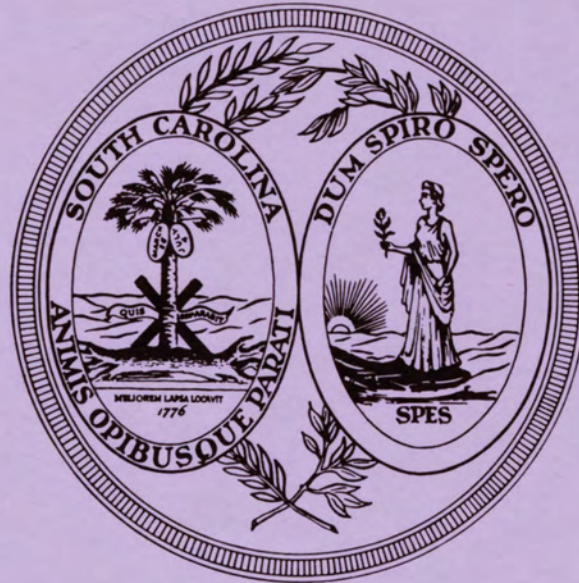


Ms. Jane Yates  
Archives/Museum

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



**ANNUAL REPORT  
1991-1992**

Printed Under The Direction Of The  
State Budget And Control Board

**THE CITADEL**

ARCHIVES AND MUSEUM



## HIGHLIGHTS

The Civil Engineering program was granted full accreditation by the Accreditation Board for Engineering and Technology. The evening engineering program is making excellent progress with a full time program coordinator being hired and a more aggressive community education and recruitment effort started. The Electrical Engineering day program was re-accredited by the Accreditation Board for Engineering and Technology. Grimsley Hall, the new Electrical Engineering and Physics Building was dedicated in November 1991, and The Graham Copeland Auditorium in Grimsley Hall was dedicated in 1992.

The South Carolina Commission on Higher Education approved a program leading to the M.Ed. in School Administration to be offered by The Citadel at Francis Marion College.

The Citadel Development Foundation funded The Citadel's 1991-92 grant request in the amount of \$1.682 million. Funds from the foundation supported scholarships, grants, faculty development and research, seminars and conferences, cadet travel, and recognition of faculty achievement. In the second year since the establishment of Academic Impact Fund, these funds continued to support worthwhile efforts aimed at enriching the academic experiences of our students.

The Citadel-Burke High School collaboration, Project Challenge, continues to be an asset to the community. Under this program, the first graduating seniors were granted \$72,000 in scholarships. We were contacted by a research firm hired by the U. S. Department of Education, and we will be included in their catalog of successful, nationally recognized, high school/college collaborative programs. Top academic honors at Burke High School for grade levels 9-12 went to "Project Challenge" students.

The financial aid process has been enhanced this year with the addition of a full time director and expanded utilization of the SIS computer system. With the recession, more financial aid and scholarship assistance requests are being made. Total aid for students for 1991-92, including ROTC and Athletic Grants, totaled \$6,983,634 with 2,781 recipients.

During this year, major strides were made toward upgrading The Citadel's campuswide local area network now called Citnet. Almost all faculty and desk-based staff are connected to the college's campuswide VAX network. The development of Coastnet allows computer users at member organizations to communicate easily with each other through electronic mail and the use of each other's computer services, especially library services. All students, faculty and staff now have convenient access to the Internet, the international computer network that links schools and colleges, military and government agencies, and businesses and non-profit organizations.

The third floor of the Daniel Library was renovated. This created more space for the library. Ten thousand visitors toured the Museum during the year and forty-four researchers used the archival collections while over 250 written and oral requests for information were received from national and international sources.

Great strides were made in the completion of several capital improvement projects; the new mess hall, Vandiver Hall and Grimsley Hall were all completed. Work on the design of the new barracks was initiated and is now well on its way, with the engineering firm of Davis and Floyd working on the construction drawings phase of the project. This project, when completed, will replace the four existing barracks, with the first barracks being constructed on the site of old Coward Hall.

Fiscal Year 1991-92 continued the downward trend in funding for Higher Education in South Carolina which started in Fiscal Year 1989-90 and continued in FY 1990-91. Fiscal Year 1990-91 was initially funded at 87.8% but was reduced by 3% during the year. Fiscal Year 1991-92 was initially funded at only 80.3% of the Commission of Higher Education Formula. That was then reduced by a Governor's veto of .6% in June, and was followed by a 1% cut from the Budget and Control Board on 30 July as well as a directive to sequester 2% of the appropriations until a final decision as of 1 January 1992. Those funds were subsequently withdrawn. Finally, an additional 1% reduction was directed by the Budget and Control Board on 11 February 1992. The final level of funding after the four cuts noted above was only 75.7% of the CHE Formula. As a result of this extremely low level of funding, the lowest for Higher Education in at least ten years, The Citadel had to take unusual measures to absorb the cuts and still provide the quality academic offerings required. The college extended its hiring delay from 12 weeks to 16 weeks; we further cut non-personnel support areas such as supplies, travel, and contractual services; and we instituted a strict control over energy use in an effort to reduce utilities costs. Finally, on 11 May 1992, the President directed a complete freeze on expenditures of non-personnel funds except for those purchases required to support Summer School or to support the Physical Plant's requirements for approved projects. As a result of these severe budget reduction measures, the college was able to finish the fiscal year "in the black."

The Citadel Trust, Incorporated, became an incorporated entity as of 1 July 1992 in accordance with authority granted by the South Carolina General Assembly. The new eleemosynary corporation was established to assume responsibility for the investment management of the college's scholarship and other endowment funds which had previously been managed by The Citadel Board of Visitors.

The college again received an "unqualified" opinion on its audited financial statements for Fiscal Year 1990-91. This attests to the good financial practices at the college, and it is a positive factor to be considered when the college issues bonds.

Preliminary action has been initiated with the State Treasurer's staff and bond attorneys to develop information required in the event the college determines that it will fund at least a portion of the cost of the anticipated barracks renovation project by the issue of Revenue Bonds. Such an issue would most likely involve the largest single bond issue in the college's history and would require very detailed documentation of the college's financial viability

and projected stream of barracks fees revenue to support the debt service payments required.

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 \$153,000 this fiscal year to include heavy equipment, general maintenance supplies, and other equipment.

The Gift Shop store sales have been exceptional considering the economic conditions for FY 1991-92. As of year end, store receipts totaled \$1,341,857, an increase over last year of \$97,800. The first year of a vending services contract with WOMETCO has been profitable for the college. More than the guaranteed commissions are expected due to the increased sales for snack food machines. Negotiations with the contractor to ensure continued improvement in the volume of canned drink sales are in progress. Plans are being finalized for a new snack bar and fountain service facility. When completed, the new facility will be located in the area which previously housed the bowling alley. This will allow expansion of the Gift Shop and will provide additional space for merchandise display and employee work areas. An in-depth study and review of both the Cadet Store and the Gift Shop services for the feasibility to contract such services has been ongoing this fiscal year. The recommendations of an independent committee of faculty and staff members were due to the President early in FY 1992-93.

The Dining Services accomplished its move from Coward Hall to the new Cadet Dining Facility on 17 August. The first meal, lunch, was served on 18 August to the incoming band members of the Class of 1995. Family style meals were served to approximately 2,000 cadets during the school year, and approximately 400 campers enrolled in the Summer Camp for Boys program.

School Year 1991-92 was a year of quality performance by the Corps of Cadets. The mature leadership of the Regimental Commander, his staff and subordinate commanders contributed immeasurably to smooth operations. Objectives were established and actions taken to enforce them, as a result of the Cadet Commanders' Retreat at the St. Christopher Conference Center on Seabrook Island this past August. The Cadre's professional, no-nonsense approach to their duties resulted in continued improvement in personal appearance, mess hall procedures, drill and ceremonies, and physical training, as well as overall academic performance. At mid-term, first semester, the freshman GPA was 1.67. The following actions were taken for all cadets below a 2.0 GPA: A Cadet Academic SOP was published which included Supplementary Study Period (SSP) mandatory from 1400-1800 on Sunday; Cadet Commanders enforced ESP, used tutors and other aids; two weeks prior to finals, all cadet activities terminated to allow for focus on studies. Freshmen grades improved to 2.12 GPA. Colonel Mayer worked with The Citadel Writing Center to develop a program on Academic Excellence to help cadets improve their study skills. Selected cadets attended classes in order to help freshmen, and Colonel Mayer reinforced with Cadet Academic Officers, NCOs and Corporals, his policy on quality study time for all cadets. The average GPA for this School Year is 2.708 and for Freshmen 2.387. The Corps' performance and general morale were enhanced throughout the year by the performance of the varsity athletic teams. We began the year with a total of 1978 (1356 upper class and 622 fourth class) cadets assigned to the Corps. Beginning second semester,

Corps strength was 1867 (1342 upper class and 525 fourth class). We lost a total of 105 fourth classmen which compares favorably to previous years. Although major renovations remain in the future, the general status of the barracks has improved since 1989 as a result of General Watts' renovation of Barracks #4, to include the painting and renovation of furniture. Also, rooms and furniture in Barracks Nos. 2 and 3 have been repaired and painted. Initiatives currently underway are painting and repair of furniture in Barracks #1. Issue of cleaning materials to all companies has improved the appearance and cleanliness of furniture in all barracks. Peer evaluations were accomplished by classmates, in rank order, using the following criteria: Demonstrated Leadership, Military Bearing, Acceptance of Responsibility, Communications Skills, Decisiveness, Judgment, Physical Conditioning, Initiative, and Team Player. Evaluations were combined into one Order of Merit List (OML), and these class OMLs were used for rank selection and selection for rank boards. Each cadet knows, in writing, where he stands in his company OML."

This year saw the successful completion of the Inaugural Campaign. Over \$1 million was received in gifts and pledges and those funds, in conjunction with funds from other sources, enabled the college to retire its debt.

Several new programs were implemented in the second half of the year, including an Annual Fund appeal to graduate and evening college alumni, a Parent's Fund, and an increased emphasis on corporate and foundation fund raising. In addition, fund raising efforts to support the Sesquicentennial were begun.

The Citadel was listed for the fourth consecutive year by U. S. News and World Report as one of "America's Best Colleges". The rating, ninth among Southern Regional Colleges and Universities, as listed in the 1992 annual college edition, published 30 September 1991, contributed to a positive year for the college from an aspect of public relations.

National and international attention was focused on the college during the year when The Citadel Band and Pipe Band represented the United States of America in Scotland at the Edinburgh Military Tattoo during the month of August.

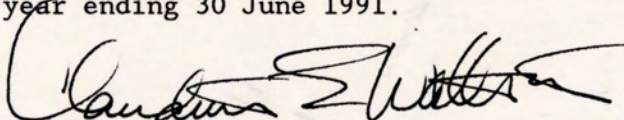
The most significant piece of legislation regarding The Citadel that surfaced in the 1992 General Assembly was a vote in the House Education Committee regarding House Bill 3150, which, if passed, would call for admission of women into the Corps of Cadets. The Bill was defeated, in Committee, on 4 February by a vote of fourteen to one.

Thirty-nine companies with 68 interview schedules recruited on campus resulting in 616 individual interviews. Efforts are ongoing to attract additional companies to participate in on-campus recruiting at The Citadel.

Crime on campus continues to decrease. 13,500 building inspections were conducted. Energy conservation measures were items of special interest during these inspections. All officers are up to date with mandatory state certification and "Core Course" training.

The Internal Auditor completed reviews of the Summer Camp for Boys, Athletic Department ticket reconciliations, Student Activities, Admissions/Recruiting Departments, President's Bank Account and Annual/Sick

Leave. The State Auditors performed the audit for the fiscal year ending 30 June 1991. The State Auditors contracted with Rogers, Montgomery, and Company, P.A. to perform the NCAA audit for the year ending 30 June 1991.



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





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## SYNOPSIS OF THE HISTORY OF THE CITADEL

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

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

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

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

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

## ORGANIZATION

### Board of Visitors

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

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

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

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

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

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

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

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

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

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

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

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

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

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  
201 Fifth Avenue  
Charleston, South Carolina 29403

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

## Administrative Staff

### Office of the President

President...Lieutenant General Claudius E. Watts III, USAF, Ret.  
Chief of Staff.....Colonel Malcolm E. Smith, Jr., USMC, Ret.  
Director of Government Affairs and Public Relations.....  
Lieutenant Colonel Ben W. Legare, Jr., USA, Ret.  
Director of Development.....Ms. Melissa D. Gill  
Director of Alumni Affairs and Placement.....  
Lieutenant Colonel Henry A. Kennedy, Jr.  
Director of Personnel and Administrative Services.....  
Lieutenant Colonel Lee V. E. Martin  
Director of Public Safety.....Colonel George B. Stackhouse III  
Director of Chaplaincy.....Colonel Floyd Brown, USAF, Ret.  
Internal Auditor.....John H. Hartwell

### Executive Vice President

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

Vice President for Facilities and Construction

- Vice President for Facilities and Construction..... Colonel Robert H. Barton, Jr., USA, Ret.
- Director of Physical Plant...Lieutenant Colonel David A. Schottler
- Resident Construction Engineer.....Mr. William Heaner

Vice President for Finance and Business Affairs

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

Commandant of Cadets

- Commandant of Cadets.....Colonel John H. Mayer, USA, Ret.
- Deputy Commandants.....Colonel John B. Creel, Jr., USMC  
Colonel James G. Scott, Jr., USAF  
Colonel Roy F. Zinser, Jr., USA
- Assistant Commandant of Cadets...Colonel Harvey M. Dick, USA, Ret.
- Director of Student Activities..... Lieutenant Colonel Lawrence E. McKay, USA, Ret.

Director of Athletics

- Director of Athletics.....Mr. Walter Nadzak, Jr.
- Director of Brigadier Club.....Mr. 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  
 Lieutenant Colonel Mark A. Bednasz  
 B.A., Millsaps College  
 M.A., Ph.D., Duke University  
 Associate Professor and Head, Department of Business Administration  
 Colonel Josef Carl Berlinghieri  
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 M.S., Ph.D., University of Rochester  
 Professor and Head, Department of Physics  
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 Associate Professor and Acting Head, Department of Modern Languages  
 Colonel Charles F. Jumper  
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 Professor and Head, Department of Chemistry  
 Colonel Charles Lindbergh, USAF, Ret.  
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 M.S., Ph.D., Oklahoma 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  
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Professor and Head, Department of Chemistry
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Professor and Head, Department of Civil Engineering

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M.S.L.S., Kent State University  
Associate Professor and Director of Library Services

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

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

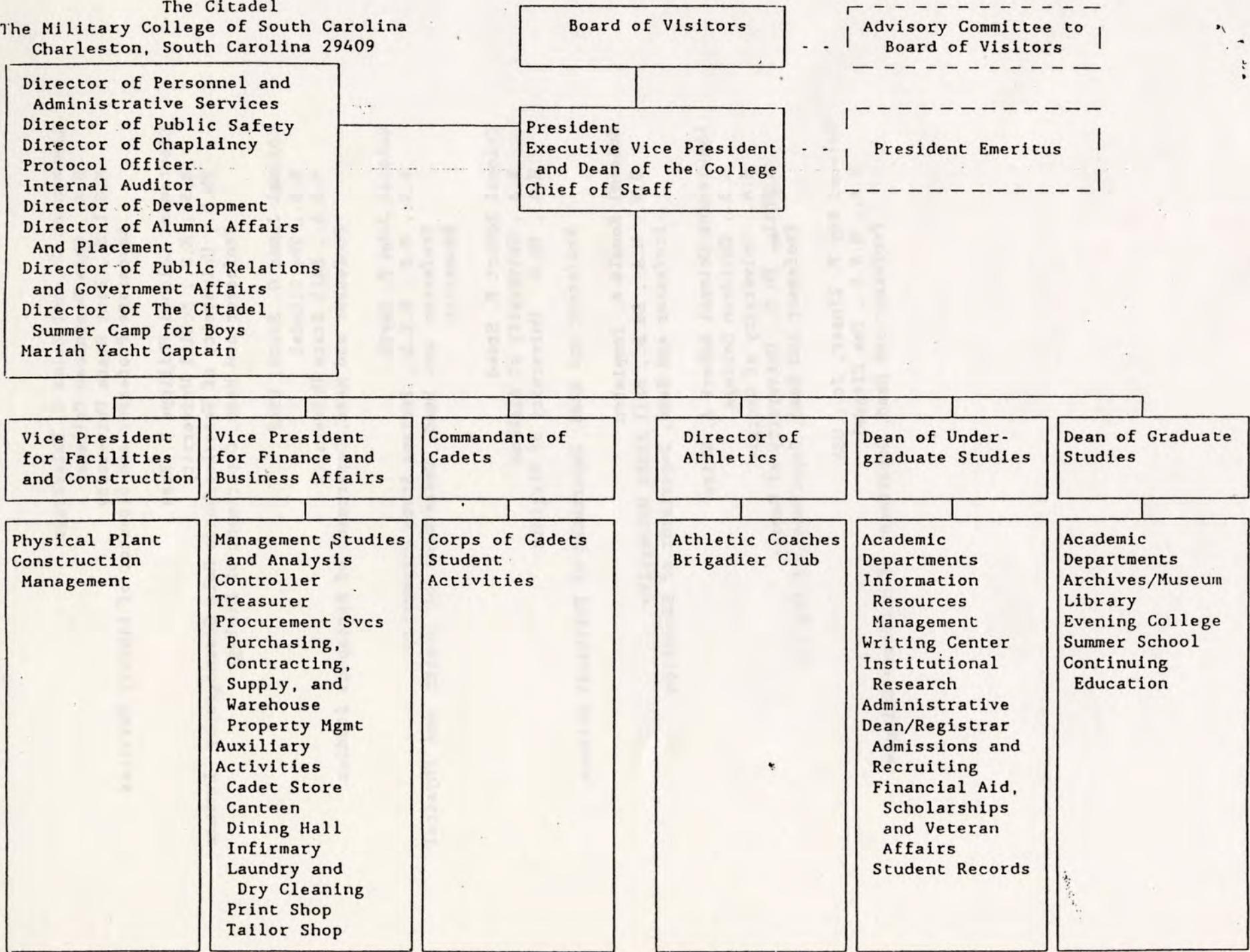
Colonel John P. Smyth  
B.S., M.S., P.E.D., Indiana State University  
Professor and Head, Department of Health and Physical  
Education

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

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

Lieutenant Colonel Robert A. White  
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



## I. ACADEMIC AFFAIRS

### A. General

#### 1. Admission & Enrollment

As of Fall 1991, enrollment stood at:

##### Cadets

|           |             |
|-----------|-------------|
| 4th Class | 580         |
| 3rd Class | 499         |
| 2nd Class | 389         |
| 1st Class | 466         |
|           | <u>1934</u> |

|                       |             |
|-----------------------|-------------|
| Day Students          | 28          |
| Veteran Students      | 90          |
| Evening Undergraduate | 218         |
| Graduate Students     | 1406        |
|                       | <u>1742</u> |

Total 3676

#### 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

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

Associate Professor and Head, Department of Business  
Administration

Colonel Joel Carl Berlinghieri

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

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Associate Professor and Director of Library Services

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Professor and Head, Department of Biology

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Education

Colonel Robert P. Steed

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M.A., Ph.D., University of Virginia

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

## 2. Academic Leadership

The 1991-92 academic year began with new leadership in six of the fourteen academic departments, the Library, and in the three ROTC departments. Four of new academic department heads and that of the Director of the Library were selected from within The Citadel family. During the academic year, Major O. Robert Emory was selected as Head of the Modern Languages Department for a five-year term and will replace LTC Frank D. Frohlich, acting head for the past two years. LTC Frohlich will return to full-time teaching.

With the retirement of Colonel Charles F. Jumper, Major James Randall Blanton will assume the position as Acting Head, Department of Chemistry, for a two-year term effective with the 1992 Fall Semester.

Colonel D. Oliver Bowman, Professor of Psychology and Director of the Counseling Center, was appointed as the first recipient of the Arland D. Williams Endowed Professorship in Psychology for a five-year term. This position, endowed in the memory of Arland D. Williams, Jr. (Citadel, 1957), commemorates his courage and heroism, reflecting the ideals of The Citadel tradition.

Major Peter A. Mailloux, Associate Professor of English, will chair the Faculty Council for the academic year 1992-93, replacing Major Linda K. Elksnin.

## 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 Jane C. Bishop  
Captain James R. Blanton  
Captain John S. Carter  
Captain Margaret M. Lally  
Captain Joseph W. Epple, Jr.

Associate Professor

Major Dennis J. Fallon

b) Academic Promotions

Professor w/Rank of Lieutenant Colonel

MAJ David S. Allen, Associate Professor of English  
MAJ Peter J. Rembiesa, Associate Professor of Physics

Associate Professor w/Rank of Major

Captain Jane C. Bishop, Assistant Professor of History  
Captain James R. Blanton, Assistant Professor of  
Chemistry  
Captain John S. Carter, Assistant Professor of Health and  
Physical Education  
Captain Margaret M. Lally, Assistant Professor of English  
Captain M. William Woolsey, Assistant Professor of  
Business Administration

4. Faculty/Staff Military Promotions

The following members of The Citadel faculty and staff were recommended to the Executive Vice President by their respective department heads and approved by the President for military promotions, effective with the Fall Semester 1992:

To Colonel

LTC Michael B. Barrett, Associate Professor of History

To Lieutenant Colonel

Major Kanat Durgun, Associate Professor of Mathematics  
and Computer Science  
Major Patricia B. Ezell, Director of Evening College  
Major Wallace I. West, Director of Admissions and  
Recruiting



## 5. Excellence in Teaching Awards for 1991-92

Recipients for Excellence in Teaching Awards for 1991-92 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

Lieutenant Colonel Joseph Frederick Tripp  
Professor, History

### Self Award for Graduate Teaching Excellence

Colonel D. Oliver Bowman  
Arland D. Williams Endowed Professorship in Psychology

## 6. Faculty Updates

### a. New Permanent Faculty for 1992-93

#### DEAN

LTC David H. Reilly, Dean of Graduate Studies, Professor of Education and Psychology

#### BUSINESS ADMINISTRATION

CPT Sheila Foster-Stinnett, Assistant Professor  
CPT Janette Moody, Assistant Professor

#### CHEMISTRY

CPT Lisa A. Frederico-Zuraw, Assistant Professor

#### EDUCATION

MAJ John Aldro Brown, Associate Professor  
CPT Kenneth L. Miller, Assistant Professor  
CPT Wemme Ensor Walls, Assistant Professor

#### ENGLISH

CPT Thomas C. Thompson, Assistant Professor

#### HISTORY

CPT Katherine Jean Haldane, Assistant Professor

#### MODERN LANGUAGES

CPT Whangbai Bahk, Assistant Professor  
CPT Mark P. Del Mastro, Assistant Professor

#### POLITICAL SCIENCE

CPT Delbert L. Rounds, Jr., Assistant Professor

b. Faculty Who Retired in 1991-92

Five faculty members retired during this academic year and were awarded Faculty *Emeriti* for their many years of devotion and loyal service to the college. Faculty members who retired during the 1991-92 academic year are:

- COL Michael Desmond Doran, Professor of Psychology
- COL Charles Frederick Jumper, Head and Professor of Chemistry
- COL Thomas William Mahan, Dean of Graduate Studies and Professor of Education and Psychology
- LTC John Joseph Mahoney, Associate Professor of Business Administration
- LTC William Robert Williams, Associate Professor of Education

7. CDF Assistance

The Citadel Development Foundation funded The Citadel's 1991-92 grant request in the amount of \$1.682 million dollars. Funds from the foundation support scholarships, grants, faculty development and research, seminars and conferences, cadet travel, and recognition of faculty achievement.

In the second year since the establishment of Academic Impact Fund, these funds continued to support worthwhile efforts aimed at enriching the academic experiences of our students. Primary examples included: support of the Regimental Band and Pipes trip to Scotland for participation in the Edinburgh Military Tattoo; enhancement of software packages and upgrade of hardware in support of these software packages in the student computer labs; purchase of computers for the Electrical Engineering Senior Design Courses; support of the initiative on study skills as proposed jointly by the Writing Center, the Commandant, and the Dean of Undergraduate Studies; matching funds for a grant awarded from the State of South Carolina, Division of Public Safety Programs, for an Alcohol and Drug Safety Action Program on campus; and, subscription to the ABI- Inform Database System for the Department of Business Administration.

8. Undergraduate Degrees

In the 1991-92 academic year, The Citadel awarded the following degrees:

Undergraduate:

|                         | May 1992 | Aug 1991 |
|-------------------------|----------|----------|
| <u>Bachelor of Arts</u> |          |          |
| Chemistry               | 5        | 1        |
| English                 | 13       | 1        |
| History                 | 32       | 5        |
| Mathematics             | 7        | 0        |
| Modern Languages        | 6        | 0        |

|                                 |           |          |
|---------------------------------|-----------|----------|
| Political Science               | 97        | 8        |
| Psychology                      | 9         | 3        |
| <u>Bachelor of Science</u>      |           |          |
| Biology                         | 25        | 1        |
| Chemistry                       | 1         | 0        |
| Computer Science                | 14        | 3        |
| Education                       | 8         | 0        |
| Mathematics                     | 1         | 1        |
| Physical Education              | 8         | 0        |
| Physics                         | 5         | 0        |
| B.S. in Business Administration | 137       | 11       |
| B.S. in Civil Engineering       | 19        | 4        |
| B.S. in Electrical Engineering  | <u>17</u> | <u>0</u> |
| TOTALS                          | 404       | 38       |

### Graduate Highlights

| Degrees              | May 1992 | August 1991 |
|----------------------|----------|-------------|
| Education Specialist | 8        | 4           |
| M.A. in Teaching     | 13       | 1           |
| M.A. in Education    | 3        | 9           |
| M.B.A.               | 27       | 2           |
| M. of Education      | 72       | 46          |

### 9. Preliminary Summer School Report

Preliminary Summer School report of enrollment figures will be very near the final count for Summer Session I and Evening 1991:

|                  | <u>1988</u> | <u>1989</u> | <u>1990</u> | <u>1991</u> | <u>1992</u> |
|------------------|-------------|-------------|-------------|-------------|-------------|
| Cadets           | 404         | 422         | 356         | 354         | 287         |
| Other Undergrads | 340         | 338         | 288         | 263         | 275         |
| Graduates        | <u>979</u>  | <u>779</u>  | <u>681</u>  | <u>789</u>  | <u>849</u>  |
| TOTAL            | 1723        | 1539        | 1325        | 1406        | 1411*       |

\*These figures include the one AP (Advanced Placement for Secondary School Teachers) course and two contract courses offered during the Summer Session I.

