for New Careers", and "Personal and Legal perspectives of People with Disabilities."

CPT Carter attended the Sixth Annual South Carolina Higher Education Assessment Conference. She was elected Secretary of the South Carolina Library Association; and served as Publicity Chair of the Annual Conference Local Arrangements Committee.

This past year brought several vacancies among the staff, but we are now almost completely staffed. We have extended one of our adjunct librarian positions for another year. Antje Mays has been appointed Assistant Professor and Collection Management Librarian. Antje has her MLS from USC and worked in the Serials Department in the USC Library before coming to The Citadel.

Cathy Kearise, Sarah Sanders, Ruby Murray, Kim Albrecht and

Minerva King are all new additions to the library staff.

W. Archives & Museum

Photographs from the Archives are used frequently in publications, films and exhibits. Perpetual Motion Films of Los Angeles, California used photographs of General Mark W. Clark for The Arts and Entertainment Network documentary series entitled Masters of War. As part of an international good will effort by representatives from the United States, photographs of General Mark Clark and the Sultan of Morocco in North Africa 1943 were presented to the current Sultan of Morocco. Col. Oliver Bond's photograph and excerpts from his diary will be used in a permanent exhibit at the South Carolina Parks, Recreation and Tourism Interpretive Center at Caesars Head State Park. Col. Bond, President of The Citadel from 1908-1931, visited Caesars Head and described the trips in his diary. Papers and photographs from the Archives were used in The History of The Citadel: The Clark and Summerall Years by Col. D. D. Nicholson and The Class of 1944 by Claude Hydrick. Ms. Jane Yates, Director of the Archives & Museum, is mentioned in the acknowledgement section of these publications.

During the 1993-1994 period, over four hundred oral and written requests were received and forty-five individuals visited the Archives to research the collections.

Over 13,000 visitors toured the Museum during the 1993-1994 period. The Museum is featured in a new visually oriented kiosk at the Charleston Visitor Center on Meeting Street. Color photographs of selected exhibits are highlighted along with a brief text describing the Museum. Tours of the Museum given by the Director of the Archives & Museum for special visitors included Rear Admiral Sayyid Shihab Bin Tarik Bin Taimur Al-Said of the Royal Navy of Oman and his entourage, representatives of American Military Colleges and Schools in the United States, and the national president of the Ladies Auxiliary of the Veterans of Foreign Wars.

Twenty one items were donated to the Archives & Museum during this period. Artifacts included Citadel rings, cadet uniforms, a 1951 diploma, photographs of nineteenth century Citadel graduates a shovel used in the ground breaking for the new barracks, and a letter written in 1945 by General Mark Clark regarding the Italian Campaign.

X. Greater Issues

The first presentation for the 1993-94 Greater Issues series was held on Friday, 21 January, given by General Carl E. Mundy, Jr., the Commandant of the United States Marine Corps. On Tuesday, 29 March, 1994, The Honorable James E. Clyburn, United States House of Representatives for South Carolina addressed the Corps of Cadets.

Y. Honor Committee

Charges	Lying	Cheating	Theft	Toleration	Total
Accusations					
Accused	42	17	9	1	69
Dropped	32	9	4	1	46
Resigned w/o trial	4	2	2		8
AWOL					
Did not return					
Not guilty	2		2		4
Guilty	4	5	2		11
Pending					
Appeal in process					
Resigned	1	1			2
Expelled	1	2	1		4
Leniency	1	2	1		4
Overtured	1				1
Class	I	II	III	IV	Total
Accusations					
Accused	14	19	16	20	69
Dropped	10	13	8	15	46
Resigned w/o trial		4	1	3	8
AWOL					
Did not return					
Not guilty	1	1	2		4
Guilty	3	1	5	2	11
Pending					
Appeal in process					
Resigned	1		1		2
Expelled	1		3		4
Leniency		1	1	2	4
Overtured	1				1

Z. Writing Center

Celebrating its tenth year of operation this year, the Writing Center recorded a total of 14,003 visits, the largest number ever, as it evolves into a comprehensive academic support service. Freshmen have remained the primary focus of the center. To serve the freshmen better, the Center trained the Academic Officers of each company in study skills that they, in turn, taught the freshmen. In addition, The Writing Center became the only center in the Southeast to receive Master's level certification from the College Reading and Learning Association.

Emphasis has remained to improve the quality of writing across the campus. To help achieve this end, the Center initiated a pilot Communication Across the Curriculum program. Activities included a two-day retreat as well as five faculty luncheons, all supported with CDF funds. Almost 100 members of Citadel faculty, staff, and administration were involved throughout the year. Every academic department was represented. A faculty Communication Across the Curriculum committee provided enthusiastic, effective leadership.

CLIENTELE: This academic year, 5,785 visits were freshmen seeking writing instruction, study skills support, and computer assistance. The seniors, primarily seeking assistance in writing resumes and cover letters, comprised the next highest group with 2,869 visits. Graduate and Evening College students logged 926 visits, a record high, while faculty and staff recorded 448 visits.

SERVICES: Writing tutorials and workshops targeting freshmen in composition courses continued to be first priority for the Center. Also, every freshman received study skills instruction from company Academic Officers who used the Center's newest publication of *The Strategic Learner. Learning Strategies: Ten Steps to Success*. Freshmen completed the Myers-Briggs Type Indicator, Kolb Learning Style Inventory, and a Study Skills Questionnaires to help with self-evaluation. Total Study Skills contacts during the year were in excess of 2,000, including tutorials and workshops.

Our staff also conducted both student and faculty-requested workshops in writing, learning strategies, and word-processing. Topics included resume writing, interviewing, writing research papers, tutoring techniques, reviewing punctuation, preparing oral presentations. The National Writing HOTLINE continued to be popular with calls numbering over 150.

SPECIAL ACTIVITIES: The Writing Center has served the community through a number of avenues. The Writing Center supported the Burke Project and other community-related services. Two issues of *The Write Track* newsletter was sent to Citadel faculty/staff and to other writing centers in the Southeast. The director continues to serve as educational and communication consultant to other academic institutions and businesses in the area. Of special interest this year was the Educational Leave taken by the director to study Writing Across the Curriculum programs in the US, Canada, and Hungary.

AA. Honors Program

At the beginning of its seventh year of operation, the Honors Program had 18 freshmen, 19 sophomores, 18 juniors, and 16 seniors in the program--a total of 71. About half came from South Carolina, with the rest arriving from all parts of the country and the world, from Nevada to New Jersey to Japan. They majored in a variety of fields: Electrical Engineering, History, English, Mathematics, Computer Science, Biology, Business Administration, Modern Languages, Physics, and Political Science.

No Honors Program freshmen withdrew from The Citadel during the first year. After the first semester, two students were separated from the program for academic reasons, and two students were added to the program. One was graduated from the college at the end of the first semester. At the end of the year, a total of 71 students were enrolled. Twelve received Honors Program Certificates in the spring. One student was added the program at the end of the second semester. We anticipate admitting eighteen incoming

freshmen for the fall. Thus, at the beginning of AY 1994-95 the Honors Program will have 77 students.

The academic performance of Honors Program students in 1993-94 has been outstanding. At the end of the year, the cumulative GPA for Honors students was 3.457; the average in Honors Program courses was 3.44, a difference of .017. Freshmen in the program earned an average cumulative gpa of 3.412.

Honors Program students continue to provide exceptional leadership, producing 30 rank holders for the Corps of Cadets. The following positions were earned by Honors Program students for AY 1994-95: Regimental Commander (our third in five years), Regimental Academic Officer, Regimental Sergeant major, Regimental Supply Sergeant, Regimental Operations Clerk, First Battalion Administrative Clerk, Second Battalion Executive Officer, Third Battalion Adjutant, Fourth Battalion Provost Marshal, Fourth Battalion Adjutant, Fourth Battalion Supply Officer, Fourth Battalion Academic Officer, Fourth Battalion Sergeant Major, Fourth Battalion Operations Clerk, 2 Company Commanders, the Salute Gun Battery Commander, 1 Company Academic Officer, 1 First Sergeant, 3 Squad Sergeants, 2 Supply Sergeants, 2 Company Clerks, and 4 Assistant Squad Leaders. And for the fifth year in a row (ever since we have had seniors to be eligible) the Chairman of the Honor Court will be an Honors Program student.

Post-graduate activities of the seven seniors who completed the Honors Program indicate a high level of success: one earned a scholarship for post-graduate study in Germany, one earned a scholarship for post-graduate study in Australia, one earned a full-scholarship for medical school at the Medical University of South Carolina, and another Honors Program student will study medicine there, as well; two will attend law school at the University of South Carolina, and one will attend law school at Vanderbilt University.

BB. Counseling Center

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

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

During the academic year, the Counseling Center served 208

individual clients, both undergraduate and graduate students. Counseling sessions for these clients totaled 780 contact hours. The Counseling Center also provided group counseling to two groups of cadet freshmen for a total of 460 individual contact hours. The Center provided clinical supervision for one graduate student completing practicum requirements for the counseling degree. The Counseling Center's Outreach Program involved 280 contact hours with cadets in the mess hall, barracks, and infirmary. The Center is also a Controlled Testing Center for the Psychological Corporation and administers specialized group tests such as the Miller Analogies Test (MAT). The MAT was administered to 482 applicants during the past year. Also, in our role as a testing center, we were involved in the admission testing of 171 graduate students entering The Citadel's school counseling and school psychology programs. These individuals were administered the Myers-Briggs Type Indicator (MBTI) and the California Psychological Inventory (CPI).

The Counseling Center's Substance Awareness Office was exceptionally busy this year. It trained 13 cadets as new peer leaders for its C.A.D.R.E (Citadel Alcohol and Drug Resource Educators) Program. These peer leaders then made presentations to the number of students indicated at the following schools: Mitchell Elementary School (150), Pepperhill Elementary School (60), James Simmons Elementary School (120), College of Charleston (20), First Baptist (200), St. Andrews Middle School (50), The Upward Bound Program at The College of Charleston (90), St. Andrews Elementary School (60), Charleston Day School (60), Sedgefield Elementary School (60), Harborview Elementary School (150), Belle Hall Elementary (180), Drayton Hall Elementary School (180), Jenny Moore Elementary (180), Stiles Point Elementary School (120), Stono Park Elementary School (60), Springfield Elementary School (30), and Murry Lesaine Elementary School (60). In all, the Counseling Center's Substance Awareness Office served 1,830 students in the tri-county area. The Substance Awareness Office enrolled 110 cadets in its alcohol education program and saw 105 students on a formal basis for a total of 4,682 contact hours. It also provided alcohol and substance awareness programs to the Corps of Cadets twice during the 1993 - 94 school year.

The staff of The Counseling Center has been active professionally on the national, regional, and state levels. Col. D. Oliver Bowman, Director of the Counseling Center, is an active member the American Psychological Association, the Southeastern Psychological Association, the South Carolina Psychological Association, the National Association of School Psychologists, and the South Carolina Association of School Psychologists. He maintains licensure as a counseling psychologist and a school psychologist. Col. Bowman attended the following professional meetings throughout the year: 40th annual conference of the Southeastern Psychological Association, New Orleans, LA, where he presided at a session on Clinical Psychology (March 31 - April 03, 1994); and the Annual Meeting of the South Carolina Psychological Association, Myrtle Beach, SC (April 21-23, 1994). In addition, Col. Bowman attended the following professional workshops: Individuals in the Family System, presented by Peggy Papp, MSW, (October 22, 1993); Post-traumatic Stress Disorder:

Critical Issues in Assessment & Treatment, presented by Dean Kilpatrick, Ph.D., (April 21, 1994); and The Art and Enjoyment of Assigning Grades, presented by William Hill, Ph.D., (April 22, 1994). Col. Bowman continues to be a member of the Program Selection Committee of the Southeastern Psychological Association. He also served as Chair of the Program Committee of the South Carolina Psychological Association. Col. Bowman served on the Faculty Council, the Library Services Committee, the Promotions and Tenure Committee, the Strategic Planning Subcommittee on Facilities, and the SACS Self-Study Committee on Institutional Effectiveness and Assessment. Additionally, Dr. Bowman served on the ad hoc Search Committee for the Director of Multicultural Student Services. Col. Bowman was awarded a grant of \$1,000.00 by S.C.C.A.D.A. to purchase educational materials for The Citadel Alcohol and Drug Safety Action Program.

Maj. Robert J. Sauers, Counselor to the Corps of Cadets, is an active member of the American Counseling Association, the American College Counseling Association, the American Mental Health Counselors Association, the National Association of School Psychologists, the Southeastern Psychological Association, and the South Carolina Psychological Association. He maintains licensure/certification in the following areas: S. C. Licensed Supervisor for Professional Counselors, S. C. Licensed Professional Counselor; Nationally Certified Counselor, and Nationally Certified School Psychologist. Maj Sauers attended the following workshops during the year: Assessment & Treatment of Adolescent Sexual Abusers, presented by Mark Chaffin, Ph.D. (October 1, 1993); Individuals in the Family System, presented by Peggy Papp, MSW, (October 22, 1993); and Post-traumatic Stress Disorder: Critical Issues in Assessment & Treatment, presented by Dean Kilpatrick, Ph.D., (April 21, 1994). He also attended the following professional conferences: South Eastern Psychological Association Annual Meeting held in New Orleans, LA, March 31 - April 3, 1994 where he participated in a poster session; and the South Carolina Psychological Association Annual Meeting held in Myrtle Beach, SC, April 21-23, 1994. Maj Sauers served on the Human Affairs Advisory Committee and the SACS Self-Study Committee on Student Activities. He continued to be Company Academic Advisor to Kilo Company, volunteering his time assisting cadets with both academic and personal problems. Maj. Sauers provided clinical supervision for a graduate student completing practicum requirements as a Community Counseling major.

Cpt. Deborah K. Ross, Assistant Counselor to the Corps of Cadets, is an active member of the American Counseling Association, the American Society of Clinical Hypnosis, the Association for Specialists in Group Work, and S. C. Women in Higher Education Administration. She continues to maintain licensure/certification in the following areas: S. C. Licensed Professional Counselor and S. C. Licensed Master Social Worker. Cpt. Ross obtained two CDF Faculty Development Grants which allowed her to attend a workshop on Clinical Hypnosis in San Diego, California (January 14-17, 1993) and Chicago, Illinois (July 15-18) presented by the American Society of Clinical Hypnosis. She attended two additional workshops on Clinical Hypnosis, funded by the Counseling Center, in Philadelphia, Pennsylvania (October 14-17) and Miami, Florida (December 9-12).

As a result of this training, Cpt. Ross is now a certified clinical hypnotist. Cpt. Ross expended considerable effort again this year making the Counseling Center a better known resource for students of the College of Graduate and Professional Studies. Additionally, she continued in her role as Hotel Company Academic Advisor, volunteering her time assisting cadets with both academic and personal problems.

Ms. Stephanie M. Grogan is a Certified Prevention Specialist and is an active member of The Prevention Resource Center (Board of Directors), The Smoke-free Lowcountry Coalition (youth committee), the Charleston Together Coalition, and the South Carolina College Personnel Association. Ms. Grogan attended the Alcohol Policy IX conference (February, 1994) and the HIV/AIDS conference (July, 1994). Ms. Grogan served on the Planning Committee of the South Carolina Conference of Alcohol and Drugs, and The Citadel's Alcohol Policy Task Force. Ms. Grogan also served as a consultant for the Prevention Research Institute of Kentucky, training administrators, prevention specialists, medical specialists, and college students to teach the On Campus Talking About Alcohol (OCTAA) curriculum based on the lifestyle risk-reduction model. She gave presentations at the following times and places:

University of California, Pennsylvania	July 19-22
Kansas City Kansas	October 1-3
Frenchlick Indiana	October 9-10
Cheyenne Wyoming	October 15-17
University of Miami of Ohio	November 5-6
Richmond Virginia	November 8-11
University of Miami of Ohio	November 12 13
Stone Mountain Georgia	February 4-6
Houston Texas	February 11-13
Charlotte North Carolina	February 18-20
Columbia South Carolina	May 16-19
Lexington Kentucky	June 13-14
Madison Wisconsin	June 19-24

Additionally, she taught two OCTAA classes in Fall 1993 and four classes in Spring 1994 at The Citadel.

Cpt. A. Chris Kennerly assumed the newly created position of Director of the Office of Multicultural Student Services in January of 1994. The Office of Multicultural Student Services was created to provide programming and services for minority students, to assist in maintaining an appreciation of cultural diversity on campus, and to coordinate the college's Access and Equity Program. Cpt. Kennerly has been busy developing programs and becoming known on campus. During the year, he attended two conferences: Access and Equity, Orangeburg, South Carolina (February 17-18), and Ethnic Cross Roads On College Campuses, Atlanta, Georgia (March 31-April 2). He also gave several presentations both on-campus and off-campus. These included: Multicultural Issues, presented to all Battalion and Company Executive Officers; Conflict Resolution, presented to St. John's High School students; and Duties and Responsibilities of a Director of Multicultural Student Services, presented during Career Day at Brookdale Middle School in Orangeburg, South Carolina. Cpt. Kennerly is currently a member of the Human

Affairs Advisory Committee. He has also become active in sponsoring activities of various cadet organizations on campus.

CC. LD Center

Admissions policy/criteria. All prospective students are required to meet minimal admission criteria. The Coordinator of Academic Support Services works in conjunction with the Admissions Office concerning questions related to students with disabilities. Information is available to prospective students on request of the student or student's family. Interested students receive information concerning services that are available. Personal interviews with potential candidates and their families are highly recommended because of the individuality of learning needs.

Application process. A statement of self-disclosure is on the admissions application. If a student self-discloses a learning disability, information regarding Academic Support Services is mailed to the student. Students with specific learning disabilities are afforded opportunities to provide additional diagnostic information which can be used as part of a complete profile to make admissions decisions. Additional documentation may include nonstandard SAT scores, test scores on individually administered tests of intelligence, academic history, learning profile, and portfolios.

Upon admittance new students and their families are encouraged to meet with the Coordinator of Support Services. The meetings are coordinated with the student's academic advisor, when possible. Documentation is requested prior to the meeting in order to develop an initial projection of student need. Diagnostic information must be on file if student requires accommodations.

Readmissions policy/criteria. The Registrar refers students to the Coordinator of Academic Support Services office upon acceptance for readmission after academic discharge. We track students on our existing roster and students perceived "at-risk" for a second academic discharge. Students are required to meet with us on a regularly scheduled basis.

Placement tests. When placement tests are utilized by academic departments, accommodations should be made available to eligible students. Issues related to written expression, including syntactical organization of language and mathematical/abstract symbolic reasoning must be acknowledged and resolved through acceptable accommodations. Students self-disclosing a learning disability should be afforded accommodations, where appropriate.

Course substitutions. In order to meet legal requirements for Section 504 mandates, procedures are being developed to substitute core requirements, when necessary. An extensive review of the literature was completed to determine the most effective way to determine the necessity of course substitution. Review of institutions offering support programs and course substitutions has also been studied. It was recommended that a

course substitution and waiver committee be established to function in conjunction with input from individual case management teams. We had anticipated development of committees, teams, and their functions as part of our initial start-up activities during the Academic Year 1992-1993, but these activities have been limited due to time constraints.

Course substitution is now being considered on a case by case basis. All requests for course substitution are reviewed by the Undergraduate Dean. Decisions are based on recommendations by the Coordinator of Academic Support Services with input from the student faculty advisor and the department head or representative from which a course substitution/waiver is being requested.

In the summer of 1993 five students in the veterans and/or fifth year program took the Modern Language Aptitude Test to determine potential success in traditional modern language instruction. In the Fall of 1993 the Undergraduate Dean authorized purchase of the MLAT for assessing student aptitude. It was determined that information on scores be included in requests for course substitution. Students with documentation on file in our office were sent notices to schedule testing of the MLAT. Eighteen students completed the test in the Fall. Sixteen of the eighteen students had scores suggesting expected difficulty in modern language instruction. During the Spring of 1994 we began to test students referred by faculty advisors, modern language instructors, and the Undergraduate Dean. Referrals were made due to persistent attempts to successfully complete core language requirements. Thirty-five students were given the MLAT in the Spring. Thirty seven individuals requested course substitutions during the School Year. Twenty six met the criteria for requesting course substitution.

We have requested in the Fall of 1994 that all entering freshmen with GPAs below 2.0, provisional acceptance, and/or significant SAT discrepancies between Verbal and Math scores be given the Modern Language Aptitude Test. The MLAT scores will be provided to the Department of Modern Language as a screening for potential success in modern language instruction. The MLAT screening should reduce the number of student referrals to our office. Students having difficulty in modern language will be seen by the Academic Support Services office only after referral from the Chairperson of the Modern Language Department.

Graduate Student Assignment. Graduate students with expertise in special education or a related field were assigned to the program in the Fall of 1992. Graduate students provide direct services to cadets. The suggested loads for graduate student assistance, as noted in current literature, should approximate 5-7 cadets per student per academic semester. As of this date, the graduate students assigned to the support services program see as many as 12-17 students on a regular basis. Two students were hired on a 1/2 time basis beginning Spring term. Graduate students assigned to Academic Support Services complete the study skills and tutorial training provided by the Writing Center and Study Skills Program, provide direct instruction to small groups, provide one-on-one instructional support to

students self-disclosing a learning disability or ADHD, provide weekly up-dates to the coordinator, and meet with Writing Center/Study Skills staff to determine individual areas to address with targeted students.

Emphasis on Diagnostic Services. While there is no legal obligation to provide diagnostic services, we attempt to accommodate students who have financial concerns and need psychoeducational evaluations. Assessments are completed at The Citadel in conjunction with the Department of Psychology. Upon student request, we attempt to locate resources that will assist the student in the adequate evaluation of learning needs. During the Academic Year of 1993-1994 we provided assistance concerning diagnostic evaluations for 29 students. We provided on campus evaluations for 9 students, referred 10 students to their private physicians, and provided logistical assistance and follow-up for an additional 10 cadets.

Documentation is sent to our office upon student request. Results are interpreted by the coordinator and discussed with staff during weekly staffings. Evaluations are reviewed with the student in question and decisions concerning a plan of action are made .

Projected Numbers. Self-disclosure statements and pending documentation have been received on 10 students entering The Citadel in the Fall of 1994. We anticipate 16-18 documented (self-disclosed) students entering as Fourth Classmen. This estimate is based on previous figures from the 1992-1993/1993-1994 School Years and information provided by the Admissions Office. An estimate of two percent appears to be consistent with documented cases of learning disabilities per class based on self-disclosures made to this office between August of 1992 and May 1994. When inclusion of Attention Deficit Disorder is included in our case management the figure is greater. Our preliminary data suggests approximately 5.5% of an entering class with significant attention disorders. Eighteen incoming freshman submitted documentation to our office of an attention deficit disorder (ADHD), a specific learning disability or both in 1993-1994. An additional 12 Fourth Classmen provided documentation after the beginning of the School Year.

Faculty involvement requires time and investment of interested parties. Current best practices in the postsecondary field suggest individual and small group sessions that focus on individual need. Forum and faculty inservicing do little to stress the importance of student-centered education. Time limitation has been a crucial factor in the ability to be proactive in our efforts to inform and involve the faculty across the campus.

Activities that are beneficial focus on communication among faculty, administration, and families. Over 125 initial faculty contacts are made on behalf of students during a school year. Follow-ups for students are labor intensive because many of the issues involve multiple contacts. Quantitative data on follow-

ups has not been kept. This data will be gathered during the 1994-1995 School Year and reported on a quarterly basis.

Activities that involve faculty contact are handled primarily by the coordinator of the services. The newness of the program and the legal issues surrounding accommodations are factors that require professional input. The issue of additional release time has been discussed with little success. The visibility of the program and the completion of policies and procedures related to services is drastically impaired due to the lack of time allotted for service development. The situation is not expected to improve substantially in 1994-1995. The position of coordinator on a limited half-time basis will continue to hamper necessary efforts in the development of an efficient program which includes on-going training for faculty, staff and students. Activities that have not been accomplished in 1993-1994 due to time constraints will be attempted in 1994-1995. These activities include:

1. A series of meetings with individual departments to discuss "reasonable accommodations" acceptable to program areas.
2. A training component for student assistants, graduate assistants, tutors, academic officers, and interested others involved in student supports on campus.
3. The implementation of a procedure that integrates departmental advisement of students and academic supports.
4. The development of a procedure for academic advisement that will emphasize the content needs for students with learning disabilities. We would like to have voluntary support from each department. Departmental representatives will focus on issues surrounding accommodations, substitutions, and waivers. Faculty input has been requested concerning this program component.

Program model. We are continuing to develop a program designed to enable students to be independent learners. Emphasis is on the acquisition of effective learning strategies which generalize across content. Self-advocacy issues, student empowerment, and acknowledgement of individual learning styles are crucial for cadets to meet their academic responsibilities with determination.

Many of the students we see do not have the skills to be their own best advocates. We continue to concentrate on this area with first and second year students. The ability to communicate learning needs to others is a skill that must be mastered. This objective is accomplished most effectively through individual counseling and small group work.

Self-disclosure is an important aspect of establishing a program that enables students to become and/or remain independent learners. A majority of students voluntarily come to the support services office. During the initial interview with the coordinator the student is provided an overview of services and assigned a staff member to act as the student's case manager. A standing appointment for individual conferences is scheduled.

Each cadet develops his short and long-range goals. Students are encouraged to communicate with their instructors directly. If requested by the student, our office communicates with faculty members concerning reasonable accommodations and student progress. We will advocate for the student, but self-advocacy is always a goal.

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

The student is assigned to individual sessions on study skills and learning strategy techniques and remains assigned to a graduate student pending a decision on testing. We are continuing to support students in providing study and strategy techniques, regardless of the availability of the documentation. Reasonable accommodations are not requested for students without documentation. In cases where test results are pending, decisions are made by the Undergraduate Dean concerning accommodations/course substitutions. Recommendations for accommodations are suggested only after input from the student's faculty advisor and course instructor.

Coordination with the Counseling Center, Writing Center and Study Skills Program. We coordinate direct efforts with the Writing Center and Study Skills Program, where appropriate. The initial impressions of a coordinated effort with the Study Skills Program led us to believe that students with a history of academic needs be provided a specific sequence of modules in the Study Skills program. The presentation and format, while sufficient for typical students, is insufficient for students with critical learning histories. Presentation that involves active learning must be emphasized to allow for generalization. Small group clustering for specific needs is necessary. Individual sessions are imperative. Many of the students we see require assistance in the acquisition of efficient study systems and strategies. We do not refer students to the Study Skills program unless the student is independent and motivated.

The Counseling Center routinely refers academic issues to our office if a learning disability or an attention deficit disorder is suspected. Students continue to receive counseling services and academic support, when appropriate. Academic self-concept is the focus when a student experiences repeated failures in the classroom. Students are referred to the Counseling Center when issues are not specific to the disability.

The importance of continuity of services is crucial for effective services. Coordinated efforts with other support services on campus can not be overemphasized. Monthly staffings to discuss student referrals and progress has been beneficial.

1. Meeting with the Academic Officers to:
a. overview services available;
b. provide information to cadets on both learning disabilities and attention deficit disorders;
c. review characteristics of learning disabilities and attention deficit disorders in the college age student;
d. overview the procedure for referral to our office.
2. Assignment of students to base managers for tracking purposes.

August / January

1. Information on availability of services mailed to:
a. new cadets,
b. cadets on our 1992-1993 roster,
c. readmission students.
2. Training for new graduate assistants.
3. Prepare letters for students regarding accommodations.
4. Compile student schedules and list of professors for semester.
5. Meet with interested departments to discuss accommodation issues.
6. Meet with English 101/Modern Language instructors concerning new students.

August-May

1. Weekly staffings with Academic Support Services staff.
2. Monthly staffings with Writing Center, Counseling Center.
3. Referral to outside agencies.
4. Faculty conferences.
5. Student advisement.

October-November

Request sent to 100 cadets to assist in research study on self-efficacy and self-concept.

DD. Student Activities

August

1. Meeting with the Academic Officers to:
 - a. overview services available;
 - b. provide information to cadets on both learning disabilities and attention deficit disorders;
 - c. review characteristics of learning disabilities and attention deficit disorders in the college age

student;

and

- d. overview the procedure for referral to our office.

2. Assignment of students to case managers for tracking purposes.

August / January

1. Information on availability of services mailed to
 - a. new cadets.
 - b. cadets on our 1992-1993 roster.
 - c. readmission students.

2. Training for new graduate assistants.

3. Prepare letters for students requiring accommodations.

4. Compile student schedules and list of professors for semester.

5. Meet with interested departments to discuss accommodation issues.

6. Meet with English 101/Modern Language instructors concerning new students.

August-May

1. Weekly staffings with Academic Support Services staff.

2. Monthly staffings with Writing Center, Counseling Center.

3. Referral to outside agencies.

4. Faculty conferences.

5. Student advisement.

October-November

Request sent to 100 cadets to assist in research study on self-efficacy and self-concept.