Credit hour production for 1992 compared to the past four years is as follows:

|              | <u>1988</u> | <u>1989</u> | <u>1990</u> | <u>1991</u> | <u>1992</u> |
|--------------|-------------|-------------|-------------|-------------|-------------|
| Credit hours | 6901        | 6700        | 5814        | 5907        | 6094        |

### 10. New Academic Programs

#### Master of Education Degree at Francis Marion College

The South Carolina Commission on Higher Education at its meeting on 6 January approved a program leading to the M.Ed. in School Administration to be offered by The Citadel at Francis Marion College for a three-year period, providing that:

1. an additional senior faculty member in Educational Administration is hired by The Citadel prior to Fall 1992, and;
2. no "unique cost" or other special State funding is required or requested.

#### 11. Project Challenge

- a) The Citadel-Burke High School Program first graduating seniors were granted \$72,000 in scholarships. Thirty-four out of 36 have been accepted and will attend college in the fall.
- b) Twelve "Project Challenge" seniors took English 101 at The Citadel. Three of our seniors took a free course at Trident Tech.
- c) We were contacted by a research firm hired by the U.S. Department of Education. We will be included in their catalog on successful high school/college collaborative.
- d) A research study regarding SAT scores is currently being designed and will be completed before Summer, 1993.
- f) Top academic honors at Burke High School for grade levels 9-12 went to "Project Challenge" students.
- g) Eighteen cadets from the Afro-American Society tutored our students weekly throughout the school year.
- h) Dr. Ronald Templeton was named Director and Dr. Stephanie Hewett was named Assistant Director.

#### 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 160, due to a large freshman class. Twenty five Biology majors graduated, and eight have been accepted into various graduate and professional programs. The Department also offers a masters degree in conjunction with the Department of Education. Eleven Biology majors were enrolled in graduate courses in the Fall semester and thirty-five in the Spring semester.

Colonel Gerald Runey completed his term as Acting Department Head in August 1991, when Lieutenant Colonel Philippe Ross began his

term as Department Head. Colonel Robert Baldwin was on sabbatical leave for the entire year, and Dr. T. Chet Johns was engaged as an adjunct professor for the year. Dr. Alix Darden was appointed as an adjunct professor for the Spring 1992 semester.

Biology faculty were active professionally this past year. Lieutenant Colonel T. Clark Bowman continued to develop an innovative graduate course exercise to improve the level of experimental content in the teaching of Biology in area high schools. Colonel Dennis Forsythe had two articles and two book reviews published in peer-reviewed journals. He also published a technical report and presented two papers at scientific meetings. Colonel Forsythe received two research grants from the U. S. Department of the Interior, led two ornithological expeditions, and served as a consultant to industry on three environmentally related projects. Lieutenant Colonel B. Joseph Kelley served as Principal Investigator on a Sea Grant research project on environmental effects of pipeline excavation, and presented preliminary results at the annual South Carolina Sea Grant Workshop.

Colonel Richard Porcher presented two scientific lectures to outside groups and published a technical report on the post-Hugo recovery of Francis Marion National Forest. He completed work on a major book, *Wildflowers of the South Carolina Lowcountry*, which will be published by the University of South Carolina Press. Colonel Porcher led ecological tours for numerous citizen groups, served as a consultant on several environmental projects, and received two new federal research grants. He was also appointed to the Scientific Advisory Board for the South Carolina Nature Conservancy. Lieutenant Colonel Philippe Ross published three scientific articles, one technical report and a book chapter. He presented twelve papers at scientific meetings, gave eight invited seminars at academic and government institutions, and chaired a session on metal toxicity at the Fifth International Symposium on Toxicity Assessment in Kurashiki, Japan. Colonel Ross served as Principal Investigator on two ongoing federal research grants and received a new grant from the Microbics Corporation. He continued to serve as Senior Scientific Advisor to the U. S. Environmental Protection Agency's Great Lakes National Program Office, and was named to the editorial board of Lewis Publishers and of the Journal of Aquatic Ecosystem Health. He was elected Secretary of the Aquatic Ecosystem Health and Management Society, and was appointed to the Technical Advisory Committee of the National Oceanic and Atmospheric Administration's Coastal Oceans Program.

Colonel Gerald Runey continued his research on gametogenesis in nematode worms, served as campus wide pre-med coordinator, and continued his role as Faculty Athletic Representative to the National Collegiate Athletic Association and the Southern Conference. Lieutenant Colonel Frank Seabury participated in three workshops related to the use of computer technology in education. Colonel F. Lance Wallace presented a paper at the national meeting of the American Mosquito Control Association. He received research grants from the Citadel Development Foundation (CDF) and the University of South Carolina's International Center for Public Health Research. Colonel Wallace continues to serve as Curator of the Dominick Moth and Butterfly Collection. Under his tutelage,

Cadet Paul Syribeys presented an award-winning paper at the national meeting of Beta Beta Beta, the Biology honor society.

The Department of Biology, through CDF grant support and in conjunction with the BioCid Club, sponsored three guest seminar speakers, David Fearnside (Yorkshire Water Authority), Dr. Dabney Johnson (Wistar Institute), and Dr. Robert Sabalis (University of South Carolina). In addition to the seminar series, The Citadel's Tau Nu Chapter of Beta Beta Beta sponsored numerous on-campus and off-campus activities such as cookouts, science fair judging, blood drives, charity Christmas displays, and volunteer health programs. Tau Nu was chosen as the outstanding chapter in the Southeastern Region for the fourth consecutive year, and Rex Skanchy was chosen as the outstanding chapter advisor, also for the fourth consecutive year. Cadet John Wolfe was elected as Southeastern Region Vice President. A delegation of four represented the chapter at the biennial national convention in Madison, NJ. Tau Nu was once again named as one of the top three chapters in the country, and Cadet Paul Syribeys was runner-up in the outstanding student paper competition.

At the May 1992 Commencement exercises, Rex Skanchy's outstanding service and dedication to student activities were recognized by the conferring of the 1992 Algernon Sydney Sullivan Award. The students and faculty of the Department of Biology are deeply grateful to Mr. Skanchy and to Department Administrative Specialist Ms. Beverly Powell for their tireless efforts and compassionate assistance throughout the past year.

### C. Business Administration

Business Administration continues to be the most popular undergraduate major at The Citadel. This past May, 136 seniors (or about 34% of the graduating class) received their Bachelor of Science in Business Administration degree. For the first time in many years, the number of entering freshmen choosing business as a major declined slightly to about 25%, down from our usual 30%. This slight decline mirrors a trend which business programs across the nation have observed recently.

After years of anticipation, the Bond Hall Renovation project finally got underway last June. Since that time, we have been operating under difficult physical conditions. Twelve of our faculty members have been assigned temporary offices in the Kovats Field Trailer complex behind Bond Hall. The Departmental Offices, housing the Department Head, the MBA Director, and our two Administrative Assistants, was moved to 357 Bond Hall in the back wing of what's left of the old building. We have adjusted to life without an elevator or any nearby rest room facilities! The original projected completion date of December, 1992 has now been adjusted as a result of the first contractor's going bankrupt. After some delay, work is now underway again, and we are told that our new facilities may be ready in April, 1993.

The business faculty was extremely active this year in the areas of faculty development and scholarship. Several faculty members (too many to mention in this brief report) received Citadel

Development Foundation (CDF) research grants, and many also received CDF Faculty Development Awards. The work of our faculty appeared in many different public forums through the publications of papers and articles in a wide variety of scholarly publications.

The Department has recently applied for official status as a Candidate for Accreditation from the American Assembly of Collegiate Schools of Business (AACSB). The AACSB, the nation's primary accreditation agency for business programs, has recently completed an extensive revision of their entire accreditation process, and one result is that it should now be possible for *departments* of Business Administration in smaller schools such as The Citadel to receive AACSB accreditation. [The current number of accredited *departments* of Business Administration, as opposed to *schools* or *colleges* of business, is zero.] We hope to be among the very first business departments in the country to be considered for AACSB accreditation. Accreditation is a long, complex process, and our current goal is to receive AACSB accreditation by the end of the Spring, 1996 semester.

Several department faculty members have been actively involved in numerous 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 business professor Maj. Thomas I. Kindel. Among the major projects of the *Center* this year were: hosting the first Canada/South Carolina Trade Conference in Charleston last January, producing a Military Economic Impact Study in conjunction with the Trident Chamber of Commerce, publishing the *Proceedings of the 1991 Conference of the Association of Global Business*, establishing a monthly survey of local purchasing managers to help monitor the local economy, and forming a partnership with the Berkeley/Charleston/Dorchester Council of Governments to carry out research connected with their strategic plan for the tri-county area.

Professor J. J. Mahoney concluded a distinguished teaching career of more than thirty years at The Citadel with his retirement this summer. In the area of Accounting, Dr. John P. Snyder resigned at the end of the spring semester; we were fortunate, however, to be able to hire Ms. Sheila Foster-Stinnett (who will join us in August) and Ms. Janette Moody (who will join us next January), both of whom will complete their Ph.D. degrees by the end of this year. Lt. Col. Dorothy P. Moore was awarded a sabbatical for the 1992-1993 school year, and Maj. Donald L. Sparks was awarded a sabbatical for the Spring, 1993 semester. Cpt. W. William Woolsey was promoted to Associate Professor and Major, effective August, 1992, and Cpt. William Sharbrough was promoted to Major.

#### D. Chemistry

Although the number of students majoring in chemistry has

declined nationwide in recent years, the enrollment in this department has stabilized in the 20-25 range. There were seven students who graduated during the year, leaving thirteen continuing upperclassmen. Of those graduating, two entered military service, two accepted positions in industry, one entered government service, and one accepted a position as a law clerk.

Several members of the faculty continue to be active in research. The department received two CDF Research grants and a CDF Faculty Development grant, as well as a research grant from the SC Sea Grant Consortium. The faculty presented a total of six papers at professional meetings during the year.

During the year, CPT J.R. Blanton was approved for tenure and promotion to Associate Professor, effective with the beginning of the fall semester.

The department continues to make progress in developing the mandated assessment plan. This year a plan was developed, and implementation has begun. It is expected that preliminary results will suggest ways in which the basic plan can be improved, and these will be integrated into a revised plan.

Because of the major construction work taking place in Bond Hall, and the resulting displacement of classes and faculty offices, Byrd Hall has been called upon to relieve much of the need for classroom and office space. The result is an enormous increase in the use of this building. Every classroom is being used almost every hour of the working day, and the normal "wear-and-tear" on the facilities has increased dramatically. It is clear that some major renovation will be needed in the near future.

Some significant changes in the faculty will occur during the next academic year. COL Charles F. Jumper, who has been on the faculty for thirty years, and who has been Department Head for ten years, will retire on 30 June 1992. Effective 1 July, CPT J.R. Blanton will be appointed Acting Department Head. COL Jumper's faculty slot in Physical Chemistry will be filled by Dr. Lisa Zuraw, who will join the faculty as Assistant Professor.

The problem of staffing has become a worrisome one. For the past two years we have 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 1992-93 academic year. Approval for hiring an adjunct professor, however, has not been given, and probably will not until near registration time. A person will have to be located on very short notice, and this is likely to prove difficult.

Overall, 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. It seems in good condition, therefore, to move forward confidently to face the



problems of the future.

### **E. Civil Engineering**

The Civil Engineering program was granted full accreditation by the Accreditation Board for Engineering and Technology (ABET). One hundred and fifty-four students were enrolled in the Civil Engineering day program during the 1991-92 academic year. This included 59 freshmen. Following national trends, these enrollment levels remain somewhat reduced from the average level of the past ten years. Nineteen seniors graduated in May 1992. An additional senior is expected to graduate in August 1992.

The evening engineering program has continued to develop with excellent progress. In November 1991, a full time program coordinator, Mr. Frank S. Bryant, was hired and a more aggressive community education and recruitment effort started. This effort has included presentations to industry and business, participation in career fairs, mailing of flyers announcing upcoming courses and development and distribution of a brochure describing the program. Students are being taught at the senior as well as all lower levels. The first students to complete the program should graduate in May 1993. Last year a cooperative program with Trident Technical College was established that permits Citadel undergraduate engineering students to complete their first two years of study at Trident before transferring to The Citadel. More than 125 students have already enrolled in the new program. These students will begin to attend classes at The Citadel in Fall 1993. Based upon the success of this program and demonstrated community needs, an agreement is being finalized to extend this "2+2" engineering program to also include Horry-Georgetown Technical College, The Technical College of the Lowcountry, and Orangeburg-Calhoun Technical College. The agreement is to effectively extend reasonable opportunity to achieve an undergraduate engineering education throughout the coastal region of South Carolina. It also forms an educational coalition entitled "The Lowcountry Coalition for Engineering Education Development" which shall be referred to by the acronym "LCEED." These students would begin to attend The Citadel during Fall 1994.

The Civil Engineering department is also leading Engineering 2000, a community-integrated assessment of the engineering and engineering-related education requirements of the Lowcountry. The objective is to produce an educational blueprint that would ensure the proper preparation of today's student for tomorrow's opportunities, the enrichment of the existing engineering-related work force, and the enhanced attractiveness of the Lowcountry and state as a technology-based workshop. Future academic and professional development program initiatives will be developed considering the results of Engineering 2000.

There were no changes in permanent party faculty. Major Dennis J. Fallon was tenured. Because of continued shortfalls in state funding, the Colonel Louis S. LeTellier Distinguished Professor of

Civil Engineering Chair remained unfilled. Available CDF funds were used to appoint Dr. Harry C. Saxe, an earlier chair holder, as a visiting professor for the academic year. Civil engineering faculty members continued to support the Clemson Graduate Civil Engineering Program at The Citadel. Major Dennis J. Fallon and Captain John A. Murden taught graduate evening engineering courses.

The faculty continued to be active in professional development. Colonel Lindbergh continued his work in national as well as state mitigation of natural hazards (wind, flood and earthquake) through improved building standards, technology and practice. These actions included participation in many national and state technical conferences and groups. He was awarded the 1992 Technical Merit Award by the American Society of Civil Engineers, South Carolina Section. Major Thomas R. Dion worked to finalize a textbook manuscript for publication by the McGraw-Hill publishing company. Majors Kenneth P. Brannan, Russell H. Stout, and Dennis J. Fallon continued to serve the American Society of Engineering Education, Southeastern Section, in important leadership offices and through the development of several publications. Major Michael H. Woo consulted in an important coastal engineering projects. Colonel Thomas J. Anessi served as Faculty Advisor to the student ASCE chapter. Captain John A. Murden served as an academic advisor to one of the cadet companies, presented a technical paper at an ASCE conference and consulted.

The student chapter of the American Society of Civil Engineers completed a particularly successful and active year. Monthly meetings with guest speakers and other activities were conducted. The chapter won a national ASCE commendation award. Even more significantly, the student chapter hosted the 1992 Carolinas Conference, an annual meeting of all ASCE student chapters throughout West Virginia, North Carolina and South Carolina. Approximately 250 students and faculty members participated in technical paper, design, balsa wood bridge, steel bridge and concrete canoe contests. The conference was outstanding, much to the credit of student loyalty, leadership, capability, commitment, and resourcefulness.

Two "Greater Issues in Civil Engineering" seminars were also conducted. One seminar entitled "Geosynthetic and Drainage Products for Civil Engineering Applications" was presented on 6 November 1991 by Mr. David L. Butchart and Mr. Scott Vollmer of Contech Construction Products, Inc. The other seminar was entitled "Deep and Shallow Foundations, Sheet Pile Walls, Slurry Trenches, and Special Problems." It was presented in April 1992 by Mr. Thomas J. Wysocky, President, Thatcher Engineering Corporation.

## **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 1991, head count enrollment of 1279 students equalled the previous year. Spring 1992, saw an increase of 21% in graduate enrollment to 1166. Summer 1992 with an enrollment of 1155, appears to have an increase of approximately 7%. These figures are quite satisfactory to the teacher education unit given the relatively high enrollment figures of previous years. Growth 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 this achievement. Enrollment at the undergraduate level has also increased during this year. Cadet enrollment for Fall 1992 will be approximately 70 students. This represents a substantial increase from the enrollment of 52 reported last year.

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 approximately 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 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 one faculty member this year through retirement. Major W. R. Williams who had been with us fourteen years retired effective 30 June 1992. The Department has been fortunate to add three new faculty for 1992-93. Dr. John A. Brown will join the faculty as an associate professor specializing in courses in education and administration. Dr. Wemme Walls will be an assistant professor teaching courses in special education to the cadet program to assist learning disabled students. Dr. Kenneth Miller will be an assistant professor teaching courses in counseling. We are delighted with these additions to the faculty.

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. Funding for this program presently comes from a grant from the Jesse Ball DuPont Foundation. Outside funding for this program terminates in November 1992.

The Department is proud of its achievements, however, we believe that improvement and modification of programs is essential to the

long term health and vigor of the Department. Because of this belief curriculum is under continuing review within the Department. Requirements in our graduate programs in counseling and curriculum and instruction have been modified for the 1992-93 school year. These revisions are based on the demands of the work place, research in the field, and with the input of faculty and students. We believe this process of constant attention to quality and effectiveness is essential.

The coming year 1992-93, will be an important year for the teacher education unit at The Citadel. Our programs will be reviewed this year by the State Department of Education. Successful completion of this review process is essential to the existence of teacher education on The Citadel campus. We look forward to a good review in February 1993.

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 1992-93.

#### **G. Electrical Engineering**

In August 1991, the Accreditation Board for Engineering and Technology (ABET) notified The College that the Electrical Engineering day program was reaccredited.

One hundred and twelve day students majored in electrical engineering this year. There were ten cadets and two veteran students who graduated in May 1992: seven students are employed in engineering career positions; three cadets were commissioned into the Air Force; one in the Army; and one in the Navy.

This year's active enrollment in The Citadel's Evening College Bachelor of Science in Electrical Engineering program was fifty two. Continued growth of this program is anticipated based on the formal two-plus-two program agreement between The Citadel and Trident Technical College; the active recruiting efforts of Mr. Frank Bryant, the Evening Engineering Program Coordinator; and numerous inquiries about the evening engineering program. The first five graduates of the evening engineering program, including the first two female engineering graduates, received their degrees in electrical engineering in May 1992. A sixth evening electrical engineering student will receive his degree in August 1992.

Under the direction of Professors Larry Dunlop and Jack Stinson four senior electrical engineering students designed and built the Parade of Boats' Light Display for the Mariah. The display won first place in the commercial category in Charleston's 1991 Parade of Boats. Professor Dunlop also organized the second annual

Electrical Engineering Design Symposium. Senior students presented their senior design projects at the Symposium. Their papers were published in the Symposium's Proceedings.

Senior Electrical Engineering Cadets Carl Best and Stephen Lesley won first place in the Student Paper contest at the state wide Engineering and Management '92 Conference held at the University of South Carolina. Their paper was entitled "A Wireless Data Communication Networking Device".

Assistant Professor Joe Epple, Faculty Advisor to The Citadel's IEEE Student Branch, and seven electrical engineering students attended IEEE Southeastcon '92 in Birmingham, Alabama.

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

Grimsley Hall, the new Electrical Engineering and Physics Building was dedicated in November 1991; and The Graham Copeland Auditorium in Grimsley Hall was dedicated in April 1992. These educational facilities provide an excellent learning environment for our students, and have contributed significantly to the capabilities of the departments to offer quality programs.

In February 1992 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 about the engineering profession to prospective students and the general public.

The faculty continues to build a record of scholarly and professional achievement. Assistant Professor Albert Kunze was a consultant for Battelle this year in addition to taking several graduate courses at MUSC. Assistant Professor Bruce Evans presented a paper entitled "State Variable Simulation of a Transmission Line Including Mutual Coupling for Spacecraft Power System Simulations" at the 24th Southeastern Symposium on System Theory. Assistant Professor Epple successfully completed both the written and oral portions of his Ph.D. qualifying examination at the Georgia Institute of Technology. The examination included the presentation of his paper, "Electromagnetic Radome Analysis Techniques". Assistant Professor Tamal Bose designed, developed, and taught a Digital Signal Processing course and associated laboratory. The laboratory, which is housed in Grimsley Hall, capabilities include speech and image processing. The laboratory was equipped through a \$24,677 NSF matching funds grant under the Instrumentation and Laboratory Improvement Program. In addition, Professor Bose

continues to present and publish papers in highly respected IEEE Conferences, Proceedings and Transactions. He was selected as an Associated Editor of the IEEE Transactions on Signal Processing. Associate Professor Lawrence Dunlop and Assistant Professor Tamal Bose attended the American Society of Engineering Education Southeastern Regional Meeting and each presented a paper. Associate Professor Jack Stinson has return from his sabbatical at the South Carolina Research Authority. He continues to be actively involved in projects associated with the development and implementation of product data exchange specification standards. Professor Louis Dornetto continues to be actively involved in the area of environmental impact and personnel hazards of electromagnetic energy by serving on an ANSI committee addressing non-ionizing radiation safety criteria, and through his consulting work with the U.S. Navy. Professor Dornetto also continues his work in the area of modeling and simulation serving as a reviewer for the IEEE Control Systems Magazine. Professor Harold W. Askins, Jr. chaired the 1991-92 meeting of the Southeast Association of Electrical Engineering Department Heads (SAEEDH) in Atlanta, Ga., November 7-8, 1991. He also continued to serve as an IEEE Program Evaluator to assist the Accreditation Board for Engineering and Technology (ABET) in the evaluation of electrical engineering programs. Professor Askins was again invited to be one of the principal lecturers in the Modern Power Systems Analysis course at Auburn University, and he continues to serve as a reviewer for the Applied Computational Electromagnetic Society, ACES. Professor Askins was listed in the Eighth Edition of Who's Who in Engineering, published by the American Association of Engineering Societies. Professor Emeritus James F. Scoggin continues to help the department through his loyal support and guidance of the South Carolina Gamma Chapter of Tau Beta Pi. All faculty members continue to perform as dedicated teachers, conscientious counselors, valued members of the academic community, and professional engineers.

The Electrical Engineering faculty continues to be in transition. Mr. Bruce W. Evans, who is completing his doctorate at Auburn University, joined our faculty in the fall of 1991. Assistant Professor Evans' area of specialization is electric power systems and his Ph.D. research involves the study of spacecraft power systems. Assistant Professor Joe Epple will return to Georgia Institute of Technology for the 1992-1993 academic year to continue work on his dissertation. Unfortunately Assistant Professor Tamal Bose has resigned to take a position as an Assistant Professor of Electrical Engineering at the University of Colorado, Denver. His reasons for leaving were a higher salary and more research opportunities.

#### H. English

*Changes in the Faculty:* Dr. David G. Allen's promotion to Professor and Lieutenant Colonel will become effective in August of 1992, as will Dr. Margaret M. Lally's promotion to Associate Professor and Major. Dr. Lally will also be awarded tenure at that

time. The college has awarded Professor Philip W. Leon sabbatical leave for AY 1992-93. And in August, Thomas C. Thompson, whose academic specialty is composition and rhetoric, will be joining the faculty of the English Department as Assistant Professor and Captain. He will fill the vacancy created by the retirement of LTC H. B. Alexander in May of 1991.

*Faculty Scholarship:* Collectively this year, the faculty of the English Department, who are among the most active scholars on campus, published three books, one chapter in a book, seven articles in scholarly journals, and several book reviews. They edited three scholarly periodicals, wrote and presented fourteen papers, refereed ten articles by faculty from other institutions, and attended thirteen conferences. In addition, they wrote at least seven articles which have been accepted for future publication. The scholarship of six professors was supported by grants from the Citadel Development Foundation.

*Faculty Leadership Within the College:* This year three members of the English Department served as chairs of standing college committees, and five members were appointed to critical positions with the Self-Study, including the General Chair and the Editor. Other members of the department serve as advisors to the Inn of Court, the Summerall Guards, the *Shako*, the *Brigadier*, campus religious groups, and to one or two of the cadet companies. The President and the Vice President of the Citadel Chapter of the American Association of University Professors are also members of the English Department.

*Service to the Community:* Thanks to the generosity of a CDF grant, the English Department this year brought to the campus two engaging guest speakers, not only for faculty and students, but also for the general public. Jeffrey Meyers, an internationally known scholar, spoke on Edgar A. Poe, and Frederick Morgan, a poet and the editor of *The Hudson Review*, read and discussed some of his poetry and presented a lecture in an undergraduate class. Both of the speakers addressed crowds of about one hundred people. In addition, individual members of the department served the public in many other ways, including judging public speaking contests and both national and local poetry contests; presenting lectures at public libraries around the state and locally at the Preservation Society and Gibbes Art Gallery; conducting workshops and seminars to prepare students to take various professional examinations (LSAT and GMAT); meeting with local high school teachers; and serving on advisory boards.

*Undergraduate English Majors:* The number of English majors has increased by six (to sixty-seven) since this time last year, but is still well below the number in AY 88-89 (seventy-nine). For the first time this year, senior English majors took the national Major Field Achievement Test in English. Cadet Sean Trundy, who also won the Mikell Award for the highest GPA in English over three years, made the highest score in the class (93rd percentile); and Cadet James E. Fayssoux won the English Faculty Award for the best essay by an undergraduate.

*Program Reviews:* In September of 1991, the English Department prepared for a formal program review by the South Carolina Commission on Higher Education, but the review, scheduled for January 1992, was cancelled because of a budget shortfall. Also in the fall semester, the department brought to virtual completion a long, difficult task when it submitted to the college a detailed document describing its three-year cycle of planning and assessment; parts of the plan have been in effect for several years, but this document describes it fully for the first time. Currently the department is preparing for the College Self-Study required by the Southern Association of Colleges and Schools (SACS).

*Status of the Proposal for a Joint Program Leading to the M.A. in English:* The proposal by the Departments of English at The Citadel and the College of Charleston for a joint program leading to the M.A. in English was approved by the College of Charleston's Board of Trustees in October 1991 and by The Citadel's Board of Visitors in November 1991. It was then submitted to the South Carolina Commission on Higher Education. The staff of the Commission reviewed the proposal and returned extensive comments, dated March 16, 1992, to the two colleges. With input from both administrations, representatives of the two English Departments have worked during the subsequent period to strengthen the application in accordance with the CHE staff comments. As of early June 1992, the revision process is nearly complete. The revised application will be reviewed by the administrations of The Citadel and the College of Charleston during the summer of 1992 and resubmitted to the Commission on Higher Education by the official submission date of September 1, 1992.

*1992 Summer School Enrollment:* Undergraduate enrollment for the first session of summer school has experienced a sharp drop this year. In 1989, 1990, and 1991, the number of students enrolled in undergraduate English courses held steady at about 132 students. This year, however, the total is only 79, a decrease of 40%. The causes for this drop, which is reflected to some extent across the college, are highly complex; at the request of the President, they will soon be reviewed by a committee headed by the Dean of Undergraduate Studies.

*Budget:* The English Department began the year with a budget which was 18% smaller than last year's beginning budget, and was then further reduced twice. The annual expenditures (excluding salaries) totalled only \$9,241, or 64% of the beginning budget for FY 1990-91. All state-funded travel, except for recruiting new faculty, and purchasing of new equipment were entirely eliminated.

## **I. History**

The Academic Year 1991-1992 commenced in the fall semester with 10 of the 13 regular members of the department present and teaching. The 10 included David White and John Gordon, who were demobilized.



after the Gulf War in time to return for the fall semester. John Brittain continued on sick leave (since January, 1991), and I regret to report that he died of cancer on 3 April 1992. By the time of his death, he had served with distinction as a member of our faculty for twenty-five years. Joseph Tripp went on sick leave for the fall semester of 1991, and, for reasons of health, carried a half-load in the spring 1992 semester. Michael Barrett was on a year's sabbatical. In the spring of 1992, Douglas Porch took a semester's leave. Under these circumstances, the department's teaching resources were stretched even thinner by having to offer four graduate-level courses each semester in order to support the Joint M.A. in History program, and one Honors section each semester. (The number of students matriculating at The Citadel in the Joint M.A. program has grown to thirty-six.) In order to meet the need for replacement teachers in history, the department employed two full-time temporaries (Steven White and Robert Stockton) and two part-time adjuncts (Lyon Tyler, Professor Emeritus, and James Larkin). Another part-time adjunct (Dalton Brasington) was employed to teach Geography in the spring semester for the second year in a row.

The class entering in the fall of 1991 contained 45 history majors, or seven more than the previous year. A total of 32 seniors majoring in history were graduated on 9 May 1992.

CAPT Jane Bishop received both tenure and promotion to Associate Professor effective the fall semester of 1992. When it became known that John Brittain would be unable to return, a search for his replacement was commenced. The search drew 110 applications and the choice finally fell on Katherine Jean Haldane, who received her Ph.D. in History from the University of Virginia. She will join our faculty as an Assistant Professor and is the second female faculty member ever to join our department; as of the fall of 1992, she also becomes our only untenured faculty member.

An important curriculum revision was taken when the department voted in favor of transferring responsibility for the teaching of Geography from the Department of History to the Department of Chemistry, effective with the fall semester of 1992. This action was taken because Geography is no longer a requirement of History majors beginning with the class entering in fall 1991, and, in the absence of John Brittain, the department had no regular member who could teach it. As Geology already rests with Chemistry, the addition of Geography to its responsibilities seemed appropriate. Geography will be taught for the last time in the Department of History in the summer session of 1992.

Further progress has been made on the state-mandated assessment program. For a third year in a row, graduating seniors have been contacted and given questionnaires as to their opinion of the History department's program and teaching competence, as well as future career plans for the graduates. Less progress has been made on a suitable evaluation program for Western Civilization (the core curriculum subject) because of cost and other factors, and the task for formulating a suitable program has been transferred to the

department's Committee on Undergraduate Curriculum for work in the fall semester.

The "budget crunch" imposed by the state last year intensified in 1991-1992, and, without funds for travel and fewer funds for other activities, less could be done in the way of travel to professional meetings and publication than in former years by members of the department. Nevertheless, barring unexpected developments, all but one regular member of the department (Porch, who will be on a year's leave at the Naval War College) are expected to be available for teaching in the 1992-1993 school year, and, with the decline of the use of temporaries and adjuncts, our office space should be adequate.

Professor Gary Nichols of our department continued direction of the Strategic Planning Program for the College, and the department began preparing for the Southern Association of Colleges and Schools (SACS) 10-year visit for accreditation in the 1992-1993 school year.

#### J. Mathematics\Computer Science

Recognizing the ever increasing role of mathematics and computer science in all disciplines, the department continued to offer a wide variety of courses to meet the demands. Service courses were offered for the entire college in both mathematics and computer science. In addition, the department offered two degree programs in mathematics and one in computer science.

The number of majors in mathematics and computer science remained about the same as the previous year, approximately 100. The number of students receiving a Bachelor's degree in May was 21. A few others will finish in August.

In conjunction with the department of Education, graduate courses for middle and secondary mathematics teachers were offered for students pursuing various degrees or recertification credit. Professor Cleaver was awarded a grant to train secondary teachers who anticipate teaching Advanced Placement Calculus in high school. The department taught several courses funded by EIA and sponsored by local school districts. Evening undergraduate courses were taught for the evening engineering program.

As in the past, the Citadel Development Foundation enhanced the department with grants to individuals and the department. Professor Peter Greim continued as a CDF fellow while Professors Chen, Cohn, Comer, Francel, Hurd, and Zahid all received CDF research grants. Faculty development grants were received by Professors Chen, Cleaver, Comer, Denig, Francel, Lipscomb, and Zahid. In addition, several speakers came to The Citadel to speak to students and the faculty. Funds were also provided to support a small conference on the use of Spreadsheets which was organized and run by Professor Comer.

A special grant from CDF provided funds to purchase seventeen state-of-the-art workstations to be used by faculty and students in the computer science and mathematics programs. These machines operate in a UNIX environment and are networked to all other machines on campus. The laboratory of workstations is likely the best in the low country.

As evidenced by the number of research and faculty development grants mentioned above, the scholarly activity in the department continued at a high level. Professor Greim gave lectures in Spain and Professors Chen, Comer, Deutz, Francel, Hurd, and Trautman presented papers at professional meetings. Professors Comer and Hoyle conducted a short course on the use of spreadsheets in mathematics at the American Mathematical Society meeting in Baltimore.

Professor Andre Deutz will return in August after a two year LOA while teaching and doing research in the Netherlands, and Professor Cohn will return from sabbatical. The department appreciates the work of Ira and Roger Rosenthal who were the replacements for Deutz and Cohn last year.

#### K. Modern Languages

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

While the number of students enrolled in Core Foreign Language courses remains relatively stable due to our "Foreign Language Requirement," the enrollment in advanced courses continues to increase as the number of majors increases: up to 65 over last year's 45. In addition, this fall ('92) we will institute a new program of "minors" in French, German, and Spanish, which should add materially to enrollments in advanced courses.

The department again experienced a rather dramatic turnover of personnel. Two additional permanent faculty were hired in the Spanish section, while one was lost in the French section, Capt. Rick Treece, who will be replaced temporarily by an adjunct in the fall. Thus, the department will consist of the following four tenured faculty as the fall semester 1992: Lt. Col. O. Robert Emory, Head; Lt. Col. Frank D. Frohlich, Associate Professor; Lt. Col. Grant B. Staley, Associate Professor; and Maj. Christopher R. McRae, Associate Professor; four tenure-track faculty: Capt. Elba M. Andrade, Assistant Professor; Capt. Albert E. Gurganus, Assistant Professor; Capt. Mark P. Del Mastro, Assistant Professor; Capt. Juan (Wangbai) Bahk, Assistant Professor; and three temporary adjunct faculty: Dr. Ada A. Johnson, Mrs. Carol M. Young, and Mrs. Ann L. Voit.

The scheduled CHE Program Review was postponed due to a lack of funds but is rescheduled for the Spring of 1993, and we will also

begin the required Self Study for SACS.

With the approval of the Summer Studies Abroad: German, the department now offers a full slate of opportunities for all its majors in this respect and hopes to augment and increase these opportunities in the future.

#### L. Health and Physical Education

The Department of Health and Physical Education experienced a productive year. Undergraduate majors distinguished themselves in the corps, faculty actively participated in professional leadership, and the faculty and staff have provided education and service to the corps, the campus, and the community. Unlike most other departments, this department is viewed as an after hours benefit for a large population. The department has responded with many hours of service and consultation.

Dr. John Carter was promoted at year end to Major and Associate Professor. Dr. Gary Wilson served as Vice President of the Health Division of the Southern District American Alliance for Health, Physical Education, and Recreation. In this position, Dr. Wilson holds the most prestigious office in Health Education for this thirteen state area. Dr. Melvin Ezell continues to provide campus leadership to the Assessment Program and serves as departmental liaison to the Cardiac Rehabilitation program in concert with MUSC. Dr. Gene Styles ably directed the teaching internship program and continues to counsel all graduate students in that departmental program under his direction. Dr. Josey Templeton participated in several regional and national conferences and provided multiple service courses in First Aid and Aquatics for the campus and community.

Dr. John Smyth published a chapter in an Intramural text and revised two other chapters in print for new editions. He is new chair of the Cooper River Bridge Run and Chair of the Honors and Awards Committee for SCAHPERD.

Undergraduate majors received college support to attend the Southern District American Alliance for Health, Physical Education, Recreation, and Dance meeting in Atlanta. Cadet Scott Maskery received the Keith Hamilton Award, Departmental Honors and recognition on the President's List. Spohn Burger received the Palmetto Award, The Navy League Sword, the NASPE Outstanding Physical Education Major Award, Departmental Honors and was recognized by Who's Who. Alfred Williams received departmental honors and was recognized on the President's List. W. H. 'Zack' Zemp made Who's Who and delivered eloquent remarks as alphabetically the last graduate in the Class of 1992.

The department participated fully in the college Assessment Program, hosted the Special Olympics; and co-sponsored Senior Citizens Games.

Deas Hall needs refurbished playing floors and window replacement in the near future. There is currently a project underway to repair the roof.

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. LTC Eugene F. Lesesne and Assistant Director Dale Dittmer led the corps to continued Prominence in the National Honorary Athletic Fraternity, Sigma Delta Psi. Eleven new members qualified for the Corps Epsilon Beta Chapter in 1991-92. Hall Eugene Cobb won the award for outstanding Intramural Athletic Officer and Ricky Singh Dhillon was selected as the outstanding Intramural Athletic Sergeant. Patrick Allen Kerns won the award for the outstanding Intramural Athlete and Christopher James Clark was named the Outstanding Intramural Referee of 1991-92. Ricky Dhillon was selected to be Regimental Athletic Officer for the 92-93 school year. L Company won the Regimental Championship and the accompanying Board of Visitors' Trophy and Plaque. This was the first time Lima Company has won in over 30 years. Two new sports were added to replace Gymnastics, they were Canoe Racing and Croquet. Both of the new sports were received with great enthusiasm.

The Citadel sports Clubs were successful in presenting opportunities for cadet participation and in representing the college in 18 intercollegiate activities. There were 325 cadets involved in Sports Clubs during the school year. The Lacrosse Club performed well under the coaching of Terry Gibson, the Pistol Club again brought national recognition to The Citadel with a National Championship in The ROTC Division and third in the overall Open Championships. The Pistol Club is coached by Dr. Joel Sexton. Rugby, under the coaching of Ssgt Neil Schuehle, had their best year ever, winning the State Championship, placing as Regional Runner-up and posting a 20 and two record while being ranked in the top 15 in the country. The Sailing Club Crew Club participated in a Regatta in August that included teams from Europe and England and raced in the Southern Intercollegiates in Oak Ridge, Tennessee. The Taekwon Do Club continued to grow in number and under the coaching of Fred Weil won the first four places in all division in the three tournaments they entered. Boxing qualified two boxers, Jon McDaniel and Anthony Barber, for the Nationals. These two boxers won bronze medals in the rarefied air of Colorado. The boxing club is requesting to be host of the Eastern Regionals next year. 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. The Cycling Club raced in three time trials and four road races. The SCUBA Club certified 30 new divers during the school year and went on four diving trips under the watchful eye of LTC Speicer. The Exhibition Drill Team was started this year as a Sports Club and entered its first competition in the spring, placing third out of 30 school and being ranked in the top ten in America.

## M. Physics

The period covered in this annual report (1991-1992) marked the inaugural year in which the Department of Physics began operation in a new facility, having moved from Bond Hall to Grimsley Hall in June of 1991. Considerable effort was spent during the summer of 1991 getting our program ready for classes in the fall. Thousands of pieces of equipment had to be stored and inventoried, laboratory rooms had to be cleared and organized, and computers and computer communications had to be installed. The department took part in both the dedication of Grimsley Hall in November and the dedication of Copeland Auditorium in April.

During the summer the department learned that Dr. Silvio Zenone would not be able to continue as an Adjunct Assistant Professor at The Citadel. A telephone search led to the hiring of Dr. Ryan E. Droste as temporary Assistant Professor to replace Professor Weiler R. Hurren while Col. Hurren attended Brigham Young University during his sabbatical leave.

In September our laboratory technician, Mr. Braxton Simmons, retired after eight years of outstanding service to our department. After a mandatory delay of four months, we hired a new laboratory technician, Mr. William R. Holdren, who has turned out to be an outstanding replacement.

Mrs. Nancy Sliwa continues to do an outstanding job as secretary for the department. She attended a seminar in the Spring called "Beyond Secretary" to enhance her skills.

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

Dr. Joel C. Berlinghieri, Professor of Physics, who took over as Physics Department Head in June of 1991, submitted research papers to Optics and Photonics and presented a paper at the San Jose meeting of the Optical Society of America. He sponsored several public school events within the department including a rocket demonstration and shoot off with Buist Academy, and demonstrations and laboratories for the Academic Magnet, and Garrett High. He also participated in the evaluation of the science programs of Georgetown College.

Dr. Weiler R. Hurren, Professor of Physics, received a sabbatical leave to participate in research at Brigham Young University. His research area is the study of Fullerenes and has already led to the presentation of one paper at the University of Utah.

Dr. Saul J. Adelman, Professor of Physics, published a significant number of research papers, received several research grants, and attended national and international conferences during this period. He continues to devote a major portion of his time to research in astronomy.

Dr. Peter J. Rembiesa, Associate Professor of Physics, was promoted to Professor of Physics with the college rank of Lt. Col. He has published major papers in the Physical Review and attended national and international conferences. He has also been active in the development of a departmental laboratory manual.

Dr. Patrick R. Briggs, Associate Professor of Physics, continues his efforts in science education developing activities with middle school teachers and the Governor's School. He also has been very active in the development of a department laboratory manual.

Dr. Russell O. Hilleke, Assistant Professor of Physics, has done an outstanding job in the classroom having developed a close and endearing relationship with our students. He has been active in optical and surface physics research and has been a major contributor to the department laboratory manual.

Five students graduated with BS degrees in physics this May. Two were commissioned in the services (Nuclear Navy Program and Air Force), two were accepted in graduate school (University of Tennessee and University of Georgia), and one accepted a job at the Savannah River Laboratory as a research scientist.

#### **N. Political Science**

The Department of Political Science has a faculty of nine full time members; additionally, the John C. West Professor of Government and International Affairs works closely with the Department and normally teaches two courses per semester.

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, and Civil Service employment. Each member of the departmental faculty is readily available for individual consultations regarding career guidance for our majors.

The Political Science Curriculum develops three alternative areas of concentration: (A) American Government and Politics, (B) International Politics and Military Affairs, and (C) 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. During the current review year, the department's proposal for a minor in Non-Western Studies was approved and will be in effect with the 1992-1993 catalog. The minor is interdisciplinary and is designed to give students an opportunity to concentrate a group of courses on either a region of the world or a cross-regional theme (e.g., revolutionary movements) related to the non-western world.

Extracurricular activities are an important part of our students' education. As is customary, the department supported the conferences held at the various military academies by sending student representatives. Additionally, a delegation of students, accompanied by Professor December Green, participated in a model Organization of African Unity session at Howard University. With the help of their faculty adviser, cadets are required to engage in extensive preparations before attending these conferences. Student organizations such as Pi Sigma Alpha (Political Science Honor Society), Sigma Iota Rho (International Honor Society), the Political Science Club, the South Carolina Student Legislature, and the Debate Team all received strong support from the departmental faculty.

The Internship program continues to be successful and provides students an opportunity to apply what they learn in the classroom in various governmental agencies. During 1991-1992 students served internships with several departments of the City of Charleston, the City of Charleston Police Department, the City of North Charleston Police Department, the 9th Circuit Public Defender's Office, several departments of the Medical University of South Carolina, a number of private law firms, Juvenile Restitution (a division of the Department of Youth Services), the U.S. Attorney's Office in Charleston, and the Charleston office of the South Carolina Pardon, Parole, and Community Corrections Department.

The department routinely offers a variety of special courses each year. During the report year, Adjunct Professors Michael Bonafield and Michael O'Connell taught special courses on Russian Affairs and Prosecution and Defense respectively. Ambassador Joseph Twinam developed a special seminar on Leadership for the Honors Program during the spring semester.

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

- International Studies Association
- Northeastern Political Science Association
- Western Political Science Association
- Southern Political Science Association
- Far West Culture Association
- Western Decision Sciences Institute
- Southeast Decision Sciences Institute
- U.S. State Department-George Washington University



International Studies Center Conference  
New York American Caribbeana Society Seminar  
International Sociology Association

The department sponsored, under a grant from The Citadel Development Foundation, the biennial Symposium on Southern Politics. This conference featured two days of panel presentations and discussions by specialists in the field and offered students an opportunity to attend a professional conference. The Symposium has come to be widely regarded by political scientists throughout the country as the major conference in the nation devoted to research on southern politics. In addition, two books and one extensive monograph were published by members of the department. The 1988 Presidential Election in the South: Continuity Amidst Change in Southern Party Politics edited by Professors Laurence W. Moreland, Robert P. Steed, and Tod A. Baker was published by Praeger Publishers, and a book on Namibia, coauthored by Professors December Green and Donald Sparks (of the Business Administration Department), was published by Westview Press. Professor Gardel Feurtado's monograph on the military in Surinam was published by the Caribbeana Society. Additionally, several articles and book chapters written by members of the Political Science faculty were published.

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

The Department of Political Science is sensitive to its role in the community and continues to cooperate with various organizations such as the Charleston County Library, Civic Clubs, and the Higher Education Consortium in providing speakers on such issues as political campaigning, foreign policy, and the American Constitution. Professor Milton Boykin and Ambassador Twinam have been especially active in the Charleston Foreign Affairs Forum, a community based group composed of leading citizens concerned with serious discussions of international politics.

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

## 0. Psychology

The Department of Psychology offers an undergraduate program of study leading to the Bachelors of Arts degree and a graduate program leading to the Specialist in Education degree in School Psychology. 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 increasingly sophisticated research in the field with the observational-clinical-applied tradition. The graduate program in psychology is directed toward developing specialists who are competent to deal with psychological and educational problems of children and to improve the psychological milieu of school environments.

Seventy-nine undergraduate students majored in psychology this year. This figure is 139% of last year's figure. Of the nine May graduates, two have been accepted into graduate programs. This year one of the psychology graduates graduated Chum Laude and three received departmental honors. Four graduate students earned their Ed.S. in May 1992 and four in August 1991. Of these, two were with distinction. In addition three graduate students earned their M.Ed.

During the academic year, 740 (123% of last year) undergraduate students and 371 (113% of last year) graduate students enrolled in psychology courses. Average enrollment in undergraduate classes was 25 and 21 in graduate classes. Enrolled in undergraduate psychology courses in the 1992 First Summer Session were 33 students and enrolled in graduate classes were 81 students.

With the approval of the offering of academic minors by the Academic Board, the Psychology Department developed a minor in psychology which will begin enrolling students in the Fall of 1992. With this minor, the Psychology Department anticipates increased enrollment in its undergraduate classes in the 1992-93 year.

The Department is especially proud of the professional, scholarly and academic involvement of its faculty and students in 1991-1992. Eight cadets presented their research at the Spring Conference of the South Carolina Psychological Association:

Cadets L. Eck & M. Sharmas "Social alienation among college males"

Cadets R. Gagnon & J. Kirk "College students' attitudes toward mental retardation"

Cadets P. Martin & J. Prindle "Swimming programs for the developmentally disabled"

Cadet C. Morrison "Anxiety and depression in adolescents: A factor analytic solution"

Cadet J. Mullis "A study of children with developmentally disabled siblings"

In addition Cadet C. Morrison presented a poster at the Southeastern Psychological Association entitled "Anxiety and depression in adolescents". The Department of Psychology is very proud of its faculty members' involvement with the Cadets on these research efforts.

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, seven graduate students presented papers at the South Carolina Psychological Association:

M. Bazemore "Vocational aptitude remediation and relationship to intelligence: Assessment implications for transition planning"

R. Collins "The effects of a mentally retarded child's gender on parental expectation"

P. Cooper "Self-concept and facial attractiveness in children with learning disabilities"

A. Hauck "The relationship between relative age and achievement in middle school"

J. Hazzard "Attitudes of school guidance counselors toward a school psychologist's program of psychological counseling"

N. Stanley "Social alienation in students involved in Project Challenge"

R. Yonce "Emotional problems and children's report of parental alcohol consumption"

One faculty member received a CDF research grant and one faculty member received CDF Faculty Development Grant. In addition to CDF funds, Dr. Oliver Bowman was awarded a grant for \$36,564 to 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 \$32,760 for follow-up of premature infants with HIV from the Early Intervention Research Institute. Eighty three percent of the Psychology faculty presented at state meetings and fifty percent presented at regional and national meetings. Listed below is a list of professional presentations by the faculty:

Anderson, D.L., Ostrander, R. & Finch, A.J., Jr., (1992)  
Validity of parent report on the Child Behavior Checklist Depression scale (CBCL-R). Paper presented at the 38th annual meeting of the Southeastern Psychological Association. Knoxville, Tenn.

Bowman, O. (1999). Building bridges between disciplines: Effective coalition building for the '90's. Paper presented to the Joint Conference of the South Carolina State Chapter National Association of Social Workers/South Carolina Association of Marriage and Family Therapist.

Carey, M., Finch, A. J., Jr., Belter, R., Imm, P., & Carey, T.

- (1991). Family Assessment Device: Utility with adolescent inpatients and their parents. Paper presented at the 99th annual meeting of the American Psychological Association. San Francisco.
- Daugherty, T., Campbell, S., & Shoemaker, M. (1992). A study of the Faces III in a Child Psychiatric Population. Paper presented at the annual meeting of the South Carolina Psychological Association. Myrtle Beach.
- Daugherty, T. (1992). Professor and student as partner in course development: Application of research principles to interpreting student feedback. Paper presented at the annual meeting of the South Carolina Psychological Association. Myrtle Beach.
- Daugherty, T. (1992). Maximizing positive behaviors. Paper presented at the South Carolina Babynet Conference. Columbia.
- Finch, A. J., Jr. & Belter, R., (1991). Impact of a natural disaster on children and their families. Paper presented at the 99th annual meeting of the American Psychological Association. San Francisco.
- Finch, A. J., Jr. (1991). Getting into the internship of your choice: The internship site perspective. Paper presented at the 99th annual meeting of the American Psychological Association. San Francisco.
- Finch, A. J., Jr., Morrison, C., Foster, K. & Belter, R. (1992). Negative Affectivity in adolescents. Paper to be presented at the 38th annual meeting of the Southeastern Psychological Association. Knoxville, Tenn.
- Finch, A. J., Belter, R., Shoemaker, O., & Politano, P. M. (1992). Use of the Rorschach and MMPI with adolescent inpatients. Paper to be presented at the annual meeting of the Society of Personality Assessment. Washington, D.C.
- Logigan, C. J., & Finch, A. J., Jr., (1991). Negative affectivity in children and its relation to self-reported anxiety and depression. Paper presented at the 25th annual meeting of the Association for the Advancement of Behavior Therapy. New York.
- Nelson, W. & Finch, A. J., Jr., (1991). Assessment of anger in children: Development of the CIA. Paper presented at the 99th annual meeting of the American Psychological Association. San Francisco.
- Politano, P. M. & Nelson, W. M., III. (1992). Anger as an underlying dimension of child and adolescent depression. Paper presented at the 38th annual meeting of the

Southeastern Psychological Association. Knoxville, Tenn.

Shoemaker, O. S., McIntosh, J., Saylor, C. & Finch, A. J., Jr. (1991). Concurrent validity of the board-band factors of the Youth Self-report version of the Child Behavior Profile with psychiatric inpatients. Paper presented at the 99th annual meeting of the American Psychological Association. San Francisco.

Von, J. (1992). Dual relationships. Paper presented at the annual meeting of South Carolina Psychological Association.

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

Aikman, K., Belter, R., & Finch, A. J., Jr. (in press). Human figure drawings: Validity in assessing intellectual level and academic achievement. Journal of Clinical Psychology

Cole, T.C., Finch, A.J., Jr., & Carey, M.P. (1991). Relation between differential emotions and depression in emotionally disturbed children and adolescents. Journal of Consulting and Clinical Psychology, 59, 594-597.

Daugherty, T. & Quay, H. (1991). Response perseveration and delayed responding in childhood behavior disorders. Journal of Child Psychology & Psychiatry & Allied Professions, 32, 453-461.

Finch, A. J., Jr., & Belter, R.W. (in press). Projective techniques with children. In T. H. Ollendick & M. Hersen (Eds.), Handbook of Child and Adolescent Assessment. New York: Pergamon Press

Finch, A. J., Jr., Nelson, W. M., III, & Ott, E. S. (1992). Cognitive-Behavioral Procedures with Children: A Practical Guide. Newton, MA: Allyn and Bacon, Inc.

Finch, A. J., Spirito, A., Imm, P., & Ott, E. S. (1992). Cognitive self instruction for impulse control in children. In A. J. Finch, Jr., W. M. Nelson, III, & E. S. Ott (Eds.), Cognitive-Behavioral Procedures with Children: A Practical Guide (pp 148-205). Newton, MA: Allyn and Bacon, Inc.

Grace, N., Spirito, A., & Finch, A. J., Jr. (1992). Coping skills for anxiety control in children. In A. J. Finch, Jr., W. M. Nelson, III, & E. S. Ott (Eds.), Cognitive-Behavioral Procedures with Children: A Practical Guide (pp 257-288). Newton, MA: Allyn and Bacon, Inc.