91 participants. (see abstract)

October/March

1. Testing schedule for MLAT.
2. Send notices to identified cadets.
3. Scoring of tests.
4. Reporting results to students, faculty advisors.
5. Advisement of students concerning results.

January-February

1. Student files reviewed.
2. Accomodation checklists completed on self-disclosed students.

March-April

Request for student assistance on national validation study for identification of Attention Deficit Disorder in adults- 30 participants.

August/December/March/May

1. Communicate with students on seen on a monitoring basis tracked on a quarterly to insure that "good faith efforts" have been made to provide "adequate" support service.
2. Review progress of students seen on regular basis.
3. Compile data on student services.

II. FACILITIES AND CONSTRUCTION

A. General

1993-94 was another great year for progress in the construction area. A ground-breaking ceremony was held in May 1994 for the first of four new barracks to be built on campus to replace the four existing barracks. The project to rebuild McCormick Beach House was started and is scheduled to be completed in November 1994. The beach house was destroyed by Hurricane Hugo.

Colonel Robert H. Barton, Jr., Vice President for Facilities and Construction, retired December 31, 1993, after more than 16 years of exemplary service to The Citadel. The Physical Plant, Construction Management Office and the Department of Public Safety were temporarily placed under the cognizance of Colonel Calvin G. Lyons, Vice President of Finance and Business Affairs, pending the appointment of a new vice president. The decision was made to change the title of Vice President for Facilities and Construction to Vice President for Facilities and Administration, and The Citadel's Department of Human Resources will be placed under the cognizance of the new vice president.

Others leaving The Citadel during the 1993-94 school year to begin their well-earned retirement included: Lieutenant Roy Floyd, Deputy Director of Public Safety, after more than 22 years of service; Colonel George B. Stackhouse, Director of Public Safety, after 14 years of service; and Sergeant Frank Nigro of the Department of Public Safety, after 14 years of service. Mr. Jim Garrett, Deputy Physical Plant Director, resigned to accept a position with Georgia Tech in his home state, and Lt. Colonel Sherman Bingham was hired as the new Director of Public Safety.

B. Accomplishments

A land transfer and joint use agreement was executed in February 1994 by The Citadel and the City of Charleston, transferring The Citadel's Lockwood Field property to the City for the purpose of building a modern baseball complex for use by the City and The Citadel. The agreement also involved the transfer of College Park, a portion of Brittlebank Park and the City's reversionary rights to the National Guard Armory to The Citadel.

Several areas on campus were paved during the 1993-94 school year under the auspices of Charleston County with funding provided by "C" funds. Areas paved included the large parking lot to the west of the Infirmary, a portion of Jenkins Avenue, and the parking lots between Barracks One and the Laundry. In addition, the Hagood Gate area was upgraded.

The Construction Management Office was audited during this fiscal year. There were no problems identified. The outstanding audit resulted in The Citadel's construction certification being raised from \$25,000 to \$100,000.

C. Capital Improvement Projects

1. Bond Hall Renovation

The renovation project was completed in July 1993. The surety company for the defaulting contractor has made a claim for additional costs beyond the contracted amount. A settlement is being negotiated.

2. Mark Clark Hall

The Gift Shop was expanded into the area previously occupied by the canteen, and was completely renovated to update store fixtures and present a modern facility.

3. Utilities

The State Legislature approved the release of \$7,691,000 for the Utilities Repair/Replacement Project. A utilities master plan has been prepared and reviewed by the staff. This plan identifies the problem areas for each of the utilities: electrical distribution, steam distribution, gas distribution, water distribution, sanitary sewer collection, and storm water collection. Also included in the scope is to implement an energy management system. The Citadel staff is also working with the State Energy Office, the U.S. Department of Energy, and South Carolina Electric and Gas Company to develop an energy master plan for the campus. The Citadel was recently awarded an energy grant of \$100,000 from the State to install equipment to measure energy usage to use as the basis for the master plan. Construction on the utilities systems replacement should begin in the first quarter of 1994-95.

4. Barracks

The design for the first barracks has been completed. The project will be advertised for construction bids September 1, 1994 with an estimated construction start in October 1994. The design of the second barracks to be built will start in the first quarter of 1994-95.

D. Physical Plant

The Physical Plant encountered several staff changes during the past fiscal year to include: Jim FitzGerald, Operations Division Chief, promotion to Deputy Director; and Mrs. Margaret Carrigg reporting as our receptionist/work order clerk. Six vacancies remain.

1. GROUNDS AND CONTRACT SERVICES DIVISION

The Citadel's greenhouse was erected and is operational. The Physical Plant maintains large and small plants/shrubs for planting on campus or using as greenery for special events. This is a "state-of-the-art" greenhouse and a great asset to The Citadel.

Recycling is now being done, not only by employees, but also by quarters occupants. Charleston County provided the recycling containers and provides a curbside pick-up service for the residents.

The Grounds Shop has supported many projects/events this year to include: assisting in the move of furniture/equipment from the trailers on Kovats Field back to Bond Hall; the major clean-up of Kovats Field after trailers were removed; Sertoma Classic; Special Olympics; Weekend Visitor Program; Parents' Day; Homecoming; Citadel graduation; local high school and college graduations; dedications of rooms in Bond Hall; Friday afternoon parades; pep rallies; football games and tailgate parties; ground-breaking ceremonies for the new barracks; relocation of sophomore parking lot at Lockwood Field; improvements to barracks parking lots; removal of hazardous, diseased trees and stumps; and moving the Graduate Studies Office from the south wing to the east wing of Bond Hall.

2. BUILDINGS DIVISION

The new Academic Dean's office in Bond Hall was renovated; the second floor, south wing hallway was painted and carpeted. Sixty-four desk tops in Capers Hall were repaired, several classrooms and offices were painted and carpeted in a Capers Hall spruce-up program, phase I. Several rooms in Jenkins Halls were painted. Summerall Chapel windows were caulked. The Barber Shop in Mark Clark Hall was painted, along with various areas in the Infirmary. The Laundry door was replaced. Various painting was completed in Coward Hall, floor tile was replaced in the kitchen, and more than 300 chair backs were repaired. The interior of Faculty House was painted and a new awning installed on the exterior. A new office was constructed in the Library. Quads of all barracks were repainted, and several wood floors were replaced, sanded and refinished. Paneling was repaired in 30 rooms of Barracks 1, company supply rooms were renovated in each barracks, quad lights were installed, roof lights were repaired, new furniture was ordered, bulletin boards were replaced, furniture was set up in each barracks and in overflow areas of Thompson Hall for incoming cadets, ceramic tile was repaired in showers of all barracks, the 3rd floor gallery ceiling was painted in Barracks 1, and all sally ports were painted. Over 29 vacant faculty/staff quarters units were repaired and repainted, in addition to 10 occupied units and the exterior of several junior faculty buildings. The stairwells of the Dunnemann Apartment Building were scraped, repaired and repainted along with the hallways. In preparing the stadium for football season, workers replaced worn bleacher seat boards, extended the NCAA sign, power washed and repainted the stadium,

repaired press box and video booth roofs that had been damaged by storms, repaired handrails to the press box roof, and constructed new concrete steps. The Print Shop was renovated, which included new offices for the manager and his secretary, and more efficient work spaces for the graphic artists and darkroom. The Personnel Department was renovated to provide more efficient work space for employees, and Capers Hall, room 106, was renovated for the Psychology Department.

3. UTILITIES DIVISION

Window air-conditioning units were installed in the Infirmary to maintain climate control after the breakdown of the central system--these were removed after the central chiller was replaced. Welding repairs were made to barracks stairwells and handrails. The McAlister Field House compressor was replaced and the Vandiver Hall chiller was repaired. A new air-conditioning system was installed in the stadium Brigadier Club. The heat exchanger for Deas Hall pool was repaired. Air handler filters in Coward Hall were replaced with new type filters for better efficiency. Assistance was provided to SCE&G in completing the repairs/replacement of gas lines and installation of new energy efficient gas water heaters for the infirmary, tennis facility and over 50 faculty/staff quarters units. These locations are now maintained and billed directly by SCE&G.

4. OPERATIONS DIVISION

Five boating classes were held during the year with 140 of the 167 enrollees completing the course. Approximately 85% of these were students, the remaining 15% were faculty, staff and their dependents. Dredging was not accomplished due to lack of spoil site space and pending negotiations with the City for dike repair. Utilization of Boating Center equipment has decreased due to lack of water in the channel. The Boating Center was host to NROTC sail training and the Police Olympics. Additionally, there were weekly meetings held for the Cadet Lutheran Group and the Navigators. Other events included cookouts for football, Protestant choir, track, math department, BioCid club, various retirements, several staff/faculty family cookouts, birthday parties and dances.

The Defense Reutilization Marketing Office, Charleston Navy Base, has proven to be a valuable asset to the survival of the Boating Center. Without boat/motor donations, at least 4 of our boats would be out of service, due to the lack of funds to replace equipment. Three boat donations were received from individuals--one 24' pontoon with motor, one 22' Hunter sailboat and one 19' Montego sailboat.

5. MOTOR POOL

Semi-annual driver license screenings were accomplished. The Accident Review Board met in November to review vehicle accidents. The Interagency lease pool has proven to be an asset with more vehicles available for dispatch, and the Interagency fleet has been expanded.

E. Public Safety

1. Thefts

The Department of Public Safety's efforts toward educating the faculty, staff, and cadet corps/summer student body on anti-theft techniques has reduced thefts by 300% over the past two years. The department's crime prevention program provides guidance and education for the marking and recording of high-value items and equipment.

2. Drug/Alcohol Offenses

Fortunately, no drug or alcohol arrests/incidents were recorded on campus this year. Coordination continues with The Citadel's substance abuse counselor to ensure cadet drug abuse awareness and its consequences.

3. Moving Violations

Seventy-two moving citations were issued for various misdemeanor reasons during this reporting period. Of these, forty-two were issued to students, with thirteen tickets being dismissed.

4. Vehicle Registration and Parking

A total of 2,986 vehicles were registered to park on campus during the school year. Cadets registered 33%, evening students registered 40%, and the staff and faculty recorded the remaining 27%. The off-campus (Lockwood Field) vehicle parking area for sophomores has been upgraded with improved lighting and guard facility.

The department continues to work closely with parties concerned to ensure all military, social, special, and sporting events occur smoothly and safely.

5. Statutory Compliance

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

6. Building Inspections

Efforts are continuing to ensure campus building custodians are aware of their responsibilities. The Physical Plant increased campus lighting for better night visibility and campus police, staff and faculty, and building custodians have become keenly aware of energy conservation, i.e., lights in buildings left on or windows open.

7. Lost and Found

One hundred thirty-seven items were turned into Lost and Found, and fifty-nine items were returned to their owners. Items not claimed were turned over to The Citadel property manager for proper disposal.

8. Miscellaneous Services

Public Safety Officers provided quality service and satisfaction for campus customers. These services included identification card issuance, general campus and City of Charleston information, and motorist assistance.

9. Training

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

10. Community Service

The department raised \$1,000 during the annual Buck-A-Cup/Brace-A-Child drive. Campus identification cards were issued to Burke High School officials in support of their "Project Challenge Program"--a program designed to reach out to children. The cards were worn during their visits to The Citadel.

Additionally, The Citadel and the Public Safety Department hosted and supported the annual state-wide Police Olympics sponsored by the Charleston 100 Club. General information, transportation, and facilities were provided for the events.

11. Equipment

A fingerprint kit and metal detector were procured. New radios with telephone capabilities are programmed awaiting funds.

12. Personnel

The Director of Public Safety and two other officers retired. As a result, a new director was hired and three officers were promoted.

III. Finance & Business Affairs

A. Finance:

The college's annual audit for Fiscal Year 1992-93 was conducted by the State Auditor's Office. The auditors gave an "unqualified opinion" on the financial statements. This "clean" opinion attests to the good financial practices of the college.

The Treasurer's Office placed special emphasis on the institutional loan programs in order to get payments current and make appropriate use of collection agencies. As a direct result of this effort, we have been able to reduce our allowance for uncollectible loans from \$165,927 to \$65,533. That equates to a 60% reduction in one year.

The Director of Financial Services assisted with the SACS accreditation process and served on a variety of college committees, including the Performance Pay Committee and the committee to screen applications for a new Director of Human Resources. State agencies were authorized to develop a performance pay plan, and The Citadel took advantage of the authority and awarded performance pay increases in the fourth quarter of the fiscal year. Awards were based upon specific performance criteria for faculty and staff members of the college.

The Citadel Trust, Inc., audit for Fiscal Year 1992-93 was completed on time and without any significant problems. The audit firm of McLean and Moise audited the financial statements of the Trust and gave it an unqualified opinion. The Trust reimburses The Citadel for effort expended by The Citadel finance staff on its behalf.

The Vice President for Finance and Business Affairs and the Director of Financial Services worked with the college's bond attorneys to have the appropriate bond resolutions approved by The Citadel Board of Visitors to enable \$11 million revenue bonds to be sold early in FY 1994-95 for the first of four new barracks to be constructed to replace the existing barracks.

The college's accounting procedures for construction projects were completely revised. Pertinent construction project data now appears on the accounting system, and a report requiring several days to prepare and review has been eliminated. The Facilities Engineer and the accounting office are in better communication and are aggressively using the accounting system to provide the control and reporting needed for construction projects.

The annual Scholarship Book was prepared and approved by both The Citadel Trust, Inc., Directors and The Citadel Board of Visitors. The Board of Visitors commended Ms. Rena Ferrell, the Endowment Accountant, and Ms. Sue Reynolds, the Accounting Manager, for the fine work done on the book.

The state approved a Retirement Incentive Program (RIP) that state agencies could elect to participate in and fund from their own internal funds. The Citadel participated in the plan and paid RIP bonuses and fringe benefits totalling \$335,261 to 34 individuals. The time required to recoup the cost of the plan cannot be determined until all positions are filled for those employees

who participated in the plan; however, it is expected that our costs will be recouped in three years or less.

The South Carolina Legislature revised the South Carolina Procurement Code as of 1 July 1993. The revision that has had the greatest effect on The Citadel has been the increase in the small purchase limits from \$2,500 to \$25,000. The limit for purchases without competition was raised from \$500 to \$1,500 when the price is considered fair and reasonable. All other small purchases must have competition but may be purchased based upon verbal or written quotes instead of competitive sealed bids/proposals. The changes have allowed Procurement Services to decrease the turn-around time on processing purchase requirements.

The purchasing staff processed 44 Requests for Quotations (RFQ), 8 Invitations for Bids (IFB) and 3 Requests for Proposals (RFP) during the fiscal year with no vendor protests. There were 5,449 Departmental Orders for goods and services worth \$586,632. The Director of Procurement Services continues to serve as the college's Minority Business Enterprise Liaison Officer. In 1993-94 the Governor's Office of Small and Minority Business Assistance gave special recognition to those agencies which achieved in excess of 65% of the FY 1992-93 MBE goal; The Citadel attained 80% of its goal.

The Central Stores Requisitioning System has been in operation for a year and has operated far above expectations. Central Supply processed 1,821 Central Supply Orders worth \$123,705 using the system. The system has allowed Central Supply to operate without stockouts or backorders.

The Citadel continues to benefit from its designation as a Service Educational Activity (SEA) by the Department of Defense. This designation permits the college to gain priority access to Department of Defense surplus property at minimal cost to the college. The Citadel obtained property valued at more than \$520,000 this fiscal year to include heavy equipment, general maintenance supplies, and other equipment. The college also sponsored its first "Citadel Garage Sale" of college-owned surplus property which had been declared "junk" by the State Surplus Property Office. More than \$1,000 was realized from these sales. Additionally, The Citadel received \$11,151 from sales of surplus property conducted by the State Surplus Property Office. The funds generated by these sales will be used to purchase like items.

B. Auxiliary Service Activities:

The Cadet Store revenue collections for the Fiscal Year is \$2,865,000--an increase of more than \$170,000 from last fiscal year. Purchasing of used textbooks from wholesalers and from students has continued to increase. In addition to special order computer software, some computer software is now stocked on campus and is sold at educational discount prices. The Citadel did not have any major uniform changes in SY 1993-94.

The Tailor Shop enjoyed a successful year during SY 1993-94. Revenue collections as of 30 June amounted to \$867,166. The Freshman Class of 1997 was measured, fitted, and alterations begun in August and finished in late January. This was our first year with Ippoliti, Inc., of Philadelphia as the new vendor for dress uniforms for the Corps of Cadets. As with all new contractor relationships, there were growing pains and problem areas during the first year. Hopefully, most of the bugs have now been worked out, while progressing and

remaining dedicated to our tradition of quality in uniforms. The annual inventory was conducted in June revealing \$87,415 in carry-over stock that will be incorporated into fittings for the Class of 1998. The Tailor Shop is processing some 8,000 pieces of uniforms for repair, class striping, rank chevron installation, dry-cleaning-mothproofing-pressing during the summer to prepare for the return of the Corps in August.

The Citadel Print Shop--The office and reception areas were remodeled and have proven to be both aesthetically pleasing and very functional. The new "electronic imagesetter" has been installed and is producing high-quality negatives and plates at remarkable speeds. The new technology will soon allow production of "color separations" in-house and save more than \$20,000 in annual off-campus purchases. It is anticipated that growth for two- and four-color printing will continue well into the foreseeable future. An agreement with Central Stores to store paper stock in the Central Warehouse has allowed the Print Shop to remove unneeded shelving and reposition some equipment to improve safety and productivity. Obsolete and marginally productive equipment is being phased out and replaced with modern, high-production equipment, resulting in fewer man hours needed to produce better quality and larger volume. A comprehensive equipment needs list is being coordinated with the Vice President for Finance and Business Affairs.

The Citadel Gift Shop Enterprises--The Gift Shop Enterprises provided services for the Corps of Cadets, alumni, staff, and supporters. The department's revenues were generated by store sales and concession sales for gift merchandise, barber shop services, and commissions from the contracted services for the Snack Bar, vending machines, coin laundry, and amusement machines. The store was temporarily moved to Thompson Hall during December while Mark Clark Hall renovations were in process. The relocation back to Mark Clark Hall will be completed by July 15, 1994. The grand opening will be scheduled for fall after the Corps returns to campus. Store merchandise sales decreased this year compared to last. (The 1992-1993 year was exceptional due to the success of the football program.) Also a contributing factor was the temporary location and limited sales space during the spring semester. The Munnerlyn Snack Bar, now a year old, continues to reflect customers' satisfaction; the commission revenues increased \$10,100 over last year.

The Citadel Laundry & Dry Cleaners--The Laundry and Dry Cleaners continue to provide support for cadets, faculty and staff.

Laundry Workloads

Pounds produced	356,349
Cost per pound	\$2.67
Number of bundles processed	42,548
Cost per Cadet bundle	\$17.45

Dry Cleaning Workloads

Total pounds produced	70,630
Total uniforms cleaned	7,066

C. Personnel Action:

COL Calvin G. Lyons, Mrs. Meredith W. Yates, Mrs. Betty W. Sandifer, and Mr. Samuel G. Evans, III, completed a three-year tenure as editor and staff for the SACUBO Ledger, a quarterly publication of the Southern Association of College and University Business Officers.

Four employees at The Citadel Laundry retired in 1993-94 totaling 118 years of service. There were Ida H. Bryant (39 years), Peggy Inman (7 years), Josephine F. Lewis (29 years), and Ernestine White (43 years).

Mr. Wallace Bamberg, Jr., formerly with Procurement Services, transferred to the Laundry and Dry Cleaning Plant and was promoted to the position of Vehicle Operator I.

Ms. Lease Marie Bennett was employed in the Cadet Store as Supply Specialist II.

Leola Bennett, Treasurer's Office, retired 30 June after more than 15 years of service.

Maj. William D. Brady, Jr., Director of Procurement Services, completed the third and final year of the College Business Management Institute (CBMI) sponsored at the University of Kentucky by the Southern Association of College and University Business Officers (SACUBO). He attended the Financial Records System (FRS) International Conference where he presented a seminar entitled "Implementing and Using the Fixed Assets System for Property Management." Major Brady is a director-at-large with the South Carolina Association of Governmental Purchasing Officials (SCAGPO) and attended the association's annual conference. He presented a seminar entitled "On-Line Purchase Requisitioning and Other Automated Purchasing Tools" at the SCAGPO fall 1993 Training Seminar. He is the co-chairperson of the SCAGPO Professional Development Committee, responsible for providing two professional development training seminars per year. Major Brady is a member of the steering committee to purchase a new automated purchasing system for State Materials Management Office. He received his 10-year service award pin.

Ms. Camille Ann Brennan was employed 11 April in The Citadel Infirmary as Staff Nurse, vice Ms. Hancock who retired.

Ms. Ida H. Bryant retired from The Citadel Laundry 31 July 1993 with 39 years of service.

Mr. Jerry D. Christian, Procurement Officer III, retired 31 March 1994 after 7 years of service.

Mrs. Kristie Lynn Cowart was employed 16 June 1994 as Payroll Supervisor, vice Ms. Stephens who transferred to the College of Charleston.

Mr. David Creaturo accepted the position as contract supervisor for the Barber Shop as of 1 June.

Mr. Derrick J. Freeman, Print Shop, was promoted to Printing Equipment Operator I.

Ms. Susan Stanley Garrison was employed 1 October 1993 as Staff Nurse in The Citadel Infirmary, vice Ms. Hebert who retired.

Mr. Stanley M. Godfrey of the Print Shop was promoted to Printing Equipment Operator II, 1 September, vice Mr. Brown who retired.

Ms. Patricia C. Hancock, Staff Nurse in The Citadel Infirmary, retired 31 March.

Mr. Lonnie Harrelson as of May 1994 is semi-retired but will continue to provide barber services on a part-time contract.

Mrs. Renee Harrison was promoted to Procurement Officer II. She received her 10-year service award pin. Mrs. Harrison attended the SCAGPO Semi-Annual Conference on Best Value Procurement.

Ms. Patricia M. Hebert, Head Nurse, The Citadel Infirmary, retired 30 September.

Ms. Sherri Lynn Higdon was employed 1 February in Procurement Services as Accounting Technician I, vice Ms. Harrison who was promoted.

Ms. Beverly Gethers Horry was employed 1 March as Clerical Specialist B in the Gift Shop.

Ms. Peggy Inman of The Citadel Laundry and Dry Cleaning Department retired 30 June 1994 after more than 7 years of service.

Mr. Robert Leroy Jones was employed in the Print Shop 16 July as Printing Equipment Operator III, vice Mr. Glessner who resigned.

Ms. Josephine F. Lewis of the Laundry and Dry Cleaning Department retired effective 31 March 1994 with 29 years of service.

Mrs. Anne Michau, Tailor Shop staff member, retired 30 June 1994 after more than 17 1/2 years of service.

Mr. Michael Leroy Miller was employed 1 April in the Procurement Services Office as Supply Specialist I, vice Mr. Bamberg who was promoted.

Mrs. Sarah R. Milligan, Cadet Store, retired 30 June 1994 with 27 years of state service.

Ms. Allison Musgrave was employed in the Budget Office as Budget Analyst 1 April, vice Ms. Sandifer's transfer to the Treasurer's Office.

Ms. Carol K. Pinta, Treasurer's Office, resigned 31 December 1993.

Ms. Debra Daughton Prather was employed 16 July 1993 in the Gift Shop as Accounting Technician I.

Ms. Frances Myatt Reymann was employed 16 July 1993 in the Controller's Office as Accounting Technician I, vice Ms. Lewis who resigned.

Ms. Susan Bowie Reynolds was hired 16 July 1993 as Director of Financial Information and Reporting, vice Ms. Pat Dennis who resigned.

Ms. Annette Phyllis Riley was employed in the Accounts Payable Office as Accounting Technician I, 1 January 1994.

Ms. Vernelle Bernice Rivers was employed in the Print Shop as Bindery Worker, 16 May 1994.

Mrs. Jolarie Robinson, Procurement Services Accounting Technician I, received her 10-year service award pin.

Mrs. Betty W. Sandifer, formerly Senior Budget Analyst, transferred 1 February 1994 to the Treasurer's Office to the position of Accountant, vice Ms. Thompson who transferred. Mrs. Sandifer completed the third and final year of the College Business Management Institute (CBMI) sponsored at the University of Kentucky by the Southern Association of College and University Business Officers (SACUBO).

Ms. Opal C. Spalviero, Procurement Services, retired 31 July 1993 after 30 years of service.

Ms. M. Linda Stephens, Payroll Supervisor, resigned 15 May 1994 to accept a position at the College of Charleston.

Mrs. Sharon Thompson, Treasurer's Office, transferred from Assistant Treasurer to Grants/Loan Accountant 1 January 1994, vice Ms. Pinta's resignation.

Mr. John Lewis Walker was employed 1 May 1994 in the Procurement Services Department as Procurement Officer III, vice Mr. Christian who retired. He attended the SCAGPO Semi-Annual Conference on Best Value Procurement.

Ms. Ernestine White, Laundry and Dry Cleaning, retired 31 December 1993 with 43 years of service.