Imm, P. S., Foster, K. Y., Belter, R. W., & Finch, A. J., Jr., (1991). Assessment of short-term visual memory in child

- and adolescent psychiatric inpatients. Journal of Clinical Psychology, 47, 440-443.
- Kimball, W., Nelson, W. M., & Politano, P. M. (1992). The role of development variables in cognitive-behavioral interventions with children. In A. J., Finch, W. M. Nelson, & E. Ott (Eds.), Cognitive behavioral procedures with children and adolescents: A practical guide. New York: Allyn and Bacon.
- Lonigan, C., Shannon, M., Finch, A. J., Jr., Daugherty, T., & Taylor, C. (1991). Children's reactions to a natural disaster: Symptom severity and degree of exposure. Advances in Behavior Research and Therapy, 13, 135-154.
- Politano, P. M., Stapleton, L. A., & Correll, J. A. (1992). Differences between children of depressed and non-depressed mothers: Locus of control, anxiety, and self-esteem: a Research note. Journal of Child Psychology and Psychiatry, 33, 451-455.
- Politano, P. M. (1992). Psychotherapy with children and adolescents: A conceptual framework. In A. J. Finch, W. M. Nelson, & E. Ott (Eds.), Cognitive behavioral procedures with children and adolescents: A practical guide. New York: Allyn and Bacon.
- Routh, D. & Daugherty, T. (1991). Conduct disorder. In S. Hooper, D. Hynd, & R. Mattison (Eds.) Assessment and Diagnosis of Child and Adolescent Psychiatric Disorders: Current Issues and Procedures. Hillsdale, N. J.: Erlbaum.
- Saylor, C. (1991). Preschoolers' post-disaster play: Observations of a clinician, researcher, and mother. Disaster and Trauma Currents, 1.
- Saylor, C. (in press). The Children's Depression Inventory. In M. Hersen & A. Bellack (Eds.) Dictionary of Behavioral Assessment Techniques
- Saylor, C. Swenson, C., Powell, P. (1992) Hurricane Hugo blow down the broccoli: Preschoolers' post-disaster play and adjustment. Child Psychiatry and Human Development. 22, 139-149.
- Shoemaker, O., Saylor, C., & Erickson, M. (in press). Concurrent validity of the MCDI with high risk infants. Journal of Pediatric Psychology
- 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.
- Von, J., Kilpatrick, D., Burgess, A. & Hartman, C. (1992).

Violence: Rape and sexual assault. In J. Last & R. Wallace (Eds.) Maxcy-Rosenau-Last Public Health and Preventive Medicine, 24th ed. Conn: Appleton & Lange.

Weiss, B., Weisz, J. R., Politano, M., Carey, M., Nelson, W. M., III, & Finch, A. (1991). Developmental differences in the factor structure of the Children's Depression Inventory. Psychological Assessment: A Journal of Consulting and Clinical Psychology, 3, 38-45

Weiss, B., Weisz, J., Politano, M., Carey, M., Nelson, & Finch, A. (in press). Relations among self-reported depressive symptoms in clinic-referred children versus adolescents. Journal of Abnormal Psychology

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 was awarded the James Self Award for Excellence in Graduate Teaching and was named the Arland D. Williams Endowed Professor of Psychology. In addition Col. Bowman served as immediate Past-President of the South Carolina Psychological Association and was on the Program Selection Committee of the Southeastern Psychological Association. Col. Bowman presented two presentations to the Orangeburg County Teachers entitled "Working together for the benefit of the child" and "Development of the self-concept." In addition Professor Bowman presented a talk entitled "Breaking the barriers for people with mental retardation" to the Charleston County Mental Retardation Board. He conducted a workshop for the National Leadership Conference of the American School Counselors' Association entitled "How to spell relief: Stress Management." He attended two continuing education workshops - one on hypnosis and one on family therapy. Dr. Bowman also attended the Spring Convention of the South Carolina Psychological Association and their Second Annual Academic Day where he introduced the keynote speaker. Professor Bowman has given generously to the community participating the Porter-Gaud Career Day where he spoke of psychology as a profession. Other community activity included a presentation to the Honors Psychology Class at Middleton High School and serving as a judge for the Science Fair at Buist Academy. Dr. Bowman was a poetry reader at the Annual Spring Forum of the Poetry Society of South Carolina and presented a dramatic reading entitled "The Telltale Heart" to the Porter Gaud Lower School which was followed by a discussion of murder as it is revealed in that work. On the college level, Col. Bowman has served on the Faculty Council, the Facilities Planning Committee, the Editorial Committee: The Citadel Monograph, the ad hoc search committee for the Graduate Dean, and the ad hoc committee to study Citadel Twenty-four Schedule.

Capt Daugherty was elected President-elect of the Charleston Area Psychological Association, was awarded the 1992 Barrier Breakers Award by the Mental Retardation Board of Charleston County,

was named to the Board of the Advocacy Council for People with Mental Retardation, served as Youth Advisor/Religious Education Leader at St. Joseph's Parish, and has served as a Consultant to the Caring Connection. He has developed and supervised The Citadel Buddy Program which has the Cadets working on a one-to-one basis with handicapped individuals. In addition, Dr. Daugherty has developed and supervised The Citadel Swim Program which involves the Cadets working with handicapped individuals in the swimming pool. He has been involved in the development of the Saturday Respite Program at The Citadel which has involved our graduate students in school psychology and has been involved in the training of respite caregivers at The Citadel. In addition to these service activities Capt Daugherty has been invited to give a number of guest lectures. He presented a lecture entitled "Group psychotherapy with child and adolescent inpatients" to the Nursing Staff at the Institute of Psychiatry of the Medical University of South Carolina. A lecture entitled "MCMI: Understanding and diagnosing personality disorders" was presented to the Clinical Psychology Interns at the Medical University of South Carolina by Dr. Daugherty. He was also asked to give a lecture at Trident Technical College entitled "Family dynamics in special needs families." At The Citadel he presented a presentation entitled "Obedience to Authority" during the honors seminar on leadership. He has served as Faculty Academic Advisor to Oscar Company, served as academic advisor to all freshman psychology majors, served as liaison to the Recruitment Office, coordinated with the Library to develop creative course uses of CD-ROM technology, and has been appointed to the College Research Committee. Within the Department of Psychology he has served as the Faculty Advisor to the Psychology club and has been on a Psychology Faculty Search Committee.

LTC Finch served as Program Chair for the Annual Meeting of the South Carolina Psychological Association and is currently president of this organization. In addition he was on the Program Committee for both the Southeastern psychological Association and the American Psychological Association. He is 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 is chair of a task force on Internship Training in Clinical Child Psychology of the American Psychological Association and is a member of the task force on Models Practices in Service Delivery in Clinical Child Psychology. He is on the Regional Council of the American Board of Professional Psychology and is the Southeastern representative to the Board of Clinical Child Psychology of the American Psychological Association and is a member of the task force on Models Practices in Service Delivery in Clinical Child Psychology. He is on the Regional Council of the American Board of Professional Psychology and is the Southeastern representative to the Board of Clinical Psychology. Professor Finch is a Site Visitor for the Educational Directorate of the American Psychological Association. He presented a workshop to the Berkeley County School District entitled "Developmental issues with the middle school child" and presented a presentation to the PTA of



Sullivan's Island Elementary School entitled "Developing Self-esteem in Children." LTC Finch served as academic advisor to 52 Cadets. He represented The Citadel to the South Carolina Public-Academic Mental Health Consortium and to the Cross-Cultural Conference in Mental Health and Human Services. He is Chair of the Curriculum 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.

MAJ Politano has served as Coordinator of the School Psychology Colloquium Series which presented a number of outstanding presentations this past year. He has served as Founding Editor of The Citadel School Psychology Newsletter. He is academic advisor to all of the School Psychology graduate students. Dr. Politano presented a workshop the Beaufort County Schools entitled "Counseling the suicidal adolescent" and one to the South Carolina Psychological Association entitled "Administration, scoring and interpretation of the WISC-III." MAJ Politano has been appointed to the College Research Review Committee, the Committee to investigate LD Services Program, and was the Chair of the Psychology Department Faculty Search Committee. Dr. Politano attended the Annual Meetings of the South Carolina Psychological Association and of the Southeastern Psychological Association.

Dr. Saylor is on the editorial board of the Journal of Pediatrics, the Journal of Clinical Child Psychology, and Topics in Early Childhood Special Education. In addition she serves as a reviewer for Journal of Consulting and Clinical Psychology and the Journal of Abnormal Child Psychology. She was elected to Fellow status in the American Psychological Association and has been admitted to Candidacy to the American Board of Professional Psychology. She is Member-at-Large of the Society of Pediatric Psychology and Treasurer of the South Carolina Academy of Professional Psychology. In addition she is on the National Advisory Board of the May Institute in Boston.

CAPT Von was appointed to the Ethics and Professional Practice Committee of the South Carolina Psychological Association. She was nominated to Governor Campbell as a candidate for the South Carolina Board of Examiners in Psychology. Dr. Von served on the Program Committee of the American Psychological Association and was a Judge for the Psychology Intern Paper Competition at the Medical University of South Carolina. She presented an invited seminar to the Family Practice Residents at the Naval Hospital entitled "Domestic Violence." She attended the Annual Meetings of the South Carolina Psychological Association. At the college level, Dr. Von served on Faculty Council and the Curriculum and Instruction Committee. In addition she was the Library Liaison from the Department of Psychology, Chaired the United Way Campaign within the Department, and served on the Psychology Department's Faculty Search Committee. CAPT Von attended two continuing education workshops - one on couples therapy and one on solution-focused short-term therapy.

This past year has been one of change. LTC A. J. Finch, Jr., joined the faculty of The Citadel as a Professor and assumed the position of Head of the Psychology Department. MAJ P. Michael Politano joined the faculty as an Associate Professor and assumed the position of Coordinator of the School Psychology Program. Drs. Timothy Daugherty and Judith Von joined the faculty with the rank of Assistant Professor. In January Dr. Conway Saylor joined the faculty as a full time temporary Associate Professor. Dr. Oliver Bowman remains as Professor and Director of the Counseling Center. D. Michael Doran retired at the end of the Fall Semester. The Department conducted a search in the Fall for a faculty member. However, the search was unsuccessful in filling the position and Dr. Saylor was hired on a temporary basis. The search will be re-opened in the Fall of 1992 and Dr. Saylor will remain in the temporary position for the 1992-93 academic year. Dr. David Reilly will assume the position of Dean of the Graduate School and hold faculty appointment within the Psychology Department and the Education Department.

#### **P. Evening College and Summer School**

1. The office provides administrative services to six distinct areas:
  - a. the Undergraduate Evening College with majors in business administration, civil engineering, and electrical engineering.
  - b. The Graduate Education program with degree programs leading to Master of Arts in Teaching, the Master of Education, the Master of Arts in Education, and the Specialist in Education degrees. Some 17 different majors are available under these programs.
  - c. the Master of Business Administration program
  - d. the Master of History
  - e. the Summer School
  - f. non-credit continuing education
2. Enrollment data 1991-92. The enrollment patterns fluctuated over the past year in the following areas:
  - a. The Undergraduate Evening College fall and spring enrollment has declined from the previous year.
  - b. The Graduate Education enrollment increased in the fall and the spring semesters.
  - c. The MBA enrollment remained stable over the past year.

- d. The 1992 Summer I enrollment remained consistent with Summer 1991.
3. The enrollment picture is reflected in the data summarized in the table below:

Student Enrollment by Session

|                | Undergrad<br>Day | Undergrad<br>Evening | Graduate<br>Education | MBA |
|----------------|------------------|----------------------|-----------------------|-----|
| Summer II 1991 | 468              | N/A                  | 372                   | N/A |
| Fall 1991      | N/A              | 221                  | 1349                  | 161 |
| Spring 1992    | N/A              | 139                  | 1166                  | 162 |
| Summer I 1992  | 562              | *                    | 753                   | 96  |

\* 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)

|                | Undergraduate<br>Day | Undergraduate<br>Evening | Graduate<br>Education | MBA |
|----------------|----------------------|--------------------------|-----------------------|-----|
| Summer II 1991 | 758                  | N/A                      | 465                   | N/A |
| Fall 1991      | N/A                  | 419                      | 1720                  | 226 |
| Spring 1992    | N/A                  | 351                      | 1583                  | 241 |
| Summer I 1992  | 994                  | *                        | 1043                  | 95  |

\*Included in Undergraduate Day

4. Developmental Activities

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

- a. The degree programs in Civil Engineering and Electrical Engineering have increased in enrollment. Applications for these programs continue to come in. A transfer agreement between The Citadel and Trident Technical College was completed for the BS degree in Civil Engineering and Electrical Engineering.
- b. The enrollment in the Business Administration program remains constant at about 36 majors.
- c. An Evening College newsletter which provides students with information pertinent to their program is published each semester.
- d. The Graduate Education degree programs and the MBA program have continued to increase in enrollment.

- e. The Summer School enrollment remained consistent with the 1991-92 session.
- f. A series of non-credit continuing education real estate appraisal courses have been offered to approximately 400 students.

**Q. Enrollment**

**Cadet Enrollment**

|               | In-State | Out-State | Total |
|---------------|----------|-----------|-------|
| Freshman      | 287      | 293       | 580   |
| Upperclassmen | 666      | 688       | 1354  |
| Total         | 593      | 981       | 1934  |

| Ethnic<br>Count: | American |       |          |       |        |         |
|------------------|----------|-------|----------|-------|--------|---------|
|                  | White    | Black | Hispanic | Asian | Indian | Foreign |
|                  | 1725     | 130   | 14       | 30    | 3      | 32      |

The corps of Cadets has representatives from 44 states, the Canal Zone, Puerto Rico, and ten (10) foreign countries. The foreign countries represented in the corps of Cadets are Belgium, Canada, Costa Rica, England, Honduras, Japan, Jordan, Nigeria, and Taiwan Thailand.

**R. Admissions**

The 1991 freshman class entered in August and had a geographic distribution as large as the proceeding class. There were 34 states represented and 39 counties from South Carolina. Students from 8 foreign countries gave an excellent diversity to the class. The academic credentials were strong with the average SAT 973 and the average grade point ration was close to a 3.0. The incoming freshmen were ranked in the upper 1/3 of their class.

Admissions representatives traveled the states of North Carolina, Virginia, Georgia, Florida and South Carolina. The professional staff attended conferences and workshops that helped enhance the recruitment activities and computer assisted functions that aided the admissions process.

The weekend and weekday visitation programs were exceptionally well attended. Efforts to orientate parents were encouraging and continued improvements were planned.

The director of admissions was involved in the state professional organization Carolina Association of Registrars and Admissions Officers (CACRAO) and coordinated state guidance counselor conferences. Other members of the staff were involved in making presentations at high schools about preparing for college. There was an emphasis on minority recruiting. The college was represented in several regional and national minority college fairs.

The continued use of telemarketing and personal contact with accepted applicants helped in the efforts to increase the yield from accept to matriculant. The faculty, staff and cadets were all involved and proved to be very helpful.

The CAPP organization (Cadet Alumni Procurement Program) was revitalized. Although the 1991-92 school year was almost over when the organization began to grow, its positive effect will be felt in the next several years. This is a joint venture with the admissions and alumni office.

The cadet corps continued its vital assistance in recruiting activities. They have proven to be a major factor in the positive feeling expressed by visitors to the campus.

#### **S. Student Aid Programs**

The Financial Aid and Scholarship Office began this year with a new director, Major Hank M. Fuller, who assumed this position after LTC Thomas Simpson, USMC, (Ret.) completed his assignment as an Interim Director. Major Fuller brings The Citadel his expertise from the University of North Carolina at Wilmington.

With the national economy in a recession, greater demands and requirements for financial aid and scholarship assistance are being made at nearly all institutions of higher education and The Citadel is no exception to this trend. Federal and state programs are the backbone of this program. In terms of dollars, The Citadel has experienced a 23% (\$857,425) increase in funding this year from these various programs to meet the educational costs of students and their parents at The Citadel. The Citadel has committed itself to this process by increasing its funding of academic and financial need scholarships by 26%, or \$309,215. The Athletic Department contributed more than a million dollars to athletic grants, which is an 11% increase. As an institution, The Citadel ranks well above standard norms in terms of its own commitment as a participant in funding education.

ROTC scholarship and assistance increased 4% in dollars but there was a decline in the number of scholarships from the previous year by 27. This year there are 125 ROTC scholarship recipients, whereas the year before there were 157. This situation is being vigorously addressed by The Citadel's new ROTC enhancement program, which will enable The Citadel to be competitive with other institutions who are aggressively pursuing these high quality students. This enhancement program will provide four-year ROTC scholarship winners a stipend of \$2,500 a year which is intended to cover most room and board costs. Three year ROTC scholarship winners will receive a waiver of their room fees for their freshman year and when their scholarship becomes effective, they will receive the \$2,500 a year stipend. The Citadel can initiate such a program due to the

generosity of The Citadel Development Foundation.

### Financial Aid

Federal financial aid has two basic facets: the first are grants of which there are two programs, Pell and SEOG; and the second are self-help programs such as the various loan programs and the College Work Study Program.

The Pell Grant provides grants ranging from \$250 to \$2,400 to needy students. The Pell Grant Program is a barometer of economic need for families with generally less than \$30,000 of income per year. Three hundred and twenty-eight (328) students received Pell Grants this year in comparison to 260 the year before. SEOG (Supplemental Educational Opportunity Grant) is given to the most needy students. This year, The Citadel awarded \$38,807 to 58 students. The Citadel Development Foundation provided the 10% institutional match required for this program.

The Stafford Loan (formerly known as the Guaranteed Student Loan, or GSL) program is the largest of all loan programs. This past year, 514 Citadel students received loans totaling \$1,500,760 from this program. This is a 25% increase over the previous year. PLUS or Parent Loans were granted to 282 parents for support of their sons at The Citadel totaling \$1,255,227, which was a 19% increase over the previous year. The maximum amount that may be borrowed by a parent is \$4000 per academic year. When a parent is denied a Parent Loan, the student may obtain a similar commercial loan called an SLS. This year, 55 students received SLS loans totaling \$157,110 with the average loan being \$2,856. The funds available for Perkins Loans (\$46,143) were based upon repayment of loans by graduates to The Citadel.

### Federal and State Financial Aid

| Name                 | 1990-1991    |                  | 1991-1992    |                  |
|----------------------|--------------|------------------|--------------|------------------|
|                      | Number       | Amount           | Number       | Amount           |
| Pell Grant           | 260          | \$372,000        | 328          | \$ 510,425       |
| SEOG                 | 57           | 30,500           | 58           | 38,807           |
| Perkins Loans        | 47           | 60,650           | 32           | 46,143           |
| Stafford (GSL) Loans | 482          | 1,119,936        | 514          | 1,500,760        |
| Plus (Parent) Loans  | 286          | 2,014,392        | 282          | 1,255,227        |
| SLS Loans            | 43           | 151,627          | 55           | 157,110          |
| Non Sub Stafford     | --           | ---              | 23           | 57,925           |
| CWSP                 | 27           | 20,000           | 55           | 45,000           |
| SC-TLP               | 9            | 35,926           | 11           | 46,085           |
| Pheaa                |              |                  | 14           | 4,974            |
| Mdeaa                | 1            | 3,665            | 1            | 2,435            |
| Rieaa                | 0            |                  | 2            | 1,600            |
| <b>Total</b>         | <b>1,212</b> | <b>2,808,696</b> | <b>1,375</b> | <b>3,664,056</b> |

For students who are studying in what the S.C. Department of Education has classified as a critical subject area and/or who plan to teach in a geographic needy area, the S.C. Teachers Loan Program (TLP) provides a loan which may be canceled by the State at a rate of 30% for each year of teaching in the public school system.

Of all the students and parents applying for financial aid at The Citadel the average AGI (Adjusted Gross Income) was \$33,930 for 1990-1991. This reporting year the average AGI declined to \$31,024.

## T. Scholarships

The Citadel's scholarship program is intended to award and recognize 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. Academic scholarships are awarded based on the quality of the student's academic record, leadership, and other highly desirable attributes for members of the Corps of Cadets. Each year, more than 25 full four-year academic scholarships, which cover tuition, fees, room, board, uniforms, books and supplies, are awarded to outstanding high school graduates. This reporting year yields a profile of these students averaging more than 1,200 on their S.A.T. scores and ranking in the upper 5% of their high school class.

### SCHOLARSHIPS

| Type  | 1990   |             | 1991   |             |
|---|--------|-------------|--------|-------------|
|   | Number | Amount      | Number | Amount      |
| Financial Aid<br>Based on Scholarships        | 92     | \$118,495   | 208    | \$207,842   |
| Open<br>Restricted<br>Departmental<br>Outside | 311    | \$341,377   | 654    | \$561,468   |
| Full Academic                                 | 110    | \$734,467   | 102    | \$734,244   |
| Total   | 513    | \$1,194,339 | 964    | \$1,503,554 |

### 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 TO STUDENTS

| Type                                      | 1990-1991 |             | 1991-1992 |             |
|---|-----------|-------------|-----------|-------------|
|   | Number    | Amount      | Number    | Amount      |
| Financial Aid<br>Academic<br>Scholarships | 1,212     | \$2,805,031 | 1,375     | \$3,664,056 |
| Scholarships                              | 513       | \$1,104,339 | 964       | \$1,503,554 |
| ROTC<br>Scholarships                      | 157       | \$ 754,390  | 125       | \$ 785,011  |

|          |       |              |      |              |
|----------|-------|--------------|------|--------------|
| Athletic | 257   | \$ 928,681   | 317  | \$ 1,031,013 |
| Total    | 2,139 | \$ 5,686,106 | 2781 | \$ 6,983,634 |

**Aid to Minority Students**

Today, 90% of our African-American cadets, i.e. 130, at The Citadel receive some form of financial aid and/or scholarship assistance. Thirty-five percent (35%) of these cadets received academic and financial need based scholarships, while Corps-wide the percentage is 24%. The average financial aid and scholarship award for this group was \$5,371 per cadet.

**Veteran Administration (VA) Benefits**

The Financial Aid Office also certifies student eligibility for VA benefits. These students include active duty, veterans, National Guard members, reservists, as well as qualifying dependents of service veterans. For the 1991-1992 academic year, approximately 183 students received benefits to attend The Citadel. The range of benefits paid by the VA to these students is \$175 to \$650 per month.

**Management**

The Office has made significant progress in the administration of Financial Aid. The Fiscal Operations Report was filed electronically using system generated data from the SIS programs this year. This report is The Citadel's application for federal funds in the Supplemental Educational Opportunity Grant, College Work Study, and Perkins Loan Programs. The efforts to automate reporting requirements ultimately frees the professional staff for student counseling and outreach programs. The Pell Grant Reporting process to apply for Pell funds has also been automated using SIS system generated tapes. This allows a more timely reporting of Pell expenditures, results in an increase in Federal Appropriations and allows the college to receive its funds much more rapidly. Student budgets have also been automated allowing faster processing of student files and awarding of financial aid.

The Assistant Director has provided a tremendous amount of flexibility in computerized reports generated from FOCUS routines. These reports are generated in-house with the results impacting positively the ability to award restricted scholarships, track different student populations and respond to donor requests in a timely and accurate manner. The student scholarship notices with donor addresses have been automated and have relieved the staff of approximately eight hours of manual processing of forms each week. This saved time is converted into student contact benefitting The Citadel and its students.

The Office has increased access for graduate and evening students by implementing a policy of aid eligibility for one-year while the student is taking classes leading toward acceptance into a degree or certified program. This policy change has opened The Citadel's graduate programs to individuals who would not be able to afford attendance while taking the prerequisites to be formally accepted into a program. Students are able to borrow funds through the Stafford Loan Program, which will lend up to \$7,500 per year for graduate study. This policy has increased the workload in both the Financial Aid and Graduate Offices



which must certify each applicant as being in a program which leads to a degree or approved certification.

### **Summary**

The financial aid process has been enhanced this year with the addition of a full-time director and expanded utilization of the SIS computer system. The Citadel's students are receiving more aid from federal programs as well as increased counseling from the professional staff. The economy has dictated the increased importance of financing a college education through means other than personal savings. Financial aid and scholarships impact on recruiting and student retention will increase as options for education are weighed more heavily on the ability to pay. This office has made strides to position itself to provide increased access to federal programs and the professional staff for counseling of students and parents. It is expected the office will continue to have an increased role in The Citadel's future.

### **U. Information Resources Management (IRM)**

Thanks to Citadel Development Foundation (CDF) funding, The Citadel was able to provide its students and faculty important new computing resources and services in 1991-92. However, because of state budget cuts, the college was not able to do much to improve administrative computing.

The biggest changes in academic computing during the past year occurred in the area of networking. Major strides were made toward upgrading The Citadel's campuswide local area network, now called Citnet. In addition The Citadel worked with four other Charleston area colleges and the Charleston County Public Library to develop a new metropolitan area network named Coastnet, and we became part of the Internet, the largest international computing network.

#### Citnet

In 1990-91 The Citadel reached a major networking milestone by connecting virtually all faculty and desk-based staff to the college's campuswide VAX network. In 1991-92 IRM staff began restructuring this telephone-wiring-based network to better support academic computing needs for the rest of this decade. First, Capers Hall and Grimsley Hall were connected to Bond Hall by underground fiber optic cables. These cables, the existing VAX network, and the Bond Hall computer labs were then connected to a new high-speed campus network hub installed in Bond Hall. The resulting network - Citnet - will allow students and faculty to use many different types of computers around campus and around the world.

One of the new types of computers Citadel students and faculty can now access is a Digital Equipment Corporation UNIX RISC server located in Capers Hall. In addition to this server, nine DEC UNIX RISC workstations have been installed in a newly remodeled lab located on the second floor of Capers Hall, and seven more workstations have been installed in Math and Computer Science faculty offices. All of these computers are connected to Citnet through high-

speed links, and collectively, they form the most advanced and powerful academic UNIX computing system in coastal South Carolina. This \$170,000 CDF-funded system will enable computer science faculty to better prepare students for jobs that require a working knowledge of the UNIX operating system, database management systems, and software development tools.

Another new Citnet resource now available to Citadel students and faculty is a Novell 486 server. This system can be accessed from the Bond Hall labs as well as from faculty offices in Bond, Capers, and Grimsley Halls. Novell server users can run a variety of DOS applications that are not available elsewhere on campus, and they can also print to several network laser printers – regardless of whether they are using an IBM-compatible PC, an Apple Macintosh, or a UNIX workstation.

### Coastnet

During the past year The Citadel has worked closely with Charleston Southern University, the Charleston County Public Library, the College of Charleston, MUSC, and Trident Technical College to develop a Charleston metropolitan area computer network called Coastnet. The Charleston County Public Library, The Citadel, the College of Charleston, and Trident Technical College are already linked to this high-speed Ethernet network – and Charleston Southern University and MUSC will be connected this fall. Coastnet enables computer users at member organizations to communicate easily with each other through electronic mail and to use each other's computer services – especially online library services. This sharing of resources will not only provide students, faculty, staff, and library patrons access to more services than any Coastnet member could provide by itself, but by promoting cooperative cost sharing, it will also enable members to provide services that none of them could afford individually.

### Internet

Thanks to the National Aeronautics and Space Administration (NASA) and CDF, all Citadel students, faculty, and staff now have convenient access to the Internet – the international computer network that links schools and colleges, military and government agencies, and businesses and non-profit organizations. Internet users can log into thousands of computers around the world as well as send mail messages and transfer computer files to other Internet users. Our Internet connection also enables Citadel students, faculty, and staff to log in to Citadel computers from other Internet computers throughout the world – without having to pay long-distance telephone line charges.

### Plans for 1992-93

During the coming year, IRM staff will continue to expand Citnet by extending the campus fiber optic network to the Daniel Library and LeTellier Hall, by connecting at least 100 cadet computers to Citnet, by connecting at least 20 more faculty computers to the fiber optic portion of Citnet, by adding a UNIX RISC server that will enable Business Administration students to use Oracle's database management system, by making more library information (such as reference books, periodical indices, magazines, and newspapers) readily available

to Citnet users, and by using Citnet to transmit television programs to classrooms. In addition a new Grimsley Hall computer lab will be equipped with 20 IBM-compatible PCs and Macintoshes, a new multimedia classroom will be completed in Capers Hall, at least 20 faculty office computers will be upgraded, and about 20 Macintoshes will be installed in company clerks' barracks rooms. Again, most of these projects will be funded by CDF.

## V. Daniel Library

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

### Communications

In the rapidly changing technological environment, the library has mounted a public relations campaign to facilitate campus communications. Formats utilized include posters, brochures, electronic messaging, and newsletter articles. In addition to scheduled bibliographic instruction classes, the library faculty is expanding its information literacy education program by offering daily, on-going classes on automated resources.

The library faculty liaison organization has been restructured to improve collegial collection development through modified cluster contact. Other avenues are specialized faculty workshops such as world-wide library access via Internet. A first time cooperative project for senior cadets was well received; the Placement Office, the Writing Center, and the Daniel Library joined forces to present a comprehensive job seeking seminar. This effort will be expanded for the next academic year.

As well as reaching out, we asked for reaching in; two approaches are through direct discussions with students and faculty while another is through overviews of course content. Both opportunities enable the library faculty to identify efficient use of our resources and prioritize our goals.

### Assessment

Assessment of our resources and services had a dual mandate from the Commission on Higher Education. The first assessment was the Commission's state-wide library program review; this extensive process, with outside consultants, should enable the Commission to provide constructive recommendations such as endorsing changes in the library formula funding, changes in collection data analysis, and changes in recognition of academic program accreditation through information access and resource sharing. A modified Integrated Postsecondary Education Data System (IPEDS) Academic Libraries form and an Academic Libraries 1991 CHE form were the measurement tools constituting the Standard Information Form (SIF).

The second structured project was the Daniel Library's plan to assess its role in institutional effectiveness. To assess instructional support services, the library utilized a survey instrument defined in the American Library Association's publication, *Measuring Academic Library Performance: a Practical Approach*. Other surveys were developed in-house to assess the effectiveness of our formal Freshmen Library Instruction program and collection usage. Data

obtained from these output measurement projects will be used to improve quality of service and provide standardized data for decision making and planning. To assess collection development, the Daniel Library has continued use of the Research Libraries Group Conspectus to provide the analytical framework as a tool for collection assessment and as a mechanism for further cooperative action and resource sharing. To measure the success of electronic resources, initial cooperative efforts with IRM provide statistical usage data. Performance measures in a networked environment will be developed in a similar manner.

#### Information Access

An extensive CD ROM database collection has been developed this year to support scholarly activity for undergraduate and graduate programs; in support of such, the heavily used databases such as *ERIC*, *PsycLIT*, *ABI/Inform*, and *MLA International Bibliography* are available on the campus VAX network. Library stand alone access is provided for specialized corporate data and statistical information.

To offer comprehensive support, several pilot electronic projects, available through the Internet, were evaluated. CARL UnCover and UnCover II, a current awareness service and document delivery system was tested Spring 1992; as faculty response was quite favorable, this option will undergo further study. Another is the consortial wide study of local tape mounted indices; after a comprehensive citation analysis, the Charleston Academic Library Consortium has elected to conduct a year long evaluation, commencing 1 July 1992, of eight of the Wilson indices. These indices will be mounted on the main frames located at The Citadel, the College of Charleston, and Trident Technical College and accessible to all institutions via the new metropolitan area network, COASTNET. Subscriptions have been entered for *Infotrac* and *USA Today Decisionline* based on the student and faculty evaluations from the trial periods.

Creation and data conversion has added two new resources which are available on the VAX network Library submenu. The first is the Consortium Union List of Serials and the other is the Daniel Library New Books file; each of these is designed to provide "on demand" end-user access. Also available this year is the electronic Interlibrary Loan form for books and journals; this service has allowed the user to submit remote requests and enabled the library to reduce delivery time.

#### Library Collection and Usage

The library added 3424 titles and 722 volumes for a total book addition of 4146 volumes; the book collection figure is 162,577. Microform pieces total 906,052. As the library budget sustained heavy reductions this year, participation as a partial government depository significantly supplemented our resources with minimal access expense. Total circulation was 45,992; although this figure is slightly less than last year, circulation is up. The discrepancy is that in-house statistics have now been reserved for special studies. This year's attendance record showed a modest increase of 8% to 173,601; October and April were the heaviest months of attendance both this year and last. Interlibrary loan activity continues to increase; total activity increased from 6070 to 6736 transactions. The strongest growth service is user instruction classes; the number of classes and number of students more than doubled over last year from 44 classes to 98 and from 1250 students to 2639. User instruction classes are taught in three different formats and are designed to foster

independent analytical thinking and encourage information literacy. The three class formats are a research-based library instruction course required of all freshmen, course-specific research classes for academic courses, and end-user searching classes for CD-ROM bibliographic databases. These programs work together to develop information gathering and critical thinking skills that lead to success in academic course-work and promotion of life-long learning. The statistics generated from these programs reflect our commitment to the educational support of this institution. External database searching continues to decrease proportionally to the increase of locally owned databases. On 7 February 1992, IRM began to capture remote usage statistics; from this date until 30 June, end users conducted 1140 searches on the four networked CD ROM databases.

#### Personnel

The library's organizational chart was revised to reflect responsibilities by task rather than format. CPT Olga Paradis joined the library faculty January 1992 and assumed duties as the Acquisitions Librarian. Serials acquisition and control were transferred from MAJ Pyatt to CPT Paradis. As global issues mount, MAJ Pyatt will begin developing an international documents collection as well as developing a library mentorship program. The acquisitions LTA III position was upgraded and reclassified to LTA IV; Pearl Erickson, an internal candidate, was promoted to this vacancy. Her old position is under the sixteen week freeze until July 1992. To encourage staff development, in addition to institutional and consortial training sessions, an in-service day has been reserved each intersession.

#### Scholarly Activity

The library faculty was active in broadly ranged scholarly and professional activities. LTC Herbert Nath completed revision of all online user guides and has prepared documents for submission to ERIC. LTC Edmund Maynard completed his doctoral research and is writing his dissertation. MAJ Sherman Pyatt and CPT Alan Johns are collaborating on an African-American folklore book; publication date is September 1992. Also, MAJ Pyatt founded, and chairs, the Round Table for African-American Concerns of the South Carolina Library Association. LTC Zelma G. Palestrant, Chair, and CPT Elizabeth W. Carter presented a paper on library information management at the Third Annual International Information Resource Management Association Conference as well as a paper on the college library's role in teaching critical thinking at the Second National Conference on Institutional Applications of Critical Thinking. CPT Carter also presented poster sessions on research-based bibliographic instruction at the Sixth International Symposium on Self-Directed Learning and at the annual conference of the South Carolina Library Association. Attendance at professional meetings included: LTC Palestrant, annual conference of the American Library Association; LTC Palestrant, MAJ Pyatt, and CPT Carter, the South Carolina Library Association annual conference; CPT Alan Johns, the annual conference of the American Society for Information Science (ASIS) and a library and museum materials conservation workshop sponsored by the Palmetto Archive Library and Museum Council on Preservation; CPT Paradis, the Seventh Annual North American Serials Interest Group (NASIG) Conference; LTC Palestrant and CPT Carter, Workshop on Hypermedia Across the Curriculum sponsored by the Research Triangle's Institute for Academic Technology; LTC Palestrant visited the Earthquake Engineering Research Center, University of California, Berkeley, to evaluate cooperative creation of a regional resource center at The Citadel. She was also active establishing

cooperative roles with the University of South Carolina's library science graduate program as well as high school/academic libraries state-wide partnerships. All library faculty served on institutional and consortial committees and the majority participated in professional program development. In addition, CPT Carter served as chair of the Staff Development Committee of the Charleston Academic Library Consortium. LTC Palestrant served as president of the newly formed Low Country Library Association and coordinated several programs on earthquake preparation. She also served as chair of the College Store Ad Hoc Committee, the South Carolina SOLINET Users Group, and the South Carolina Council of Librarians.

#### W. Archives-Museum

During the 1991-1992 period, funding was received for the renovation of the third floor of Daniel Library, which houses the Archives-Museum. The objective of this renovation was to create more space for the Daniel Library.

The Library acquired 2,400 square feet on the third floor. The Museum storage and office space were consolidated to 1,976 square feet, while the Archives was enlarged by 650 square feet. The archival collections are now organized in one room and there is an appropriate area for scholars to conduct research. Shelving was purchased for the archival collections, which are arranged by accession number.

Prior to the renovation, all collections in the Archives-Museum (approximately 3,000 boxes) were packed and placed in temporary storage in Thompson Hall. The staff were relocated to vacant offices on the campus and the Museum was temporarily closed to the public. The renovation was completed in three and a half months. The collections were moved back to the Archives-Museum and unpacked by March 1992.

Ten thousand visitors toured the Museum during the year. The Museum is publicized in numerous national and international guides and directories and a brochure describing the Museum has been designed and distributed. A detailed description of the Museum, as well as a direct telephone line to the Museum, are featured in a Visit Planning Kiosk at the new Charleston Visitor Reception and Transportation Center.

Forty-four researchers used the archival collections during the year and over two hundred and fifty written and oral requests for information were received from national and international sources. Jane M. Yates, Director of the Archives-Museum was acknowledged in the following publications: States Rights Gist: A South Carolina General of the Civil War by Walter Cisco, White Main Publishing Company, 1991 and The Emigrant from Zamboanga by Charles E. Saltzman, 1992. Donations to the Archives consisted of photographs, scrapbooks and diaries related to cadet life at The Citadel. The Citadel Afro American Society presented the Museum with a photographic portrait of the first Black graduate of The Citadel. Other donations included Citadel uniforms and related artifacts.

**X. Greater Issues and John C. West Lectures**

There were three Greater Issues addresses in the 1991-92 academic year. On September 10, Lt. General Charles A. Horner, Commander 9th Air Force and the Commander, United States Central Air Forces for Operation Desert Storm, spoke on the Desert Shield/Desert Storm experience. On February 25, Major General Barry R. McCaffrey, Commanding General of the 24th Infantry Division, addressed the ground war aspects of Desert Storm. On March 31, Dr. Harvey W. Schiller (Citadel Class of 1960), Executive Director of the U.S. Olympic Committee, talked about the forthcoming Olympic games in Atlanta.

The John C. West lecturer for this academic year was the Honorable Raymond G. H. Seitz, American Ambassador to the Court of St. James. Ambassador Seitz on February 25 spoke on U.S. - British relations and the evolving situation in Europe.

## Y. Honor Committee

| Charges            | Lying | Cheating | Theft | Toleration | Total |
|--------------------|-------|----------|-------|------------|-------|
| -----              |       |          |       |            |       |
| Accusations        |       |          |       |            |       |
| Accused            | 46    | 9        | 17    | 7          | 79    |
| Dropped            | 36    | 7        | 8     | 5          | 56    |
| Resigned w/o trial | 2     |          | 4     |            | 6     |
| AWOL               | 1     |          |       |            | 1     |
| Did not return     | 1     |          |       |            | 1     |
| Not guilty         | 1     | 1        | 2     | 1          | 5     |
| Guilty             | 3     | 1        | 2     | 1          | 7     |
| Pending            | 2     |          | 1     |            | 3     |
| Appeal in process  |       |          |       |            |       |
| Resigned           | 3     |          |       |            | 3     |
| Expelled           |       |          |       |            |       |
| Leniency           |       |          | 1     |            | 1     |
| Overturned         |       | 1        | 1     | 1          | 3     |
| Class              | 1     | II       | III   | IV         | Total |
| -----              |       |          |       |            |       |

|                    |    |    |    |    |    |
|--------------------|----|----|----|----|----|
| Accusations        |    |    |    |    |    |
| Accused            | 23 | 22 | 15 | 19 | 79 |
| Dropped            | 15 | 17 | 12 | 12 | 56 |
| Resigned w/o trial | 1  | 2  | 1  | 2  | 6  |
| AWOL               | 1  |    |    |    | 1  |
| Did not return     |    |    |    | 1  | 1  |
| Not guilty         | 2  | 1  |    | 2  | 5  |
| Guilty             | 3  | 2  | 1  | 1  | 7  |
| Pending            | 1  |    | 1  | 1  | 3  |
| Appeal in process  |    |    |    |    |    |
| Resigned           | 1  | 1  | 1  |    | 3  |
| Expelled           |    |    |    |    |    |
| Leniency           | 1  |    |    |    | 1  |
| Overturned         | 1  | 1  |    | 1  | 3  |

## Z. Writing Center

The Writing Center served the college and community with a variety of services during its eight year of operation. The Center continues to focus on freshmen writing assistance while enhancing writing across the campus for all students, faculty and staff. A staff of 1 Director, 1 Coordinator of Writing, 3 professional tutors, 5 graduate assistants, and 10 cadets conduct writing and study skills tutorials and workshops regularly; they also provide word processing assistance.



**USERS:** Number of users increased 87.3% with a total of 11,371 recorded visits to The Center this year. Freshmen constituted over half of the volume (5,689 visits) while Evening College and Graduate Students use increased 107.8%.

**SERVICES:** Writing instruction remains the primary focus of The Center and this service increased by 90.48%. The number of writing workshops doubled from 16 to 32. Faculty involvement increased on several fronts: referring students, consulting about Writing Across the Curriculum, assisting with tutor training, and requesting study skills, word processing, and writing workshops for specific classes.

The Study Skills Project, begun with CDF funds two years ago, evolved into a program with formal workshops, group conferences, and individual instruction, with an emphasis on service to probationary students. The project culminated in the printing of a Learning Strategies manual to be used by all freshmen and Academic Officers.

The Center also instigated a class for English as a Second Language (ESL) students to help with their communication skills. Another project involved using Speed Reading software in one class: every student at least doubled his reading rate while retaining or improving his comprehension.

**SPECIAL ACTIVITIES:** Additional activities included visiting the Air Force Academy, hosting the Military Learning Assistance Board (M-LAB) meeting, helping with Burke students, assisting the sheriff's department with promotional exams, and publishing THE WRITE TRACK, The Center's newsletter.

#### **AA. Honors Program**

At the beginning of its fifth year of operation, the Honors Program had 20 freshmen, 17 sophomores, 11 juniors, and 10 seniors in the program--a total of 58. Forty-five per cent 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 and Civil Engineering, History, English, Mathematics, Computer Science, Biology, Business Administration, Modern Languages, Physics, and Political Science.

At the beginning of the first semester, two students withdrew from the college for personal reasons. After the first semester, six were separated from the program for academic reasons, and three students were added to the program. At the end of the year, a total of 53 students were enrolled. Nine were graduated in the spring. One sophomore was added after the end of the spring semester. We anticipate admitting eighteen incoming freshmen for the fall, so that at the beginning of AY 1992-93 the Honors Program will have 63 students.

The academic performance of Honors Program students in 1991-92 has been outstanding. At the end of the year, the cumulative GPA for Honors students was 3.449; the average in Honors Program courses was 3.424, a difference of .025. Freshmen in the program earned an average cumulative gpa of 3.588.

Honors Program students continue to provide exceptional leadership for the Corps of Cadets. The following positions or awards were earned by Honors Program students for next year: Regimental Commander, Regimental Executive Officer,

Regimental Supply Officer, Regimental Academic Officer, Regimental Color Sergeant, Regimental Supply Sergeant, Regimental Administrative Clerk, Regimental Operations Clerk, Second Battalion Commander, First Battalion Sergeant Major, Second Battalion Sergeant Major, Second Battalion Academic Officer, Third Battalion Academic Officer, Third Battalion Administrative Clerk, and Fourth Battalion Administrative Clerk, plus seven sergeants, one platoon leader, four company clerks, and six corporals. And for the third year in a row (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 nine seniors who completed the Honors Program indicate a high level of success: one student earned a Fulbright Fellowship and will be studying in Germany, one earned a full fellowship to attend the Georgetown University program in Latin American Studies, one earned a scholarship to attend the University of Cincinnati School of Law, one will be attending law school at The College of William and Mary, one will be attending law school at the University of South Carolina, and four will enter military service.

In addition, an Honors Program student earned early admission into medical school; he was a sophomore when he earned this honor, and will complete his education at The Citadel before going on to medical school. Another successfully competed for an opportunity to spend a semester studying in Czechoslovakia in the fall through a program sponsored by the National Collegiate Honors Council. And another competed successfully for a semester-long position as a Congressional Intern in Washington, D.C.

#### **BB: Institutional Research**

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

#### **Reporting**

During 1991-92, 46 reports which provided data on the college's student body, faculty, staff and academic programs were completed and submitted to the SC Commission on Higher Education and the US Department of Education. The office also provided data and information for the completion of the various college reports to external agencies. Information was also provided to the Southern Association of Colleges and Schools, professional organizations and recruiting services to satisfy their needs for data on our institution and students for accreditation studies, their publications and enhancements of their data bases. In addition to its reporting function, the office also responded to all ad hoc requests from faculty and various departments for data and information about the college.

## Student Recruitment and Retention Research

In response to requests from the Admissions and Registrar's offices, Institutional Research initiated a series of research studies. The first survey was designed to gain information about freshmen cadets. The second focused on applicants who were accepted to the Corps of Cadets but decided not to attend The Citadel. The Freshman Survey, which was mailed in February, 1992, yielded data on freshmen's choice of The Citadel, their satisfaction with college services, and their persistence at the college. It also provided pertinent demographic information about the students and their families. The survey provided useful information on the reasons cadets choose The Citadel, and the factors which influence their success and retention during their freshman year. As a result of the Freshman Survey subsequent research projects were planned to elicit additional information to be used in increasing freshman retention and the development of recruitment strategies.

The Accepted Student Survey was mailed between April and June, 1992, and was designed to determine why applicants, who were accepted for admission to the Corps of Cadets, did not matriculate. The information from that survey can be used to further refine recruitment and admissions strategies, and may lead to the development of new strategies to increase the numbers of students who accept admission to the Corps of Cadets.

## II. FACILITIES AND CONSTRUCTION

### A. General

1991-92 saw the completion of many important construction projects. The new mess hall was completed on time for the start of the school year. The old mess hall is in the process of being demolished. This area after clearing will be the site of the first new barracks. Construction has continued on Bond Hall, however, contract problems have caused the completion date to slip. Vandiver Hall and Grimsley Hall have been completed, and the beach house which was damaged beyond repair by Hurricane Hugo was demolished and drawings for a new beach house are being reviewed.

An investigation was made of the Barracks as to the feasibility of renovation or replacement. The investigation revealed that replacement of the barracks would be in the best interest of The Citadel as the current cost analysis shows replacement to be less expensive than renovation.

The Beach Company has given as a gift the property directly in front of the beach house on the Isle of Palms. An environmental study is underway to satisfy state requirements concerning the acquisition of land for state use.

A hearing concerning the vibro compaction controversy and the costs associated with testing for the new mess hall was held on March 17, and the results approved by the State Engineer amounted to an award of \$62,557.32 to the contractor, Ruscon Corporation. The Citadel is unable to appeal the decision to the Procurement Review Panel by statute. The Citadel is pursuing a course of action to involve the design firm in paying for the award since the State Engineer's decision was based on faulty specifications.

### B. Accomplishments

Coward Hall, the new mess hall, was completed a month ahead of schedule at a cost of \$5,775,000. The facility was completed in time for the arrival of cadets at the beginning of the school year. There are some warranty items and construction defects that remain at this time, however, these problems are in the process of being corrected.

Grimsley Hall, named in honor of former Citadel president James A. Grimsley, Jr. and member of the Class of '42, was completed last summer at a project cost of \$5,211,239. This modern facility houses the Electrical Engineering Department and Physics Department. The three-story building contains 58,000 square feet of space with seven classrooms, two tiered-type classrooms, 16 labs, one dark room, four student project rooms, a computer room, faculty offices, research areas for the two departments, a rooftop observation deck, and a 140-seat auditorium. Funds to complete the auditorium at a total cost of \$225,000 were donated. The auditorium is named in

honor of Graham Copeland. This building is the first structure on campus to be designed for seismic activity since the codes have incorporated these requirements. The second floor was designed to be aligned with the second floors of Letellier Hall and Thompson Hall so that at some future date a corridor could be opened up to connect all three buildings. The appearance and architecture of the building is the traditional spanish-moorish style.

The Utility Systems Repair/Replacement Project was approved in the 1991 Capital Improvement Bond Bill and is awaiting Joint Bond Review Committee authorization of the proposed draw schedule to release funds for the project. Most of The Citadel's infrastructure was constructed when The Citadel moved to its present location in 1923 with little replacement. The electrical system is not compatible with the rest of the Charleston peninsula. Presently, the campus experiences frequent brownouts in the summer, low water pressure especially in the barracks, and leaks, root intrusions and blockages in our sewer and storm drainage lines. Due to the age of these facilities we are no longer able to maintain the facilities with normal repair and maintenance funds. The Utility Systems Repair/Replacement Project will upgrade our electrical system, water distribution system, steam lines, sewer lines and storm drainage lines. This project impacts on the well being of the entire campus, especially the Corps of Cadets.

Vandiver Hall was also completed last summer, and dedication services were held in November. The \$2.2 million dollar athletic facility was named in honor of Colonel Thomas C. "Nap" Vandiver, Class of '29, vice chairman emeritus of The Citadel Board of Visitors. Vandiver Hall contains 23,000 square feet of space and houses coaches' offices, showers and dressing rooms for wrestling, track soccer and golf. The second floor provides practice space for baseball and competition areas for the wrestling squad.

A new Citadel Master Plan has been drafted, reviewed by the staff and will soon be presented to the Board of Visitors for approval to publish.

### C. Other Capital Improvement Projects

A Barracks Renovation project was initiated by contracting with the engineering firm of Davis & Floyd, Inc., to investigate the existing conditions, analyze the code requirements and prepare a cost estimate and analyses to determine the most cost effective means of improving the barracks to include total replacement. The investigation yielded that the most cost effective solution is to replace all the barracks with new construction. The project cost estimate is approximately \$45,000,000, subject to adjustments for inflation.

The addition of individually controlled room air conditioning to the guest rooms on the third floor of Mark Clark Hall was completed.

Landscaping to replace what was destroyed by the 1989 hurricane as well as routine landscape requirements have been on going. The Citadel has planted several trees donated by friends and alumni. In addition, The Citadel received a \$5,000 matching grant from the Small Business Administration for planting trees.

The steam line that crossed the northeast corner of the parade field which has been leaking and killing the grass has been replaced. The steam line has been rerouted behind Jenkins and Mark Clark Halls.

The beach house remains have been removed, a new fence installed, and the beach revetment rebuilt. The design of the new building is completed and will be bid during FY 92-93. Estimated cost is \$1,000,000.

The design for relocating the cadet canteen to the old bowling alley is complete and will be bid in FY 92-93. Estimated cost is \$700,000.

The roof on Letellier Hall was replaced.

The steam absorption chiller in Capers Hall was replaced with a more efficient electric chiller. South Carolina Electric and Gas provided The Citadel a rebate of \$600 for energy conservation by putting in the efficient chiller.

Construction documents for the asbestos abatement and demolition for old Coward Hall were completed. Estimated project cost is \$674,000. The project will be bid in FY 92-93.

The interior renovation of Daniel Library was completed. This included painting through out, window tinting, and floor plan modifications on the third floor.

The boating channel was dredged using FEMA funds.

#### **D. Physical Plant**

The overall theme in the Physical Plant this year has been funding shortfalls. No activity is harder hit in times of budgetary restrictions than the maintenance department. Our Physical Plant department was no exception this year, but everyone responded to the challenge of maintaining effectiveness in the face of dwindling resources. Although much needed maintenance had to be deferred for yet another year, overall campus operations and commitments were met. Additionally, cost saving initiatives resulted in the department returning funds at the end of the year to offset the projected deficit.

Utility expenditures are amongst the largest and most difficult to control items in the Physical Plant budget. As a result, our cost cutting efforts were concentrated in this area. Projections of utility costs were established at the beginning of

the year based on historical data and engineering judgment. These projects became our target for cost saving initiatives and the yardstick against which we measure our progress. Although funding levels were significantly below the projections, our conservation efforts, together with favorable weather conditions, enabled us to return more than \$162,000 of funds which were not needed to pay utility bills.

Several major initiatives contributed to this savings:

1. Manual peak load shedding - During the hot summer months, we typically reach a maximum or "peak" level of electrical energy consumption. Unfortunately, due to the power company's rate schedule, we pay for at least 80% of this level each month, all year long, whether we use that much or not. Obviously, the lower we can keep the peak, the less we'll pay for electricity annually. We significantly lowered our peak this year by turning air conditioning systems off at times when we suspected we were nearing a peak.
2. Careful energy monitoring - Throughout the year, we insured that energy consuming systems were on only when needed and set at reasonable levels when on.
3. Change in irrigation schedules - By changing to a three times per week irrigation schedule from a daily schedule, significant savings were realized with minimum effect on campus landscaping.
4. Installation of laundry condensate return - Major energy waste was halted by installing a condensate return line from the laundry, thus eliminating loss of large amounts of already heated water.