D. Financial Review of Operations for Fiscal Year 1993-94

**THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
BALANCE SHEET
AS OF 30 JUNE 1994 AND 30 JUNE 1993**

ASSETS

	<u>30 June 1994</u>	<u>30 June 1993 (Restated)</u>
Current Funds		
Unrestricted:		
Cash and Cash Equivalents	6,901,141	6,016,594
Investments	2,184,653	1,090,775
Accounts Receivable	966,298	870,926
Allowance for Doubtful Accounts	(98,297)	(93,791)
Inventories	1,273,162	1,264,213
Prepaid Items	141,017	136,901
Advance to Unexpended Plant Funds	0	44,055
Cash Surrender Value of Life Insurance	17,591	15,233
Land	253,689	253,689
Total Unrestricted	<u>11,639,254</u>	<u>9,598,595</u>
Restricted:		
Cash and Cash Equivalents	408,717	2,154,849
Investments	2,950,267	1,090,359
Grants and Contracts Receivable	251,466	95,649
Note Receivable	124,000	124,000
Prepaid Items	2,784	0
Cash Surrender Value of Life Insurance	142,457	124,044
Total Restricted	<u>3,879,691</u>	<u>3,588,901</u>
Total Current Funds	<u>15,518,945</u>	<u>13,187,496</u>
Loan Funds		
Cash and Cash Equivalents	304,968	45,546
Investments	359,700	541,967
Accounts Receivable	0	2,848
Loans Receivable	807,703	796,977
Allowance for Doubtful Loans	(65,534)	(165,927)
Total Loan Funds	<u>1,406,837</u>	<u>1,221,411</u>

LIABILITIES AND FUND BALANCES

	<u>30 June 1994</u>	<u>30 June 1993 (Restated)</u>
Current Funds		
Unrestricted:		
Accounts Payable	1,481,543	514,235
Accrued Payroll	1,498,438	1,452,200
Accrued Annual Leave	1,275,905	1,290,570
Deferred Revenues	311,581	353,134
Student Deposits	673,244	643,054
Fund Balance	6,398,543	5,345,402
Total Unrestricted	<u>11,639,254</u>	<u>9,598,595</u>
Restricted:		
Accounts Payable	20,096	25,428
Accrued Payroll	43,762	64,730
Deferred Revenue	0	5,000
Accrued Annual Leave	2,452	7,252
Fund Balance – Restricted	3,813,381	3,486,491
Total Restricted	<u>3,879,691</u>	<u>3,588,901</u>
Total Current Funds	<u>15,518,945</u>	<u>13,187,496</u>
Loan Funds		
Accounts Payable	476	694
Fund Balances		
U.S. Government Grants Refundable	469,073	409,942
College Funds – Restricted	937,288	810,775
Total Loan Funds	<u>1,406,837</u>	<u>1,221,411</u>

**THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
BALANCE SHEET (Continued)
AS OF 30 JUNE 1994 AND 30 JUNE 1993**

ASSETS			LIABILITIES AND FUND BALANCES		
	<u>30 June 1994</u>	<u>30 June 1993 (Restated)</u>		<u>30 June 1994</u>	<u>30 June 1993 (Restated)</u>
Endowment Funds			Endowment Funds		
Cash and Cash Equivalents	893,908	912,236	Fund Balances:		
Investments	16,485,785	14,866,323	Endowment	5,864,410	4,288,782
Yacht	210,000	210,000	Quasi-Endowment	11,725,283	11,699,777
Total Endowment and Similar Funds	<u>17,589,693</u>	<u>15,988,559</u>	Total Endowment and Similar Funds	<u>17,589,693</u>	<u>15,988,559</u>
Plant Funds			Plant Funds		
Unexpended:			Unexpended:		
Cash and Cash Equivalents	1,246,335	1,071,947	Accounts Payable	108,016	297,858
Investments	73,550	162,886	Retainages Payable	67,868	333,659
Capital Imprvmt. Bond Proceeds Receivable	7,629,427	8,305,676	Advance from Retirement of Indebtedness	552,918	631,710
Prepaid Items	38	1,924	Fund Balances - Restricted	8,220,548	8,279,206
Total Unexpended	<u>8,949,350</u>	<u>9,542,433</u>	Total Unexpended	<u>8,949,350</u>	<u>9,542,433</u>
Renewals and Replacements:			Renewals and Replacements:		
Cash and Cash Equivalents	689,584	1,015,703	Fund Balances - Unrestricted	689,584	1,015,703
Total Renewals and Replacements	<u>689,584</u>	<u>1,015,703</u>	Total Renewals and Replacements	<u>689,584</u>	<u>1,015,703</u>
Retirement of Indebtedness:			Retirement of Indebtedness:		
Cash and Cash Equivalents	2,514,127	1,310,904	Accrued Interest Payable	48,994	51,565
Advance to Unexpended Plant Funds	552,918	587,655	Fund Balances - Restricted	3,018,051	1,846,994
Total Retirement of Indebtedness	<u>3,067,045</u>	<u>1,898,559</u>	Total Retirement of Indebtedness	<u>3,067,045</u>	<u>1,898,559</u>

**THE CITADEL
THE MILITARY COLLEGE OF SOUTH CAROLINA
BALANCE SHEET (Continued)
AS OF 30 JUNE 1994 AND 30 JUNE 1993**

	ASSETS		LIABILITIES AND FUND BALANCES		
	30 June 1994	30 June 1993 (Restated)		30 June 1994	30 June 1993 (Restated)
Investment in Plant:			Investment in Plant:		
Land	2,629,195	2,624,824	Capital Lease Obligations	21,017	43,678
Buildings	59,957,396	58,700,312	Notes Payable	342,881	355,855
Equipment	11,517,103	10,945,908	Bonds Payable	6,530,000	6,920,000
Library Books	6,413,092	6,337,447	Net Investment in Plant	74,976,569	72,843,640
Construction in Progress	1,353,681	1,554,682			
Total Investment in Plant	81,870,467	80,163,173	Total Investment in Plant	81,870,467	80,163,173
Total Plant Funds	94,576,446	92,619,868	Total Plant Funds	94,576,446	92,619,868
Agency Funds			Agency Funds		
Cash and Cash Equivalents	107,623	93,562	Deposits Held for Others	107,623	93,562
Total Agency Funds	107,623	93,562	Total Agency Funds	107,623	93,562

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FOR THE YEARS ENDED 30 JUNE 1994 AND 30 JUNE 1993
STATEMENT OF CHANGES IN FUND BALANCES
THE CITADEL

THE CITADEL
STATEMENT OF CHANGES IN FUND BALANCES
FOR THE YEARS ENDED 30 JUNE 1994 AND 30 JUNE 1993

	Current Funds		Loan Funds	Endowment Funds	Plant Funds			Totals for the Year Ended June 30 (Memorandum Only)		
	Unrestricted	Restricted			Renewals and Replacements	Unexpended	Retirement of Indebtedness	Investment in Plant	1994	1993 (Restated)
Revenues & Other Additions:										
Unrestricted Current Fund Revenues	42,001,798							42,001,798	40,555,031	
Federal Grants & Contracts - Restricted		933,695	10,000			54,239		997,934	823,736	
State Gifts & Grants - Restricted		9,836						9,836	49,949	
Private Gifts & Grants - Restricted		3,603,020		1,113,214		100,000		4,816,234	3,845,318	
Investment Income - Restricted		58,446	29,065	60,419		50,489	44,403	242,822	209,079	
Endowment Income		788,535						788,535	735,641	
Realized Gains on Investments - Restricted		303,206	44,220	579,447				926,873	433,343	
Interest on Loans Receivable			27,373					27,373	19,043	
Expended for Plant Facilities							2,067,090	2,067,090	4,448,829	
Retirement of Indebtedness							425,636	425,636	413,291	
Plant Improvement Fees						2,139,041		2,139,041	1,212,852	
Donated Equipment - Federal							164,614	164,614	611	
Donated Equipment - Private							18,744	18,744	8,457	
Other Additions		31,348	80,940					112,288	40,119	
Total Revenues & Other Additions	42,001,798	5,728,086	191,598	1,753,080	0	204,728	2,183,444	2,676,084	54,738,818	52,795,299
Expenditures & Other Deductions:										
Educational & General Expenditures	26,011,356	4,956,328						30,967,684	28,651,686	
Auxiliary Enterprise Expenditures	14,344,007							14,344,007	13,876,062	
Indirect Costs Recovered		36,072						36,072	14,487	
Loan Cancellations & Write-Offs			103					103	1,501	
Expended for Plant Facilities					115,609	1,634,646		1,750,255	4,251,107	
Retirement of Indebtedness							425,636	425,636	413,291	
Interest and Executory Fees on Indebtedness							578,274	578,274	503,289	
Disposal of Plant Facilities								543,155	251,867	
Other Deductions			7,617					7,617	8,797	
Total Expenditures & Other Deductions	40,355,363	4,992,400	7,720	0	115,609	1,634,646	1,003,910	543,155	48,652,803	47,972,087

AS OF 30 JUNE 1994 AND 30 JUNE 1993
 BALANCE SHEET (CONTINUED)
 THE UNIVERSITY COLLEGE OF SOUTH CAROLINA
 THE CITADEL

THE CITADEL STATEMENT OF CHANGES IN FUND BALANCES (Continued) FOR THE YEARS ENDED 30 JUNE 1994 AND 30 JUNE 1993

	Current Funds		Loan Funds	Endowment Funds	Plant Funds			Totals for the Year Ended June 30 (Memorandum Only)		
	Unrestricted	Restricted			Unexpended	Retirement of Indebtedness	Investment in Plant	1994	1993 (Restated)	
Transfers among Funds – Additions (Deductions)										
Mandatory:										
For Principal and Interest	(341,260)						341,260		0	
For Capital Contribution to Perkins Loan Fund	(1,765)		1,765						0	
Non-Mandatory:										
Transfer of Excess Debt Service Funds to be Used for Capital Projects						579,270	(579,270)		0	
Transfers from Current Funds:										
Unrestricted	(663,649)				307,420	328,584	27,645		0	
Restricted		(530,686)		319,556		173,958	37,172		0	
Transfers from Endowment and Similar Funds	254,936	13,333		(471,502)		203,233			0	
Transfers from Unexpended Plant Funds		117,000			2,022	(283,738)	164,716		0	
Transfers from Renewals and Replacements	150,000				(519,952)	369,952			0	
Net Transfers Between Current Funds	8,443	(8,443)							0	
Total Transfers	(593,295)	(408,796)	1,765	(151,946)	(210,510)	1,371,259	(8,477)	0	0	
Net Increase/(Decrease) for the Year	1,053,140	326,890	185,643	1,601,134	(326,119)	(58,659)	1,171,057	2,132,929	6,086,015	4,823,212
Fund Balances at July 1, 1993 (As Restated)	5,345,403	3,486,491	1,220,718	15,988,559	1,015,703	8,279,207	1,846,994	72,843,640	110,026,715	105,203,503
Fund Balances at End of Period	6,398,543	3,813,381	1,406,361	17,589,693	689,584	8,220,548	3,018,051	74,976,569	116,112,730	110,026,715

Statement of Current Fund Revenues, Expenditures and Other Changes
For the Year Ended 30 June 1994
with totals for the year ended 30 June, 1993

	Unrestricted	Restricted	Total	1993 (Restated)
Revenues:				
Student Fees	11,424,874	0	11,424,874	10,471,409
State Appropriations	12,477,109	0	12,477,109	12,655,811
Federal Grants & Contracts	36,072	897,623	933,695	822,551
State Gifts & Contracts	0	9,836	9,836	44,949
Private Gifts, Grants & Contracts	1,118,041	2,867,334	3,985,375	3,784,504
Investment Income	124,456	58,446	182,902	269,543
Endowment Income	114,934	788,535	903,469	735,641
Realized Gains (Losses) on Investments	25,489	303,206	328,695	7,621
Auxiliary Enterprises:				
Student Fees	6,989,355	0	6,989,355	6,579,368
Gifts and Contributions	3,000	0	3,000	30,600
Interest Income	168,383	0	168,383	104,043
Sales and Services	8,498,439	0	8,498,439	8,616,491
Other Sources	1,021,646	31,348	1,052,994	843,636
Total Current Revenues	42,001,798	4,956,328	46,958,126	44,966,167
Expenditures and Mandatory Transfers:				
Educational and General:				
Instruction	11,462,887	726,852	12,189,739	11,353,316
Research	1,368	310,471	311,839	194,397
Public Service	503,460	156,047	659,507	620,426
Academic Support	2,169,304	547,720	2,717,024	2,642,909
Student Services	2,579,372	112,368	2,691,740	2,499,040
Institutional Support	4,170,333	368,460	4,538,793	4,184,896
Operation & Maintenance of Plant	4,228,081	52,061	4,280,142	3,833,853
Scholarships and Fellowships	896,551	2,682,349	3,578,900	3,322,850
Total Educational and General	26,011,356	4,956,328	30,967,684	28,651,687
Auxiliary Enterprises:				
Expenditures	14,344,007	0	14,344,007	13,876,062
Mandatory Transfers for Principal & Interest	341,260	0	341,260	339,970
Total Auxiliary Enterprises	14,685,267	0	14,685,267	14,216,032
Total Expenditures & Mandatory Transfers	40,696,623	4,956,328	45,652,951	42,867,719
Other Transfers and Additions/(Deductions):				
Mandatory Transfers for Matching Funds	(1,765)	0	(1,765)	0
Nonmandatory Transfers In	404,936	130,333	535,269	499,586
Nonmandatory Transfers Out	(663,649)	(530,686)	(1,194,335)	(624,195)
Net Transfers Between Current Funds	8,443	(8,443)	0	0
Excess of Restricted Receipts over Transfers to Revenues	0	735,686	735,686	586,777
Total Other Transfers and Additions/ (Deductions)	(252,035)	326,890	74,855	462,168
Net Increase (Decrease) in Fund Balance	1,053,140	326,890	1,380,030	2,560,616

THE CITADEL
The Military College of South Carolina
Notes to Financial Statements
June 30, 1994

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Reporting Entity

The Citadel, the Military College of South Carolina, is a state-supported institution of higher education. The basic, but not the only, criterion for including a component unit in the reporting entity is the governing body's oversight responsibility over such component unit. Financial interdependency is the most important element of oversight responsibility. The Citadel, the Military College of South Carolina, is a component unit of the State of South Carolina, established as an institution of higher education by Section 59-101-10 of the Code of Laws of South Carolina. The funds of The Citadel are included in the Comprehensive Annual Financial Report of the State of South Carolina. The Board of Visitors, which has seven members appointed by the General Assembly, three by the Association of Citadel Men and one by the Governor, is the governing body of The Citadel. The Board administers, has jurisdiction over, and is responsible for the management of The Citadel. The reporting entity operates as an autonomous component unit.

The financial statements of the reporting entity include The Citadel Trust, Inc., a component unit of The Citadel over which the Board of Visitors exercises significant oversight responsibility. Section 59-121-55 of the Code of Laws of South Carolina authorized The Citadel Board of Visitors to form The Citadel Trust, Inc. (the Trust), a nonprofit eleemosynary corporation for the purpose of providing scholarship and other financial assistance or support to The Citadel. This legislation further authorized the Board of Visitors to transfer certain non-state appropriated assets not exceeding \$20,000,000, to the Trust to be used for its stated purpose, except that any restrictions or limitations on such assets continue to be applicable after the assets are transferred. These assets were transferred to the Trust effective July 1, 1991. The Trust is governed by a five-member Board of Directors appointed by The Citadel Board of Visitors. In the event of dissolution of the Trust, all its assets shall revert to The Citadel.

The accompanying financial statements present the financial position, the changes in fund balances, and the current funds revenues, expenditures, and other changes solely of The Citadel and do not include any other component units of the State of South Carolina.

Accrual Basis

The financial statements of The Citadel have been prepared on the accrual basis except that, in accordance with accounting practices customarily followed by educational institutions, no provision is made for depreciation of physical plant assets, interest on loans to students is recorded when collected, and revenue from tuition and student fees for summer sessions is reported totally within the fiscal year in which the session is primarily conducted. Otherwise, revenues are reported when earned and expenditures when materials or services are received. Unrestricted state appropriations are recognized as revenue when

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

received or made available. The statement of current funds revenues, expenditures, and other changes is a statement of financial activities of current funds related to the current reporting period. The statement does not purport to present the results of operations or the net income or loss for the period as would a statement of income or a statement of revenue and expenses.

Mandatory transfers are limited to those arising out of binding legal arrangements related to financing the educational plant or agreements to match gift and grants. All other interfund transfers are reported as nonmandatory transfers.

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

Fund Accounting

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

Within each fund group, fund balances restricted by outside sources are so indicated and are distinguished from unrestricted funds allocated to specific purposes by action of the governing board. Externally restricted funds may be utilized only in accordance with the purposes established 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 non-cash assets are accounted for in the fund that owned such assets. Ordinary income derived from investments, receivables, and the like is accounted for in the fund owning such assets, except for income derived from investments of endowment and similar funds, which income is accounted for in the fund to which it is restricted or, if unrestricted, as revenue in unrestricted current funds.

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

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

Auxiliary enterprises are essentially self-supporting business entities and activities that exist for the purpose of furnishing goods and services primarily to students, faculty, staff, or departments and for which charges are made that directly relate to such goods and services. Revenue and expenditures are reported separately as unrestricted current funds. Assets, liabilities, and fund balances are combined with other unrestricted current funds for reporting purposes; however, each separate enterprise maintains its own assets, liabilities, and fund balance. Auxiliary enterprises activities include athletics, barracks, cadet store, dining hall, infirmary, and snack bar, print shop, tailor shop, laundry/drycleaners, gift shop, and telephone.

The *Loan Funds* group accounts for the resources available for loans to students from donors and government agencies. Loan funds have been divided into those provided by the federal government and those provided by other sources. Expenditures include costs of loan collections, loan cancellations and collectibility reserves, and administrative costs under the federal loan programs.

The *Endowment and Similar Funds* group includes endowment funds and funds functioning as endowments (quasi-endowment). Endowment funds are subject to the restrictions of gift instruments requiring in perpetuity that the principal be invested and the income only be utilized. While quasi-endowment funds have been established by the governing board for the same purposes as permanent endowment funds, subject to any restrictions imposed by the donor of the resources, any unrestricted portion of the principal as well as income may be expended at the discretion of the governing board. The term "principal" is construed to include the original value of an endowment and subsequent additions and realized gains/losses attributable to investment transactions.

The *Plant Funds* group consists of four self-balancing subgroups: (1) unexpended plant funds, (2) funds for renewals and replacements, (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 routine renewal and replacement of existing plant assets which are not reported in the renewals and replacements subgroup. Resources specifically set aside and

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

accumulated for major renewals and replacements of institutional properties are recorded in the separate subgroup. The retirement of indebtedness subgroup accounts for resources that are specifically accumulated for interest and principal payments, debt service reserve funds, and other debt service charges related to plant fund indebtedness. The investment in plant subgroup accounts for all long-life assets in the service of The Citadel, all construction in progress, and related debt for funds borrowed and expended for the acquisition of plant assets included in this fund subgroup. Net investment in plant represents the excess of the carrying value of assets over liabilities. Major additions to plant assets and inventoriable equipment with a unit value in excess of \$500 are capitalized. Capitalization of infrastructure assets is optional and The Citadel has chosen not to capitalize these assets.

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

Indirect Cost Recoveries

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

Risk Management

The Citadel is exposed to various risks of loss and maintains State or commercial insurance coverage for each of those risks. Management believes such coverage is sufficient to preclude any significant uninsured losses to The Citadel. The Citadel pays insurance premiums to certain other State agencies to cover risks that may occur in normal operations. Several State funds accumulate assets and the State itself assumes all risks for the following:

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

In addition, The Citadel pays premiums to the State's Insurance Reserve Fund which accumulates assets to cover the risks of loss related to the following assets and activities:

1. Real property and its contents, and other equipment,
2. Motor vehicles,
3. General tort claims,
4. Medical malpractice claims against covered employees, and
5. Business interruption.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

The Citadel also purchases a portion of its medical malpractice insurance coverage for healthcare providers through the State's public entity risk pool, the Patients' Compensation Fund. The Citadel obtains employee fidelity bond insurance coverage for all employees through a commercial insurer for losses arising from theft or misappropriation.

Accrued Annual Leave

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 State employment, 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 preponderance of the unpaid liability, inventoried at fiscal year-end current salary costs, is recorded in unrestricted current funds. Some restricted accounts supporting salaried employees bear a small portion of the unpaid liability. The net change in the liability is recorded as an expenditure in the current year.

Investment in Plant

Physical plant and equipment, except for plant assets acquired prior to July 1, 1985, and equipment under capital lease, are stated at cost at the date of acquisition or fair market value at the date of donation in the case of gifts. Land and buildings acquired prior to July 1, 1985, are stated at historical cost when determinable or at approximate historical cost determined by an independent appraisal. Equipment additions purchased through capital leases or installment purchase contracts are capitalized in the investment in plant fund subgroup in the year of acquisition at their total cost, excluding interest charges. Equipment under capital leases is stated at the lower of the present value of minimum lease payments at the beginning of the lease term or fair value at the inception of the lease. Payments of principal and interest on such contracts are recorded in the retirement of indebtedness fund subgroup of the plant funds group as the installments are paid.

Construction expenditures meeting the College's asset capitalization policy are recorded at cost in the unexpended plant fund or renewals and replacements fund when incurred and capitalized as construction in progress in the investment in plant fund subgroup as incurred. Upon the completion of the project, the costs are capitalized in the appropriate asset account.

Infrastructure is not capitalized. The College currently has a project budget for \$7,694,040 to repair and improve all utility delivery systems throughout the campus. This project applies only to infrastructure. It is beyond the scope of the project to make modifications within buildings. Expenditures related to this project will not be capitalized.

Library books and microfilms are recorded at average 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

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

capital assets are recorded in both the current funds expenditure accounts of the various operating departments and in the investment in plant fund subgroup of the plant funds group.

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

Deferred Revenues and Unearned Student Revenues

In unrestricted current funds, deferred revenues primarily consist of receipts collected in advance for student fees and athletic events which amounts have not been earned.

Unearned student revenues consist primarily of student tuition and fees and room and board collected in advance for the summer and fall academic terms. Revenues are recognized in the period in which the sessions are predominantly conducted and services are provided or the semester for which the fee is applicable and earned.

Student Deposits

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

Prepaid Items

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

Cash and Cash Equivalents

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

Because the cash management pool operates as a demand deposit account, amounts invested in the pool are classified as cash and cash equivalents. The State Treasurer administers the cash management pool. The pool includes some long-term investments such as obligations of the United States and certain agencies of the United States, obligations of the State of South Carolina and certain of its political subdivisions, certificates of deposit, collateralized repurchase agreements, and certain corporate bonds. Most State agencies participate in the cash management pool; however, some agency accounts are not included in the pool because of the restrictions on the use of the funds. For those accounts, cash equivalents include investments in short-term, highly liquid securities having a maturity of three months or less.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

Although the cash management pool includes some long-term investments, it operates as a demand deposit account; therefore, for credit risk information pertaining to the cash management pool, see the deposits disclosures.

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

Comparative Amounts and Totals (Memorandum Only) Columns

Amounts in the "Totals (Memorandum Only)" column of Exhibit B represent an aggregation of the financial statement line items to facilitate financial analysis. Such amounts are not comparable to a consolidation.

NOTE 2 - STATE APPROPRIATIONS

The Citadel is granted an annual appropriation for operating purposes as authorized by the General Assembly of the State of South Carolina. The appropriation as enacted becomes the legal operating budget for the institution. The Appropriation Act authorizes expenditures from funds appropriated from the General Fund of the State and authorizes expenditures of total funds. The laws of the State and the policies and procedures specified by the State for State agencies and institutions are applicable to the activities of The Citadel. State appropriations are recognized as revenue when received, and amounts that are not expended by fiscal year-end lapse and are required to be returned to the General Fund of the State unless The Citadel receives authorization from the General Assembly to carry the funds over to the next year.

The 1993-94 original appropriation is The Citadel's base budget amount presented in the General Funds column of Section 19-C of the Appropriation Act. The following is a reconciliation of the original appropriation enacted by the General Assembly to State appropriations revenue reported in the financial statements for the fiscal year ended June 30, 1994:

NOTE 2 - STATE APPROPRIATIONS

Original Appropriation	\$ 11,627,737
Citadel's Allotment from Formula Distribution of Surplus Funds for Fiscal Year 1993 - 1994 (Section 129.63)	680,310
State Budget and Control Board Allocations: Employee Base Pay Increases and Employee Benefits (line 90 of Allocation Letter)	14,605
Appropriation Adjustment Mandated by Proviso for employee Bonus Payment (Proviso 17K.33.)	59,017
Appropriation Allocation from State Commission on Higher Education for Desegregation Plan	4,732
Allocation of Admissions Tax Revenue to Higher Education from South Carolina Department of Parks, Recreation, and Tourism (Section 55 A.6)	<u>90,708</u>
Total Appropriation	<u>\$ 12,477,109</u>

NOTE 3 - STATE CAPITAL IMPROVEMENT BONDS

In prior years, the State authorized funds for improvements and expansion of facilities using the proceeds of state capital improvement bonds. As capital projects are authorized by the State Budget and Control Board, the bond proceeds are allocated to the projects. The Citadel records the proceeds as revenue and the bond issue costs as expenditures in the unexpended plant and renewals and replacements funds subgroups, as applicable.

These authorized funds can be requested as needed once State authorities have given approval to begin specific projects. The total balance receivable for the undrawn portions of the authorizations is reported in the balance sheet as "capital improvement bond proceeds receivable." A summary of the balances available from these authorizations as of June 30, 1994, follows:

<u>Act</u>	<u>Total Authorized</u>	<u>Amount Drawn in Prior Years</u>	<u>Amount Drawn in Fiscal Year Ended June 30, 1994</u>	<u>Balance Authorized June 30, 1994</u>
Act 638 of 1988	8,270,909	7,656,273	343,760	270,876
Act 522 of 1992	<u>7,691,040</u>	<u>-</u>	<u>332,489</u>	<u>7,358,551</u>
Total	<u>\$ 15,961,949</u>	<u>\$ 7,656,273</u>	<u>\$ 676,249</u>	<u>\$7,629,427</u>

NOTE 3 - STATE CAPITAL IMPROVEMENT BONDS

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

NOTE 4 - BONDS PAYABLE AND BOND ANTICIPATION NOTES

Bonds Payable

At June 30, 1994, bonds payable consisted of the following:

	<u>Interest</u> <u>Rates</u>	<u>Maturity</u> <u>Dates</u>	<u>June 30, 1994</u> <u>Balance</u>	<u>Fiscal</u> <u>Year 1995</u> <u>Maturities</u>
State Institution Bonds				
Series 1979	5.1% - 6.0%	12/01/95	150,000	75,000
Series 1991	5.5% - 7.5%	12/01/06	1,815,000	95,000
Student and Faculty Housing Revenue Bonds				
Series 1990	6.7% - 6.9%	06/01/06	2,810,000	150,000
Plant Improvement Bonds				
Series 1990	6.6% - 6.9%	06/01/06	<u>1,755,000</u>	<u>95,000</u>
Total			<u>\$ 6,530,000</u>	<u>\$415,000</u>

The balance is reported in the investment in plant fund subgroup of the plant funds group.

The various bond indentures restrict the use of particular revenue sources. Tuition paid to The Citadel is restricted up to the amount of annual debt requirements for the payment of principal and interest on state institution bonds. Revenue received for barracks and dining hall operations is restricted, up to the amount of annual debt requirements, for the payment of principal and interest on student and faculty housing revenue bonds. A special plant improvement fee charged to students is restricted up to the amount of annual debt requirements for the payment of principal and interest on plant improvement bonds. Retirement of indebtedness fund cash and cash equivalents includes restricted debt service reserve fund cash balances of \$320,000 and \$200,000 as required by the bond indentures for the student and faculty housing revenue bonds and the plant improvement bonds, respectively.

All of the bonds are payable in semiannual installments plus interest. Amounts, including interest, required to complete payment of the bond obligations as of June 30, 1994, are as follows:

NOTE 4 - BONDS PAYABLE AND BOND ANTICIPATION NOTES

<u>Year Ending June 30</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
1995	415,000	425,304	840,304
1996	440,000	397,734	837,734
1997	390,000	371,307	761,307
1998	420,000	346,180	766,180
1999	450,000	318,780	768,780
2000 through 2007	<u>4,415,000</u>	<u>1,272,402</u>	<u>5,687,402</u>
Total Obligations	<u>\$6,530,000.00</u>	<u>\$3,131,707</u>	<u>\$9,661,707</u>

Receipts from tuition, matriculation fees, and other fees legally designated solely for the purpose of debt retirement are recorded directly in the retirement of indebtedness subgroups as additions. Mandatory transfers from auxiliary enterprises revenue for debt retirement are reflected as transfers from the unrestricted current funds to the funds for retirement of indebtedness subgroup of the plant funds group. In fiscal year 1994, the college transferred \$341,260 from auxiliary enterprises for payment of principal and interest on bonds.

NOTE 5 - NOTES PAYABLE

Details of notes payable at June 30, 1994, are as follows:

<u>Date Originated</u>		<u>Balance July 1, 1993</u>	<u>Principal Reduction</u>	<u>Interest</u>	<u>Balance June 30, 1994</u>
08/01/81 Revised 10/08/91	Note due to the State of South Carolina reported in the investment in plant fund and secured by a special admissions charge to events held in McAlister Field House - 6.8% interest due annually with a portion of principal. Principal due each year beginning 12/8/92. Note matures 12/08/08.	<u>355,855</u>	<u>12,974</u>	<u>24,198</u>	<u>342,881</u>
		<u>355,855</u>	<u>12,974</u>	<u>24,198</u>	<u>342,881</u>

NOTE 5 - NOTES PAYABLE

Obligations as of June 30, 1994, for notes payable, including interest, are as follows:

<u>Year Ending June 30</u>	
1995	37,172
1996	37,172
1997	37,172
1998	37,172
1999	37,172
After 1999	<u>371,723</u>
Total Principal and Interest	557,583
Less: Interest Portion	<u>214,702</u>
Total Notes Payable	<u>\$ 342,881</u>

NOTE 6 - CAPITAL LEASE OBLIGATIONS

The Citadel is obligated under capital leases for the acquisition of equipment.

Future commitments for capital leases as of June 30, 1994, were as follows:

<u>Year Ending June 30</u>	
1995	<u>22,711</u>
Total Minimum Lease Payments	22,711
Less: Interest	<u>1,694</u>
Principal Outstanding	<u>\$21,017</u>

Capital leases are generally payable in monthly installments from the retirement of indebtedness subgroup of the plant funds group and have terms expiring in 1995. Expenditures for fiscal year 1994 were \$26,169 of which \$3,507 represented interest. Interest rates range from 8% to 11%. The following is a summary of the carrying values of assets held under capital leases at June 30, 1994:

Other Equipment	<u>90,535</u>
Total	<u>\$90,535</u>

Certain capital leases provide for renewal and/or purchase options. Generally, purchase options at bargain prices of one dollar are exercisable at the expiration of the lease terms.

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

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

The Citadel transferred \$579,270 in 1994 from the retirement of indebtedness (debt service) fund subgroup to unexpended plant funds to be used for capital projects. The funds were available for transfer because of the maintenance of minimum balances, including reserves for payment of debt service as required by law. All of the transfers were approved by the State Budget and Control Board.