As we look to the future in energy consumption, we are scheduled to be under contract by 1 September for the direct procurement of our own unregulated natural gas. If this program materializes as projected, we will save almost \$250,000 on natural gas annually. We are also hopeful that our suggestion to extend the Thanksgiving break to a full week will allow us to go "cold iron" and reap the resultant energy savings.

Other cost saving measures resulted in the return of more than \$75,000 of non-utility Physical Plant funding which aided materially in reducing the College's deficit. Included among our initiatives in this area were:

1. Changing janitor contract frequencies from five to three times weekly. Although service levels were reduced, critical areas such as restrooms were kept at the old frequency to minimize the effect of the reductions.

2. Prudent reductions in levels of casualty insurance coverage, recognizing the unlikely probability of "total" loss of any one facility.
3. Transportation fleet reductions of under-utilized vehicles.
4. Minimizing overtime by maximum use of compensatory time and shifting of work schedules.
5. Performing vehicle rehabilitations in-house instead of commercially. By painting vehicles ourselves, we stretched our budget dollars and improved the appearance of the fleet, which contributed to The Citadel's image and employee morale.

Administratively, much was done this year to improve the functioning of the Physical Plant. Some of the highlights include:

1. Preventative Maintenance System streamlining.
2. Institution of a system for notification and documentation of warranty claims.
3. Conversion of a grounds division position to the HVAC shop to improve service.
4. Publication of Campus Safety Plan.
5. Procurement of a Navy surplus backhoe.

We hope these and numerous other on-going improvements were responsible for the noticeable decrease in facility deficiencies cited in this year's Mid-Year Review.

LTC Schottler was active in the South Carolina Association of Physical Plant Administrators this year. In addition to attending the regional conference at Hilton Head last fall, as a Board member, he attended this spring's board meeting at Myrtle Beach, where he proposed initiatives to develop the organization's standing as an advisory group and authority on facility maintenance issues. The Board is also active in providing meaningful and economical mid-level supervisory training sessions and is compiling, for reference, a list of the numerous regulations Physical Plant Directors must deal with currently. LTC Schottler also appeared before the Wagner Terrace Homeowners' Association Meeting to brief them on and obtain their approval of our proposal for a greenhouse behind the Physical Plant shops.

The Physical Plant encountered several staff changes during the past fiscal year, both in administrative and trades positions. Mrs. Jenkins, our accounting tech, resigned after a long illness, leaving another 16 week period in which it was necessary for her duties to be picked up by our other 2 administrative positions.



Mrs. Bastian, our business manager, had back surgery in January, and was out almost 3 months, leaving only one employee to hold down the duties of 3, since we had not been able to fill our vacancy. However, Mrs. Montgomery (who was promoted to the accounting tech position), along with the Physical Plant Director, managed to keep the physical plant running with little or no notice to the "outside" world.

In addition, we lost our deputy director and two machine shop supervisors early in 1992, also leaving vacancies to be filled after the required 16 week delay. These positions will be filled after 1 July 1992.

Though the physical plant has undergone these personnel vacancies/changes, work has continued and many projects were completed during this period.

**GROUNDS AND CONTRACT SERVICES DIVISION:** The completion of 3 new buildings during this period instigated support requirements from the physical plant, to include, the labor necessary to move employees and equipment into offices, installing locks for each facility, some painting and incidental carpentry items that were not included as part of the original contract. Landscaping was also provided in-house for these facilities. In addition, with the start-up of the Bond Hall Renovation project, all employees and necessary equipment were moved into trailers set up on Kovats Field. This entailed all areas of Bond Hall except for the executive wing.

Telephones were installed in all building passenger elevators to meet code requirements. The Infirmary was treated for formosan termites by tenting the building. It was also necessary to retreat quarters 2 Hammond Avenue again, this was performed under the warranty since this unit had been tented in the past. Many trees and stumps damaged by HUGO were removed by in-house labor. Some of this work had been delayed until a time when cadets were on break and it was deemed safer to perform this type work. Barracks 1 and 2 had furniture refurbished during this period - a momentous task, considering furniture was double handled in this process.

**BUILDINGS DIVISION:** Renovated IRM office in Bond Hall and IRM lab in Capers Hall. Great effort was expended to make as many of Capers Hall windows operational, as possible. An office was constructed in Summerall Chapel and associated chapel work in Mark Clark Hall was performed. Mark Clark Hall reception room was repainted in addition to the executive area of the third floor. All barracks guardrooms and front entrances were improved and spruced up. Quads of all barracks were repainted prior to the cadets return in August '91. Computer rooms and bathroom ceilings and trim were painted in each barracks. Barracks 1 and 3 stairwells were repainted, others were power washed. All guard sentry "turrets" were repainted. With the upcoming project to demolish the old Coward Hall building, as many roof tiles as could be saved were removed to be used as replacements on other similar buildings, as necessary. In addition, the roof was

protected with felt paper, until such time as the asbestos could be removed prior to demolition. Mr. Mike Smith of our paint shop attended a class and is now certified in proper methods of handling asbestos. Twenty-seven faculty quarters units were repaired and repainted due to occupant moves; 10 stucco, 6 in the apartment building, 4 duplex units, 5 junior faculty apartments, 1 bachelor and 1 maintenance unit. In addition to this interior work, the exterior of 71-75 Hagood was repainted.

**UTILITIES DIVISION:** Assisted in the wiring for the elevator phones. Removed and replaced wiring in over 30 rooms in the barracks. Reworked the parade field sound system and reran the power lines for street lights which used to come from old Coward Hall. Provided assistance to the contractors in the PCB removal from the transformers at the Library, Jenkins and Mark Clark Halls. The Stadium emergency lighting system was repaired. Electrical repairs were performed at the Beach Club. Sun porch of 2 Hammond required rewiring after termite damage was repaired. Barracks 1 hot water piping was redone and roof drain repairs made to Barracks 2 and 3. Upon shutdown immediately after graduation, steam lines were inspected and repairs made as required. During this shutdown, boilers were inspected and received certification. Of the 27 quarters units that were repaired, several required complete renewal of bathroom fixtures and tile due to the age of these units. In addition, rewiring and replacement of outdated lighting fixtures were accomplished.

**OPERATIONS DIVISION:** Four boating classes were held with 175 of the 200 enrollees completing the course. The channel was dredged with approximately 30,000 cubic yards of material being removed. This brought about increased utilization of boating equipment, since trailering was no longer necessary. However, with this increase in use, increase in maintenance and repairs has been required. Though funds to upgrade our boats/motors and trailers have not been provided for the past four years, equipment has seen hard use, and maintenance has been provided on a regular basis. Due to the age and continued maintenance, turn around time for re-use may not always be as quick as it is when more modern/updated equipment is available. Personnel and facility support for the Police Olympics was provided during this period.

Defensive Driving Courses were held on campus for all persons who are required to drive a state motor vehicle as a part of their job. Driving records were reviewed and Safe Driving Awards were given for those qualifying. A formal Accident Review Board was established and the first meeting was held in August '91 to review 13 vehicle accidents. The second meeting was held in June '92 to review 8 accidents. Orange safety cones were provided to all shop vehicles to be utilized whenever the vehicle is parked. This was done in an effort to make the operators look around the vehicle prior to moving it, hopefully this will reduce accidents. An Interagency State Motor Pool was established with the delivery of nine new vehicles in late March '92. This Interagency pool has been

very successful. In its first month of operation, it made a profit for DMVM. The Citadel has been a beneficiary of this pool in several ways: reduced vehicle costs, additional vehicle availability and additional vehicles more convenient to motor pool operation.

Several cost saving programs were instigated during this period, both to cut costs and to provide help to occupants.

1. Quarters window and screen repair for occupant comfort and energy conservation.
2. The policy for quarters interior painting being limited to off-white color only was strictly enforced this year.
3. There was a vigorous pursuit of barracks damage reimbursement.

A new "self-help" program is soon to be published in the quarters manual to increase quarters maintenance with minimal fund expenditure.

| <u>Fiscal Year</u> | <u>Initial Percentage of Funding (1988 Base)</u> | <u>Reductions During Fiscal Year</u>              |
|--------------------|--|---|
| 1988-89            | 93.0%  | None  |
| 1989-90            | 92.6%  | None  |
| 1990-91            | 91.8%  | 1%  |
| 1991-92            | 77.1%  | 1.5% (1-30-91)<br>1.0% (1-1-92)<br>1.0% (2-11-92) |
| 1992-93            | 76.2%  | 1.0% (Projected)                                  |

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

\*\* Includes 1.5% one-time funds to supplement base funding of 85.3%.

\*\*\*Includes 1% one-time funds to supplement base funding of 75.5%.

The Citadel Trust, incorporated, became an investment entity as of 1 July 1992 in accordance with authority granted by the South Carolina General Assembly. The new elementary corporation was established to assume responsibility for the investment management of the college's scholarship and other endowment funds.

### III. Finance & Business Affairs

#### A. Finance:

Fiscal Year 1991-92 continued the downward trend in funding for Higher Education in South Carolina which started in Fiscal Year 1989-90 and continued in FY 1990-91. Fiscal Year 1990-91 was initially funded at 87.8% but was reduced by 3% during the year. Fiscal Year 1991-92 was initially funded at only 80.3% of the Commission on Higher Education Formula. That was then reduced by a Governor's veto of .6% in June, and was followed by a 1% cut from the Budget & Control Board on 30 July as well as a directive to sequester 2% of the appropriations until a final decision as of 1 January 1992. Those funds were subsequently withdrawn. Finally, an additional 1% reduction was directed by the Budget & Control Board on 11 February 1992. The final level of funding after the four cuts noted above was only 75.7% of the CHE Formula. As a result of this extremely low level of funding, the lowest for Higher Education in at least ten years, The Citadel had to take unusual measures to absorb the cuts and still provide the quality academic offerings required. The college extended its hiring delay from 12 weeks to 16 weeks; we further cut non-personnel support areas such as supplies, travel, and contractual services; and we instituted a strict control over energy use in an effort to reduce utilities costs. Finally, on 11 May 1992, the President directed a complete freeze on expenditures of non-personnel funds except for those purchases required to support Summer School or to support the Physical Plant's requirements for approved projects. As a result of these severe budget reduction measures, the college was able to finish the fiscal year "in the black." The following table reflects State Appropriations levels for The Citadel over the past four years and shows the projected funding for the coming year:

| <u>Fiscal Year</u> | <u>Initial Percentage of<br/>Funding CHE Formula</u> | <u>Reductions During<br/>Fiscal Year</u>                |
|--------------------|--|---|
| 1988-89            | 93.0%*   | None  |
| 1989-90            | 92.68%*  | None  |
| 1990-91            | 87.8%**  | 3%  |
| 1991-92            | 77.18%   | .6% Veto<br>1.0% 7-30-91<br>2.0% 1-1-92<br>1.0% 2-11-92 |
| 1992-93            | 76.5%***   | Cut Projected   |

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

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

\*\*\*Includes 1% one-time funds to supplement base funding of 75.5%.

The Citadel Trust, Incorporated, became an incorporated entity as of 1 July 1992 in accordance with authority granted by the South Carolina General Assembly. The new eleemosynary corporation was established to assume responsibility for the investment management of the college's scholarship and other endowment funds

which had previously been managed by The Citadel Board of Visitors. The five Directors of The Citadel Trust, Incorporated, were appointed by The Citadel Board of Visitors. The five directors are COL Thomas C. Vandiver, Mr. J.L. Keitt Purcell, Mr. Robert B. Scarborough, COL Charles L. (Buddy) Terry, and Mr. W. Burke Watson. The Citadel turned all of the college-managed funds over to the Trust for investment management. The college staff will provide accounting and administrative services for the Trust on a fully reimbursable basis. The financial statements of the Trust will be audited annually by an independent auditor.

The college again received an "unqualified" opinion on its audited financial statements for Fiscal Year 1990-91. This attests to the good financial practices at the college, and it is a positive factor to be considered when the college issues bonds. The audit for Fiscal Year 1990-91 was performed by the State Auditor's staff after several years of audits contracted to private firms.

Preliminary action has been initiated with the State Treasurer's staff and bond attorneys to develop information required in the event the college determines that it will fund at least a portion of the cost of the anticipated barracks renovation project by the issue of Revenue Bonds. Such an issue would most likely involve the largest single bond issue in the college's history and would require very detailed documentation of the college's financial viability and projected stream of barracks fees revenue to support the debt service payments required.

The Citadel's Procurement Services staff continues to perform in an exceptional manner within its local procurement authority of \$30,000. The Procurement Services staff processed 63 Invitations for Bid during the fiscal year with no vendor protests. The automated purchasing system was upgraded and brought on line as of 1 March 1992. The Procurement Service staff developed all associated training materials and provided training in the enhanced system for all academic departments and support activities. The Director of Procurement Services continues to function as the college's Minority Business Enterprise Officer and has been active in minority business affairs in the Lowcountry. He developed and co-sponsored a MBE seminar on "How to do Business with State Agencies."

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 \$153,000 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. Over \$15,000.00 was realized from that sale and other local sales approved by the State. The funds generated by these local sales will be used to purchase like items required by the college.

The Controller's Office was also involved in the upgrade of the Procurement System as well as the implementation of FRS Plus, an improved version of the basic financial accounting software package utilized by the college. The Grants/Loans accounting position was transferred from the Office of the Controller to the Treasurer's Office in order to consolidate billings and receivables for student loans and grant receivables in the same office where

student, customer, and general receivables were already handled. This action should not only streamline the system but should permit more direct control and supervision over these essential functions.

**B. Auxiliary Service Activities:**

The Cadet Store has enjoyed another very successful year during FY 1991-92. Revenue collections for this college year will exceed \$2,600,000--an increase of more than \$200,000 from last fiscal year. The Cadet Store continues to be successful in computer sales under the educational discount programs. We have continued to increase sales of used textbooks by purchasing more used textbooks from wholesalers and increasing buy-back from our students. The Cadet Store also implemented a new requirement this year to procure and sell telephones, answering machines, and accessories to the Corps of Cadets.

The Tailor Shop enjoyed a very successful year during FY 91-92. Revenue collections as of year end amounted to \$917,430.00. In a very lean year, we sustained cuts with no reduction of personnel or services. Our personnel are stable with no turnover or retirements. Five hundred eight-five freshmen were measured, fitted, and had uniforms altered, beginning in August and finishing in late February. An annual inventory audit was held in late May, revealing \$61,494.10 left in stock which will be used to meet requirements for the Class of 1996. This reflects a slight increase over last year due to our ongoing efforts to have more advance stock on hand to facilitate fittings needed for immediate use. This year, due to competitive bidding, a new vendor was awarded the Blazer Ensemble contract affording a considerable savings to the cadets. Through a Uniform Board decision, an alternative fabric for the cadet dress white uniform was selected due to shrinkage problems with the material previously used. Wear/laundry tests were accomplished on the new dress white fabric with very positive results. The board also made a decision to issue three pairs of High Rise Trousers versus two pairs of regular and two pairs of High-Rise since the High Rise Trousers can be used both ways--dress and full dress. These decisions will be incorporated into the initial clothing issue for the Class of 1996 and will result in reduced costs to the cadets. Contracts have been firmed with Thorngate Uniforms for the Class of 1996 and M. Dumas and Sons for Blazer Ensembles for the Class of 1994. The Tailor Shop is processing some 8,000 pieces of uniforms to include repair, class striping, rank chevron installation, dry cleaning, mothproofing, and pressing during the summer to make ready for the return of the Corps of Cadets in August.

The Laundry and Dry Cleaners continued to provide outstanding support for the Corps of Cadets. Although no new laundry and dry cleaning equipment was purchased for the 1991-92 fiscal year, plans are underway to purchase dry-to-dry, dry cleaning units for installation early in FY 1992-93. This will place The Citadel above the standards required by O.S.H.A. for the upcoming year.

Laundry Workloads

|                             |         |
|-----------------------------|---------|
| Pounds produced             | 554,740 |
| Cost per pound              | \$ 1.48 |
| Cost per cadet bundle       | \$14.25 |
| Number of bundles processed | 52,682  |

### Dry Cleaning Workloads\*

|                        |        |
|------------------------|--------|
| Total pounds produced  | 69,405 |
| Total uniforms cleaned | 5,556  |

\*This is an increase of 244 uniforms and an increase of 7,381 pounds processed for 1991-92.

The Print Shop's modest revenue growth continued this fiscal year (approximately \$20,000). The demand for full color printing has continued to increase. Installation of a Risograph digital duplicator has dramatically reduced operational costs in the "Quick Copy" area, thereby improving turnaround time. Installation of an air filtration system has greatly improved both print quality and air quality. Employee cross training continues to yield benefits in keeping up production schedules. One of the collators was completely rebuilt to "like new" condition for less than \$500, and this has doubled the sheet-collating capacity. The management computer system was upgraded to a true, multi-user system enabling the use of data from two terminals. This has impacted significantly on the ability to provide customers fast and accurate quotations and helped get jobs into production faster. The old "Total Copy System" press was rebuilt into an envelope specialty press which more than doubled the production speed for envelopes; cost was less than \$1,000. The old folder was refurbished which added an additional 70% to the folding capacity; cost was less than \$1,000. The binder used for binding of the catalogue, Guidon, and similar publications is beyond repair; parts are no longer available. This is priority requirement which will be addressed during FY 1992-93.

The Citadel Gift Shop operations have continued to provide services for the Cadet Corps and the Citadel alumni, staff, and supporters. The store operated the concession sales for gift merchandise at Johnson-Hagood Stadium for the second year. Department profits were generated by store sales, barber shop services, and commissions from the contracted services for the fountain, vending machines, coin laundry, and amusement machines. Product availability was advertised more this year than during previous years. Kirkman Sports Marketing and Productions announced our ads on The Citadel Sports Network radio broadcasts to include the pre-game shows. This also gave extra support to the Athletic program as a Citadel Sports Sponsor for the radio broadcast. Also, the store coordinated with the Alumni Association to publish and distribute a gift shop catalog, "The Citadel Collection" (fall 1991). This was a first for the Gift Shop and was rated a success. The Gift Shop store sales have been exceptional considering the economic conditions for FY 1991-92. As of year end, store receipts totaled \$1,341,857--an increase over last year of \$97,800. The convenience of the QM charge system continues to be utilized for the benefit of the cadets and The Citadel. During the school year the Cadet Quartermaster Accounts were used to charge \$471,056 for haircuts, school supplies, and health & comfort products. The first year of the vending services contract with WOMETCO has been profitable for the department. More than the guaranteed commissions are expected due to the increased sales for snack food machines. Negotiations with the contractor to ensure continued improvement in the volume of canned drink sales are in progress. Plans are being finalized for a new snack bar and fountain service facility. When completed, the new facility will be located in the area which previously housed the bowling alley. This will allow expansion of the Gift Shop and will provide additional space for merchandise display and

employee work areas. An in-depth study and review of both the Cadet Store and the Gift Shop services for the feasibility to contract such services has been ongoing this fiscal year. The recommendations of an independent committee of faculty and staff members was due to the President early in FY 1992-93.

The Citadel Infirmary continued its outstanding, 24-hour service for the Corps of Cadets. Cadets visited the doctor 2,048 times in 1991-92 and saw the nurses 8,381 times. Administrative visits totaled 190, and 318 allergy shots were administered. Upon a DHEC Drug Enforcement inspection, no problems were found and all outdated narcotics were destroyed at the time by the pharmacist and the DHEC agent.

ARA Services continued to provide excellent food service for the Corps of Cadets and the administration. The Dining Services accomplished its move from Coward Hall to the new Cadet Dining Facility on 17 August. The first meal--lunch--was served on 18 August to the incoming band members of the Class of 1995. Family-style meals were served to approximately 2,000 cadets during the school year, and approximately 400 campers enrolled in the Summer Camp for Boys program. Additionally, cafeteria-style meals were served in the summer to Summer School students and participants enrolled in The Citadel athletic camps. Dining Services also supported approximately 800 catered functions during the year, such as pre-game buffets at the President's house, receptions, class reunions, alumni activities, Board of Visitors' functions, and approximately 500 student activities--cookouts, box lunches, club dinners, and regimental functions.

#### C. Personnel Action:

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

- \* Ms. Christie Drenning, Cadet Store, was hired in March 1992 to fill the position Mrs. Bobbie Elaine Jett held prior to retirement on 30 June 1991.
- \* Ms. Nancy L. Bennett, General Ledger Accountant, resigned her position to take a job in Tennessee.
- \* Mrs. Sonia Smalls, Accounts Payable, was promoted to replace Ms. Bennett as General Ledger Accountant.
- \* Ms. Lisa Anne Lyon was hired to fill the Accounts Payable position vacated by Mrs. Smalls' promotion.
- \* Both the Vice President for Finance and Business Affairs and the Controller were appointed to the executive committee of the Sesquicentennial Committee. This committee is tasked with planning and coordinating the events celebrating the 150th anniversary of the founding of The Citadel.
- \* Ms. Linda Stephens and Mrs. Louise Hartsell of the Payroll Department became active in the State Chapter of the American Payroll Association. This association provides valuable information relating to payroll issues. The college's representatives are now involved in a network that can be accessed as problems or issues arise.



\* Mr. Arthur M. Erickson, Director of Laundry Services, retired 31 December 1991 after nearly 12 years of service.

\* Mr. Donald Earl Mayfield transferred from the Medical University of South Carolina and was employed as Director of Laundry Services, vice Mr. Erickson's retirement.

\* Mrs. Carol K. Pinta, Grants/Loans Accountant in the Office of the Controller, was transferred to the Office of the Treasurer.

\* Mrs. Olivette G. Smith, Nurse at the Infirmary, retired 15 October 1991.

\* Mrs. Joan E. Bowick was transferred from the Controller's Office to the Physical Plant and promoted to Accounting Technician II.

\* Mr. Alfred Basso was employed in the Infirmary as Staff Nurse.

\* Mrs. Patricia S. Locklair was employed in the Infirmary as Staff Nurse.

\* Ms. Christine Marie Mood was employed in the Controller's Office as Administrative Specialist B, vice Mrs. Bowick's transfer to the Physical Plant.

\* Mrs. Vanessa Staton resigned 15 June 1992 to accept a job in Aiken, S.C.

\* Ms. Gloria J. Gadsden, Nursing Assistant, resigned to accept a job at the Medical University of South Carolina.

\* Mr. Charles Pringle was promoted from Laundry Manager I to Laundry Manager II, giving him more responsibility in day-to-day operations of The Citadel Laundry/Dry Cleaners.

\* Col. Calvin G. Lyons, Vice President for Finance and Business Affairs, and Mrs. Bernadette Hernandez, Controller's Office, each received the Ten-Year Service Award.

\* MAJ William D. Brady, Jr., Director of Procurement Services; Ms. Pat Dennis, Accounting Manager; and Mrs. Betty Sandifer, Senior Budget Analyst, completed the first of three years of the College Business Manager Institute (CBMI) sponsored at the University of Kentucky by the Southern Association of College and University Business Officers (SACUBO).

\* Lt. Col. Ralph Earhart, Controller, became chairman of the State College/University Controllers Group, which meets on a quarterly basis to discuss common problems, solutions, and approaches to take on upcoming issues.

\* MAJ William D. Brady, Jr., Director of Procurement Services, completed the FRS Plus version system training provided by Information Associates, Inc., and he was the Master of Ceremonies for the "How to do Business with State Agencies" seminar sponsored by the area state, county and city governmental agencies.

\* Dr. E.K. Wallace, Assistant Citadel Physician, retired 30 June 1992 after more than twenty years of service to the Corps of Cadets and Citadel athletic teams.

\* Colonel Lyons, Mrs. Meredith W. Yates, and Mrs. Betty W. Sandifer completed their first year as the editorial staff of The SACUBO Ledger, the quarterly newsletter of the Southern Association of College and University Business Officers (SACUBO). The SACUBO Ledger is distributed to more than 5,500 individual members of SACUBO as the Association's official publication.

\* Colonel Lyons completed two years' service as a SACUBO representative to the National Association of College and University Business Officers (NACUBO) Student-Related Affairs Committee. The Committee was instrumental in developing input for the NACUBO position on the Higher Education Reauthorization Act and the Department of Education regulations relating to the Student Right-to-Know and Campus Security Act of 1990.

#### D. Financial Review of Operations for Fiscal Year 1991-92

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

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

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

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

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

past fiscal year, loans of \$96,943 were made from the Stackhouse, CDF, and the Perkins Loan Funds to 73 students. At 30 June 1992, outstanding student loans receivables aggregated \$772,048. Our Perkins default rate was 7.51 percent.

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

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

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

The Retirement of Indebtedness Plant funds at year end recorded receipts of \$860,876 in fees, \$494 in other revenue, and \$162,068 in interest income for a total receipt of \$1,023,438. The expenses recorded for bond retirement including interest transfers and service charges totaled \$775,362. The current bonded indebtedness of the college including plant improvement is displayed in the appropriate schedule.

Investment in plant fund represents the aggregate total of buildings, land and moveable and fixed equipment, construction in progress, and library books owned by the college. These assets are carried at original cost plus subsequent additions, or at fair market value at date of gift, if donated. In accordance with practices followed by educational institutions, no provision is made for appreciation or depreciation of physical plant assets. Major additions to plant assets, including purchases of moveable and fixed equipment with a unit value in excess of \$500 having an unexpected life in excess of one year are capitalized. Expenditures from current funds for acquisition of moveable and fixed equipment are recorded in both the current funds expenditure accounts of the various departments and in the appropriate plant investment account. The book value at 30 June 1992 is \$76,893,716. Debt owed for completed buildings is included in this fund. Outstanding debt at 30 June 1992 was \$7,053,999.

Unexpended Plant Funds balance as of 30 June 1992 amounted to \$3,961,195.

Renewals and Replacement Fund balances as of 30 June 1992 totaled \$855,189.

These funds are distributed among eight accounts: barracks, telephones, dining hall, infirmary, laundry, print shop, computer acquisition, and rehabilitation reserve.