In addition, during fiscal year 1994, The Citadel made other interfund transfers. The following is a schedule of all transfers:

<u>FUND</u>		<u>AMOUNT</u>	<u>PURPOSE</u>
<u>FROM</u>	<u>TO</u>		
<u>MANDATORY TRANSFERS</u>			
Unrestricted Current	Retirement of Indebtedness	341,260	Funds to cover Student Faculty Housing Debt Service Payments.
Unrestricted Current	Loan	1,765	Perkins Loan Capital Contribution.
<u>NON-MANDATORY TRANSFERS</u>			
Unrestricted Current	Renewals & Replacement	307,420	Renewal and Replacement contributions from Barracks, Infirmary, Laundry, Print Shop, Cadet Store, Gift Shop, Tailor Shop and Dining Hall
Unrestricted Current	Unexpended Plant	328,584	Contributions from Gift Shop, Cadet Store, Laundry, and Dining Hall to fund various Auxiliary construction projects.
Unrestricted Current	Unexpended Plant	27,645	Funds for lease debt service requirements.
Restricted Current	Unrestricted Current	8,443	Surplus matching funds for Infirmary Chiller returned to initial funding source.
Restricted Current	Endowment	319,556	Contributions to quasi-endowment funds.
Restricted Current	Unexpended Plant	95,165	Portion of funds from various gift campaigns supporting campus activities transferred to fund capital repairs and improvements. Composed primarily of Hugo Relief gifts and Tennis Center support.
Restricted Current	Unexpended Plant	78,792	Inaugural Campaign funds to permit payment of internal loans by Stadium Lights and Athletic Field Renovation construction projects.
Restricted Current	Retirement of Indebtedness	37,172	Inaugural Campaign funds for debt service requirements.
Endowment	Unrestricted Current	20,878	Munnerlyn quasi-endowment funds for scholarship awards.
Endowment	Unrestricted Current	57	Milbank quasi-endowment funds for current-year expenditure.
Endowment	Unrestricted Current	234,001	Daniel quasi-endowment funds for current-year expenditure.
Endowment	Restricted Current	1,565	Doscher #2 quasi-endowment funds for current-year expenditure.
Endowment	Restricted Current	11,194	Aiken quasi-endowment funds for current-year expenditure.
Endowment	Restricted Current	198	Falkenbury quasi-endowment funds for current-year expenditure.
Endowment	Restricted Current	3	Whitby quasi-endowment funds for current-year expenditure.

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

Endowment	Restricted Current	373	Whitney quasi-endowment funds for current-year expenditure.
Endowment	Unexpended Plant	203,233	Unrestricted Munnerlyn quasi-endowment funds for Gift Shop.
Renewal & Replacement	Unrestricted Current	150,000	Funds for replacement equipment purchases made available by the President after the Mid-Year Review.
Renewal & Replacement	Unexpended Plant	369,952	Funds for various construction projects: PCB, Barracks, and Byrd Hall Projects.
Unexpended Plant	Restricted Current	117,000	Excess Vandiver Hall funds returned to funding source.
Unexpended Plant	Renewal & Replacement	2,022	Unspent Traffic Control Project funds returned to funding source.
Unexpended Plant	Retirement of Indebtedness	164,716	Unspent project funds returned to funding source: Central Energy, Steam Distribution, Old Coward Hall, Housing Demolition, Water Distribution.

NOTE 8 - RETIREMENT PLANS

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

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

The Citadel's total covered payroll for the fiscal year was \$15,671,022 of total personal service expenditures paid of \$17,463,019. Since July 1, 1988, employees have been required to contribute 6% of all compensation. Effective July 1, 1993, the employer contribution rate became 9.621%, which includes a 2.071% surcharge to fund the retiree health and dental insurance coverage. The surcharge is not part of the actuarially established contribution rate. The contribution requirements for the year ended June 30, 1994, were \$1,507,709 from the employer and \$940,262 from employees. The Citadel's 1994 contribution represented less than 1% of total contributions required of all participating entities. Also, The Citadel paid employer group-life insurance contributions of \$23,507 in the current fiscal year.

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

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

NOTE 8 - RETIREMENT PLANS

The Citadel's total covered payroll for the PORS for the fiscal year was \$352,652. Since July 1, 1988, employees are required to contribute 6.5% of all compensation. Effective July 1, 1993, the employer contribution rate became 12.371% which, as for the SCRS, also includes a 2.071% surcharge. The contribution requirements for the year ended June 30, 1994, were \$43,627 from the employer and \$22,923 from employees. The Citadel's 1994 contributions represented less than 1% of total contributions required of all participating employers. Also, The Citadel paid employer group-life insurance contributions of \$705 and accidental death insurance contributions of \$705 in the current fiscal year for PORS participants.

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

Title 9 of the South Carolina Code of Laws of 1976, as amended, prescribes requirements relating to membership, benefits, and employee/employer contributions for each retirement system. Annual benefits, payable monthly for life, are based on length of service and on average final compensation.

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

Information concerning the authority under which benefit provisions and employee obligations to contribute are established, the significant actuarial assumptions for the plans, an explanation of the pension benefit obligations, the pension benefit obligations for the Systems, the total net assets available for benefits and ten-year historical trend information showing the Systems' progress in accumulating sufficient assets to pay benefits when due is presented in the Systems' June 30, 1994, separately issued report.

Certain of The Citadel's employees have elected to be covered under optional retirement plans. Total covered compensation for the various optional plans was \$1,154,359 for the year ended June 30, 1994. For the fiscal year, total contribution requirements were \$111,060 from the employer and \$69,261 from employees. In addition, The Citadel paid \$1,732 for group-life insurance coverage for these employees. All amounts were remitted to the South Carolina Retirement Division for distribution to the respective annuity policy providers.

NOTE 9 - POST-EMPLOYMENT AND OTHER EMPLOYEE BENEFITS

The State of South Carolina provides certain health care, dental, and life insurance benefits to active and certain retired State employees. All permanent full-time and certain permanent part-time employees of The Citadel are eligible to receive these benefits. The State provides post-employment health and dental benefits to its employees who retire with 30 years of service or at age 60 with at least 20 years of service. These benefits are provided through annual appropriations by the General Assembly to The Citadel for its active employees and to the State Budget and Control Board for all participating State retirees and from other applicable sources of The Citadel for its active employees who are not funded by State General Fund appropriations. As discussed in Note 8, the College paid approximately \$356,000 applicable to the 2.071% surcharge included with retirement contributions. These monies were remitted to the South Carolina Retirement Systems for distribution to the Division of Insurance Services for retiree health and dental benefits. The State finances the health and dental plan benefits on a pay-as-you-go basis.

The Citadel recorded employer contributions expenditures within the applicable functional expenditure categories for these benefits in the amount of \$1,177,646.05 for the year ended June 30, 1994.

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

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

NOTE 10 - DEFERRED COMPENSATION PLANS

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

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

NOTE 11 - INVENTORIES

Inventories are valued at the lower of cost or market value. The following is a summary by inventory category of cost determination method and value at June 30, 1994:

<u>Category</u>	<u>Method</u>	
Cadet Store	First-in, first-out	\$ 934,709
Snackbar	First-in, first-out	198,547
Tailor Shop	First-in, first-out	87,415
Central Stores	First-in, first-out	<u>52,491</u>
		<u>\$ 1,273,162</u>

NOTE 12 - INTERFUND LIABILITIES AND BORROWINGS

Individual interfund balances outstanding at June 30, 1994, were as follows:

- A. During fiscal year ended June 30, 1985, the retirement of indebtedness funds advanced \$587,655 to unexpended plant funds for the stadium lights project. \$34,738 of this was repaid in the current fiscal year, bringing the balance to \$552,917. Current-year plans call for a similar reduction each year, using assets from the President's Inaugural Campaign.

NOTE 13 - STUDENT LOANS RECEIVABLE AND OTHER ACCOUNTS RECEIVABLE

With minor exceptions, loan losses for student loans receivable and various accounts receivable are established based upon losses experienced in prior years and evaluations of the current loan and account portfolios. At June 30, 1994, the allowances for student loans receivable in loan funds and accounts receivable in unrestricted current funds are valued at \$65,534 and \$98,297, respectively.

NOTE 14 - CONSTRUCTION COSTS AND COMMITMENTS

The Citadel has obtained the necessary funding for the acquisition, construction, renovation, and equipping of certain facilities. As of June 30, 1994, The Citadel had remaining commitment balances of approximately \$1,163,000 of these funds with certain engineering firms, construction contractors, and vendors. Management estimates that The Citadel has sufficient resources available and/or future resources identified to satisfactorily complete the construction of such projects which are expected to be completed in varying phases over the next five years at an estimated total cost of \$35,570,462. Of the total cost, approximately \$20,040,686 is unexpended at June 30, 1994.

NOTE 14 - CONSTRUCTION COSTS AND COMMITMENTS

Major capital projects at June 30, 1994, which constitute construction in progress that are to be capitalized when completed are listed below. The estimated cost to complete all projects was approximately \$11,842,996.

<u>Project Title</u>	<u>Estimated Cost</u>	<u>Construction in Progress</u>
Barracks Renovation	11,771,306	826,461
McCormick Beach House	<u>1,178,979</u>	<u>527,220</u>
Total	<u>\$12,950,285</u>	<u>\$1,353,681</u>

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

At June 30, 1994, The Citadel had in progress other capital projects which are not to be capitalized when completed. These projects are for replacements, repairs, and/or renovations to existing facilities. Costs incurred to date on these projects amounted to approximately \$3,291,295 at June 30, 1994, and the estimated cost to complete was approximately \$8,197,690.

NOTE 15 - DEPOSITS AND INVESTMENTS

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

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

<u>Balance Sheet</u>		<u>Footnotes</u>	
Cash and Cash Equivalents	\$13,066,403	Cash on Hand	\$ 50,782
Investments	22,053,955	Deposits Held by State Treasurer	11,219,945
		Other Deposits	1,795,676
		Investments	<u>22,053,955</u>
	<u>\$35,120,358</u>		<u>\$35,120,358</u>

NOTE 15 - DEPOSITS AND INVESTMENTS

Deposits Held by State Treasurer

State law requires full collateralization of all State Treasurer bank balances. The State Treasurer must correct any deficiencies in collateral within seven days. At June 30, 1994, all State Treasurer bank balances were fully insured or collateralized with securities held by the State or by its agents in the State's name.

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

Other Deposits

All deposits of The Citadel are classified in the following categories of credit risk:

- (1) Insured or collateralized with securities held by the entity or by its agent in the entity's name.
- (2) Collateralized with securities held by the pledging financial institution's trust department or agent in the entity's name.
- (3) Uncollateralized.

All but \$158,423 of other deposits are owned by The Citadel Trust, a component unit of The Citadel. A summary of the June 30, 1994, bank balances of other deposits classified by category of risk is as follows:

<u>Category of Risk</u>			<u>Bank</u>	<u>Carrying</u>	
<u>1</u>	<u>2</u>	<u>3</u>	<u>Balance</u>	<u>Amount</u>	<u>Total</u>
\$157,325	-0-	\$5,690	\$163,015	\$163,015	\$163,015
Mutual Funds and Bank Common Trust Funds			<u>1,632,661</u>	<u>1,632,661</u>	<u>1,632,661</u>
			<u>\$1,795,676</u>	<u>\$1,795,676</u>	<u>\$1,795,676</u>

Certificates of deposit are maintained at various South Carolina banks.

Investments

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

"Investments" are stated at cost. Purchases and sales are accounted for on the trade date. Unrealized gains and losses on investments have not been recorded but are identifiable.

NOTE 15 - DEPOSITS AND INVESTMENTS

Realized gains and losses on securities transactions are recorded quarterly. Earnings are recorded quarterly. Any excess of carrying value over market value is deemed to be a temporary impairment of value resulting from normal market fluctuations.

The Citadel's investments are categorized to give an indication of the level of risk assumed by the entity at year-end. The credit risk categories are concerned with custodial credit risk, which is the risk that a government will not be able to recover the value of investment or collateral securities that are in the possession of an outside party if the counterparty to the investment transaction fails. There are three categories of credit risk. The Citadel has no category 3 investments (uninsured and unregistered investments for which the securities are held by others but not in the The Citadel Trust's name). Investments which do not meet the definition of "securities" are not categorized. Category 1 includes investments that are insured or registered or for which the securities are held by the entity or its agent in the Citadel Trust's name. Category 2 includes uninsured and unregistered investment for which the securities are held by the broker's or dealer's trust department or agent in The Citadel Trust's name.

A summary of investments at June 30, 1994, by category of risk is as follows:

<u>Type</u>	<u>Category of Risk</u>		<u>Carrying Amount</u>	<u>Market Value</u>
	<u>1</u>	<u>2</u>		
Certificates of Deposit	\$235,369	\$400,000	\$635,369	\$635,369
U.S. Treasury Notes/Bond	-0-	2,035,110	2,035,110	2,015,667
Government and Agency Bonds	54,794	-0-	54,794	60,733
Corporate Bonds	92,082	2,303,276	2,395,358	2,388,237
Corporate Stocks	<u>1,137,896</u>	<u>3,860,685</u>	<u>4,998,581</u>	<u>4,977,740</u>
	<u>\$1,520,141</u>	<u>\$8,599,071</u>	10,119,212	10,077,746
Mutual Funds and Bank Common Trust Funds			11,654,330	11,753,713
Prepayments on Life Insurance Policies			64,324	64,324
Deposits in Transit			<u>216,089</u>	<u>216,089</u>
Total Investments			<u>\$22,053,955</u>	<u>\$22,111,872</u>

The investments are maintained at the Trust/Investment department of NationsBank, Wachovia National Bank, United Carolina Bank, Robinson-Humphrey, the Common Fund, First Union National Bank, Carolina First Bank, and Merrill Lynch. Certificates of deposit are maintained at other South Carolina banks.

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

NOTE 16 - PLEDGES OF GIFTS

The Citadel recognizes revenue from pledges when collected.

During 1990, The Citadel began conducting a campaign, the Inaugural Campaign, to raise \$1,500,000 to be used to assist in retiring outstanding debts of the College. Contributions totalling \$3,630 were received in 1994. In addition, The Citadel has restricted pledges receivable due to be collected as follows:

<u>Year Ending June 30</u>	<u>Amount</u>
1995	23,943
1996	3,283
1997	<u>25</u>
Total	<u>\$27,251</u>

The Citadel began conducting a joint capital campaign, the Mark Clark Campaign, in 1984 with The Citadel Development Foundation and The Brigadier Club with the goal of raising \$27,000,000 to be used for academic programs and capital expenditures. The amount of pledges received or receivable by The Citadel Development Foundation or The Brigadier Club is not readily available. As of June 30, 1994, \$107,463 had been contributed to and received by The Citadel for the cumulative total of \$11,511,657. These contributions include cash, stocks, bonds, life insurance policies, real property, and equipment. Restricted gifts and pledges are to be used primarily for endowed chairs, scholarships, and construction and/or improvements to various buildings.

I. Mark Clark Campaign Pledge Receivables

<u>Year Ending June 30</u>	<u>Amount</u>
1995	\$36,653
1996	32,950
1997	8,500
1998	7,450
1999	1,900
After 1999	<u>\$2,612,450</u>
	<u>\$2,699,903</u>

NOTE 16 - PLEDGES OF GIFTS

II. Pledges totalling \$29,209,651 as of June 30, 1994, are due to be collected as follows:

<u>Year Ended June 30</u>	<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>
1995	\$ 1,016,523	\$ 56,406	\$ 1,072,929
1996	1,014,150	31,123	1,045,273
1997	1,001,650	16,125	1,017,775
1998	1,000,850	16,100	1,016,950
1999	300	16,100	16,400
* After 1999	<u>22,889,550</u>	<u>2,010,668</u>	<u>24,900,218</u>
Total	\$26,923,023	\$2,146,522	\$29,069,545

*The majority of these pledges are by bequest.

In December 1993, Mr. Robert E. Turner and family pledged to The Citadel 984,333 shares of Turner Broadcasting Station stock, valued at approximately \$25 million. The Citadel received 40,000 shares, worth \$1 million, in unrestricted funds in FY 1994 and will receive an additional 40,000 shares each year for the next four years. The remaining 784,333 shares, worth approximately \$20 million in December 1993, were placed in a charitable trust and will be distributed after Turner's death.

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

NOTE 17 - RELATED ORGANIZATIONS

Various transactions occur between The Citadel and the related organizations listed below. A summary of these transactions and balances at June 30, 1994, follows:

The Citadel Development Foundation

Funds received for grants, awards, and scholarships	\$2,577,530
Reimbursement to The Citadel for certain expenses incurred on behalf of the Foundation	50,484
Balance due from the Foundation included in accounts receivable	70,648

Association of Citadel Men

Reimbursements to The Citadel for certain expenses incurred on behalf of the Association	204,787
Balance due from the Association included in accounts receivable	4,873

NOTE 17 - RELATED ORGANIZATIONS

Brigadier Club

Funds received for athletic scholarships	600,000
Reimbursement to The Citadel for certain expenses incurred on behalf of the Club	225,255
Funds transferred to The Citadel for payment on note receivable	-0-

The Brigadier Club is indebted to The Citadel for \$124,000 as of June 30, 1994, for athletic grants-in-aid in an interest-free note dated October 10, 1984, in the original amount of \$208,436. The receivable is reported in restricted current funds.

NOTE 18 - RELATED PARTY TRANSACTIONS

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

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

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

The Citadel had financial transactions with various State agencies during the fiscal year. Significant payments were made to divisions of the State Budget and Control Board for retirement and insurance plans contributions, surplus property disposal fees, insurance coverage, office supplies, printing, telephone, and interagency mail. Significant payments were also made for unemployment and workers' compensation coverage for employees. The amounts of 1994 expenditures applicable to related party transactions are not readily available.

The Citadel provided no services free of charge to other State agencies during the fiscal year; however, The Citadel provided printing, facilities rental services, and automobile rental service to various State agencies for a fee.

NOTE 19 - CONTINGENCIES AND LITIGATION

The Citadel is involved in a number of legal proceedings and claims with various parties arising in the normal course of business. Two suits, one dealing with the admission of women to the Corps of Cadets and the other dealing with the admission of women to day classes, are currently being litigated. The outcome of the litigation is unknown at this time. The cases have the potential of creating a significant impact on the operations of the college

NOTE 19 - CONTINGENCIES AND LITIGATION

and could potentially result in the College's having to pay attorney fees and damages to the litigants should the plaintiffs prevail. In addition, two other suits are being litigated. In the opinion of the counsel, the outcome of these other legal proceedings and claims is not expected to have a material adverse effect on the financial position of The Citadel.

The various federal programs administered by The Citadel during fiscal year 1994 are subject to examination by Federal grantor agencies. At the present time, amounts which may be due grantors, if any, have not been determined, but The Citadel believes that any such amounts in the aggregate would not have a material adverse effect on the financial statements.

NOTE 20 - PLANNED STUDENT HOUSING REVENUE BOND ISSUE

The Citadel required that each cadet pay a barracks (student housing) project fee of \$225 during fiscal year 1992 - 93 which was used to support architectural and engineering costs for designing the first of four new replacement barracks. In fiscal year 1992 - 93, The Citadel collected \$420,793 for this fee. This fee was raised to \$700 per cadet in fiscal year 1993 - 94 and resulted in \$1,347,487 collected. The fee will be used to support bonds that will be issued for construction of new barracks. Management anticipates issuing a Housing Revenue Bond of about \$11 million early in fiscal year 1994 - 95 to support the construction of the first new barracks. Each of the four barracks is anticipated to cost in excess of \$11 million. The special fee was increased by \$200 for fiscal year 1994 - 95. The increase will be used for establishing the appropriate reserves for a future bond sale for the second barracks.

NOTE 21 - RETIREMENT INCENTIVE OPPORTUNITY

Eligible Citadel employees were offered an early retirement incentive of a lump-sum payment pursuant to an approved plan as provided under Section 59-103-150 of the South Carolina Code of Laws. Eligibility criteria included only employees who occupied slotted positions and who met one of the following criteria:

1. Established or will have established 30 years of service credit with the South Carolina Retirement System or have attained or will have attained the age of 65 by the retirement date (full benefits).
2. Attained age 60 (5% penalty for each year under 65).
3. Attained age 55 and have established or will have established 25 years of service credit with the South Carolina Retirement System by the retirement date.

NOTE 21 - RETIREMENT INCENTIVE OPPORTUNITY

Eligible employees made a voluntary but irrevocable commitment to retire under the following terms of agreement:

1. The irrevocable election to retire was made no earlier than August 1, 1993, and no later than November 1, 1993.
2. The effective date of retirement was no later than July 1, 1994.

A one-time lump sum payment of 25% of the employee's budgeted base salary or \$7,500, whichever is greater at the time of retirement, was offered to eligible employees. The cost of this program was \$335,261. The expenditures were recorded in the unrestricted current fund in fiscal year 1994. The expenditures for employees retiring between April 1, 1994 and June 30, 1994 amounted to \$149,619 and were accrued as of June 30, 1994; these amounts were paid in July 1994.

MILITARY AFFAIRS

A. General

Colonel Roy F. Zinser, Jr., US Army, The Citadel, Class of '68 continued to serve as Commandant of Cadets and Professor of Military Science. Colonel Zinser departed The Citadel for duty as the G-3 of Cadet Command, Ft. Monroe, Virginia, on 16 June 1994.

Colonel Joseph W. Trez, US Army, Citadel '69 replaced Colonel Zinser as Commandant of Cadets and Professor of Military Science, on 1 June 1994.

Colonel Giuseppe A. Betta, USMC, continued to serve as Professor of Naval Science, and Deputy Commandant.

Colonel James G. Scott, Jr., USAF, The Citadel, Class of '69, continued to serve as Professor of Aerospace Studies and Deputy Commandant.

LTC Frederick J. Kennedy, US Army, Retired, Citadel Class of '68, was employed as the Assistant Commandant of Cadets for Leadership Development, on 1 June 1993. LTC Kennedy resigned his position on 31 January 1994 to take the Presidency of Oak Ridge Military Academy in North Carolina.

Colonel Roger E. Popham, US Army, Retired, assumed the position of Assistant Commandant for Administration, on 13 December 1993. Colonel Popham was promoted to the position of Assistant Commandant for Leadership Development, on 1 February 1994.

Colonel John Garland Lackey, US Army, Retired, Citadel '61 assumed the position of Assistant Commandant for Administration, on 1 June 1994.

MCPO Ron Doyle was promoted in the South Carolina State Guard from Captain to Major, on 4 December 1993.

On 23 February, Colonel Zinser met with Dr. Wilder and General Becton, members of the SACS Reaffirmation Team and attended the exit briefing on 25 February. Maj Matthew Chandler, Army ROTC, also met with General Becton on 23 February.

On 22 April, Colonel Zinser met with Colonel Wagie, Deputy Commandant for Military Instruction, USAF Academy, to discuss how The Citadel works, from the perspective of the Commandant.

Colonel Zinser participated in the Association of Military Colleges and Schools of the United States (AMCSUS) Conference in Charleston, SC 10-13 March.

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

1. General

The Corps of Cadets performed well during School Year 1993-94. The year got off to a good start in the fall, with the Athletic Cadre of 24 cadets and Regimental Commander reporting on 2 August. They were well prepared for the arrival of the first members of the Class of 1997, our Fourth Class football players, on 5 August, and Fourth Class soccer players on 12 August. Fourth Class athletes performed well. Freshman athletes began two drills per day on 12 August. Largely as a result of straightforward recruiting, the knobs knew what to expect when they arrived. Generally, they have

adjusted well to the cadet lifestyle. Fourth Class athletes moved to their assigned companies on 21 August.

In addition to the Athletic Cadre, 33 Cadets reported on 5 August for the Leadership Seminar, and the remaining Training Cadre of 269 Cadets reported on 9 August. The Cadre experienced a quality training week in preparation for the arrival of the Fourth Class on 16 August. (Fourth Class Band prospects arrived on 15 August for auditions.) A luncheon for Band prospects and parents was held in Coward Hall.

Upperclass varsity football players returned on 11 August. They were billeted in Barracks #1, and moved to their companies on 18 August.

An orientation for Tactical Officers was accomplished on 11-13 August.

The mature leadership of the Regimental Commander, his staff and subordinate commanders contributed immeasurably to smooth operations. The Corps' performance and general morale were enhanced throughout the year and their enthusiastic support of the varsity athletic teams narrowed the gap between the Corps Squad athletes and the Corps.

A total of 609 Fourth Classmen reported this fall. The Fourth Class System was put into effect at 0645, 20 August. No "Hell Night" was conducted. The Swearing-In Ceremony for Fourth Classmen was conducted at 1800 on 16 August on Summerall Field. A reception for parents of Fourth Classmen was held in Mark Clark Hall Reception Room on 16 August. On 22 August, Fourth Classmen visited The Citadel Beach Club for an afternoon of relaxation. Upperclassmen reported on 22 August.

First Semester of 1993-94 was a period of challenges to The Citadel and the Corps of Cadets. External and internal pressures increased the importance of the Tac Officer's contribution. The emphasis of causing cadets to take responsibility has also made the Tac's job more demanding and hopefully more rewarding. Updates were made in Tactical Officer Duties, Focus for Second Semester and Tac Assignments. Colonel Zinser met with Tactical Officers on an individual basis, in order to reiterate the importance of Tac responsibilities and duties.

Colonel Zinser's weekly Planning/Coordination Meeting with campus representatives helped to ensure activities involving cadets were on the calendar and published for all concerned. Throughout the year, the positive participation by faculty and staff continued to reflect timely receipt of requests for cadet participation in various activities.

Colonel Zinser's weekly talks with cadet volunteers from each company, held at the Boat House on Mondays from 1600-1800, provided invaluable assistance and insight into the concerns of the Corps.

Colonel Zinser met with Cadet Eagle Scouts on several occasions, in an effort to re-establish an active group on campus. The group is extremely enthusiastic and anxious to get the club re-activated.

Colonel Zinser refined the Cadet 24-Hour Schedule and put it into effect on 27 August.

Due to violations of Citadel regulations, the Junior Sword Drill (JSD) for SY 1993-94 was disbanded. A special group of cadets, composed of First Sergeants and above that were not JSD participants, served as an Honor Guard during Parents' Day Weekend and provided the Sword Arch at the Ring Ceremony.

General Watts has spoken to cadets, parents and officers as follows: 9 August - 4th Class Athletes; 11 August - Training Cadre; 13 August - Active Duty officers; 16 August - Parents of Fourth Classmen; 17 August - 4th Classmen; 20 August - faculty and senior staff; 24 August - Cadet Upperclassmen.

Colonel Zinser has spoken to cadets as follows: 2 August - Welcomed Athletic Cadre and briefed them on Leadership on 3 and 4 August; 6 August - Addressed 4th Class Athletes; 10 August - Addressed the Cadet Training Cadre, and briefed Regimental and Battalion Staff Officers; 11 August - briefed Regimental and Battalion Commanders; 12 August - Cadre Orientation and briefed them on the Fourth Class System; 13 August - Addressed Fourth Class Soccer Players; 17 August - Briefed Fourth Classmen on the Fourth Class System; 19 August - ROTC Briefing to Fourth Classmen; 25 Aug - Briefed all Upperclassmen; and briefed Weekend Visitors and Athletic Recruits during the School Year.

The Religious Activities Banquet for Fourth Classmen was held in Coward Hall on 23 August.

Mrs. Watts hosted receptions for Fourth Classmen on 24 and 25 August in Mark Clark Hall Reception Room. Two battalions were represented at each reception.

Fourth Classmen completed Religious Orientation on 26 September.

Library orientation for Fourth Classmen was scheduled during the period 20 September through 19 October. Each company attended a two hour orientation.

2. Cadet Regulations

The Blue Book continues to serve as a basic guide for standards of conduct for the Corps of Cadets, and has changed only slightly to reflect actual changes to the rules. It proved its merit throughout the School Year.

3. Barracks

There has been no change in the barracks since last year. They require extensive renovation, and some new, replacement furniture is required. A ground breaking ceremony for a new barracks was held on 13 May at the old Coward Hall site.

4. Cadre and Fourth Class Training

The enforcement of The Blue Book regulations has significantly improved under the Class of '94 leadership. The Cadre's approach of being "firm but fair", of setting the example, and treating freshmen with dignity, continued. Throughout the School Year, emphasis in training was placed on establishing priorities and achieving a proper balance between military, academics, physical, and extracurricular activities. Continued emphasis on special leadership training for commanders and staff officers resulted in increased confidence and more efficient performance.

5. Drill and Ceremonies

The Corps' performance during parades and reviews has been satisfactory. Their attention to uniform detail and marching precision have improved significantly.

Highlights of parades and ceremonies scheduled for SY 1993-94 included:

- 17 Sep - Retreat Parade Honoring the US Air Force Birthday
- 24 Sep - Gold Star Review and President's/Summerall Cups
- 8 Oct - IHO Navy Birthday/CDF Board of Directors
- 15 Oct - Fourth Class Joins the Corps
- 16 Oct - Parents Day Review at 1100 (Saturday)
- 22 Oct - Review IHO Retirement of BG Leroy A. Pearson, Jr., Citadel '58, SC State Guard
- 29 Oct - Review IHO General Charles A. Gabriel, USAF, Retired, Vice Chairman of the Advisory Council to The Citadel Board of Visitors, who received an Honorary Doctor of Military Science Degree/MG Brady took the Review w/LTG Watts and Gen Gabriel.
- 4 Nov - Honor Guard IHO LTG Samuel N. Wakefield - Deputy Commanding General, Training & Doctrine for Combined Arms Support/Commanding General, USA Combined Arms Support Command and Fort Lee, Virginia (Spoke to 2nd & 3rd Classes)
- 12 Nov - IHO USMC Birthday (Gen Libutti, USMC in attendance)
- 13 Nov - Homecoming Review IHO Alumni at 1100 (Saturday)
- 28 Jan - Gold Star Review
- 18 Feb - Cincinnati/MacArthur Cadet Awards Review
- 17 Mar - Marion Square Review
- 18 Mar - Brigadier Club Awards Review
- 19 Mar - Corps Day Review (Palmetto Medal Awds) at 1100 (Saturday)
- 29 Mar - Honor Guard/Greater Issues Address by The Honorable James E. Clyburn, Representative of South Carolina
- 22 Apr - 1500 - Mark Clark Hall Awards
- 1545 - Review IHO US Army Birthday/College/Military Awards
- 29 Apr - Review-Employee of the Year Award/Retiree Recognition/Pistol Team Recognition
- 12 May - 1330 - Star of the West Competition - Summerall Field
- 1545 - Awards Review - Summerall Field
- 1645 - Unveiling of Portrait of General Grimsley in Grimsley Hall
- 1930 - Baccalaureate Service - Summerall Chapel
- 13 May - 1100 - Board of Visitors Review - Summerall Field
- 1330 - Ground-Breaking for New Barracks - Old Coward Hall Site
- 1415 - Summerall Guards Perform IHO Class of '94
- 1500 - Graduation Parade - Summerall Field, followed by the President's Reception for Graduates and Families
- 14 May - 0800 - Commissioning Ceremonies - Summerall Chapel
- 0930 - Commencement - McAlister Field House

Company E was the winner of Cadet Company Platoon

Competition in February.