**E. Financial Statements and Notes:**

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

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

The Retirement of Indebtedness Plant Funds at year end recorded receipts of \$880,876 in fees, \$498 in other revenue, and \$193,028 in interest income for a total receipt of \$1,573,932. The expenses recorded for bond retirement including interest payments and service charges totaled \$775,363. The current bonded indebtedness of the college including plant improvement is displayed in the appropriate schedule.

Investment in Plant Funds represents the aggregate cost of buildings, land and movable and fixed equipment, construction in progress, and library books owned by the college. These assets are carried at original cost plus subsequent additions, or at fair market value at date of gift, if donated. In accordance with practices followed by educational institutions, no provision is made for appreciation or depreciation of physical plant assets. Major additions to plant assets, including purchases of movable and fixed equipment with a unit value in excess of \$200 having an expected life in excess of one year are capitalized. Expenditures from current funds for acquisition of movable and fixed equipment are recorded in both the current funds expenditure accounts of the various departments and in the appropriate plant investment account. The book value as of June 30, 1993 is \$76,885,716. Debt owed for completed buildings is included in this fund. Outstanding debt as of June 30, 1993 was \$1,057,999.

Unexpended Plant Funds balance as of 30 June 1993 amounted to \$3,961,192.

Renewals and Replacements Fund balance as of 30 June 1993 totaled \$825,189.

UNAUDITED

THE CITADEL  
THE MILITARY COLLEGE OF SOUTH CAROLINA  
BALANCE SHEET  
AS OF 30 JUNE 1992 & 30 JUNE 1991

| ASSETS                                 | 30 June<br>1992 | 30 June<br>1991 | LIABILITIES AND FUND BALANCES | 30 June<br>1992 | 30 June<br>1991 |
|--|-----------------|-----------------|-------------------------------|-----------------|-----------------|
|  | -----           | -----           |                               | -----           | -----           |
| Current Funds                          |                 |                 | Current Funds                 |                 |                 |
| Unrestricted                           |                 |                 | Unrestricted                  |                 |                 |
| Cash and Cash Equivalents              | 5,357,458       | 4,371,909       | Accounts Payable              | 824,538         | 822,915         |
| Investments                            | 157,345         | 181,547         | Accrued Leave                 | 1,084,456       | 1,204,128       |
| Accounts Receivable                    | 773,460         | 741,454         | Accrued Payroll               | 1,331,963       | 1,324,494       |
| Allow for Uncollectible A/R            | (105,026)       | (92,517)        | Special Deposits              | 762,333         | 900,979         |
| Inventories                            | 1,312,682       | 1,297,362       | Deferred Revenue              | 436,855         | 318,645         |
| Prepaid Expenses                       | 132,656         | 125,990         | Due to Other Funds            | 11,000          | 22,000          |
| Cash Surrender Value of Life Insurance | 13,150          | 9,729           | Notes Payable                 |                 | 500,000         |
| Land                                   | 253,689         | 509,689         | Fund Balances                 |                 |                 |
| Due from Other Funds                   | 55,941          | 1,324,137       | Appropriated                  | 180,458         | 237,841         |
|  | -----           | -----           | Other                         | 3,319,752       | 3,138,298       |
| Total Unrestricted                     | 7,951,355       | 8,469,300       | Total Unrestricted            | 7,951,355       | 8,469,300       |
|  | =====           | =====           |                               | =====           | =====           |
| Restricted                             |                 |                 | Restricted                    |                 |                 |
| Cash and Cash Equivalents              | 296,046         | 1,936,712       | Accounts Payable              | 37,895          | 143,777         |
| Investments                            | 1,679,340       | 1,988,533       | Accrued Leave                 | 12,175          |                 |
| Notes Receivable                       | 134,333         | 139,333         | Accrued Payroll               | 41,493          | 44,802          |
| Accounts Receivable                    | 437,342         | 1,028,372       | Notes Payable                 |                 | 485,152         |
| Cash Surrender Value of Life Insurance | 114,937         | 94,050          | Deferred Revenue              | 5,000           |                 |
| Due from Other Funds                   |                 | 485,152         | Due to Other Funds            |                 | 1,267,323       |
|  | -----           | -----           | Fund Balances                 | 2,565,435       | 3,731,098       |
| Total Restricted                       | 2,661,998       | 5,672,152       | Total Restricted              | 2,661,998       | 5,672,152       |
|  | -----           | -----           |                               | -----           | -----           |
| Total Current Funds                    | 10,613,353      | 14,141,452      |                               | -----           | -----           |
|  | =====           | =====           |                               | =====           | =====           |

See Accompanying Notes to Financial Statements

UNAUDITED

THE CITADEL  
THE MILITARY COLLEGE OF SOUTH CAROLINA  
BALANCE SHEET  
AS OF 30 JUNE 1992 & 30 JUNE 1991

| ASSETS                      | 30 June<br>1992 | 30 June<br>1991 | LIABILITIES AND FUND BALANCES     | 30 June<br>1992 | 30 June<br>1991 |
|-----------------------------|-----------------|-----------------|-----------------------------------|-----------------|-----------------|
| <b>Loan Funds</b>           |                 |                 |                                   |                 |                 |
| Cash and Cash Equivalents   | 362,197         | 289,298         | Accounts Payable                  |                 | 1,228           |
| Investments                 | 207,185         | 169,622         | Special Deposits                  | 44              |                 |
| Loans Receivable            | 772,049         | 743,008         | Fund Balances                     |                 |                 |
| Allow for Uncollectible L/R | (180,316)       | (130,349)       | U.S. Government Grants Refundable | 388,480         | 345,143         |
|                             |                 |                 | College Loan Funds                | 772,591         | 725,208         |
|                             | -----           | -----           |                                   | -----           | -----           |
| Total Loan Funds            | 1,161,115       | 1,071,579       |                                   | 1,161,115       | 1,071,579       |
|                             | =====           | =====           |                                   | =====           | =====           |
| <b>Endowment Funds</b>      |                 |                 |                                   |                 |                 |
| Cash and Cash Equivalents   | 8,301,547       | 1,702,126       | Fund Balances                     |                 |                 |
| Yacht                       | 210,000         | 210,000         | Permanent Endowment               | 4,021,097       | 3,864,761       |
| Rental Properties           |                 | 239,000         | Quasi-Endowment                   | 11,610,327      | 10,556,096      |
| Investments                 | 7,119,877       | 12,269,731      |                                   | -----           | -----           |
|                             | -----           | -----           |                                   | -----           | -----           |
|                             | 15,631,424      | 14,420,857      |                                   | 15,631,424      | 14,420,857      |
|                             | =====           | =====           |                                   | =====           | =====           |
| <b>Plant Funds</b>          |                 |                 |                                   |                 |                 |
| <b>Unexpended</b>           |                 |                 |                                   |                 |                 |
| Cash and Cash Equivalents   | 2,856,394       | 4,786,000       | Accounts Payable                  | 510,897         | 2,031,594       |
| Capital Improvement Bond    |                 |                 | Bonds Payable                     |                 | 1,195,000       |
| Proceeds Receivable         | 2,144,408       | 5,501,313       | Due to Other Funds                | 631,710         | 1,117,735       |
| Due from Other Funds        | 103,000         |                 | Fund Balances                     | 3,961,195       | 5,942,984       |
|                             | -----           | -----           |                                   | -----           | -----           |
| Total Unexpended            | 5,103,802       | 10,287,313      | Total Unexpended                  | 5,103,802       | 10,287,313      |
|                             | =====           | =====           |                                   | =====           | =====           |

See Accompanying Notes to Financial Statements

UNAUDITED

THE CITADEL  
THE MILITARY COLLEGE OF SOUTH CAROLINA  
BALANCE SHEET  
AS OF 30 JUNE 1992 & 30 JUNE 1991

| ASSETS                           | 30 June<br>1992 | 30 June<br>1991 | LIABILITIES AND FUND BALANCES    | 30 June<br>1992 | 30 June<br>1991 |
|----------------------------------|-----------------|-----------------|----------------------------------|-----------------|-----------------|
| Renewals and Replacements        |                 |                 | Renewals and Replacements        |                 |                 |
| Cash and Cash Equivalents        | 844,189         | 697,363         | Accounts Payable                 | 60,643          | 3,271           |
| Due from Other Funds             | 11,000          | 22,000          | Due to Other Funds               | 103,000         |                 |
|                                  |                 |                 | Fund Balances                    | 691,546         | 716,092         |
| Total Renewals and Replacements  | 855,189         | 719,363         | Total Renewals and Replacements  | 855,189         | 719,363         |
|                                  |                 |                 |                                  |                 |                 |
| Retirement of Indebtedness       |                 |                 | Retirement of Indebtedness       |                 |                 |
| Cash and Cash Equivalents        | 812,213         | 1,522,842       | Accounts Payable                 | 31,970          | 32,445          |
| Due from Other Funds             | 587,655         | 587,655         | Accrued Interest Payable         | 54,581          | 65,110          |
|                                  |                 |                 | Fund Balances                    | 1,313,317       | 2,012,942       |
| Total Retirement of Indebtedness | 1,399,868       | 2,110,497       | Total Retirement of Indebtedness | 1,399,868       | 2,110,497       |
|                                  |                 |                 |                                  |                 |                 |
| Investment in Plant              |                 |                 | Investment in Plant              |                 |                 |
| Land                             | 2,614,024       | 2,358,023       | Capital Lease Obligations        | 64,317          | 239,146         |
| Buildings                        | 50,637,283      | 42,641,663      | Notes Payable                    | 383,507         | 428,999         |
| Equipment                        | 10,595,204      | 10,257,517      | Bonds Payable                    | 7,285,000       | 6,625,000       |
| Library Books                    | 6,245,477       | 6,170,614       | Net Investment in Plant          | 69,160,892      | 62,157,762      |
| Construction in Progress         | 6,801,728       | 8,023,090       |                                  |                 |                 |
| Total Investment in Plant        | 76,893,716      | 69,450,907      | Total Investment in Plant        | 76,893,716      | 69,450,907      |
|                                  |                 |                 |                                  |                 |                 |
| Total Plant Funds                | 84,252,575      | 82,568,080      | Total Plant Funds                | 84,252,575      | 82,568,080      |

See Accompanying Notes to Financial Statements

UNAUDITED

THE CITADEL  
THE MILITARY COLLEGE OF SOUTH CAROLINA  
BALANCE SHEET  
AS OF 30 JUNE 1992 & 30 JUNE 1991

| ASSETS                    | 30 June<br>1992  | 30 June<br>1991  | LIABILITIES AND FUND BALANCES | 30 June<br>1992  | 30 June<br>1991  |
|---------------------------|------------------|------------------|-------------------------------|------------------|------------------|
|                           | -----            | -----            |                               | -----            | -----            |
| Agency Funds              |                  |                  | Agency Funds                  |                  |                  |
| Cash and Cash Equivalents | 26,961           | 106,202          | Accounts Payable              | 313              | 421              |
| Investments               | 84,444           | 364              | Accrued Annual Leave          | 7,381            | 94,259           |
|                           |                  |                  | Deposits Held for Others      | 91,824           | 11,886           |
|                           |                  |                  | Due to Other Funds            | 11,886           |                  |
| Total Agency Funds        | -----<br>111,405 | -----<br>106,566 | Total Agency Funds            | -----<br>111,405 | -----<br>106,566 |
|                           | =====            | =====            |                               | =====            | =====            |

See Accompanying Notes to Financial Statements



UNAUDITED

THE CITADEL  
Statement of Changes in Fund Balances  
For the Period Ended 30 June 1992 and 30 June 1991

|  | Current Funds     |                  | Loan Fund     | Endowment & Similar Funds | Renewals & Replacements | Unexpended Plant | Retirement of Indebtedness | Net Investment In Plant | TOTALS Totals (Memorandum Only) |                   |
|--|-------------------|------------------|---------------|---------------------------|-------------------------|------------------|----------------------------|-------------------------|---------------------------------|-------------------|
|  | Unrestricted      | Restricted       |               |                           |                         |                  |                            |                         | YTD 1992                        | YE 30 June 1991   |
| <b>Revenues &amp; Other Additions :</b>          |                   |                  |               |                           |                         |                  |                            |                         |                                 |                   |
| Unrestricted Current Fund Revenues               | 38,016,634        |                  |               |                           |                         |                  |                            |                         | 38,016,634                      | 37,794,652        |
| Student Fees                                     |                   |                  |               |                           |                         |                  | 860,876                    |                         | 860,876                         | 868,643           |
| Federal Grants                                   |                   | 657,383          | 2,307         |                           |                         | 142,563          |                            |                         | 802,254                         | 1,408,078         |
| State Gifts & Grants                             |                   | 14,832           |               |                           |                         |                  |                            |                         | 14,832                          | 98,602            |
| Private Gifts & Grants                           |                   | 3,284,929        |               | 314,849                   |                         | 50,500           |                            |                         | 3,650,278                       | 4,029,470         |
| Realized Gains(Losses) on Investments            |                   | 24,778           | 57,043        | 926,982                   |                         |                  |                            |                         | 1,008,803                       | 188,510           |
| Investment Income                                |                   | 987,354          | 28,575        | 14,348                    |                         |                  | 162,068                    |                         | 1,296,245                       | 1,519,348         |
| Expended for Plant Facilities                    |                   |                  |               |                           |                         |                  |                            | 7,916,868               | 7,916,868                       | 11,007,361        |
| Retirement of Indebtedness                       |                   |                  |               |                           |                         |                  |                            | 755,321                 | 755,321                         | 1,800,912         |
| Insurance Recovery                               |                   |                  |               |                           |                         |                  |                            |                         | 0                               | 129,056           |
| Other Sources                                    |                   | 24,783           | 10,298        |                           |                         |                  | 494                        |                         | 35,575                          | 54,505            |
| <b>Total Revenues &amp; Other Additions</b>      | <b>38,016,634</b> | <b>4,994,059</b> | <b>98,224</b> | <b>1,256,180</b>          | <b>0</b>                | <b>296,962</b>   | <b>1,023,438</b>           | <b>8,672,189</b>        | <b>54,357,686</b>               | <b>58,899,137</b> |
| <b>Expenditures &amp; Other Deductions :</b>     |                   |                  |               |                           |                         |                  |                            |                         |                                 |                   |
| Educational & General Expenditures               | 22,738,442        | 4,494,573        |               |                           |                         |                  |                            |                         | 27,233,014                      | 27,565,448        |
| Auxiliary Enterprise Expenditures                | 13,571,387        |                  |               |                           |                         |                  |                            |                         | 13,571,387                      | 13,083,208        |
| Indirect Cost Recoveries                         |                   |                  | 2,307         |                           |                         |                  |                            |                         | 2,307                           | 9,895             |
| Loans Cancelled/Written Off                      |                   |                  | 3,620         |                           |                         |                  |                            |                         | 3,620                           | 130,349           |
| Expended for Plant Facilities                    |                   |                  |               | 239,000                   | 368,166                 | 6,575,691        |                            |                         | 7,182,857                       | 11,780,833        |
| Retirement of Property                           |                   |                  |               |                           |                         |                  |                            | 474,061                 | 474,061                         | 681,154           |
| Retirement of Indebtedness                       |                   |                  |               |                           |                         |                  | 755,321                    |                         | 755,321                         | 1,800,912         |
| Interest on Indebtedness                         |                   |                  |               |                           |                         |                  | 511,709                    |                         | 511,709                         | 557,291           |
| Other Expenses                                   |                   |                  | 52,538        |                           |                         |                  | 14,007                     |                         | 66,545                          | 5,415             |
| <b>Total Expenditures &amp; Other Deductions</b> | <b>36,309,829</b> | <b>4,494,573</b> | <b>58,465</b> | <b>239,000</b>            | <b>368,166</b>          | <b>6,575,691</b> | <b>1,281,037</b>           | <b>474,061</b>          | <b>49,800,820</b>               | <b>55,614,505</b> |

UNAUDITED

THE CITADEL  
Statement of Changes in Fund Balances  
For the Period Ended 30 June 1992 and 30 June 1991

|   | Current Funds      |                    | Loan Fund        | Endowment & Similar Funds | Renewals & Replacements | Unexpended Plant   | Retirement of Indebtedness | Net Investment In Plant | TOTALS<br>Totals<br>(Memorandum Only) |                   |
|---|--------------------|--------------------|------------------|---------------------------|-------------------------|--------------------|----------------------------|-------------------------|---------------------------------------|-------------------|
|   | Unrestricted       | Restricted         |                  |                           |                         |                    |                            |                         | YTD 1992                              | YE 30 June 1991   |
| <b>Transfers</b>  |                    |                    |                  |                           |                         |                    |                            |                         |                                       |                   |
| Net Transfers Between Current Funds   | (209,264)          | 209,264            |                  |                           |                         |                    |                            |                         |                                       |                   |
| Mandatory Transfer from Auxiliary Enterprises to Retirement of Indebtedness | (147,474)          |                    |                  |                           |                         |                    | 147,474                    |                         |                                       |                   |
| From Current Unrestricted to Retirement of Indebtedness                     | (392,257)          |                    |                  |                           |                         |                    | 392,257                    |                         |                                       |                   |
| From Current Restricted to Unexpended Plant                                 |                    | (1,780,306)        |                  |                           |                         | 1,780,306          |                            |                         |                                       |                   |
| From Current Unrestricted to Unexpended Plant                               | (215,718)          |                    |                  |                           |                         | 215,718            |                            |                         |                                       |                   |
| From Current Restricted to Endowment  |                    | (408,715)          |                  | 408,715                   |                         |                    |                            |                         |                                       |                   |
| From Endowment to Current Restricted  |                    | 306,609            |                  | (306,609)                 |                         |                    |                            |                         |                                       |                   |
| From Current Unrestricted to Renewals & Replacements                        | (596,459)          |                    |                  |                           | 596,459                 |                    |                            |                         |                                       |                   |
| From Current Unrestricted to Loan Fund                                      | (58,962)           |                    | 58,962           |                           |                         |                    |                            |                         |                                       |                   |
| From Loan Fund to Current Restricted  |                    | 8,000              | (8,000)          |                           |                         |                    |                            |                         |                                       |                   |
| From Current Unrestricted to Endowment                                      | (218,595)          |                    |                  | 218,595                   |                         |                    |                            |                         |                                       |                   |
| From Endowment to Current Unrestricted                                      | 127,314            |                    |                  | (127,314)                 |                         |                    |                            |                         |                                       |                   |
| From Renewals & Replacements to Current Unrestricted                        | 112,770            |                    |                  |                           | (112,770)               |                    |                            |                         |                                       |                   |
| From Renewals & Replacements to Unexpended Plant                            |                    |                    |                  |                           | (50,000)                | 50,000             |                            |                         |                                       |                   |
| From Renewals & Replacements to Retirement of Indebtedness                  |                    |                    |                  |                           | (166,791)               |                    | 166,791                    |                         |                                       |                   |
| From Unexpended Plant to Renewals & Replacements                            |                    |                    |                  |                           | 76,722                  | (76,722)           |                            |                         |                                       |                   |
| From Unexpended Plant to Current Unrestricted                               | 15,911             |                    |                  |                           |                         | (15,911)           |                            |                         |                                       |                   |
| Transfer of Debt/Plant Additions  |                    |                    |                  |                           |                         | 1,195,000          |                            | (1,195,000)             |                                       |                   |
| From Retirement of Indebtedness to Unexpended Plant                         |                    |                    |                  |                           |                         | 1,148,549          | (1,148,549)                |                         |                                       |                   |
| <b>Total Transfers</b>  | <b>(1,582,734)</b> | <b>(1,665,148)</b> | <b>50,962</b>    | <b>193,388</b>            | <b>343,620</b>          | <b>4,296,940</b>   | <b>(442,027)</b>           | <b>(1,195,000)</b>      |                                       |                   |
| <b>Net Increase/(Decrease) for the Year</b>                                 | <b>124,071</b>     | <b>(1,165,662)</b> | <b>90,720</b>    | <b>1,210,568</b>          | <b>(24,546)</b>         | <b>(1,981,788)</b> | <b>(699,626)</b>           | <b>7,003,128</b>        | <b>4,556,866</b>                      | <b>3,284,632</b>  |
| <b>Fund Balances at Beginning of Year</b>                                   | <b>3,376,140</b>   | <b>3,731,096</b>   | <b>1,070,351</b> | <b>14,420,857</b>         | <b>716,092</b>          | <b>5,942,984</b>   | <b>2,012,942</b>           | <b>62,157,763</b>       | <b>93,428,224</b>                     | <b>90,143,593</b> |
| <b>Fund Balances at End of Period</b>                                       | <b>3,500,211</b>   | <b>2,565,435</b>   | <b>1,161,071</b> | <b>15,631,424</b>         | <b>691,546</b>          | <b>3,961,196</b>   | <b>1,313,317</b>           | <b>69,160,891</b>       | <b>97,985,090</b>                     | <b>93,428,225</b> |

THE CITADEL  
Statement of Current Fund Revenues, Expenditures and Other Changes  
For the Years Ended 30 June 1992 and 30 June 1991

|  | 1992 Year to Date |            | Totals<br>(Memorandum Only) |                 |
|--|-------------------|------------|-----------------------------|-----------------|
|  | Unrestricted      | Restricted | YTD 1992                    | YE 30 June 1991 |
| <b>Revenues &amp; Other Additions :</b>                      |                   |            |                             |                 |
| Student Fees   | 9,286,915         |            | 9,286,915                   | 8,794,502       |
| State Appropriations   | 12,688,038        |            | 12,688,038                  | 13,357,667      |
| Federal Grants   | 14,668            | 657,383    | 672,052                     | 548,079         |
| State Gifts & Grants   |                   | 14,832     | 14,833                      | 98,602          |
| Private Gifts & Grants                                       | 156,989           | 3,284,929  | 3,441,917                   | 2,844,455       |
| Realized Gains(Losses) on Investments                        | 25,344            | 24,778     | 50,121                      | 287,996         |
| Investment Income  | 183,309           | 987,354    | 1,170,663                   | 841,464         |
| Rental & Recovery  | 171,492           | 3,422      | 174,913                     | 49,048          |
| Auxiliary Enterprises  | 14,906,906        |            | 14,906,906                  | 14,435,950      |
| Other Sources  | 582,974           | 21,361     | 604,335                     | 635,633         |
|  | <hr/>             |            |                             |                 |
| Total Revenues & Other Additions                             | 38,016,634        | 4,994,059  | 43,010,693                  | 41,893,396      |
| <hr/>  |                   |            |                             |                 |
| <b>Expenditures &amp; Other Deductions :</b>                 |                   |            |                             |                 |
| Instruction  | 10,211,709        | 693,901    | 10,905,609                  | 10,750,367      |
| Research   | 2,162             | 194,125    | 196,287                     | 240,425         |
| Public Service   | 386,396           | 79,508     | 465,904                     | 433,357         |
| Academic Support   | 2,253,167         | 351,481    | 2,604,648                   | 2,661,774       |
| Student Services   | 2,249,823         | 195,640    | 2,445,462                   | 2,517,031       |
| Institutional Support  | 3,403,882         | 44,384     | 3,448,266                   | 3,629,356       |
| Operation & Maint Plant                                      | 3,818,746         | 200        | 3,818,946                   | 4,293,808       |
| Student Aid & Scholarships                                   | 412,557           | 2,935,335  | 3,347,891                   | 3,039,330       |
|  | <hr/>             |            |                             |                 |
| Total Expenditures & Other Deductions                        | 22,738,442        | 4,494,573  | 27,233,016                  | 27,565,448      |
| <hr/>  |                   |            |                             |                 |
| Mandatory Transfers for principal & interest                 | 0                 |            | 0                           |                 |
| Total Educational & General                                  | 15,278,192        | 499,486    | 15,777,677                  | 14,327,948      |
| <b>Auxiliary Enterprises :</b>                               |                   |            |                             |                 |
| Expenditures   | 13,571,387        |            | 13,571,387                  | 13,083,208      |
| Mandatory Transfers  | 147,474           |            | 147,474                     | 132,634         |
| Total Auxiliary Enterprises                                  | 13,718,861        | 0          | 13,718,861                  | 13,215,842      |
| Total Expenditures & Mandatory Transfers                     | 36,457,303        | 4,494,573  | 40,951,877                  | 40,781,290      |
| Excess Revenues Over Expenditures and<br>Mandatory Transfers | 1,559,331         | 499,486    | 2,058,817                   | 1,112,106       |

THE CITADEL  
The Military College of South Carolina  
Notes to Financial Statements  
June 30, 1992

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

*Reporting Entity*

The Citadel, the Military College of South Carolina, is a component unit of the State of South Carolina and was established as an institution of higher education per Section 59-101-10 of the Code of Laws of South Carolina. The 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. 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. Accordingly, as such it administers, has jurisdiction over, and is responsible for the management of The Citadel. The reporting entity operates as an autonomous component unit. 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. 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.

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

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Notes to Financial Statements  
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NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

*Fund Accounting*

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 noncash assets are accounted for in the fund that owned such assets. Ordinary income derived from investments, receivables, and the like is accounted for in the fund owning such assets, except for income derived from investments of endowment and similar funds, which income is accounted for in the fund to which it is restricted or, if unrestricted, as revenue in unrestricted current funds.

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.

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

THE CITADEL  
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NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

*Current Funds (Continued)*

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 canteen.

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. Loan fund cash and cash equivalents includes a restricted loan participation deposit of \$16,000.

The *Endowment and Similar Funds* group includes permanent endowment funds and funds functioning as endowments (quasi-endowment). Permanent endowment funds are subject to the restrictions of gift instruments requiring in perpetuity that the principal be invested and the income only be utilized. 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 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.

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NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

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 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 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, and
4. Claims benefits in covered medical malpractice cases.

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

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

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

*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 entire unpaid liability, inventoried at fiscal year-end current salary costs, is recorded in unrestricted current funds. The net change in the liability is recorded as an expenditure in the current year.

THE CITADEL  
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Notes to Financial Statements  
June 30, 1992

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

*Investment in Plant*

Physical plant and equipment, except for certain 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 are recorded at cost in the unexpended plant fund or renewals and replacement 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.

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 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*

In unrestricted current funds, deferred revenues primarily consist of receipts collected in advance for student fees, athletic events, or advertising which amounts have not been earned. Deferred revenues of restricted current funds primarily represent contract and grant funds received but not yet earned which generally are recognized in the period in which the expenditures are incurred.



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NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

*Student Deposits and Unearned Student Revenues*

Student deposits represent prepaid fees by students for succeeding semesters and various other deposits. 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 benefitting more than one accounting period are allocated among accounting periods. For The Citadel amounts reported in this asset account consist primarily of prepaid insurance.