6. Physical Training

The Physical Training Program is conducted by the Commandant. Lt Skinner is in charge of the Physical Training Committee with cadet members including the four Battalion Athletic Officers and seventeen company Cadre Platoon Sergeants. The Committee was responsible for the Fourth Class morning physical training during the period 16-27 August. All Upperclassmen were administered The Citadel Physical Fitness Test on 23 August. Fourth Classmen were administered the tests on 28 August. The test consisted of three components (a 2 mile run, 2 minutes of sit-ups, and 2 minutes of push-ups. Cadets who failed to perform the minimum standards were required to attend Fitness Training on Monday and Wednesday (1630-1730) and Friday (after parade-1730), for a minimum of two weeks. If a cadet failed the test for the second time, he was required to take Remedial PT for an additional 2 weeks. The company averages are now included in the intramural championships. Physical Fitness Tests were administered to the Corps for Second Semester on 10 January 1994, with a total of 1748 cadets being tested. A separate program was administered for football players through the Athletic Department. Fourth Classmen participated in physical training at 1630-1730, Mondays, Wednesdays, and Fridays.

Beginning on 29 April, all cadet activities (organized PT for ROTC Cadets on Monday and Wednesday mornings, 4th Class PT on Monday, Wednesday and Friday afternoons) ceased in order for cadets to prepare for final exams. All cadets were encouraged to maximize this free time for academic study, since the number one priority is academic performance.

7. Disciplinary Matters

The following is a summary of significant disciplinary actions during School Years 1991-92, 1992-93 and 1993-94:

	<u>1991-92</u>	<u>1992-93</u>	<u>1993-94</u>
Number of Cadets Referred to Suitability Boards	5	2	4
Number Suspended	4	1	1
Number Suspended but Board of Visitors Overturned			1
Number "No Punishment"			1
Number Resigned Before Board			1
Number Dismissed	1	1	0
Number of Cadets Referred to Commandant Boards	21	14	10
Number Receiving Demerits and Tours	14	3	3
Number Suspended	0	3	1 *
Number suspended, suspensions set aside and cadet awarded demerits and tours with provision if he commits a Class I or II offense, suspension is reinstated	0	0	0

	<u>1991-92</u>	<u>1992-93</u>	<u>1993-94</u>
Number Dismissed	2	3	1
Number dismissed, dismissal set aside and cadet awarded demerits and tours with provision if cadet commits a Class I or II offense, dismissal is reinstated	3	1	0
Expelled	1	2	3 **
Number resigning in lieu of Board	0	0	2
No Punishment	1	2	0
Number of Cadets referred to Regimental Boards	1	6	0
Number receiving Tours/Confinements	1	5	0
Number receiving Tours/Confinements (Alcohol related)	0	1	5

* Should cadet return to The Citadel, he will have the following punishment: 30 Demerits/60 Tours/No Cuts/No Work/No Amnesty.

** One was overturned by the Board of Visitors.

Of the 10 cadets who were referred to Commandant's Boards during the School Year, 5 were alcohol related, 2 were for drugs, 2 for hazing, and 1 for battery. One of the alcohol related cases was also for hazing.

The number of alcohol related cases increased from 54 in 1992-93 to 73 in 1993-94.

During School Year 1993-94, authority to award punishment was delegated to cadets and Tactical Officers as follows:

Regimental Commander and Tactical Officers	- 20 Confinements/10 Tours
Battalion Commanders	- 16 Confinements/8 Tours
Company Commanders	- 10 Confinements/6 Tours

The award of punishment by cadets and Tactical Officers is reported to the Commandant's Office and published on Punishment Orders the same as all other punishment.

Governor Campbell granted amnesty to the Corps, effective 14 January 1994. This action removed all Tours and Confinements awarded prior to, and including up to 1600 hours, 14 January 1994. Amnesty did not apply to Demerits or Punishments previously published, citing "No Cuts, No Work, or No Amnesty, except for those awarded for 'Throwing objects in Mess Hall' and 'Neglect of Military Duty (Intentional)'" for the events of 18 November 1993. The punishment order for those offenses was given specific exception from the "No Amnesty" provisions they were awarded. All reductions and transfers from published punishment orders remained in effect.

8. Substance Abuse Programs

The zero tolerance policy regarding drugs continues to be enforced. The Substance Awareness Program through the Commandant's

Office requires all cadets involved in disciplinary actions that are alcohol related, to report to The Citadel's Substance Awareness Office to enroll in the On Campus Talking About Alcohol (OCTAA) class. The total number of students enrolled in the OCTAA class for School Year 1993-94 was 110 (81 Command referrals, 16 cadet/self referrals and 13 peer educators). Of the 97 referrals, there were 23 freshmen, 35 sophomores, 19 juniors and 20 seniors. Ten cadets attended Alcoholics Anonymous meetings during the 1993-94 School Year. The following Substance Awareness presentations were made this School Year: 5 August 1993 - All freshman athletes; 26 August 1993 - Leadership training required for Battalion Staff and Company Commanders; 6 August 1993 - All cadets; 13 October 1993 - Presentation to all seniors receiving their rings; 27-28 October 1993 - Presentations to 90 freshmen enrolled in health education (Major Carter); 27 October 1993 - Presentation to 60 sophomores enrolled in health education (Captain Templeton); 25 April 1994 - Presentations to 60 students enrolled in Introduction to Psychology (Major Saylor).

During the 1992-93 School Year, The C.A.D.R.E. was formed. The C.A.D.R.E. (Citadel Alcohol and Drug Resource Educators) is a group of twenty-nine volunteer members of The South Carolina Corps of Cadets who have all completed OCTAA training and have received extensive education in alcohol and substance related issues. This School Year, the C.A.D.R.E. has presented programs to over 2,000 elementary, junior high, and high school students from the Tri-County Area. The C.A.D.R.E. has also presented programs for 100 volunteers of the Smokefree Low-Country Coalition and the College of Charleston.

During the summer of 1993, two C.A.D.R.E. members had the opportunity to serve as student interns for The Charleston County Commission on Alcohol and Drug Abuse and The Dorchester County Commission on Alcohol and Drug Abuse. Because of the training offered for the Smokefree Low-Country Coalition, all twenty-nine C.A.D.R.E. members are members of the Smokefree Low-Country Coalition.

Three random urinalysis tests were conducted, for a total of 120 cadets tested.

A Citadel Drug Testing Procedures Policy has been written and waiting approval before publishing.

9. Fourth Class Attrition

The Fourth Class attrition rate, for all causes during School Year 1993-94 was 15.9% (97 of 609) compared with 18.8% (118 of 627) for School Year 1992-93, and 16.9% (105 of 622) for School Year 1991-92. Cadet leaders continued a concerted effort to exercise positive leadership and "personalize" the Fourth Class System by requiring the Cadre to show special interest in each freshman's grades, personal problems, and family matters. Special measures were taken to let the new cadets know the Cadre's mission was to establish and maintain high standards, and to help freshmen to meet those standards. Significant gains continued to be noted in the overall quality of the Fourth Class System. Statistical data for SY 1993-94 follows. Figures go up to graduation day.

Total to Date	:	97 - 15.9% of 609
Total to Date Last Year	:	118 - 18.8% of 627
Total to Date Year Before:		105 - 16.9% of 622

Total Withdrawals by Company:

<u>UNAVOIDABLE</u>			<u>UNAVOIDABLE</u>				
Bd	-	9/39	(4)	I	-	4/ 38	(2)
A	-	6/35	(5)	K	-	6/ 35	(5)
B	-	2/31	(2)	L	-	6/ 38	(3)
C	-	6/34	(4)	M	-	5/ 31	(3)
D	-	4/30	(3)	N	-	5/ 42	(3)
E	-	9/35	(6)	O	-	5/ 31	(3)
F	-	6/46	(3)	R	-	8/ 45	(3)
G	-	3/33	(3)	T	-	9/ 34	(8)
H	-	4/32	(2)	Total		97/609	(62) (63.9% of Total)

NOTE: Total withdrawals and total assigned freshmen by company are shown in the first column. Cadets departing for unavoidable reasons (in parenthesis ()) do not count against the individual company's attrition. Unavoidable reasons include medical, not qualified academically, lack of accepting transfer credits, getting married, personal problems at home, financial, etc.

10. Cadet Commanders' Retreat and Leadership Training

The Commandant's Cadet Commanders Leadership Seminar conducted at The Citadel 5-6 August, and at Wild Dunes Conference Center 7-9 August proved to be a huge success. This will continue to be an annual affair. Attendees included the Commandant, Professor of Naval Science, Professor of Aerospace Studies, 4 Battalion Tactical Officers, the Cadet Regimental Commander and Executive Officer, the four Cadet Battalion Commanders, and 17 Cadet Company Commanders. The Company Tactical Officers were invited to join the Seminar on a space available basis. Presentations were made by General Claudius E. Watts III, President; Colonel Calvin Lyons, Vice President for Finance and Business Affairs, on the Financial Status and Race Relations; Colonel Roy F. Zinser, Jr., Commandant; Mr. Walt Nadzak, Director of Athletics, and Coaches; Mr. Bill Zemba, ARA Dining Services; Colonel Floyd W. Brown, Chaplaincy Activities; Mr. Lewis Spearman, and The Citadel Attorney Dawes Cooke; Colonel George B. Stackhouse, Public Safety; Ms. Stephanie Grogan, Counseling Center's Alcohol and Drug Abuse Program; Colonel Isaac S. Metts, Jr., Dean of Undergraduate Studies, Captain John S. Coussons, Honor Manual and Procedures; Lt Colonel Larry McKay, Student Activities; Major Rick Mill, Public Relations; Battalion Tacs; and the Cadet Regimental Commander. The objectives and goals for the Leadership Seminar were:

- Develop SY 93-94 goals and objectives.
- Identify the Corps' strengths and weaknesses, by Whole Man element.
- Identify the causes of these weaknesses.
- Identify the actions necessary to remedy the weaknesses.
- Develop the year's goals and objectives, sustain strengths and correct weaknesses.
- Review the Corps' standards:
 - Blue Book
 - FM 22-5
 - Functions and Procedures
 - Honor Manual
 - Academic Policy
 - Cadet Schedule
 - Citadel Training Model

- Develop The Citadel Leadership Training Program (CLTP).
- Finalize the Fourth Class Training Plan.

President's Day on 26 August consisted of General Watts' address to the Corps; Motivational Address by Lt McClary; video tape of President Reagan's Address at Graduation 1993; and a video tape of The Citadel. In addition, a legal review by Mr. Lewis Spearman; Alcohol & Drug Issues and Sexual Harassment by Ms. Deborah Ross and Ms. Stephanie Grogan; AIDS and Stress Presentation by LTC Gary Wilson, Major John Carter, and Captain Josey Templeton; and Company Commanders' Time were presented in four rotations, by Battalion.

President's Day on 8 October consisted of Leadership Instruction to the Corps to prepare the Corps' Leadership (all classes) to integrate the Fourth Classmen into the Corps. All instruction was conducted by teams composed of a Tac and Cadet Captain or above. Periods of instruction were divided into 4 45-minute sessions, given to approximately 120 cadets. Each Battalion was broken down into its Fourth, Third, Second and First Classmen. All Fourth Classmen received 4 hours of instruction in McAlister Field House. The other 12 groups rotated between 12 different auditoriums. Third Classmen received a 45 minute class at 4 different sites. Each Battalion Tac and the Cadet Battalion Commanders were responsible for developing the four hour block of instruction. A Committee was formed in each of the four Battalions, including the Battalion Tac, the Company Tac, and the Cadet Company Commander. Training Objectives were:

- To prepare the leaders to be responsible for the training and welfare of the Fourth Classmen.
- To review the successful leadership approaches used by the Cadre; to provide examples of how to do it right.
- To review the Cadet Leadership failures; to provide examples/case studies of how NOT to do it.
- To review the RULES of leadership and appropriate leadership behavior between the class being taught and the Fourth Classmen (Blue Book, functions and procedures).
- To review the leadership duties and responsibilities of the class being taught (as they relate to all classes).

Also included in the instruction was an address to the entire Corps by Charleston City Police Chief Reuben Greenberg, who focused on a respect for authority and the importance of accountability.

Colonel Zinser conducted a Cadet Commanders' Seminar on 10 and 11 January for Regimental, Battalion, and Company Commanders. The initial Leadership Seminar in August of 1993 was extremely successful at getting School Year 1993-94 off to a good start and has contributed to the Chain of Command's ability to make significant progress and deal successfully with numerous demands and challenges of the first semester. This Seminar provided another opportunity to address the key issues, work out a plan to achieve goals and refocus efforts to make the Corps of Cadets as good as it can be. The Seminar consisted of the following:

- Review of The Blue Book and changes to The Blue Book
- Discussions on The Citadel Leadership Development Program and NCO Academy
- Discussions on Leadership Training for 12 January
- Citadel Cadet Evaluation Process and Rating Chain
- Review and Discussion of Cadet Evaluation Duty Descriptions, Responsibilities and Goals

Leadership Development Program: The Citadel Leadership Development Program was established to develop and administer a comprehensive four year leadership instruction process that prepares each cadet to accomplish his specific duties. The laboratory part of the program was followed by a progressive series of classes, tests, and certifications for each year to school our leaders in their duties and responsibilities. The Functions and Procedures Manual, College Regulations, and The Blue Book served as partial foundations, and a detailed review of each job and each class's responsibilities will be completed. Four "courses" will be established: School of the Cadet for Freshmen, School of the Corporal for Sophomores, School of the NCO for Juniors and School of the Officer for Seniors. The School of the NCO was conducted this year. These courses will be conducted during the afternoons of the first two weeks of each academic year with additional classes throughout the year. All cadets in each class attended each of these courses, regardless of his rank. Colonel Zinser conducted a series of meetings with the Assistant Commandant, Regimental Commander, Regimental XO, Battalion Commanders and Battalion Tacs to focus on getting the training started. The Cadet Evaluation Objectives Form and Evaluation Report were developed and tested. An evaluation was required on every cadet. The Corps of Cadets participated, by Class, in mandatory Leadership Training on 12 January.

Cadet Regimental, Battalion and Company Commanders participated in Senior Leaders Training during Drill on 8 February.

Cadet Executive Officers underwent Multi-Cultural Relations Training in February and March.

Classes were canceled on 4 March in order for the Corps to participate in a President's Orientation Day. Objectives included training and completion of the new Cadet Evaluation Reports on each cadet, completion of Company and Battalion Rank Boards, company drill competition and two hours of senior orientation by the Alumni Association.

The Fall Cadet Commanders' Leadership Seminar for SY 1994-95 is currently scheduled for 3-5 August on The Citadel Campus, moving to the Santee Cooper site at Wampee from 6-8 August. We look forward to an equally successful Seminar as we conducted last year, with Regimental, Battalion, and Company Commanders getting School Year 1994-95 off to a good start. Past Seminars have contributed immensely to the Chain of Command's ability to make significant progress and deal successfully with numerous demands and challenges of the first semester. This Seminar also provides another opportunity to address the key issues, work out a plan to achieve goals and refocus efforts to make the Corps of Cadets as good as it can be. We are currently working on the agenda.

The Corps of Cadets is scheduled to participate in mandatory Leadership Training for School Year 1994-95, on 24 August, 14 October, 11 January and 3 March.

11. Rank Selection

The rotation of Cadet Corporals was again implemented in January.

Rank Boards for SY 1994-95 were completed in late April. There were two Rank Boards; one to select the Second Class Senior NCOs (Supply Sergeants, Master Sergeants, First Sergeants and Sergeants Major), and one to select the First Class Officers

(Company Commanders and above).

Prior to commencement of Rank Boards, all cadets were rated by their supervisor on a Cadet Evaluation Report (CER). The CER was prepared on each cadet, using the following criteria: Discipline, Communications, Integrity, Initiative, Judgment, Team Building/Cohesion, Subordinate Welfare, Mission Accomplishment, Bearing and Physical Fitness. A copy of the CER was placed in Cadet Files as a permanent part of their record, and for use by future Rank Boards. All Second and Third Class Cadets considered by the Rank Boards were required to complete a Cadet Activities Record Sheet, which is also included as a permanent part of their record. Consideration of each cadet's academics (GPA of 2.00 for NCO rank and 2.25 for Captain and above), was applied during the final selection process.

12. Inspections

Morning Room Inspections continued to be conducted by the Cadet Chain of Command, Tactical Officers, and the Commandant's Office on a routine basis. Saturday Morning Inspections continued to be conducted throughout the School Year. Colonel Zinser met with Tactical Officers prior to each SMI to discuss inspection standards. Four regular SMIs are scheduled for each semester. The first SMI was held on 28 August. During SMI on 2 October, a surprise, random inspection of approximately 120 cadet cars was conducted, with no contraband being found. The Cadet Chain of Command conducted pre-inspections, which resulted in improved appearance of cadets and rooms. The Commandant's Inspection was conducted on 30 October. Special attention was placed on accountability and proper conduct of the Corps in the Mess Hall.

13. Mess Hall

A reduction of noise level in the Mess Hall continues. Emphasis continues to be placed on good manners and allowing the Fourth Classmen to eat a full meal without harassment. Special emphasis was placed on improving manners and behavior on the Corps Squad Messes. Coaches provided assistance in this endeavor. Last year's reorganization of tables in the Mess Hall was directed at removing confusion and establishing a continuous relationship between the waitress and those that she serves. This arrangement continues to work smoothly.

14. Greater Issues Series/Speakers

Following Greater Issues Addresses were presented during the School Year:

- 8 Oct 1993 - Chief Reuben Greenberg - Chief of City Police, Charleston, SC
- 30 Oct 1993 - Congressmen Stephen Buyer - Indiana
- 4 Nov 1993 - LTG Samuel N. Wakefield - Deputy Commanding General, Training & Doctrine for Combined Arms Support/Commanding General, USA Combined Arms Support Command and Fort Lee, Virginia (Spoke to 2nd & 3rd Class)
- 21 Jan 1994 - General Carl E. Mundy, Jr. - Commandant, US Marine Corps
- 29 Mar 1994 - The Honorable James E. Clyburn - US House of Representative for South Carolina

15. Awards

Following are highlights of Awards Presentations: The

President's Cup (Company H) and the Summerall Cup (Company H) were presented during the Gold Star Review on 24 September, and Dean's List Awards were presented to cadets prior to the Review; the Regimental Commander's Bowl was presented to Company E at the Parents' Day Review on 16 October; Honors Program Cadet Edward R. Neal received the Recording for the Blind and Physically Handicapped Leadership Award in New York City on 20 October; the second Gold Star Review was held on 28 January and Dean's List Awards were presented to cadets just prior to the Review. Cadet John A. Hillman received the MacArthur Cadet of the Year Award, and Cadet Robert C. Zyla received the Society of the Cincinnati Award during the Review on 18 February. Brigadier Club Awards were presented at a Review on 18 March and the Palmetto Medal Awards were presented at a Review on 19 March. A special Awards Ceremony for cadets was held in Mark Clark Hall on 22 April, followed by the Review in honor of the US Army, during which College and Military Awards were presented. The Cadet Awards Reception was held on 26 April in the Dining Hall. The Awards Review on 29 April was in honor of the Employee of the Year, The Citadel Pistol Team and Retiree Recognition. The Star of the West Finals were held on 12 May (won by Cadet Joshua R. Goodman), followed by an Awards Review during which the Commandant's Cup was presented to Company E.

The General Awards Committee, chaired by Colonel Zinser, met on 24 November and 23 March to select recipients for nine cadet awards. This concluded the selection process for this committee for this School Year. ROTC Department Heads selected Cadet Timothy R. Dremann as the recipient of the Congressional Medal of Honor Society Award on 31 March. This award was presented to Cadet Dremann at the Awards Review on 12 May.

16. Honor: The Corps of Cadets attended Mandatory Honor Classes (1st Battalion, 2nd Battalion and Band Company on 21 September and 3rd and 4th Battalions on 5 October).

C. Special Activities

Parents' Day: Following are activities included in Parents' Day Weekend, 14-17 October: Ring Presentation to Seniors in Summerall Chapel on 14 October; Parade on 15 October at which time the Fourth Classmen officially joined the Corps of Cadets, and all Distinguished Military Students were recognized at Parade and a reception, followed by a performance of The Citadel Chorale in Summerall Chapel; The Ring Ceremony in Summerall Chapel on 15 October at which the Senior Honor Guard performed, followed by the formal Ring Hop in Mark Clark Hall; On 16 October - Report to Parents by LTG Watts and BG Poole; Pipe Band performed in all Barracks; Squad Drill Competition for the winner of the Kelly Cup (won by T Company); Band Concert on the Parade Ground; Parents' Day Review during which the Regimental Commander's Bowl was presented; followed by luncheon and the football game with Furman, during which the 1994 Summerall Guards performed.

Homecoming Activities: 12 November - Parade honoring the USMC Birthday/75th Anniversary-WWI/Presentation of Honorary Degrees and Retirement of SGM Williams, US Army; Chapel Concert Series featuring The Citadel Chorale; and Cadet Homecoming Hop; 13 November - Summerall Guard performance; Homecoming Review and Luncheon; football with VMI with half-time activities including Recognition of Hall of Fame Inductees, The Citadel Regimental Band, and Crowning of Miss Citadel.

Furloughs: Thanksgiving Furlough was scheduled from after the Tac Inspection at 1500 on 19 November until 2230 on Sunday, 28

November. Christmas Furlough began after the last scheduled exam and inspection on 18 December and ended at 2230, 9 January. Second semester classes began on 13 January. Spring Furlough began after the Tactical Officer Room Inspection on Friday, 1 April, and ended at 2230 hours on Sunday, 10 April. Classes resumed on 12 April.

Christmas Candlelight Services were scheduled at 1930 on 4 December (No Band); 5 December (Citadel Family); and 6 December (Citadel Guests).

First semester classes ended for cadets on 10 December, with exams 11-18 December. Classes for second semester ended on 2 May, with exams 3-10 May.

Black History Month was celebrated during February, including the following activities: a Black History Tour of Charleston on 2, 8, and 10 February; 3 cadets briefed The Citadel's Black History Month Program at the South Carolina State Capitol in Columbia, SC on 9 February; and a Cadet Color Guard supported a VA Medical Center Black History Month Reception at The Citadel on 18 February.

Religious Emphasis Week was celebrated 28 February-3 March.

Plans are currently underway to standardize phones and answering machines in cadet rooms.

General Watts presented Who's Who Certificates to cadets on 10 December.

Corps Day Activities: Corps Day activities got off to a good start with the Marion Square Review, celebrating the 151st Anniversary of The Citadel's Birthday, on 17 March. Members of the Washington Light Infantry participated in a Changing of the Guard. The Citadel Tattoo was performed on 17 and 19 March, the Summerall Guards performed on 18 March, followed by an Awards Review at which The Citadel President's and Brigadier Club's Awards were presented. A formal dance reminiscent of the USO/World War II period was held on the evening of 18 March. Following are activities performed on 19 March: Pipe Band performance in all barracks; the Bond Volunteers' Ceremony (presentation of the Anthony Griffin Sword) and performance; Corps Day Review in honor of The Citadel Board of Visitors and presentation of the Palmetto Medal Awards; and a meeting of former Regimental Commanders. Culmination of the weekend was the Spring Concert by The Citadel Band and Pipers at Hampton Park on 20 March.

A group of cadets from the Chinese Military Academy visited The Citadel 1-3 November. They were accompanied by a Colonel from the Chinese Embassy. The cadets were billeted in barracks with members of the Corps of Cadets. MG Sun, Taiwan Military Attache from Washington, DC visited The Citadel on 12 January. LTG Ma, Teng-Ho, Superintendent of the Chinese Military Academy visited The Citadel 25-29 January. He was briefed by college officials, and Major Matthew Chandler, US Army, acted as his host during the visit.

Mr. Joseph B. Anderson addressed Second Class Cadets on "Values and Etiquette in the Marketplace" on 17 February.

Leave Policy: The Leave Policy for the Corps of Cadets was changed and put into effect on 14 January 1994. The changes require a cadet to have a 2.0 Cumulative and semester GPA to take his leave and pass privileges. The changes will be included in the next Blue Book update.

Cadet Participation in Outside Activities: Cadets have participated in the following activities:

Members of The Citadel Regimental Band and Pipes, or elements thereof, performed for a total of 129 official functions, including 46 off-campus performances. Additionally, The Citadel Regimental Band and Pipes served as hosts for the 18th Annual Military School Band Festival during the period of 25-27 February 1994. Highlights of the aforementioned performances include the Dedication of the Bobby Scarborough Bridge on 4 September 1993; for the Atlanta Falcons/New Orleans Saints half-time in Atlanta, Georgia on 12 September 1993; for the Charleston Highland Games, Boone Hall Plantation on 18 September 1993; for the Inauguration of the North Georgia Military Academy President, in Dahlonga, Georgia on 6 October 1993; for the 150th Anniversary of the Franke Home in Charleston, SC on 9 October 1993; for the Veterans' Day Parade in Union, South Carolina on 11 November 1993; for the Columbia St. Andrew's Society in Columbia, SC on 4 December 1993; for the Charleston Christmas Parade in downtown Charleston, SC on 5 December 1993; the Washington Light Infantry Annual Banquet at the Charleston Sheraton on 22 February 1994; the Riverside Military Academy Tattoo in Gainesville, Georgia on 4 March 1994; the Southern Conference Basketball Tournament in Asheville, North Carolina on 4 March 1994; the Special Olympics Opening Ceremony in McAlister Field House on 4 March 1994; for the Tattoo II on 17 and 19 March 1994; for the Heritage Classic in Hilton Head, SC on 12 April 1994; for the annual Myrtle Beach, SC concert on 16 April 1994; for the funeral of Captain Patrick McKenna, Class of '89, at Ft. Benning, Georgia on 23 April 1994, and for the National Civilian/Military Defense Transportation Conference in downtown Charleston, SC on 3 May 1994.

Special highlights of the Cadet Color Guard's performances were as follows: for the 22nd Arby's Sertoma Classic at Johnson Hagood Stadium on 19 and 20 August; for the Veterans Affairs Convention, Charleston, SC, on 20 August; for the WWII 5th Engineer Combat Battalion Reunion in Charleston, SC on 28 August; the Georgia Oilmen's Society Prayer Breakfast, Charleston, SC on 10 September; in the parade celebrating the 100th Birthday of the Town of Harleyville, Harleyville, SC, on 11 September; during half-time at the Atlanta Falcons and New Orleans Saints football game in Atlanta, Georgia on 12 September; fifty State Flag Bearers in support of the SC House of Representatives on 27 September; the 48th Annual Weights and Measures Conference, State of SC Department of Agriculture in Charleston, SC on 19 October; opening of the Exchange Club Fair, Ladson, SC, 28 October; for the St. Luke and St. Paul Episcopal Veterans' Day Service on 7 November; for the Union, SC Veterans' Parade on 11 November; in the Conway, SC Christmas Parade on 4 December; in the Charleston, SC Downtown Holiday Parade on 5 December; for the SC Career Guidance and Placement Association on 9 December; at the Military Order of World Wars' banquet, Charleston, SC on 22 January; at the VA Medical Center Black History Month Reception on 18 February; at the WLI Memorial Service on 20 February; at the Engineering Banquet in North Charleston, SC on 25 February; in support of the National League of Postmasters Convention in Mt. Pleasant, SC, on 18 April; in support of the March of Dimes 1994 Walk America in Charleston, SC on 23 April; and during the meeting of the SC Medical Association in Charleston, SC on 29 April.

Members of The Citadel Rifle Legion team have participated as follows: during a Citadel home basketball game in December; in the Charleston, SC Downtown Holiday Parade on 5 December; in the half-time show during the Charlotte Hornets Basketball Game, Charlotte, NC on 22 January; in the Tulane Drill Meet, Tulane University, and

Mardi Gras Parade, New Orleans, Louisiana, 10-13 February; judged High School Drill Competition at John's Island, South Carolina on 26 February; in the Wilmington, NC Azalea Festival, 13-14 April; and in the National Drill Competition at Daytona Beach, Florida, 29 April-1 May.

Inn of Court Cadets have participated as follows: Six cadets attended the CDF Humanities Seminar in Pinopolis, SC, 9-11 September; 40 cadets attended a Minority International Workshop/Law Forum in Atlanta, Georgia, 7-10 October; one cadet met with judges, attorneys, and law schools in Atlanta, Georgia, 22-24 October; eight attended The Citadel Development Foundation Humanities Seminar at the Wampee Conference Center, Pinopolis, SC, 3-5 March; a group attended the Educational and Public Relations Meeting in Washington, DC, 20-24 April.

Alpha Phi Omega Cadets have assisted in outside activities as follows: with the Hospice of Charleston, North Charleston, SC on 4 February; with the nursing home staff for the Valentine's Day Social at Driftwood Nursing Home, Charleston, SC, on 14 February; attended a Sectional Retreat at the College of Charleston, 12-13 February.

The Gospel Choir has participated as follows: performed in the Bobby Jones Extravaganza at Gaillard Municipal Auditorium, Charleston, SC on 16 October; in a joint concert with Johnson and Wales College and the College of Charleston at Johnson and Wales College on 14 January; participated in raising funds for the Gospel Choir Scholarship at St. Peter's A.M.E. Church, Gifford, SC on 16 January; Choir officers attended a Martin Luther King's Birthday Formal Dinner at Johnson and Wales College, Charleston, SC on 17 January; sang at the Sunday Morning Service at the Sheraton Hotel in Charleston, SC on 6 February; performed a concert at Windsor Elementary School, Summerville, SC, on 17 February; performed a concert for the Commission on Higher Education in Orangeburg, SC on 18 February; performed on two occasions in Orlando, Florida, 12-13 March; performed at New Magnolia Baptist Church, Givhans, SC, on 20 March.

Cadet Debate Team members have participated as follows: the CEDA Debate Workshop at Young Harris College, Georgia, 10-12 September; the USC Debate Tournament in Columbia, SC, 24-26 September; the Debate Tournament at MTSU, Murfreesboro, Tennessee, 30 September-4 October; one cadet attended a Debate Tournament at USC-Spartanburg, SC, 29-30 January; four cadets competed in a Polytechnic Literary Society Forensic Tournament in Charlotte, North Carolina, 10-13 February; two cadets met with Student Leaders at a Collegiate Debate Tournament, UNC-Charlotte, North Carolina, on 12 February; six cadets attended the Debate Tournament at the University of Florida, Gainesville, Florida, 3-6 March; one cadet participated in the State-District Tournament at Hillcrest High School, Simpsonville, SC, 18-20 March; and four cadets participated in the Debate Tournament at Vanderbilt University, Nashville, Tennessee, 24-27 March.

A group of the American Society of Civil Engineers (ASCE) cadets participated in a community service project at Jenkins Orphanage, Charleston, SC on 12 and 19 February; aided in the building of a home for a needy family at the Habitat for Humanity, Charleston, SC on 5 March; and completed the Community Service Project at Jenkins Orphanage, Charleston, SC, on 12 March.

The Cadet Chorale performed as follows: for a city-sponsored "Seniors Appreciation Day" at James Island County Park, SC on 13 October; Cadet S. D. Allen sang during the IPMA Convention in

Charleston, SC on 14 October; in a benefit concert for Elder Shelter, First Scots Presbyterian Church, Charleston, SC, on 12 February; for the Mark W. Clark Volunteers annual banquet, Omar Shrine Temple, Charleston, SC, on 26 February; their annual Spring Concert Tour in Lakeland, Florida, 3-6 March.

The Summerall Guards participated in the Cotton Festival Parade, Bishopville, SC, 3 October; and in the Annual Veterans Day Parade, hosted by the City of Columbia and Columbia Action Council, in Columbia, SC on 11 November. This parade will pay tribute to South Carolina Veterans and honor the service of the Charleston Naval Base and the friendship between Columbia and Charleston. They also participated in the 1993 Carolina Carillon State's Holiday Parade, Columbia, SC on 4 December; and three parades during Mardi Gras in New Orleans, Louisiana, 13-16 February. Publicity received as a result of the trip was outstanding. They also participated in the Wilmington, NC Azalea Festival, 15 and 16 April.

Cadet Religious Groups participated in Religious Retreats and conferences throughout the School Year. Special highlights follow: Ten St. Alban's Chapel cadets attended the Fall College Conference of the Episcopal Diocese of South Carolina, 17-19 September; 7 cadets attended the National Student Leadership Conference and Prayer Breakfast in Washington, DC, 23-26 September; 8 Cadets attended a Christian Fellowship at Camp Merri-Mar, Black Mountain, NC, 8-10 October; five cadets participated in the Lutheran Student Movement School of Religion at the Advent Lutheran Church, North Charleston, SC on 18 October; and two cadets attended the Winter Mission Project Training at the Baptist Student Center, Columbia, 22-23 October; three Wesley Foundation (United Methodist) cadets attended the Annual Retreat State Convocation at Santee Park, SC, 25-27 February; Westminster Fellowship cadets participated as follows: one cadet attended the retreat in Columbia, SC, 25-27 February; and cadets attended an off campus meeting of the year, Charleston, SC, on 14 March; a group of St. Alban's Chapel cadets attended the Spring College Conference of the Episcopal Diocese of South Carolina, Camp Bob Cooper, Santee, SC, 4-6 March; members of the Cadet Religious Council served as Ushers at a Carman Concert, North Charleston Coliseum, SC, on 17 March.

9 Cadet Sword Bearers participated at the Southeastern Zone Meeting for the New York Life Insurance Company in Charleston, SC on 26 August.

The Original 13 performed during the Fall 1993 Southern Association of Forensic Scientists' meeting, Charleston, SC, on 8 September.

Two cadets attended the Middle East Conference at Virginia Military Institute 11-14 September.

The Marine Corps Battle Color Performance was held at Johnson Hagood Stadium on 15 September.

Two cadets attended a conference on Student Government in Columbia, SC on 25 September.

Two cadets participated in the Southern Conference Directors and Student Government Presidents' Conference at The Citadel, 26-27 September.

A group of 61 cadets participated as Flag Bearers and Piper for a Procession of State Flags during the 20th Annual Training Conference, National Legislative Services & Security Association, in

Chambers of the SC House of Representatives, State House, Columbia, SC on 27 September.

Department of Health and Physical Education cadets assisted the Charleston City Parks and Recreation Officials with the Corporate Cup Run through Hampton Park and around The Citadel on 1 October.

Six Alpha Phi Omega/AFRO American Society cadets served as a Traffic Guide Detail/Hosts for the Art Expo, Channel 2, Mt. Pleasant, SC on 2 October.

A reunion group of approximately 55 men and wives of World War II Squadron VRF-2 members were recognized at parade on 8 October.

Thirteen cadets who won the Military Order of World Wars Award attended the Chapter's Awards Dinner at The Citadel on 19 October.

Twelve cadets provided support for the Medal of Honor Society Banquet on James Island, SC on 29 October, and two cadet escorts assisted during the Medal of Honor Recipients Biennial Convention in North Charleston on 30 October.

A group of World War I Veterans were honored at parade on 12 November.

A Cadet Color Guard, the Cadet Chorale, and The Rifle Legion represented The Citadel at the half-time show during the Charlotte Hornets Basketball Game, Charlotte, NC on 22 January.

A Cadet Honor Guard participated in support of the National President of the Ladies Auxiliary of Veterans of Foreign Wars on 24 January at The Citadel.

A group of The Fellowship of Christian Athletes cadets participated in a FCA Retreat at Ridgecrest, North Carolina, 4-6 February.

Members of the Cadet Reenactors Club participated in the 130th Reenactment of the Battle of Olustee, Florida, 18-20 February.

A 4-Man Cadet Color Guard, 2 Drummers, 2 Buglers, 8-Man Firing Squad, Weapons Officer, and Cadet OIC performed for the Washington Light Infantry Memorial Service at St. John's Lutheran Church, terminating at the Washington Light Infantry Monument in Washington Park adjacent to City Hall on 20 February.

Two cadets attended the Texas A&M Military Weekend, 23-27 February.

Two cadets represented The Brigadier at the South Carolina Press Association Awards Ceremony, Columbia, SC, 24-26 February.

Four Honors Program cadets participated in the College Bowl Tournament, Johnson City, Tennessee, 24-27 February.

Seven cadets competed in the Regimental Mock Trial Tournament at Kennesaw State, Marietta, Georgia, 21-23 January; and two Cadets attended the National Mock Trial Tournament, Drake Law School, Des Moines, Iowa, 24-28 February.

A group of South Carolina Student Legislature cadets attended the Spring Session in Myrtle Beach, SC, 25-27 February.

A group of Calliopean Literary Society cadets represented The

Citadel at a Parliamentary Debate Tournament, University of Virginia, Charlottesville, Virginia, 4-6 March.

A group of cadets worked with special athletes and mentally retarded athletes during the South Carolina Special Olympics 1994 at The Citadel on 5 March.

Five cadets attended the Association of Military Colleges and Schools of the United States (AMCSUS) reception in Charleston, SC on 10 March.

The Catholic Choir sang for the congregation of St. John Neuman Church, and the Cathedral Christ Our King, Atlanta, Georgia, 11-13 March.

Cadet J. M. Songer spoke at the Boy Scouts meeting in Walterboro, SC on 16 March.

All members of Company H, and twenty-one additional cadets participated in the St. Patrick's Day Parade, Savannah, Georgia, on 17 March.

The Citadel hosted TATTOO II on 17 and 19 March. A full-dress rehearsal was held on 16 March, at which cadets, evening students and graduate students were invited, without charge. The theme for the 1994 Tattoo was D Day + 50. The cast included The Citadel Band, The Citadel Pipes and Drums, The Summerall Guards, The Citadel Rifle Legion, and Voices of The Citadel Combined Chorale. Off campus participants included the 48th Highlanders of Canada, Pipes and Drums and an Andrews sister act consisting of local civilians. The dance theme for the 18 March Corps Day Hop was a WWII USO Canteen Dance using the side sets from the D-Day + 50 Tattoo.

Cadet members of the Army Aviation Association of America (AAAA) participated in the national convention in St. Louis, Missouri, 20-24 April.

A group of cadets assisted in building a library at Jenkins Orphanage, North Charleston, SC on 22 and 23 April.

Cadet members of The Citadel Criminal Justice Society attended the Crime Prevention Fair in Columbia, SC on 23 April, and a group of cadets toured a Federal Prison in Estill, SC on 29 April.

A group of cadets participated as drivers for the MUSC Children's Hospital Classic at Kiawah Island on 28 and 29 April and 1 May.

A group of Wrestling Team cadets acted as Pallbearers at the 9 May funeral of Colonel James Kenneth Shelton, Ed.D., Professor of Education at The Citadel.

Commencement Week activities included: 12 May - Star of the West Competition; the Cadet Awards Review; and Baccalaureate Services; 13 May - A Review in honor of the Board of Visitors, Ground Breaking Ceremony for a new Barracks, Summerall Guards performed for the Class of '94; and Graduation Parade, followed by the President's reception for graduates and families; 14 May - Commissioning Ceremonies, and Graduation Ceremonies, followed by Pinning-on ceremonies for newly commissioned officers of each service.

D. Department of Military Science

1. Mission

The mission of the Department of Military Science is to recruit, train and commission the future officer leadership of the United States Army and to motivate young people to become better Americans. The mission is accomplished by providing our cadets with challenging, exciting and quality training designed to ensure the cadet's success. The program prepares a cadet to accept the demanding responsibilities of an Army lieutenant. Forty senior cadets received a commission at graduation, May '94. Four cadets will receive their commissions after summer school and another eleven cadets in the Class of 1994 will receive their commissions at the completion of Advanced ROTC Summer Camp at Fort Bragg, North Carolina. The total is 55 Army commissionees for the Class of 1994.

2. Personnel

Colonel Roy F. Zinser, Jr., Class of '68 completed his third and final year as the Professor of Military Science and his second year as Commandant of Cadets. This summer, the Palmetto Battalion will lose three officers. Colonel Zinser is going to Cadet Command Headquarters, Ft. Monroe, Virginia. Major Milukas is going to Command and General Staff College (CGSC), and Captain Runge is going to Fort Leavenworth (BCTP). Captain Hobby will leave the unit next fall. Additionally, SGM Williams is retiring this summer. SFC Greeno is going to Germany, and SGT Miller is going to Egypt in September. We have identified replacement for the officers. They are Colonel Trez, Major Diehl, Captain Robertson, Captain Hopkins and Captain Thrasher.

3. Operations

1993-1994 was our eighth year as the Palmetto Battalion. This organization, made up entirely of Army contract and scholarship cadets, plans and coordinates all the training activities for the Army cadets under the supervision and guidance of our Active Duty cadre. The battalion conducted six field training exercises for cadets bound for the Advanced Summer Camp. The culmination of this year's training was the week long "Mini-Camp" held 15-25 May '94 at Fort Jackson, SC. The Mini-Camp reinforces all of the training that has occurred during the year and is the final test to see if your cadets are prepared for the Advanced Summer Camp training. Our Ranger Challenge team finished first, for the second consecutive year, in the Brigade competition and won 4 of 7 event streamers.

Brigadier General Thomas J. Konitzer, Commanding General, US Army First Region, and his wife, visited the Detachment on 5-7 December 1993. General Konitzer participated in the Battalion Run with the cadets and afterwards addressed the cadets and presented the Ranger Challenge First Place Awards. He and Mrs. Konitzer also attended a Christmas drop-in at Colonel and Mrs. Zinser's quarters and the Christmas Candlelight Service at Summerall Chapel.

The distinguished guest speakers who addressed Army cadets during the year included Major General James M. Lyle, Commander, ROTC Command, Ft. Monroe, Virginia. Colonel William M. Causey, Jr., Commander, Fifth Brigade, US Army First Region (ROTC), addressed the cadets in an open forum on 15 March 1994.

Closing enrollment in the Army program last year was 865 cadets. This year's opening enrollment was 884 cadets with a closing enrollment, second semester, of 847. Currently 22 seniors, 41 juniors, 22 sophomores, and 4 freshmen (with 12, 3-Year Scholarship designees) are on Army scholarships.

4. Extracurricular Activities

The Detachment underwent a Region Command Inspection on 15 March 1994. The Detachment received a satisfactory rating (only 2 ratings: satisfactory and unsatisfactory) and achieved five commendable observations.

The Citadel was the recipient of a Cobra helicopter for Static Display, courtesy of MG Robinson. The helicopter was dedicated to all Citadel Aviators on Corps Day, 19 March 1994, by Colonel James W. Bradin, USA (Ret), a member of The Citadel Board of Visitors.

The Battalion had an active chapter in the Association of the United States Army. This chapter organized, coordinated and ran the Detachment Dining-In. This Chapter also manned a display at the Annual Convention in Washington, DC as well as entered a six-man team in "The Army 10 Miler".

The Citadel Chapter of the Army Aviation Association of America (AAAA) remains the only chapter in the country which is run solely by cadets. The Chapter sponsored the dedication of the Cobra Helicopter on Corps Day. Captain Hobby and eight cadet members of the AAAA attended the annual convention on 21-24 April in St. Louis, Missouri. Cadets had the chance to meet MG Robinson, Chief of Aviation and Commander of Ft. Rucker, Alabama.

The Cordell Airborne Ranger Company is another active organization. Consisting of 60 cadets, they participated in six field training exercises. The year concluded for the Cordell Company with the awarding of the Cordell Scrolls and a "Paint-ball" wargame competition.

Last summer, Army cadets did extremely well in Advanced Camp and at special training schools. 39% of our cadets finished in the top 1/3 of all cadets at Advanced Camp. The 100% completion rate at specialty schools included 25 cadets who received their Airborne wings and 3 cadets who received their Air Assault Badge. Ten cadets attended Cadet Troop Leadership Training (CTLT) with Active Duty units. Additional specialty training included one cadet attending Northern Warfare at Mountain Warfare Schools. Army cadets will be attending these schools again this summer and a higher success rate is anticipated.

5. Future Developments

The Battalion will continue to strive to recruit top quality cadets into the Army program to train, retain and to commission them as lieutenants upon graduation. We strive for excellence in leadership, and want the whole man who demonstrates the military, academic, spiritual and physical requirements necessary to become a quality officer. Currently over 80 rising juniors have shown interest in contracting in August '94. The detachment has developed student work books for each MS level, a state-of-the-art briefing and an aggressive counselling program. During the 1994 Command Inspection, The Citadel's Army Detachment received outstanding results in all areas. We are proud of what we have accomplished, and we will continue to work hard providing the training, equipment and material necessary to train and educate the cadets on the opportunities of the Total Army Force: The Active Army, the Army Reserves, and the Army National Guard.

To attract Army scholarship winners to The Citadel, this is the third year The Citadel will offer a \$2,500 supplement to all four-year Army Scholarship winners and free room for three-year Advanced Designee Scholarship winners. These financial incentives

are required to stay competitive with other institutions which offer similar incentives.

E. Department of Aerospace Studies

1. Personnel

There will be a large turnover in the Air Force Department this summer with 5 of the 8 officers assigned departing. Captain Joel Juren, Captain Dean Newsome, and Captain Allen Blume are all departing after three years of duty. Major Brian Erts and Captain Reedy Hopkins are also departing this summer. The five new instructors are Major Jim Jurewicz, Captain Peter Stanziano, Captain Mike Newman, Captain Randy Cook, and Captain Gerald Spurgers. Captain Cook, Class of '85, is the only Citadel graduate in the reporting group. However, the other four officers are all ROTC volunteers and are excited about being assigned to The Citadel.

Our returning personnel include Colonel Jim Scott, Captain Frank Hinson, and Captain Mark McCullohs. The administrative staff is very experienced. TSGT Granada is beginning her fourth year in the detachment. SSGT Oliver and SGT Holderbaugh are beginning their third year. SGT Steve Jenkins is beginning his second year in the detachment. The experienced Administrative Staff along with the experience of Colonel Scott should pave the way for a successful 1994-95 School Year.

2. Operations

During the Academic Year 1993-94, Air Force ROTC Detachment 765 at The Citadel continued to be the largest AFROTC Detachment in the nation. The total enrollment once again exceeded 650. More impressively, the detachment is also a leader in the production of officer candidates. At commencement on 14 May, 28 cadets were commissioned as Second Lieutenants into the US Air Force. An additional 12 graduating seniors will be commissioned after they complete summer field training. The foreseeable future is just as promising with more than 30 cadets slated to be commissioned in 1995.

The success of the Air Force ROTC Detachment can be attributed to an outstanding staff. The hard work, the personal involvement with the cadets, and the honest appraisal of Air Force life are all contributing factors in the success of the detachment. Also, we have continued to develop an outstanding working relationship with the Admissions and Financial Aid offices. The Citadel Subsidy to 4-year ROTC scholarship recipients is also aiding our recruiting effort. Once again this year we expect between 10 and 15 Air Force scholarship cadets to enroll in the fall.

3. Extracurricular Activities

Coupled with our recruiting initiative is an excellent retention program aimed at exposing our cadets to as much of the Air Force as possible. This year we have continued to work closely with Charleston AFB. Weekly orientation flights, simulator time, marksmanship training, and an active base visit program are some of the highlights of the retention program. One new initiative this year is the development of an internship program. This program allows senior cadets to spend time at Charleston Air Force base each week learning about a specific Air Force specialty. Through the Political Science Department the cadet is able to receive academic credit for his internship.

This summer will be busy for AFROTC cadets as 49 report to summer camp. The vast majority will be attending camp at Lackland AFB, Texas. Two cadets will be attending training at Tyndall AFB, Florida. Additionally, 19 contract cadets will be participating in the Professional Development Program (PDP). This program allows the cadets to shadow an officer in a career field of their interest.

4. Future Plans

The current recruiting and retention efforts of AFROTC Detachment 765 will ensure that they remain the largest and most productive AFROTC Detachment in the nation. The outlook is extremely promising. The number of commissionees for the next two years will exceed 30.

F. Department of Naval Science

1. Personnel

Upon the retirement of Colonel John B. Creel, Jr., Colonel Guiseppe A. Betta, USMC, assumed the duties of Professor of Naval Science and Deputy Commandant in July 1993. The Executive Officer, Commander Julian E. Teske, USN, retired and was replaced by Commander James T. Bryson, USN, in April. Lieutenants Michael J. Sangster and Kenneth W. Childress were replaced by Lieutenants Jeffrey W. Zimmerman and Michael C. Sparks during this past school year. Captain Mark D. Hamilton, USMC, Junior Marine Officer Instructor, will separate from the Marine Corps on 1 September and be replaced by Captain Robert J. Tanke, who is scheduled to arrive in July for duty as the Junior Marine Officer Instructor. LT James W. Skinner, IV, USN, Navigation Instructor, will transfer in October and will be relieved by LT Kevin S. Johnson, USN. YNCS Jeannie E. Davis, USN, Unit Administrative Officer, will retire and be replaced by YNCS(SS) David Lear in August.

2. Operations

363 midshipmen were enrolled in NROTC classes at the end of the School year. Sixty were supported by Naval/Marine contracts or scholarships; 26 were commissioned; 3 as Navy ECP students, 4 as MECEP students and 3 were PLCs. In addition, 4 students will be commissioned in August for a total of 30 Naval Service commissionees from the Class of '94.

3. Extracurricular Activities

The Naval Science Department enjoyed a very successful but busy year in extracurricular activities. The proximity of the Citadel campus to the Charleston Naval activities and the Marine Corps Recruit Depot at Parris Island provided tailor-made opportunities for meaningful and realistic training.

The Naval Science Guest Lecture Program is designed to enhance NROTC midshipman knowledge of Navy and Marine Corps missions, broaden student outlook and exposure to a variety of views, options, and insights regarding the typical issues facing the Naval Services. Topic items addressed this year included Navy Nuclear Power Program opportunities; Navy Civil Engineering career opportunities, Navy Explosive Ordnance Disposal career opportunities; military law; Standards of Conduct; substance abuse and suicide awareness training; Amphibious Operations; carrier battle group strategy and details regarding the Navy/Marine pilot training pipeline.

NROTC, The Citadel, is extremely busy this summer coordinating training cruises for 28 cadets. Summer midshipman fleet training provides excellent opportunities for practical on-the-job training and junior officer development. Highlights include Cadet Robert Meyer participating in the 50th anniversary celebration of the Normandy invasion while aboard the USS Deyo (DD-989) for a six week Mediterranean cruise. Cadet Jeffrey Withee is one of a handful of midshipmen nationwide who will participate in the challenge of Mountain Warfare Leadership Training in California. The summer months will find cadets experiencing the "haze gray and underway" Navy all across the globe, from Yokosuka, Japan to St. Croix, Virgin Islands. Cadets will experience fleet exercises, missile shoots, air wing strikes, drug interdiction operations, and a full range of routine deployed operations aboard a wide spectrum of naval platforms, from aircraft carriers to frigates. All of the senior Marine cadets will attend Officers' Candidate School (BULLDOG) in Quantico, Virginia.

During the past year, the unit hosted the Marine Corps Battle Color Detachment for the third time; U.S. Marine Corps Presentation Team; General Mundy, Commandant of the Marine Corps; Admiral Krekich, Commander, Theodore Roosevelt Battle Group; Rear Admiral Robertson, Commander Submarine Group Six; Major General Libutti, U.S. Central Command; Brigadier General Klump, MCRD Parris Island; Major General Moss, USMC (Ret.); Captain Bradt, CNET; Commander Berlingame, Commanding Officer, USS Nicholas (FFG-47); Captain Harper, Joint Intelligence Center; Commander Ingram, CNET Nuclear Program Officer; and numerous other company grade officers for presentations.

NROTC, The Citadel, placed considerable emphasis on conducting a variety of training activities to enhance the professional development of our midshipmen. These activities included additional training days devoted to physical fitness, swim testing, sail qualifications, ship underway training, hands-on damage control training, underway dedicated navigation training, ship tours, and a Mini-Surface Warfare Officers' Training Course for Surface Warfare Officers in preparation for their advanced training; and a Marine-Option field training exercise at Parris Island, South Carolina.

This Unit also sponsored and coordinated the embarkation and debarkation of over 200 midshipmen from NROTC units throughout the USA and the Naval Academy on ships at Naval Base Charleston; participated in Citadel Weekend Visitor Programs and football recruiting weekends, and took a very active role in local minority scholarship recruiting by making presentations at local schools. Moreover, Major Holder made a recruiting trip to the Marine Military Academy in Harlingen, Texas. The Semper Fidelis Society participated in the local March of Dimes activities.

As always, the goal of NROTC is to motivate our midshipmen to perform to the best of their abilities and more. Academic performance of the midshipmen continues to be well above the college average. During the past year, 30 Citadel NROTC cadets were selected for CNET Scholarships out of 45 applicants for a 67% selection rate. ECP and MECEP students continue to set a sterling example for our midshipmen with an aggregate grade point average of 3.53.

4. Future Plans

Nine officers from the unit are slated to serve as Tactical Officers in the 1994-1995 School Year.

As our budget and fleet simultaneously continue to shrink, it has become increasingly more competitive to earn a scholarship or contract for a commission in the Naval forces. This is not all bad because our scholarship and contract recipients are, without doubt, of the highest academic and professional caliber. Consequently, the challenge is to develop these young midshipmen as the future "leaders of the fleet" by continuously challenging them to perform to their highest potential, academically and professionally as well. We will execute this mission by refining programs such as the supervised Study Hall Program, Study Skills Training, realistic hands-on fleet training, and finally, the department Guest Lecture Program.

G. The Citadel Infirmary

Flu Shot Program: The flu vaccine was offered and we had a very good response.

Administrative Actions: Mrs. Patricia Hancock, RN, retired on 31 March 1994, and Mrs. Camille Brennan was hired as her replacement. Incoming Freshmen Medical Data files were updated and put in the computer.

Summary of Inspections: The Department of Health & Environmental Control (DHEC) Annual Inspection was extremely thorough. All deficiencies in the nursing area have been corrected. All violations that are the responsibility of the Physical Plant have been turned over to them for correction. The only problem found during the DHEC Inspection of the Fire Alarm System was the fault of the Physical Plant. The DHEC Drug Enforcement inspection found no problems, and all outdated narcotics were destroyed by the DHEC drug agent.

Following is a comparison of medical data for School Years 1992-93 and 1993-94.

	<u>1992-93</u>	<u>1993-94</u>
Productivity Report		
Doctor Visits	1,568	1,522
Nurse Visits	8,674	7,333
Administrative Visits	229	247
Total Patient Contacts	10,471	9,102
Infirmary Admissions	518	526
Day Rest in the Infirmary		1,210
Outside Hospital Admissions	21	28
Outside Referral to Specialist	125	135
Number of X-rays Taken	155	165
Number of Infirmary Lab Tests	225	205
Flu Shots Given	100	81
Navy ROTC Shots Given	54	56
Allergy Shots Given	318	427
Significant Medical Problems Diagnosed		
AGE Outbreak	0	486
Appendicitis	0	11
Diarrhea Outbreaks	87	56
Pneumonia, all types	3	2
Chicken Pox	3	5
Concussions	7	5
Endocarditis	0	1
Sprains		
Ankles	159	164
Knees	180	212
Back	68	50

	<u>1992-93</u>	<u>1993-94</u>
Others	25	32
Auto Accidents	0	0
Strep Throat	165	127
Mono	45	56

H. Sports Medicine

Following is a summary of treatments for the past three academic years:

<u>YEAR</u>	<u>TOTAL</u>	<u>ATHLETE</u>	<u>PERCENT</u>	<u>CADET</u>	<u>PERCENT</u>	<u>OTHERS</u>	<u>PERCENT</u>
1993-94	7683	5661	73%	1501	20%	521	7%
1992-93	8638	6210	72%	1709	20%	719	8%
1991-92	8936	6724	75%	1197	14%	1118	11%

The slight decrease in the number of treatments this year is due to a low injury rate during the 1993 football season NCAA Injury Survey. The faculty and staff utilized sports medicine more frequently this year as reflected in the 7% of treatments given. During the fall semester, the Sports Medicine Department also took over the role as administrator of The Citadel Drug Testing Program. A large test was conducted in October and February and several reasonable suspicion tests under the authority of the Commandant's Office. In addition, the NCAA was on campus in September, February and April for the year-round drug testing of athletes, which were all negative.

The Sports Medicine Department has participated in the NCAA Surveillance Program the last several football seasons. Again this year we enjoy a very low injury rate, which is a 1.56 injury per 1,000 exposures. Such an exceptionally low rate should be a source of great pride for everyone involved. This is an indication that everyone is doing what is humanly possible to protect the participant from injury. Following is a summary of the injury surveillance for the last three years:

NCAA INJURY SURVEILLANCE

	<u>SCHOOL</u> <u>INJURY RATING</u>	<u>MIDPOINT</u> <u>INJURY RATE</u>	<u>SCHOOL RANKING</u>
1993-94	1.56	6.39	104-105/2nd Place
1992-93	1.58	5.47	98-103/6th Place
1991-92	2.04	6.36	106-106/1st Place

The Sports Medicine Department Program continues to improve and expand with the addition of a third graduate assistant for the upcoming Academic Year of 1994-95. The two main reasons for this addition were increase in patient load during the afternoon hours and a change in NCAA regulations regarding team practice week and the beginning of basketball practice once again on 15 October.

The Sports Medicine Department continues to get support and tremendous cooperation from the school's administration, infirmary, Commandant's Office and Athletic Department.

I. ARA Dining Services

ARA Services continue to provide excellent service to the Corps of Cadets and the administration. In its 26th year at The Citadel, ARA Dining Services was recently awarded another 5 year contract.

Over the year, ARA Dining Services supported more than 1,000 catering functions such as pre-game buffets at the President's home, receptions, class reunions, alumni activities, Board of Visitors functions, and approximately 11,500 student activities--cookouts, pre-game meals for athletics boxed lunches, club dinners and regimental functions, introduced new menu items for the Corps and provided a new deli-bar for the Faculty House. The Frank W. Munnerlyn Snack Bar continues to serve a variety of food items and in addition to these, plans to open up a Chick-fil-A and Dunkin' Donuts. This spring, Steve Battin joined ARA as the Catering Manager. With a degree from the Culinary Institute of America and his strong management background, Steve's enthusiasm and attention to detail will be an asset to our growing catering department. Steve, with his wife Anne, lives on Johns Island and welcomes you to give him a call for any special event. Victoria Romero, originally from the Southwest, joined our staff last fall to assist in the a la carte food sales in the snack bar. With a 4-year degree from Johnson Wales, she also brings expertise in the catering department with special events, creative menu writing and upscale food presentation.

V. ADMINISTRATION

During FY 1993-94, the Department of Personnel and Administrative Services reported directly to the President through the Executive Assistant. The Department continued to provide viable services to the faculty and staff in the areas of personnel services, affirmative action, postal and courier services, administrative services, and records management. In addition, the department maintains the necrology for the College. Following are significant accomplishments of the Department during FY 1993-94:

A. Personnel Services

1. Central Computer Services: The Personnel Office was successful in enhancing the Human Resources Series (HRS) of the college computer, with assistance from the Information Resources Management (IRM) Office, making it more functional. Personnel changes are still reported directly to the Division of Human Resource Management (DHRM) through on-line data entry.

2. FY 1993-94 Salary Increases

a) Based on the provisions of the FY 1993-94 Appropriations Act, the President approved the following pay policies for classified employees for FY 1993-94:

1) General Cost of Living Increase: The Appropriations Bill did not fund nor make provisions for a cost-of-living increase for classified employees. As a result, the pay ranges for classified employees did not change for FY 1993-94.

2) Promotional, Reclassification, and Grade Reallocation Increases: Current pay policies for promotion, reclassification and grade reallocation increases were continued for FY 1993-94 as follows:

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

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

3) The Performance Pay Program or Merit Increase Program: Although the Performance Pay Increase Program was not funded for FY 1993-94, performance ratings were still required and must be accomplished and reported to the Division of Human Resource Management in a timely manner. However, the 1976 Code (Section 8-1-160) was amended whereby agencies/institutions may increase or decrease individual employee salaries based upon performance. Such increases or decreases will be determined by the agency/institution and must not place an employee's salary

above the maximum or below the minimum of the classified employees' grade and must be funded from available college resources.

b) Based on the provisions of the FY 1993-94 Appropriations Act, the President approved the following pay policies for unclassified faculty and staff for FY 1993-94:

1) General Cost of Living Increases: The 1993-94 Appropriations Bill did not fund nor make provisions for a general cost-of-living increase for unclassified faculty and staff for FY 1993-94.

2) Promotion and Enhancement Increases: Although no funds were appropriated for promotional increases, internal funds were used to award faculty academic promotional increases as follows, effective 1 September 1993:

\$1000 for promotion to Associate Professor
\$1500 for promotion to Professor.

There were no faculty salary enhancement increases for permanent/tenure-track faculty during FY 1993-94.

3) Performance Pay: The 1993-94 Appropriations Bill made provisions for agencies to increase or decrease individual employee salaries based upon performance. Such increases or decreases shall not place an employee's salary above the maximum or below the minimum of the executive compensation level. Performance decreases shall be based on the result of an evaluation.

3. In addition, the 1993-94 Appropriations Act provided for the following:

a) One-Time Lump Sum Payment: Employees with continuous state service since 2 June 1993 and still employed on 1 December 1993 were entitled to a one-time lump sum bonus. Employees whose annualized salary was \$25,000 or less received \$368 and employees whose annualized salary was more than \$25,000 but less than \$35,000 received \$184.

b) Continued the requirement that faculty and staff report any pay supplement received if it was not being reported by The Citadel as additional earnings, and was not a part of individual's budgeted salary.

4. Benefit Programs:

a. For the third year in a row, State Health Plan premiums have not increased. Plan features such as Medi-Call and the physician and hospital networks helped control costs. State Health Plan premiums are now lower than those of any other employee option for all levels of coverage. Participants still have the freedom to choose their providers in the physician and hospital networks, and realize savings because all claims will be filed by

providers.

1) Premium increases for the two HMOs were distributed to all faculty/staff members. Insurance rates were effected 1 January - 31 December 1994. The two Health Maintenance Organizations (HMOs) that continue to service the Tri-County area are HealthSource and Companion.

2) The ambulatory surgical center network went into effect 1 January 1994 and includes 20 ambulatory surgical centers around the state and works much like the State Health Plan Hospital Network. If participants use one of the centers in the network, they will pay only the deductible and copayment.

3) R. E. Harrington, our dental carrier, held an open enrollment period in October 1993. Open enrollment is only every two years for adding dependents not presently covered. Premium rates remained the same.

4) Effective 1 January 1994, participants in the State Health Plan, HMOs, the State Dental Plan and Dependent Life Insurance can cover an unmarried dependent child who is a full-time student through age 24. All dependents age 19 through age 24 must be recertified as full-time student annually, on or before his/her birthday. Dependents are no longer eligible for coverage, regardless of age, if they lose full-time student status, marry or begin full-time employment. They are, however, eligible to enroll in the COBRA Program.

5) The Optional Supplemental Life Insurance program was cancelled. The State enhanced its Optional Life Insurance plan through the Hartford Insurance Company effective 1 January 1994. Participants who were covered by both the Optional Life and Optional Supplemental Life plans were automatically enrolled in the Enhanced Optional Life plan, and coverage was increased by two salary levels, up to a maximum of \$100,000.

5. Tuition Assistance Program:

The Citadel continued to offer tuition assistance to its permanent faculty and staff. Eighty-nine employees participated in the program during FY 1993-94.

6. In-Service Training and Career Development:

In-service training and career development programs were limited this year because of budget restraints. Programs were advertised to employees at other State Agencies. Employee orientation programs were held twice each month for new staff/faculty members. In addition, a special orientation program was held each quarter covering hazardous communications, sexual harrassment, sensitivity training, EPMS, grievances and appeals procedures. The Citadel was represented at American Association for Affirmative Action Conferences, The College and University

Personnel Association, the College and University President's Council, the College and University Personnel Council, and the State Human Resource Management Benefits Conferences. The Citadel hosted the HRS User Computer Regional Conference this year with many staff members attending.

7. Personnel Reports:

Personnel reports continue to require a significant effort with reports submitted to the State Human Affairs Commission, the Commission on Higher Education and the U. S. Department of Education. In addition, several survey requirements were solicited by various organizations, all of which were completed and provided as requested.

8. Faculty/Staff Academic/Military Promotions effected 17 August 1993:

To Colonel:

John William Gordon
James Parker May
James Kenneth Shelton
David Henry White, Jr.

To Professor and Lieutenant Colonel:

James Michael Alford
Linda Kitchen Elksnin
Dennis John Fallon
James Stanley Leonard
Sherman Edward Pyatt
David Sanford Shields
Susan Annette Simmons

To Lieutenant Colonel:

Patrick Ray Briggs
Hughes Bayne Hoyle, III
Russell Hutcherson Stout, Jr.

To Associate Professor and Major:

Elba Magally Andrade
Andre Henri Deutz
Gardel M. Feurtado
Albert Earle Gurganus
Russell Otto Hilleke
Lyle Vernon McAfee

To Associate Professor:

William Chambliss Sharbrough, Jr.

Major

Joseph D. Epple, Jr.

9. Retirement:

Retirement counseling was conducted for 40 members of the faculty and staff. In addition, a Retiree Update Seminar for retired members of the faculty and staff was held 16 June 1994, with 70 participants in attendance. The following members of the faculty and staff retired during FY 1993-94:

Service Retirement:

Col. Alva R. Ballentine	31 July 1993
Ms. Ida H. Bryant	31 July 1993
LTC Harvey M. Dick	31 July 1993
Col. William L. Harris	31 July 1993
MGEN George F. Meenaghan	31 July 1993
Mrs. Opal C. Spalviero	31 July 1993
Mrs. Opal G. Tobin	6 September 1993
Mrs. Pearl M. Erickson	30 September 1993
Mrs. Patricia M. Hebert	30 September 1993
Mr. Henry N. Robinson	30 September 1993
Col. Robert H. Barton, Jr.	31 December 1993
Lt. Roy Floyd	31 December 1993
Mr. Frank Hemingway	31 December 1993
Mrs. Ernestine White	31 December 1993
Mrs. Alice E. Wooden	31 December 1993
Mr. Jerry D. Christian	31 March 1994
Col. George B. Stackhouse, III	31 March 1994
Mrs. Patricia C. Hancock	31 March 1994
Col. Larry H. Addington	15 May 1994
LTC Frank D. Frohlich	15 May 1994
Cpt. Richard O. Haughey, USCG, Ret.	15 May 1994
Col. Jimmy Magoulas	30 June 1994
Mrs. Leola R. Bennett	30 June 1994
Mr. Charles E. Bullard	30 June 1994
Mrs. Jean Marshall	30 June 1994
LTC Lee V. E. Martin	30 June 1994
Mrs. Joan B. McCambridge	30 June 1994
Mrs. Anne M. Michau	30 June 1994
Mrs. Sarah E. Milligan	30 June 1994
Sgt. Francis A. Nigro	30 June 1994

Disability Retirement

Ms. Elizabeth H. Renaud	31 July 1993
Mrs. Mary H. Munday	20 April 1994
Mrs. Peggy E. Inman	30 June 1994
Mrs. Josephine F. Lewis	30 June 1994
Mr. LeRoy W. Seabrook	30 June 1994

10. Faculty/Staff Recognitions:

Citadel Certificates of Appreciation and the State Retirement Certificates of Service were presented to retiring members of the faculty and staff. In addition, State Service Certificates and Pins were presented in April 1994 to the following members of the faculty and staff:

For 10 Years Service:

Faculty:

Col. Charles E. Cleaver	LTC Peter Rembiesa
LTC Leslie S. Cohn	Maj. O. Robert Emory
LTC James S. Leonard	Maj. Christopher R. McRae

Staff:

Maj. William D. Brady, Jr.	Mrs. Quonset R. Harrison
Mrs. Shelvy C. Cannady	Mrs. Margaret Houghtaling
Mrs. Pearl M. Erickson	Mrs. Patricia A. Kinard
Mr. John Fabers	Mr. Walter G. Morris
Mr. James P. FitzGerald	Mrs. Jalorie J. Robinson
Mrs. Julie S. Ford	Ms. Verdell T. Rouse
Mrs. Almanda V. Green	Mr. Joseph C. Singleton
Mrs. Patricia C. Hancock	Mr. Leonard E. Stutts, Jr.

For 20 Years Service:

Faculty:

LTC Grant B. Staley

Staff:

Mrs. Roberta B. Blanchard	Mrs. Patricia M. Hebert
Mr. Roger D. Brownlee, Sr.	Mrs. Beverly M. Powell
Mrs. Marlene M. Clardy	Mrs. Meredith W. Yates

For 30 Years Service:

Faculty:

Col. Daniel O. Bowman	Mrs. Opal C. Spalviero
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11. Statistical Summary of Personnel Actions:

	<u>Classified</u>	<u>Unclassified</u>
Merits/Employee Performance Evaluations	346	190
Pay for Performance	285	108
Promotions	17	22
Reallocations	0	0
Reclassifications	30	0
Salary Adjustments	7	0
Transfers	2	0

Demotions	3	0
New Hires	61	12
Terminations	39	6
Service Retirement	22	8
Disability Retirement	5	0
Deaths	0	2

Temporary Employees:

Students	369
Temporary Staff Employees	123
Adjunct Faculty	102
Graduate Assistants	66
Special Contract Employees	18
Military Contracts	30

12. New Permanent/Tenure Track Faculty Employed During Academic Year 1993-94:

Captain Sharon Balcome Irion, Assistant Professor of Education
 Captain Suzanne Theresa Jones, Assistant Professor of Chemistry
 Major Julie Ann Lipovsky, Associate Professor of Psychology
 Captain Keith Eugene Murphy, Assistant Professor of Biology
 Major Conway F. Saylor, Associate Professor of Psychology
 Captain Guy David Toubiana, Assistant Professor of Modern Languages

13. Temporary Faculty Employed or Continued for Academic Year 1993-94:

Mr. Bruce W. Evans, Assistant Professor of Electrical Engineering
 Captain Richard O. Haughey, USCG, Retired, Assistant Professor of Business Administration

Ms. Sandra K. Livingston, Visiting Instructor of Modern Languages
 Dr. Jagdish Mehra, Distinguished Visiting Professor of Physics

14. Faculty Authorized Educational Leave of Absence and Sabbaticals Effective 17 August 1993:

Col. Charles E. Cleaver, Professor of Mathematics and Computer Science
 Col. Charles Lindbergh, Professor of Civil Engineering
 Maj. Peter A. Mailloux, Associate Professor of English

Col. Jamie W. Moore, Professor of History
Col. Laurence W. Moreland, Professor of Political
Science
Col. R. Douglas Porch, Professor of History
Col. Richard D. Porcher, Professor of Biology

15. Faculty Returned from Educational Leave of Absence
and Sabbaticals Effective 17 August 1993:

LTC Patrick R. Briggs, Associate Professor of
Physics
LTC Linda K. Elksnin, Associate Professor of
Education
Maj. Joseph W. Epple, Jr., Assistant Professor of
Electrical Engineering
LTC Peter Greim, Professor of Mathematics and
Computer Science
Col. Philip W. Leon, Professor of English
LTC Dorothy P. Moore, Professor of Business
Administration
Col. J. Kenneth Shelton, Professor of Education
Maj. Donald L. Sparks, Associate Professor of
Business Administration

16. Faculty Resignations:

Mr. Albert J. Kunze, III, Electrical Engineering
Maj. Donald V. Martin, Education
Capt. Kenneth L. Miller, Education
Col. R. Douglas Porch, History
Maj. Jack A. Stinson, Jr., Electrical Engineering
Amb. Joseph W. Twinam, Distinguished Visiting
Professor and Holder of the John C. West Chair
Capt. Judith M. Von, Psychology

17. Key Staff Appointments Effected During FY 1993-94:

LTC Sherman Michael Bingham, USAF, Retired,
Director of Public Safety

Mr. James P. FitzGerald, Deputy Director of
Physical Plant
Colonel John Garland Lackey, III, USA, Retired,
Assistant Commandant of Cadets for Administration
Brigadier General Roger C. Poole, Vice President
for Academic Affairs and Dean of the College
Col. Roger Edward Popham, Assistant Commandant of
Cadets for Leadership
Ms. Susan B. Reynolds, Director of Financial
Information and Reporting

18. Youth Work Experience Program:

The Citadel continues to participate in the federal

youth work experience program. Twelve (12) student participants were employed throughout the campus in a variety of jobs.

B. Affirmative Action: The Citadel continues its effort in complying with the goals as outlined in the Affirmative Action Plan. In addition, the following reports and publications were prepared and distributed:

The Citadel Affirmative Action Plan
The Federal Government EEO-6 Report
The State Applicant Data Report
The Citadel Affirmative Action Goals Report

C. Postal Distribution Services:

The Citadel Post Office provided daily support for students, faculty, staff, and campus residents. The Post Office generated more than \$50,000.00 in revenue for the United States Postal Service. The office is also responsible for all official postage for the campus and has metered approximately \$200,000.00 in First Class and Bulk Mail postage. Mail service is provided in Mark Clark Hall through the General Service Window. Mail is delivered to in-office Mail Stop Code (MSC) boxes and is also distributed via two campus mail routes which include Capers Hall, Bond Hall and several other buildings throughout the campus.

The Mail Management Operations Procedures were published in March to give detailed instructions for mail, both intra-campus as well as outgoing, and including hours of operation and the mail route schedule.

The college is a member of the College and University Mail Services Association (CUMSA). The conference was held in Charleston in April of 1994. It was attended by the Director of our Postal Center.

The yearly inspection of the Post Office by the United States Postal Service Station Examiner was completed in May. An overall rating of "excellent" was awarded.

D. Administrative Services:

1. Administrative Services:

a. Administrative Services continues to serve all departments and activities of the college. As an on-going process, records of assignments, reassignments and terminations of on-campus faculty and staff quarters are maintained, along with the preparation and submission of associated reports. Additionally, following is a brief summary of administrative publications prepared and distributed during CY 1993:

68 Weekly Bulletins
42 General Orders

77 Special Orders
15 Memoranda
701 Travel Orders
26 Foreign Travel Requests
34 Blanket Travel Requests

b. Also, Administrative Services published The Citadel Telephone Directory with the assistance of a commercial vendor, at no cost to the college; and, provided input to the Southern Bell Telephone Directory and the State Telephone Directory.

2. Copier Services:

Copier Services continued operations as an auxiliary activity through Administrative Services. On 1 July 1993 we entered into a Cost-Per-Copy Contract with Danka Acta-Fax Business Machines to provide the college with "state of the art" copiers. Danka installed thirty-one copiers on campus in areas designated by Administrative Services and maintains the copiers at its own cost and furnishes the parts and labor necessary to keep them in top operating condition. In addition, there are three duplicators on campus for high volume, high speed copying requirements.

3. Telecommunications:

a. A full-time communications coordinator was hired in June 1994. Efforts to improve telephone service, maintenance, and billing continue. Long distance service for cadets was given to MCI, the authorized state long distance carrier. Following is a summary of additional communications services provided:

1) 103 telephone work orders were processed and evaluated for action by The Citadel Physical Plant and the Division of Information Resource Management. The communications coordinator worked closely with Citadel customers on several major campus moves to ensure that the work was completed in a timely and cost effective manner.

2) 216 telephone trouble reports were resolved by the Office of Information Resources. The communications coordinator continued to work with Citadel customers to ensure that trouble calls to the State were legitimate, thereby saving The Citadel unnecessary repair charges. Problems which could be resolved by the customer were identified and the necessary corrective action taken.

4. Fax Service:

Fax Service has become a major vehicle to facilitate the rapid movement of information to and from The Citadel. Information is being received from and transmitted around the world via our fax telephone service. During FY 1993-94, over 7,967 faxes

were received or transmitted.

E. Records Management:

Records Management continues to provide services as a Records Center/Central Files/Microfilming activity to all departments and activities. Following are significant accomplishments during FY 1993-94:

1. Retention Schedules: Developed and forwarded 25 retention schedules to the Department of Archives and History for review and approval. There were 16 retention schedules approved by the State Budget and Control Board.

2. Faculty and Staff Terminated Employee Files: Processed and filed 345 terminated faculty and staff employee files for the Personnel Office and individual departments for CY 1992.

3. Student Financial Files: Accepted and transferred student financial files for SY 1992-93 from the Treasurer's Office to the Records Center.

4. Student 201 Files: Transferred 1993 graduate files to the Records Center to be microfilmed upon receipt of all transcripts received from other colleges. In addition 1992-93 discharges were transferred to the Records Center to be processed and microfilmed.

5. Microfilm: There were 130,217 documents microfilmed during FY 1993-94 as follow:

- Official Orders - CY 1992 and 1993
- Personnel Terminated Employee Files - CY 1991
- 201 Files - SY 1992 graduates
- 201 Files - SY 1954 - 1983 (last names C - P)

6. Records Center:

- a. Records placed in the Records Center.....410 cubic feet
- b. Records retrieved from the Records Center1480 documents
- c. Records shredded.....625 bags
- d. Records destroyed.....340 cubic feet
- e. Fiche sent to S. C. Department of Archives and History.....264 fiche

F. Necrology:

Two in-service deaths occurred during FY 1993-94. LTC Zelma G. Palestrant, Associate Professor and Department Head of the Library, died 4 March 1994 and Col. James Kenneth Shelton, Professor in the Education Department, died 6 May 1994.

G. Religious Activities

1. General

Worship services were conducted weekly for cadets, other students, faculty, staff and visitors. Protestant services, followed by a coffee, were held on Sunday mornings in Summerall Chapel at 0900. Special ecumenical services, with a reception following, recognized major Citadel weekends (Parents Day, Homecoming, Corps Day), anniversaries of our Armed Forces and other holiday events (Christmas, Easter, Martin Luther King, etc). Protestant evening services were held in Mark Clark Hall Auditorium each Sunday at 1815. The cadets led the service with the exception of the message. Catholic Masses were offered Sundays and Monday through Thursday in Summerall Chapel or Blessed Sacrament Chapel. Episcopal Holy Eucharist was held on Monday and Thursday evenings in St. Alban's Chapel. Muslim and Buddhist cadets attended services off-campus.

2. On-Campus Ministry

a. Weekly, Monday night, Religious Group Meetings supervised by campus ministers from local churches/synagogues, representing all major faiths and Protestant denominations, were held in different rooms in Mark Clark Hall.

b. Para-Church Groups meetings were on Wednesday or Thursday evenings under the supervision of group advisors on the faculty and staff. These groups included: Campuscope; Fellowship of Christian Athletes; Full Gospel Business Men's Fellowship; Navigators and Officers' Christian Fellowship.

c. "Gathering '93" for parents and new cadets was held in Summerall Chapel the Sunday afternoon prior to beginning the college year. This event included an ecumenical service, follow-on reception and meeting with campus ministers. Approximately 1000 people attended this event and had the opportunity to meet with senior members of the staff, faculty and campus ministers. This has become a very popular way to begin the new academic year.

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

e. Fourth classmen attended five Religious Orientation services, as part of their indoctrination and training to acquaint them with the major forms of Protestant, Catholic, and Jewish worship services.

f. The Christmas Candlelight Service was held in Summerall Chapel on Saturday, Sunday and Monday evenings 4, 5, 6 December 1993. This service combined all Citadel Cadet Choirs and members of the band; and played to an overflow crowd of cadets, faculty, staff and guests from surrounding communities.

g. Religious Emphasis '94, "A New Beginning", was held 28 February through 3 March 1994. A Prayer Breakfast in the Mess Hall on 28 February introduced the new Chaplain to the Corps of Cadets, Chaplain (Colonel) Charles T. Clanton USA (Ret). The other speakers were: Monday night the Fellowship of Christian Athletes' National President, Mr. Dal Shelly; Tuesday - Rev. Conrad "Buster" Brown, Pastor of East Cooper Baptist Church; Wednesday - Mr. Harper

Labelle, an active player for the Atlanta Falcon Football team; Thursday - Mr. Twig Gray, State Director for Fellowship of Christian Athletes.

h. We had excellent Protestant and Catholic Choirs this year. They sang regularly at all the Protestant services and Catholic Masses, as well as at the Christmas Candlelight Services and the second annual Tatoo in March.

i. There were two Chapel concerts following Friday afternoon Dress Parades. These concerts featured our own cadet choirs and chorale.

j. Baccalaureate speaker for 1994 was the new chaplain, Chaplain (Colonel) Charles T. Clanton, USA (Ret). His sermon on "Attitude" was very appropriate and well received by cadets, their parents and friends.

3. OFF-CAMPUS ACTIVITIES

a. Twelve statewide and local retreats, socials and religious observances were attended/held off campus by the different campus religious groups under the guidance of our campus ministers. Most of these were held on open weekends to insure that cadets did not miss scheduled military activities. The Commandant's Department allowed some groups to leave on closed weekends for major religious conferences. etc.

b. The Protestant, and Catholic Choirs toured in North Carolina, South Carolina and Florida. The Protestant Choir went to Greenville and Columbia South Carolina in October where they sang in four different churches. In April they sang in churches in Charleston North Carolina and Myrtle Beach, South Carolina. The Catholic Choir toured to Atlanta, Georgia where they sang in two churches.

c. The Reverend James H. Williams, United Methodist Campus Minister took six cadets to Washington, D.C., in September 1993 to attend the National Student Prayer Breakfast and Leadership Conference. This is the ninth consecutive year that The Citadel has participated, and our cadets have always left a very good impression on fellow students and sponsors of this event.

d. Colonel Brown, Director of Religious Activities, conducted field services for Army cadets participating in weekend training at various training sites in South Carolina. These services were designed to fill cadets' religious needs as well as acquaint cadets with chapel services conducted under combat or field conditions.

4. FACILITIES

a. Repair of the interior chapel walls continues to be an ongoing project. The chapel offices and Room 340 in Mark Clark Hall, which is used for religious activities, will be refurbished during the summer of 1994.

5. PERSONNEL

a. Colonel Floyd W. Brown Jr., '55, (Director of Religious Activities) is now Executive Assistant to the President. The vacancy for Director of Religious Activities was published this summer and filled in February 1994. We are pleased to have Chaplain (Colonel) Charles T. Clanton, USA, (Ret)

to be the Chaplain to the Corps of Cadets and Director of Chaplaincy Activities. Chaplain Clanton served on active duty as an Army Chaplain for twenty-six years, including two one year tours with combat divisions in Vietnam. His major assignments included Post Chaplain at Fort Hood, Texas; Commandant of the U.S. Army Chaplain School, Fort Monmouth, New Jersey and as Staff Chaplain, Forces Command, Fort McPherson, Georgia. He holds a BA degree from Furman University, a Master in Divinity from Southeastern Baptist Theological Seminary, and a Master Degree in Guidance and Counseling from Long Island University.

b. Mrs. Edna L. Murdaugh has done an excellent job in coordinating the many chapel activities and in managing the fiscal assets.

6. RELATED ACTIVITIES

a. During '93-'94, the chapel was used for approximately 380 inhouse events (worship services, funerals, fine arts series, choir rehearsals, graduations). This includes, 94 wedding rehearsals, 97 weddings, and numerous other events in support of special group memorial services, community events and church services by other churches needing a place to worship.

b. Three breakfast meetings for Campus Ministers and Para-Church group leaders were held to discuss religious programs and for team-building.

c. The chapel continues to be a major focal point for tour groups. These groups average 20-50 people at the rate of 4-5 groups per day. Individuals tour the chapel from opening to closing.

H. Development and Governmental Affairs

1. Development

Private support to The Citadel set a record for the second consecutive year. Over three million dollars were contributed to the college during FY 1993-94 from alumni, parents, friends, corporations and foundations.

The following represents total cash contributions and gifts-in-kind to the office of Development for the college during the past fiscal year. Contributions to The Citadel Development Foundation, The Brigadier Club and Alumni Association are not reflected in these figures.

Unrestricted	\$1,122,588
Scholarships	1,218,853
Restricted Gifts	763,824

Significant to the figures shown above was \$308,899 contributed to The Citadel Legal Defense Fund and \$21,353 contributed to The Parents Fund of which \$5,675 went to the Legal Defense Fund. The Citadel also realized a \$1 million gift from Mr. Robert E. Turner and a \$950,000 donation from the estate of Mr. Neal C. Heiss. In addition to cash gifts, pledges were made to the college in FY 1993-94 which ultimately will result in gifts totalling \$26 million. This includes a \$20 million charitable remainder trust from Mr. Turner.

The Bond Hall lecture hall, classroom and office space fundraising effort was a success with a total of \$136,886 donated by alumni, corporations and reunion classes. Rooms in Bond Hall were named in honor of those making donations. Outstanding pledges toward this project total an additional \$75,250.

2. Governmental

During the 1994 Legislative session, James E. Jones, Jr., Citadel Class of 1958, was re-elected and Francis P. Mood, Jr., Citadel Class of 1960, was elected to The Board of Visitors by the General assembly.

State Senator J. Yancy McGill (D), District 32, of Kingstree, South Carolina was awarded an Honorary Degree during Commencement exercises on 14 May 1994. State Senator William H. O'Dell, Citadel Class of 1960, was awarded the Palmetto Medal during Corps Day activities on 19 March 1994.

There was no single piece of legislation with direct impact on The Citadel that was originated by a member of the General Assembly during the year.

I. Alumni Affairs/Career Services

During the 1993-94 academic year, the Office of Alumni Affairs/Career Services continued to support the mission of The Citadel through its various services and programs offered to students and alumni. Fostering a strong relationship between alumni and the college, the office provided support for traditional endeavors such as Homecoming, the annual Legislative Barbecue, alumni tours, area Citadel clubs, the alumni career network and The Citadel Volunteers. In addition, the office coordinated support of development groups (i.e., The Brigadier Club, CDF, the Athletic Department and the Office of Development) and updated alumni on important campus and alumni news items through *Alumni News* and *Through the Sally Port* publications. Through its governmental affairs network and public relations assistance, the office also played a key role in support of the administration's lawsuit to maintain single gender education at The Citadel.

1. Alumni Records

Accurate addresses of alumni and friends are critical to the success of advancement and development efforts by The Citadel. During the past year, more than 4,000 address and/or biographical updates were made, largely because of information received through the Alumni Dues Program. A new program was initiated---listing "lost" alumni in *Through the Sally Port*---as an effort to find alumni whose current addresses are unknown.

2. Alumni Dues Program

The alumni dues program consists of more than 30,000 contacts annually, generating nearly 9,000 life and annual memberships. Based on approximately 16,500 addressable alumni, the percentage of dues-paying alumni is 54%---placing The Citadel in a very elite group of colleges and universities with such a high rate of functionally active alumni.

3. Alumni Clubs

The Alumni Office provided numerous items which supported the formation of new clubs, continued viability of established clubs and the reactivation of dormant clubs:

- . Rosters and mailing labels.
- . A standardized area club letterhead.
- . Arranging for guest speakers (from on-campus and off-campus alumni and college representatives.)
- . Annual surveys/questionnaires sent to each club so that the Alumni Office can maintain records of area club officers, meeting dates and special events.
- . Social hour and meeting supplies (e.g., napkins, cups, name tags, videotapes, etc.)
- . A special section of *Alumni News* devoted to area clubs, listing local club contacts. More than 80 area clubs currently maintain active status throughout the country and the world, offering a variety of scheduled meetings and events.

4. Publications

The Alumni News and Through the Sally Port continue to provide the major communications link between Citadel alumni and their alma mater. These two publications resulted in more than 100,000 individual non-solicitation mailings to alumni during SY 1993-94, keeping alumni informed about major activities and events happening on and off campus. "From Within the Ranks," the most popular section of Alumni News, is an important source of news from alumni about achievements, moves, marriages, deaths and births. The Citadel Club section in the alumni magazine continues to be a major factor in the formation of new area clubs as well as the rebirth of older clubs that have been inactive.

5. Citadel Volunteers

The Citadel Volunteers (formerly known as CAPP) are a group of dedicated alumni who provide a vital role in the recruitment of prospective Citadel students. A 1-800 telephone number is maintained in the Alumni Office to expedite the recruiting efforts of volunteers at the grass roots level and provides instant access to recruiting assistance and materials. Besides their efforts in the Southeastern states, The Citadel Volunteers have expanded into New England and other areas of the country. This volunteer corps of committed individuals has been successful in extending the individual human touch to prospects who otherwise might not have a Citadel influence in their college selection process. In a time when demographic changes are affecting college enrollments across the country, the efforts of these alumni volunteers are critical to The Citadel's recruiting and admissions programs.

6. In conjunction with Homecoming '93, the Alumni Office organized the following activities:

- . Mailings of materials to reunion classes.
- . Homecoming information center at registration.
- . Reunion tail-gate tents.
- . Pre-game and post game open house.
- . Friday evening cocktail party at the Alumni House.
- . March of reunion classes onto football field during half time.
- . Recognition ceremony for Colonel John Monroe J. Holliday for his substantial gift to endow a new Citadel Alumni Center.

The office also supported other Homecoming activities such as reunion gatherings and the Annual Golf Tournament. An estimated 7,000 alumni and friends returned to campus to celebrate Homecoming.

7. To honor those alumni who graduate 50+ years ago, the Alumni Office organized the first Gold Corps Reunion during Corps Day '94. Representatives of 12 classes returned to The Citadel for a memorable weekend of special activities.

8. Scholarships and Endowments

Thirty full or partial cadet scholarships were provided through monies from the Alumni Association Scholarship and Endowments Funds. More than \$70,000 from 11 separate endowments supports these scholarships annually.

9. Governmental Affairs

The Governmental Affairs Committee and its alumni legislative network rallied support for The Citadel in its efforts to maintain single-gender education. Also, the committee joined forces with the Alumni Office and the Columbia Area Citadel Club to sponsor the annual Legislative Barbecue which was attended by more than 1,200 alumni, friends and state government representatives.

10. Alumni Travel Program

More than 17,000 contacts were made to promote travel opportunities to Switzerland, the Panama Canal and America's national parks. These travel programs serve as a means for alumni and friends to travel together and share Citadel camaraderie.

11. Marketing Program

New and ongoing marketing programs provided another avenue of contact between alumni and their alma mater generating more than 70,000 Alumni Office contacts. Among the marketing items presented were the following:

- . Publication of the 1994 Alumni Directory.
- . Publication of Col. D. D. Nicholson's book, **A History of The Citadel: The Years of Summerall and Clark.**
- . An official reproduction of The Citadel seal.
- . An exclusive Seiko Citadel watch bearing The Citadel seal.
- . The Citadel Mont Blanc pen.
- . A special "Citadel Family" shoppers' program at the Citadel Mall during the Christmas holiday providing discount shopping, free UPS delivery and daily door prizes for Citadel students and employees.
- . Videotapes of Parents' Day, Corps Day and Tattoo II, and Graduation.

In addition, the Alumni Office continued to offer The Citadel credit card, Citadel checks, S. C. collegiate license plates, limited edition art prints, Summerall Chapel Christmas ornaments and barracks miniatures. A joint effort with the Gift Shop enabled alumni to purchase Citadel clothing and souvenirs at away athletic events.

12. Athletic Event Socials

Football games and the Southern Conference Basketball Tournament provided avenues for alumni get-togethers, receptions and open house socials. Special events during the 1993 football season were alumni trips to the U. S. Air Force Academy, Georgia Southern University and UT/Chattanooga. The Alumni Office also hosted pre-game and post-game gatherings at all home football games.

13. Various Other Services

The office continued to provide administrative/secretarial support to the President Emeritus, who served as an ambassador of The Citadel through his

active involvement in numerous civic and state organizations. Other services which the office continued to provide and/or support:

- . Class Ring administration.
- . Annual dinner for members of the senior class.
- . Alumni House rentals.
- . Election of Alumni Association officers.
- . Association Board and Committee meetings.
- . Community and business functions.
- . Other campus and alumni concerns.

14. Career Services

The name of the Placement Office changed to Career Services Office. The mission, however, remained the same: to provide career/job search resources to cadets, graduate students, evening college students, alumni and the community.

With the national economy continuing to impact the job market and with less than 30% of graduating seniors going into active military service, the need for career services increased proportionately. Likewise, military reductions in force and downsizing in the civilian employment sector resulted in an increasing number of alumni contacting or visiting the office.

While national publications relate that on-campus recruiting is decreasing, The Citadel has maintained a steady level of company recruiting with an appreciable increase during the current year. During 1992-93, a total of 38 companies and agencies made recruiting results for on-campus interviewing; during 1993-94, a total of 52 companies and agencies did on-campus recruiting at The Citadel. There was also an increase in the number of companies requesting the referral of student and alumni resumes.

Two surveys were sent to all graduating seniors: one prior to graduation and a second in mid-June to all those who failed to return the first survey. Ninety (90) first surveys were returned in May and sixty-five (65) second surveys were returned as of mid-July. Based on surveys returned and other sources of information, the following statistics are available for the class of 1994:

- . 98 active duty military
- . 25 attending graduate school;
- . 59 accepted permanent employment positions
- . 56 uncertain of future plans at time of survey(s)

No information is available regarding post-graduation plans on 228 graduates. Among those who did return surveys, the highest reported salary was \$42,084 for a business administration major who accepted a position in production management in South Carolina. Other reported salaries ranged from \$19,500 to \$35,000, with an average reported salary in the \$24,000-\$26,000 range.

SUMMARY OF CAREER SERVICES, ACADEMIC YEAR 1993-94

On-campus recruiting 9/93 through 5/94:
Recruiting visits by 52 companies and agencies with a total of 72 interview schedules and 716 individual interviews.

Responses to requests for referrals of student and/or alumni resumes for specific job opportunities: 7/1/93 through 6/30/94: 1,739 resumes referred to 117 companies and agencies. (For this same period last year, 982 resumes were referred to 81 companies and agencies.)

A total of 45 career services presentations were made during the 1993-94 academic year. These included workshops on such topics as career planning, resume preparation, cover letter writing, interviewing skills and researching firms. Several of the presentations were made, upon faculty requests, to specific class sections (i.e., biology honors classes, sports administration classes, etc.) while others were coordinated with various departments and/or clubs on campus (i.e., Daniel Library, the Writing Center, etc.) In addition, several guest speakers gave presentations on communication/motivational skills. Opportunities in international business were also explored in a seminar sponsored by the Career Services Office. During April, in cooperation with the Human Resources Management Club, the Career Services Office assisted in scheduling representatives from 18-25 area businesses and agencies to conduct mock interviews for an audience of approximately 125 Citadel students.

The annual Career Fair attracted 54 representatives from 30 companies and agencies, providing an avenue for students to talk with recruiters and learn about various career opportunities.

A campaign by the Career Services Office to increase student/faculty awareness of the importance of meaningful internship experience has resulted in the selection of an increased number of students for very competitive summer internships including at least 11 with U. S. Congressmen in Washington, D. C. and one with former President Ronald Reagan in California as well as two Congressional appointments for summer internships with Santee Cooper.

The Alumni Career Network continues to be a viable means for students and alumni to "network" and obtain career search advice from more than 1,000 alumni who have volunteered to assist in the job search process. In addition to heavy utilization of the Alumni Career Network in the Career Services Resource Library, more than 100 computer printouts were mailed in response to mail or phone requests for network names and addresses.

Ongoing notices of "current job opportunities" and "summer employment/internship opportunities" are maintained in the Career Services Resource Library and distributed to appropriate campus contacts.

A job search guide is published by the Career Services Office and made available to all cadets and alumni utilizing the office.

Ongoing counseling is provided for students and alumni in job search skills (resume and cover letter preparation, interviewing, etc.) In addition, the Career Services Office provides a wealth of career search resources (i.e., corporate binders and reports, directories, graduate school information, job search literature and videotapes.)

J. Public Relations

Between July 1 1993 through 30 June 1994, The Citadel experienced more media coverage and visits from members of the press than any time in the history of the college. The legal issues facing the college have developed worldwide interest from print and broadcast media.

The issue of one female student attempting to gain entrance into The Citadel's Corps of Cadets literally overwhelmed the staff of the PR department and one of the major advances of the past year was the ability to hire the staff of the PR department at MUSC to function as an assisting agency when coordinating public relations activity. The MUSC staff greatly enhanced the capabilities of The Citadel PR office and allowed innovative and imaginative PR strategies and techniques to be implemented. MUSC worked closely with the college and augmented the staff in a professional manner. The results of the cooperative effort have proven to be extremely beneficial while providing the public with "The Citadel Story" and countering negative statements and comments against the college.

Several initiatives were completed that have been useful in providing information to the public:

1. A statewide survey was conducted to determine the perception of single gender education in South Carolina and the public perception of The Citadel. Results of the survey were sent to Statewide and national media outlets.
2. Constituent groups were developed and provided current information on issues facing the college. These groups included alumni, legislators, opinion leaders in SC, the four major Boards for The Citadel (Board of Visitors, Advisory Council to the BOV, Board of Directors for CDF, and Directors and Officers of the Association of Citadel Men). The result was direct, on-going communication designed to keep all members informed.
3. Implementation of CITNET. This innovative computer link has provided access for supporters of The Citadel to talk by computer with the college and exchange information. The system is fully operational and manned to maintain a data base of members and respond to queries. At the heart of CITNET is a relational data base system linked to computer, telephone and facsimile technology. The system allows CITNET members to retrieve breaking news, updates, and information by using the keypad on their telephones. Also, a toll-free hotline was installed to communicate with the college by dialing 1-800-GO-EL-CID. The other half of CITNET is the ability for members to take the information from the network and have it for their local media and supporters in their communities.
4. A series of opinion-editorials were distributed to the media on a national level. Authors of op-eds included: LtGen. Watts, Dr. George Orvin, David Marion, Elizabeth Fox-Genovese, Josiah Bunting, James E. Jones, Jr., and State Senator Joe Wilson. Each op-ed has hit several major media markets across the country and has generated many favorable interviews and follow up articles.

5. Several times this past year microwave link ups have been used to provide interviews for Statewide media. The TV studio at MUSC has been used for this purpose and has generated positive interviews and has allowed information from the college to get to remote locations and otherwise unavailable television market areas.

6. Editorial Board presentations were conducted on a Statewide level to provide information to newspaper editorial boards and editors on The Citadel. Eight editorial boards were conducted in South Carolina, one in North Carolina and Georgia, and two in Florida. Results were extremely beneficial to the college for presenting The Citadel's reasons and positions on single-gender education and other topical areas.

7. An editorial backgrounder on single-gender education and The Citadel was printed with the assistance of MUSC and distributed nationwide. The results of that distribution were several successful requests for interviews, accurate information to the press and the ability to correct several misconceptions about the college that were corrected by the press. The backgrounder was used for editorial boards and as a mailout to media, constituent groups and supporters of the college. The backgrounder was reduced in format to an eight-page brochure and is distributed by the PR office.

8. Interviews on campus and across the country have numbered in the hundreds. Television placements have included all three major networks and their morning news programs; The Today Show, Good Morning America, and CBS. This Morning, Dateline NBC, NightLine, CNN, and Soyna Live. Also, all three major networks and CNN have done packages for their prime time evening news programs. Radio placements have included interviews on eight of the top 20 Radio Talk Shows, Public Radio and National Public Radio. This equates to tens of millions of listeners across the country and not one single radio interview has been negative in tone or overly adversarial. Print media placements have included reports from association Service, Cox Newspapers, Gannett News Service, Hearst News Service, Knight-Ridder Newspapers, Media General News Service, Newhouse News Service, and Scripps Howard News Service. Reporters conducting interviews from The Citadel campus have represented The New York Times, Washington Post, Atlanta Journal and Constitution, USA Today, Los Angeles Times, The London Sunday Times, The Times Human Events, Richmond Times-Dispatch, The Philadelphia Inquirer, and Jacksonville Times Union. Newspapers conducting telephone interviews have included the Boston Globe, Chicago Sun Times, Chicago Tribune, The Christian Science Monitor, Dallas Morning News, Detroit Free Press, Hartford Courant, San Diego Union Tribune, San Francisco Chronicle, The Wall Street Journal, and Washington Times. Magazine coverage of The Citadel has included Time, Newsweek, U.S. News and World Report, People and a planned article for Life. International press interest has also come from Japanese newspaper, Yomiuri America, French newspaper, Le Figaro, and RTL German television.

9. Other projects in the PR office have been the printing and distribution of a parade poster and Overview brochure. Printing of eight editorials distributed to CITNET members and supporters of the college, three brochures, and one mat story distributed to non-daily newspapers in South Carolina. More than 125 major news releases were issued from the PR department and 585 home town releases on student, faculty and staff

accomplishments. Campus tours were given to 4,799 guests or groups to The Citadel. The Director of Public Relations also provided presentations on The Citadel to Rotary Clubs, Sertoma Clubs, Citadel Alumni Clubs, groups visiting the campus, presented a paper at a regional CASE conference, and conducted interviews on campus as well as throughout the state.

4. Editorial board presentations were conducted on a statewide level to provide information to newspaper editorial boards and editors on The Citadel. Eight editorial boards were contacted in South Carolina, one in North Carolina and Georgia, and two in Florida. Results were extremely beneficial to the college for presenting The Citadel's reasons and positions on single-gender education and other topical areas.

5. An editorial background on single-gender education and The Citadel was printed with the assistance of WISC and distributed nationwide. The results of that distribution were several successful requests for interviews, accurate information to the press and the ability to correct several misconceptions about the college that were corrected by the press. The background was used for editorial boards and as a guide to media commitment groups and supporters of the college. The background was reduced in format to an eight-page brochure and is distributed by the PR office.

6. Interviews on campus and across the country have resulted in the hundreds. Television placements have included all three major networks and their morning news programs. The Today Show, Good Morning America, and CBS This Morning. Radio placements include NBC, WNBC, and many live all three major networks and CBS have done packages for their prime time evening news programs. Radio placements have included interviews on eight of the top 50 radio talk shows. Radio placements across the country and on single radio interviews has been negative in tone or overly adversarial. Print newspapers have included reports from associations such as USA Today, Hearst News Service, Hearst News Service, Knight-Ridder Newspapers, Media General News Service, Newsday News Service, and Scripps Howard News Service. Reports concerning interviews from The Citadel campus have represented the New York Times, Washington Post, Atlanta Journal and Constitution, USA Today, Los Angeles Times, The Tampa Bay Times, The New York Times, Richmond Times-Dispatch, The Philadelphia Inquirer, and Jacksonville Times Union. Newspapers conducting telephone interviews have included the Boston Globe, Chicago Sun Times, Chicago Tribune, The Christian Science Monitor, Dallas Morning News, Detroit Free Press, Hartford Courant, San Diego Union Tribune, San Francisco Chronicle, The Wall Street Journal, and Washington Times. Magazine coverage of The Citadel has included Time, Newsweek, U.S. News and World Report, People and a printed article for LIFE. International press interest has also come from Japanese newspaper, Yomiuri Shimbun, French newspaper, Le Figaro, and the German television.

7. Other projects in the PR office have been the printing and distribution of a parade poster and overview brochure. Printing of eight editorials distributed to CIVNET members and supporters of the college, three brochures, and one web story distributed to our daily newspapers in South Carolina. More than 112 major news releases were issued from the PR department and 265 hours were released on student, faculty and staff.

K. Athletic Affairs

Football - Despite a squad saddled in youth and inexperience, the Bulldogs managed to log a 5-6 record overall and 4-4 mark in the Southern Conference. The .500 mark in the conference gave the Bulldogs their fourth straight finish in the upper division of the nation's toughest I-AA football conference.

The Citadel led the SoCon in rushing with an average of 279.5 yards per game. The rushing title was the Bulldogs' fifth in the last several seasons and once again established The Citadel as the premier rushing team in the conference.

Seniors Everette Sands, Detric Cummings, Layne Dellinger, Shayne Stephens and Quincey Powell garnered All-Southern Conference honors.

The Bulldogs defeated VMI for the fourth consecutive season, giving them an 11-6-1 record in the Military Classic of the South series. The Bulldogs also defeated Furman and Appalachian State for the third consecutive season, and beat Tenn.-Chattanooga on the road for the first time since the 1972 season.

Basketball - Head Coach Pat Dennis concluded his second season and once again the Bulldog basketball team was exciting to watch. The Bulldogs' 11 victories in 1993-94 surpassed the 10 wins of a year ago, and marks the most wins since the 1989-90 team logged a 12-16 record. Despite the losing record, the Bulldogs were in every game this season, and had The Citadel gotten a couple of different bounces of the ball they could very well have ended up with a winning record.

Dennis' exciting brand of basketball had the fans pouring into McAlister Field House. The Citadel averaged a modern-day school record 2,697 fans per home contest and the 37,757 total attendance was the third largest in modern-day history.

Baseball - After starting the season 5-17, Fred Jordan's troops put together a great run over the last 38 games of the season, going 24-14 and winning the Southern Conference Baseball Tournament, their first since the World Series season of 1990 and second overall.

The Bulldog baseball team, like the football team, is saddled with youth. The team has only four seniors and had as many as five freshmen on the field at one time.

Sophomore pitcher Britt Reames was chosen second team All-Southern Conference and five members of the squad made the 1994 All-Southern Conference Tournament Team: Jermaine Shuler (SS), Bo Betchman (3B), Garrick Haltiwanger (OF), Donald Morillo (DH) and Britt Reames (P). Shuler garnered Most Outstanding player honors for the tournament while Morillo was named relief pitcher on the All-NCAA East Regional squad.

With the win in the conference tournament, the Bulldogs entertained and was victorious over Middle Tennessee State, winner of the Ohio Valley Conference Tournament, in a three-game play-in series. The Bulldogs participated in the NCAA East Regionals in Clemson, S. C. in front of a strong Citadel contingent. The Citadel lost to No. 1 ranked Clemson in the first round and bounced back to eliminate Virginia Tech before bowing to Notre Dame.

Soccer - Coach Bill Barfield's team suffered through a disappointing 1-16-2 season, 0-5-1 in the Southern Conference, and dropped a 2-0 decision to Appalachian State in the first round of the Southern Conference Tournament in Greensboro, North Carolina.

The Bulldogs won the second game of the season, a 1-0 decision over Winthrop, before dropping their next 10. The Bulldogs ended the losing streak with consecutive ties, a 2-2 push with Georgia Southern and a 1-1 stalemate with Charleston Southern, before ending the season on a five-game skid.

On April 12, Barfield, the most winning soccer coach in Citadel history stepped down as the Bulldogs' soccer coach to become an assistant professor in the College of Charleston's Physical Education department.

Barfield was at the helm of the Bulldogs the past 16 seasons and leaves with a record of 116-131-17 at The Citadel and a 129-143-18 overall mark. He was the 1988 Southern Conference Coach-of-the-Year and led the Bulldogs to seven winning seasons and runner-up finishes in the Southern Conference eight times. Eric Swallow, a highly-respected assistant coach at the University of Connecticut the past 12 years, has been named as Barfield's replacement.

Wrestling - The Bulldog grapplers struggled through a season marred with injuries and weight problems, yet fought their way to a 9-12 overall record and placed two wrestlers, Rob Reaves (177) and Vince Crum (190), in the NCAA Wrestling Championships held in Chapel Hill, N. C.

Although both wrestlers lost in the first round, it marked the second consecutive year that two Bulldogs qualified for the national tournament.

After starting the season 4-9, Marty King's troops put together a 5-3 record in February as they prepared for the Southern Conference Tournament.

The Bulldogs finished fourth of five teams at the SoCon meet and Vince Crum brought home The Citadel's lone championship. Rob Reaves finished second and Dexter Johnson (150) was third.

Tennis - Under the direction of first-year head coach Mike Groshon, the Bulldogs posted a 10-15 mark overall and 1-7 record in the Southern Conference.

The Citadel won its first Southern Conference match, a 5-2 decision over Western Carolina, since the 1991 season when they captured three SoCon matches. The 10 victories also surpassed the four wins by the 1993 team and is the most for a Citadel tennis team since the 1990 season in which they won 14.

Indoor/Outdoor Track - Despite the loss of All-Southern Conference performers Carey Cash and Carlos Hopkins to graduation and top distance man Bob Butcher redshirting and top steeplechaser Bryon Frost sitting out a season to concentrate on academics, Coach Jody Huddleston's track and field teams put forth monster efforts in trying to overcome their youth and inexperience.

Junior Scott Sanborn garnered All-Southern Conference honors with a third place finish in the javelin in helping the outdoor team to a seventh place finish at the Southern Conference meet. The indoor team also finished in the seventh spot at the conference meet.

Attesting to the bright future that may be ahead for the track and field program, three freshmen records were eclipsed in the course of the season. Jimmy Brown broke the long jump record with a leap of 23'2-1/2", John Hill eclipsed the 3,000 meter mark with a 9:15.64 time and Steve Ryan, Alan Hamilton, Travis Dowdy and Hill broke the 1600 meter relay record with a time of 18:44.28.

Golf - Coach Gene Styles' group finished the season seventh of 10 in the Southern Conference meet and finished the season with 62-76 (40-47 spring, 22-29 fall) record overall.

The Bulldogs were led by junior Jason Collard who averaged 76.7 strokes per round and seniors Mark Watkins (77.1 avg.) and John Hillman (77.5 avg.).

The Citadel captured the South Carolina State/Oliver Dawson Invitational with a team score of 605 and finished second at the Western Carolina/Maggie Valley Invitational with a similar 605 total.

Cross Country - Despite running without top distance man Bob Butcher, who was redskirted due to mononucleosis, Coach Jody Huddleston's troops finished up a very respectable cross country season with four first-place finishes and two seconds in 10 meets.

The Bulldogs captured top honors at the Winthrop Invitational, the Bulldog Invitational, the Francis Marion Invitational and the Georgia Southern Invitational with second-place finishes at the Pembroke State Invitational and The Citadel Invitational.

Junior Bryon Frost and senior Ryan Kilbreth led a balanced attack finishing tops for the Bulldogs in seven of the ten meets, with Frost leading the way four times, including an individual championship at the Georgia Southern Invitational, and Kilbreth leading the way three times, including a second-place finish at the Bulldog Invitational.

The Citadel also hosted the 1993 Southern Conference Cross Country Championships at Charles Towne Landing and finished sixth out of 10 teams.

Rifle - Doug Herr's rifle team had an outstanding showing at the 1994 Collegiate Rifle Sectionals to finish their season. The Bulldogs won both the Air Rifle and Smallbore Rifle sectional championships firing its highest team score of the season in both disciplines.

Three team members walked away from the match with five of the six individual honors. Anthony Leopper was the gold medal winner in both the Smallbore and Air Rifle matches. Teammates Brandon Payne won the silver medal in the Air Rifle and took the bronze in the Smallbore competition and John McKinney captured the bronze medal in the Air rifle discipline.

Summary - The Athletic Department had one of its most difficult budget years in quite some time. Football season was plagued with inclement weather for two key home football games which in turn directly affected ticket revenue, concession sales and parking. Retirements (bonuses) and other departmental expenses beyond our immediate control also affected our bottom line. However, steps are being taken to cut costs, and at the same time, increase revenue.

We are confident we can recover from this temporary condition and continue to run a competitive program that produces and graduates productive citizen soldiers in the best tradition of The Citadel.

and Hill broke the 1000 meter relay record with a time of 18:44.33

Golf - Coach Gene Styles' group finished the season seventh of 10 in the Southern Conference meet and finished the season with 61.78 (40-47 spring, 11-19 fall) record overall.

The Bulldogs were led by Junior Jason Collins who averaged 76.7 strokes per round and seniors Mark Watkins (77.1 avg.) and John Hillman (77.5 avg.).

The Citadel captured the South Carolina State/Other Southern Invitational with a team score of 603 and finished second at the Western Carolina/Maryle Valley Invitational with a total of 603.

Cross Country - Despite running without top distance man Bob Butcher, who was redshirted due to non-attendance, Coach John Hubbs' team finished up a very respectable cross country season with four first-place finishes and two seconds in 10 meets.

The Bulldogs captured top honors at the Winthrop Invitational, the Bulldogs Invitational, the Francis Marion Invitational and the Georgia Southern Invitational with second-place finishes at the Piedmont State Invitational and the Citadel Invitational.

Under Ryan Frost and senior Ryan Kirsch led a balanced attack finishing top for the Bulldogs in seven of the ten meets, with Frost leading the way four times, including an individual championship at the Georgia Southern Invitational, and Kirsch leading the way three times, including a second-place finish at the Bulldogs Invitational.

The Citadel also hosted the 1993 Southern Conference Cross Country Championships at Charles Towne Landing and finished sixth out of 10 teams.

Rifle - Doug Hart's rifle team had an outstanding showing at the 1994 Collegiate Rifle Nationals to finish their season. The Bulldogs won both the Air Rifle and Smallbore Rifle sectional championships during its highest team score of the season in both disciplines.

Three team medals walked away from the match with five of the six individual honors. Anthony Laggett was the gold medal winner in both the Smallbore and Air Rifle matches. Teammate Brandon Payne won the silver medal in the Air Rifle and took the bronze in the Smallbore competition and John McKinney captured the bronze medal in the Air Rifle discipline.

Summary - The Athletic Department had one of its most difficult budgets years in quite some time. Football season was plagued with inclement weather for two key home football games which in turn directly affected ticket revenues, concession sales and parking. Retirement (bonuses) and other departmental expenses beyond our immediate control also affected our bottom line. However, steps are being taken to cut costs, and at the same time, increase revenue.

Total Number of Documents Printed	<u>255</u>
Cost Per Unit	\$ <u>5.72</u>
Printing Cost - S.C. State Budget & Control Board (up to 255 copies)	\$ <u>1458.89</u>
Printing Cost - Individual Agency (requesting over 255 copies and/or halftones)	\$ <u>—</u>
Total Printing Cost	\$ <u>1458.89</u>