*Cash and Cash Equivalents*

Cash and cash equivalents represent petty cash, cash on deposit in banks, cash deposited with the State Treasurer, and cash invested in various instruments as a part of the State's cash management pool. Because the cash management pool operates as a demand deposit account, amounts invested in the pool are classified as cash and cash equivalents. The State Treasurer administers the cash management pool. The pool includes some long-term investments such as obligations of the United States and certain agencies of the United States, obligations of the State of South Carolina and certain of its political subdivisions, certificates of deposit, collateralized repurchase agreements, and certain corporate bonds.

Most State agencies including The Citadel participate in the cash management pool. For The Citadel's activities excluded from the pool, cash equivalents include investments in short-term, highly liquid securities having a short-term maturity.

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 agency's special deposit accounts is posted to the agency's account at the end of each month and is retained by the agency. Interest earnings are allocated based on the percentage of an agency'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 in Note 15.

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**NOTE 2 - STATE APPROPRIATIONS**

The Citadel receives annual appropriations for operations as authorized by the General Assembly of the State of South Carolina. The laws of the State and the policies and procedures specified by the State for State agencies and institutions are applicable to the activities of The Citadel. State appropriated 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 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, 1992:

|   |                          |
|---|--------------------------|
| Original Appropriation  | \$ 13,312,089            |
| Governor's Veto   | (108,721)                |
| Appropriation Transfer From<br>the Higher Education Commission: |                          |
| Desegregation Plan  | 4,643                    |
| Reductions :  |                          |
| 1 % - Lag in filling positions                                  | (132,034)                |
| 2 % - Vacancy freeze  | (216,034)                |
| Equipment   | (32,510)                 |
| Travel  | (15,523)                 |
| 1 % - Positions   | (128,115)                |
| Retiree Insurance Reduction                                     | (311)                    |
| <br>Health Insurance Increase                                   | <br><u>4,554</u>         |
| <br>Total Appropriation   | <br><u>\$ 12,688,038</u> |

In addition, The Citadel received \$7,500 from the Commission on Higher Education for Palmetto Fellows reported in the restricted current fund as state grants revenue.

**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.

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**NOTE 3 - STATE CAPITAL IMPROVEMENT BONDS (CONTINUED)**

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, 1992, follows:

| <u>Act</u>      | <u>Total<br/>Authorized</u> | <u>Amount<br/>Drawn in<br/>Prior Years</u> | <u>Amount Drawn<br/>in Fiscal<br/>Year Ended<br/>June 30, 1992</u> | <u>Balance<br/>Authorized<br/>June 30, 1992</u> |
|-----------------|-----------------------------|--|--|---|
| Act 538 of 1986 | \$ 9,083,789                | \$ 9,083,789                               | \$ -0-   | \$ -0-  |
| Act 638 of 1988 | <u>8,270,909</u>            | <u>2,769,596</u>                           | <u>3,356,905</u>   | <u>2,144,408</u>                                |
| Total           | \$ <u>17,354,698</u>        | \$ <u>11,853,385</u>                       | \$ <u>3,356,905</u>  | \$ <u>2,144,408</u>                             |

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

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

**NOTE 4 - BONDS PAYABLE AND BOND ANTICIPATION NOTES**

*Bonds Payable*

At June 30, 1992, bonds payable consisted of the following:

|  | <u>Interest<br/>Rates</u> | <u>Maturity<br/>Dates</u> | <u>June 30, 1992<br/>Balance</u> | <u>Fiscal<br/>Year 1992<br/>Maturities</u> |
|--|---------------------------|---------------------------|----------------------------------|--|
| State Institution Bonds                      |                           |                           |                                  |  |
| Series 1979                                  | 5.1% - 6.0%               | 12/01/95                  | 300,000                          | 75,000                                     |
| Series 1991                                  | 5.5% - 7.5%               | 12/01/06                  | 1,980,000                        | 80,000                                     |
| Plant Improvement Bonds                      |                           |                           |                                  |  |
| Series 1990                                  | 6.6% - 6.9%               | 06/01/06                  | 1,925,000                        | 80,000                                     |
| Student and Faculty Housing<br>Revenue Bonds |                           |                           |                                  |  |
| Series 1990                                  | 6.7% - 6.9%               | 06/01/06                  | <u>3,080,000</u>                 | <u>130,000</u>                             |
| Total  |                           |                           | <u>\$7,285,000</u>               | <u>\$365,000</u>                           |

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June 30, 1992

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

*Bonds Payable (Continued)*

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, 1992, are as follows:

| <u>Year Ending June 30</u>      | <u>Principal</u> | <u>Interest</u> | <u>Total</u>     |
|---------------------------------|------------------|-----------------|------------------|
| 1993                            | \$ 365,000       | \$ 475,370      | \$ 840,370       |
| 1994                            | 390,000          | 451,293         | 841,293          |
| 1995                            | 415,000          | 451,293         | 841,293          |
| 1996                            | 440,000          | 425,304         | 840,304          |
| 1997                            | 390,000          | 371,308         | 761,308          |
| 1998 through 2006               | 5,285,000        | 1,937,363       | 7,222,363        |
| <br>Total Principal Outstanding |                  |                 | <br>\$ 7,285,000 |

Receipts from tuition, matriculation fees, and other fees legally designated solely for the purpose of debt retirement and renewals and replacements are recorded directly in the retirement of indebtedness and renewals and replacements subgroups, respectively, 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.

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**NOTE 5 - NOTES PAYABLE**

Details of notes payable at June 30, 1992, are as follows:

| <u>Date Originated</u>                                 |   | <u>Balances</u>    | <u>Principal July 1, 1991</u> | <u>Balances Reduction Interest June 30, 1992</u> |                  |
|--|---|--------------------|-------------------------------|--|------------------|
| 11/06/85<br>Revised<br>04/21/87<br>Revised<br>10/19/89 | Unsecured line of credit in the restricted current fund used for expenses of the Capital Campaign with interest at 7% due to The Citadel Development Foundation - interest due each June 30; principal due June 30, 1992.                                     | \$ 485,152         | \$ 485,152                    | \$ 12,122  | \$ -0-           |
| 08/01/81   | Note due to the State of South Carolina in the investment in plant fund; secured by a special admissions charge to events held in McAlister Field House; interest at 10% due annually with a portion of principal. Principal due each year beginning 12/8/91. | 400,000            | 31,517                        | -0-  | 368,484          |
| 01/29/90   | Note due to the State Budget and Control Board-Division of General Services recorded in the investment in plant fund; secured by various revenues used to purchase computer equipment; payable in annual installments of \$16,151 including interest at 7.5%. | 28,999             | 13,976                        | 2,175  | 15,023           |
| 09/19/89   | Note due to a bank recorded in the unrestricted current fund partially refinancing \$1,700,000 note date September 19, 1986, secured by unrestricted pledges to the Capital Campaign. Interest at 6.21% due semiannually with principal due September 1992.   | 500,000            | 500,000                       | 15,525   | -0-              |
|  |   | <u>\$1,414,151</u> | <u>\$1,030,645</u>            | <u>\$29,822</u>                                  | <u>\$383,507</u> |

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Notes to Financial Statements  
June 30, 1992

NOTE 5 - NOTES PAYABLE (CONTINUED)

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

Year Ending June 30

|            |           |
|------------|-----------|
| 1992       | \$ 53,323 |
| 1993       | 37,172    |
| 1994       | 37,172    |
| 1995       | 37,172    |
| 1996       | 37,172    |
| 1997       | 37,172    |
| After 1997 | 446,067   |

Total Principal and Interest 648,078

Less: Interest Portion 264,571

Total Notes Payable \$ 383,507

NOTE 6 - CAPITAL LEASE OBLIGATIONS

The Citadel is obligated under capital leases for the acquisition of equipment. Commitments for capital leases as of June 30, 1992, were as follows:

| <u>Date</u><br><u>Originated</u> | <u>Property</u><br><u>Purchased</u> | <u>Balances</u><br><u>July 1, 1991</u> | <u>Principal</u><br><u>Payments</u> | <u>Interest</u> | <u>Balances</u><br><u>June 30, 1992</u> |
|----------------------------------|-------------------------------------|--|-------------------------------------|-----------------|---|
| 04/15/87                         | DP Equipment                        | 45,650                                 | 45,650                              | 3,232           | -0-                                     |
| 06/15/87                         | DP Equipment                        | 110,160                                | 110,160                             | 7,750           | -0-                                     |
| 08/15/89                         | Video System                        | 75,121                                 | 16,656                              | 6,055           | 58,464                                  |
| 08/25/89                         | Copier                              | <u>8,215</u>                           | <u>2,362</u>                        | <u>825</u>      | <u>5,853</u>                            |
| Totals                           |                                     | <u>239,146</u>                         | <u>174,828</u>                      | <u>17,862</u>   | <u>64,317</u>                           |

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NOTE 6 - CAPITAL LEASE OBLIGATIONS (CONTINUED)

Capital leases are generally payable in monthly installments from the retirement of indebtedness subgroup of the plant funds group and have terms expiring in various years between 1993 and 1995. Expenditures for fiscal year 1992 were \$192,690, of which \$17,862 represented interest. Interest rates range from 7% to 11%.

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 FUNDS

The Citadel transferred \$1,148,549 in 1992 from the retirement of indebtedness (debt service) fund subgroup to the unexpended plant fund. The funds were available for transfer because of the maintenance of minimum balances, including reserves for payment of debt service as required by law. All of the transfers were approved by the State Budget and Control Board.

NOTE 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.

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

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NOTE 8 - RETIREMENT PLANS (CONTINUED)

The Citadel's total covered payroll for the fiscal year was \$15,487,956 of total personal service expenditures paid of \$15,278,637. Effective July 1, 1988, employees are required to contribute 6% of all compensation. Effective July 1, 1991, the employer contribution rate became 9.191%. The contribution requirements for the year ended June 30, 1992, were \$1,387,676 from the employer and \$916,722 from employees. The Citadel's 1992 contributions represented less than 1% of total contributions required of all participating entities. Also, The Citadel paid employer group-life insurance contributions of \$23,231 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.

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

The Citadel's total covered payroll for the PORS for the fiscal year was \$248,550. Effective July 1, 1988, employees are required to contribute 6.5% of all compensation. Under Title 9 of the Code, The Citadel's liability under the plan is limited to the amount of contributions established by the State Budget and Control Board. Effective July 1, 1991, the employer contribution rate became 11.941%. The contribution requirements for the year ended June 30, 1992, were \$38,228 from the employer and \$21,076 from employees. The Citadel's 1991 contributions represented less than 1% of total contributions required of all participating employers. Also, The Citadel paid employer group-life insurance contributions of \$648 in the current fiscal year 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.



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NOTE 8 - RETIREMENT PLANS (CONTINUED)

The Systems do not make separate measurements of assets and pension benefit obligations for individual employers. Accordingly, information regarding the excess, if any, applicable to The Citadel of the actuarially computed value of vested benefits over the total of the applicable pension fund and any balance sheet accruals, less any pension prepayments or deferred charges, is not available. Under Title 9 of the South Carolina Code of Laws, The Citadel's liability under the plans is limited to the amount of contributions (stated as a percentage of covered payroll) established by the State Budget and Control Board. Therefore, The Citadel's liability under the retirement plans is limited to the amounts appropriated therefor in the South Carolina Appropriation Act for the applicable year and amounts from other applicable revenue sources. Accordingly, The Citadel recognizes no contingent liability for unfunded costs associated with participation in the plans. All actuarially 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, 1992, 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 \$930,836 for the year ended June 30, 1992. For the fiscal year, total contribution requirements were \$86,686 from the employer and \$55,439 from employees. In addition, The Citadel paid \$949 for group-life insurance coverage for these employees. All amounts were remitted to the South Carolina Retirement Division for distribution to the respective annuity policy providers.

NOTE 9 - POSTEMPLOYMENT AND OTHER EMPLOYEE BENEFITS

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. 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.

The Citadel recorded employer contributions expenditures within the applicable functional expenditure categories for these benefits in the amount of \$733,555 for the year ended June 30, 1991. 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.

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NOTE 10 - DEFERRED COMPENSATION PLANS

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

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

NOTE 11 - INVENTORIES

Inventories are valued at the lower of cost or market. The following is a summary by inventory category of cost determination method and value at June 30, 1992:

| <u>Category</u> | <u>Method</u>       |                     |
|-----------------|---------------------|---------------------|
| Cadet Store     | First-in, first-out | \$ 987,949          |
| Canteen         | First-in, first-out | 221,731             |
| Tailor Shop     | First-in, first-out | 61,494              |
| Central Stores  | First-in, first-out | <u>41,508</u>       |
|                 |                     | <u>\$ 1,312,682</u> |

NOTE 12 - INTERFUND LIABILITIES AND BORROWINGS

For the most part, The Citadel operates out of one cash account which is recorded in unrestricted current funds. At fiscal year-end, entries are made to properly reflect cash balances by fund group. In addition, during the year, certain interfund borrowings occurred. All of the amounts are payable within one year without interest. Individual interfund balances outstanding at June 30, 1992, were as follows:

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

NOTE 13 - STUDENT LOANS RECEIVABLE AND OTHER ACCOUNTS RECEIVABLE

With minor exception, 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, 1992, the allowances for student loans receivable in loan funds and accounts receivable in unrestricted current funds are valued at \$180,316 and \$105,026, respectively.

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The Military College of South Carolina  
Notes to Financial Statements  
June 30, 1992

**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, 1992, The Citadel had remaining commitment balances of \$2,799,457 of these funds with certain engineering firms, construction contractors, and vendors. Management estimates that The Citadel will have sufficient resources available 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 \$12,368,131. Of the total cost, approximately \$11,910,578 is unexpended at June 30, 1992.

**NOTE 15 - CASH AND INVESTMENTS**

*CASH:*

The State keeps certain monies in a pooled general deposit account and records each fund's equity interest in the pool. The accounts classified as "Cash" in the financial statements include deposits with the State Treasurer on which earned interest is credited to the General Fund of the State. Cash on deposit with the State Treasurer totalled \$ 14,150,517 for the year ended June 30, 1992. A portion of this amount \$ 2,140,135 is held by the State Treasurer for debt service requirements or for bond proceeds. These funds are normally held by the State Treasurer in investments pools. Investment information is not available at the date of this report, accordingly this amount is classified as cash on The Citadel's balance sheet.

State Law requires full collateralization of all State Treasurer bank balances. The State Treasurer must correct any deficiencies in collateral within seven days. At June 30, 1992, 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.

*INVESTMENTS:*

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

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

THE CITADEL  
The Military College of South Carolina  
Notes to Financial Statements  
June 30, 1992

NOTE 15 - CASH AND INVESTMENTS (CONTINUED)

|                           | -----1992-----      |                      |
|---------------------------|---------------------|----------------------|
|                           | Carrying<br>Value   | Market<br>Value      |
| Unrestricted current fund | \$ 157,345          | \$ 180,123           |
| Restricted current Fund   | 1,679,340           | 2,029,302            |
| Loan Funds                | 207,185             | 239,583              |
| Endowment Funds           | <u>7,119,877</u>    | <u>7,861,914</u>     |
| Totals                    | <u>\$ 9,163,747</u> | <u>\$ 10,310,922</u> |

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

These investments are fully insured or registered and held by the institute or their agent in the Institution's name and consist of the following types as of June 30, 1992.

|   | -----1992-----      |                     |
|---|---------------------|---------------------|
|   | Carrying<br>Value   | Market<br>Value     |
| U.S. Government or Government<br>Insured Policies | \$ 1,817,864        | \$ 1,918,896        |
| Corporate Bonds                                   | 3,317,783           | 3,562,964           |
| Corporate Stocks                                  | 3,958,100           | 4,759,062           |
| Mortgage  | <u>70,000</u>       | <u>70,000</u>       |
| Total Investments                                 | <u>\$ 9,163,747</u> | <u>\$10,310,922</u> |

NOTE 16 - PLEDGES OF GIFTS

The Citadel recognizes revenue from pledges when collected.

During 1990, The Citadel began conducting a campaign to raise \$ 1,500,000 to be used to assist in retiring outstanding debts of the College. Contributions totalling \$ 384,923 were received in 1992. In addition, The Citadel has restricted pledges receivable due to be collected as follows:

| <u>Year Ending June 30, 1992</u> | <u>Amount</u> |
|----------------------------------|---------------|
| 1993                             | \$ 39,220     |
| 1994                             | 5,222         |
| 1995                             | 535           |
| 1996                             | 75            |
| After 1997                       | <u>13,522</u> |
| Total                            | 58,574        |

THE CITADEL  
The Military College of South Carolina  
Notes to Financial Statements  
June 30, 1992

**NOTE 16 - PLEDGES OF GIFTS (CONTINUED)**

The Citadel began conducting a joint capital campaign in 1984 with The Citadel Development Foundation and the Brigadier Club with the goal of raising \$27,000,000 to be used for academic programs and capital expenditures. The amount of pledges received or receivable by The Citadel Development Foundation or the Brigadier Club are not readily available. As of June 30, 1992, \$9,895,226 had been contributed to and received by The Citadel. 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. Gifts revenue recorded in the various funds in fiscal year 1992 is as follows:

|                            |            |
|----------------------------|------------|
| Unrestricted Current Funds | \$ 166,307 |
| Restricted Current Funds   | 324,722    |
| Endowment Funds            | 314,849    |
| Unexpended Plant           | 50,500     |

Pledges totalling \$4,432,798 as of June 30, 1992, are due collected by The Citadel as follows:

| <u>Year Ended June 30</u> | <u>Unrestricted</u>        | <u>Restricted</u>          | <u>Total</u>               |
|---------------------------|----------------------------|----------------------------|----------------------------|
| 1993                      | \$ 44,717                  | \$ 216,388                 | \$ 261,105                 |
| 1994                      | 40,125                     | 14,132                     | 54,257                     |
| 1995                      | 16,150                     | 3,740                      | 19,890                     |
| 1996                      | 14,250                     | 3,540                      | 17,790                     |
| 1997                      | 6,250                      | 2,000                      | 8,250                      |
| After 1997*               | <u>2,112,887</u>           | <u>1,958,619</u>           | <u>4,071,506</u>           |
| <b>Total</b>              | <b><u>\$ 2,234,379</u></b> | <b><u>\$ 2,198,419</u></b> | <b><u>\$ 4,432,798</u></b> |

\*The majority of these pledges are by bequest.

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

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Notes to Financial Statements  
June 30, 1992

**NOTE 17 - CONSTRUCTION IN PROGRESS**

Major capital projects at June 30, 1992, which constitute construction in progress that are to be capitalized when completed are listed below. The estimated cost of completion of these projects at June 30, 1992, was \$10,621,772.

| <u>Project Title</u> | <u>Estimated Cost</u>    | <u>Amount Expended</u>  |
|----------------------|--------------------------|-------------------------|
| Vandiver Hall        | \$ 2,400,000             | \$ 2,060,107            |
| Mark Clark Hall      | 3,554,000                | 123,166                 |
| Stadium Improvements | 4,002,500                | 84,785                  |
| Bond Hall Renovation | 6,302,000                | 3,886,759               |
| Barracks Renovations | <u>1,165,000</u>         | <u>646,911</u>          |
| <b>Total</b>         | <b><u>17,423,500</u></b> | <b><u>6,801,728</u></b> |

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

At June 30, 1992, The Citadel had in progress other capital projects which are not to be capitalized when complete. These projects are for replacements, repairs, and/or renovation to existing facilities. Costs incurred to date on these projects amounted to approximately \$6,533,659 at June 30, 1992, and the estimated cost to complete was approximately \$1,905,315.

**NOTE 18 - RELATED ORGANIZATIONS**

Certain separately chartered legal entities whose activities are related to those of The Citadel have not been included in the accompanying financial statements. These organizations which exist primarily to provide financial assistance and other support to The Citadel and its educational program include The Citadel Development Foundation, the Brigadier Club, and the Association of Citadel Men. The financial statements of these organizations are audited by independent auditors retained by the various organizations.

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The Military College of South Carolina  
Notes to Financial Statements  
June 30, 1992

NOTE 18 - RELATED ORGANIZATIONS (CONTINUED)

Various transactions occur between The Citadel and these related organizations. A summary of these transactions and balances at June 30, 1992, follows:

Citadel Development Foundation

|  |              |
|--|--------------|
| Funds received for grants, awards, and scholarships                                    | \$ 2,029,244 |
| Reimbursement to the College for certain expenses incurred on behalf of the Foundation | 35,957       |
| Interest paid to the Foundation on note payable  | 12,122       |
| Balance due from the Foundation included in accounts receivable                        | 331,664      |

Association of Citadel Men

|  |         |
|--|---------|
| Reimbursements to the College for certain expenses incurred on behalf of the Association | 114,130 |
| Payments to the College for Alumni House operating expenses                              | 4,566   |
| Reimbursement to the College to support Placement Office operations                      | 18,000  |
| Balance due from the Association included in accounts receivable                         | 4,350   |

Brigadier Club

|  |         |
|--|---------|
| Funds transferred to the College for athletic scholarships                       | 560,000 |
| Reimbursement to the College for certain expenses incurred on behalf of the Club | 203,112 |
| Funds transferred to the College for payment on note receivable                  | 5,000   |
| Balance due from the Club included in accounts receivable                        | - 0 -   |

See Note 5 regarding the \$485,152 note payable to The Citadel Development Foundation recorded in the restricted current fund.

The Brigadier Club is indebted to the College for \$134,333 as of June 30, 1992, for athletic grants-in-aid on an interest-free note dated October 10, 1984. This note receivable is recorded in the restricted current fund.

THE CITADEL  
The Military College of South Carolina  
Notes to Financial Statements  
June 30, 1992

NOTE 19 - 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, and telephone, and interagency mail. Significant payments were also made for unemployment and workers' compensation coverage for employees. The amounts of 1992 expenditures applicable to related party transactions are not readily available.

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

NOTE 20 - CONTINGENCIES AND LITIGATION

The various federal programs administered by The Citadel for fiscal year 1992 and prior years are subject to examination by the federal grantor agencies. At the present time, amounts which may be due federal grantors, if any, have not been determined, but The Citadel believes that any such amounts in the aggregate would not have a material adverse effect on the financial statements.

The Citadel is involved in various suits arising from conducting the normal business of the institution. The only current suit involving a claim for monetary damages involves a suit by a former employee who is suing over his termination. An unfavorable outcome in this matter would not be expected to have a material, adverse impact on the financial position of the College.



THE CITADEL  
The Military College of South Carolina  
Notes to Financial Statements  
June 30, 1992

NOTE 19 - RELATED PARTY TRANSACTIONS

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

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

Other services received at no cost from the various divisions of the State Budget and Control Board include retirement plan administration, insurance plan 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

Supplemental Information to Financial Statements

For the Year Ended 30 June 1992

The Citadel had financial transactions with various State agencies during the fiscal year. Significant payments were made to State agencies for retirement and insurance plan administration, printing and office supplies, printing coverage, office supplies, printing, and workers' compensation coverage for employees. The amount of 1992 expenditures applicable to related party transactions are not readily available.

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

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The various federal programs administered by the Citadel for fiscal years 1992 and prior years are subject to examination by the federal grantor agencies. At the present time, amounts which may be due federal grantors, if any, have not been determined, but the Citadel believes that any such amounts in the aggregate would not have a material adverse effect on the financial statements.

The Citadel is involved in various suits arising from conducting the normal business of the institution. The only current suit involving a claim for monetary damages involves a suit by a former employee who is suing over his termination. An unfavorable outcome in this matter would not be expected to have a material, adverse impact on the financial position of the College.

THE CITADEL

Statement of Revenues, Expenditures, and Transfers for Auxiliary Activities  
For the Year Ended 30 June 1992

|   | Athletics        | Barracks         | Cadet Store      | Canteen          | Dining Hall      | Faculty Quarters | Infirmary       | Laundry / Dry Cleaners | Print Shop     | Tailor Shop     | Telephone      | Total             |
|---|------------------|------------------|------------------|------------------|------------------|------------------|-----------------|------------------------|----------------|-----------------|----------------|-------------------|
| Auxiliary Activity Fees                         | 675,589          |                  |                  | 13,224           | 2,857,643        |                  | 452,897         | 862,984                |                | 3,522           |                | 4,865,857         |
| Sales and Services                              | 1,061,611        | 1,681,845        | 2,616,282        | 1,619,392        |                  | 382,389          | 68,392          | 97,390                 | 695,891        | 913,908         | 681,976        | 9,819,077         |
| Other Sources                                   | 26,100           | 3,960            |                  |                  | 54,852           |                  |                 |                        |                |                 |                | 84,912            |
| <b>Total Revenues</b>                           | <b>1,763,299</b> | <b>1,685,805</b> | <b>2,616,282</b> | <b>1,632,616</b> | <b>2,912,494</b> | <b>382,389</b>   | <b>521,289</b>  | <b>960,374</b>         | <b>695,891</b> | <b>917,430</b>  | <b>681,976</b> | <b>14,769,846</b> |
| <b>Expenditures</b>                             | <b>2,212,439</b> | <b>1,369,210</b> | <b>2,459,094</b> | <b>1,387,175</b> | <b>2,547,107</b> | <b>257,245</b>   | <b>570,523</b>  | <b>877,866</b>         | <b>584,526</b> | <b>843,195</b>  | <b>513,804</b> | <b>13,622,182</b> |
| Excess Revenues Over<br>(Under) Expenditures    | (449,139)        | 316,596          | 157,188          | 245,441          | 365,387          | 125,144          | (49,234)        | 82,508                 | 111,365        | 74,235          | 168,172        | 1,147,664         |
| Transfers In                                    | 590,913          | 728              |                  |                  | 1,366,179        | 300              | 12,070          |                        | 0              | 0               | 5,438          | 1,975,628         |
| Transfers Out                                   | (61,825)         | (377,375)        | (340,000)        | (225,000)        | (314,334)        | (68,973)         | 0               | (107,510)              | (7,350)        | (116,203)       | (43,146)       | (1,661,715)       |
| <b>Net Increase (Decrease)<br/>for the year</b> | <b>79,949</b>    | <b>(60,051)</b>  | <b>(182,812)</b> | <b>20,441</b>    | <b>1,417,233</b> | <b>56,472</b>    | <b>(37,164)</b> | <b>(25,002)</b>        | <b>104,015</b> | <b>(41,968)</b> | <b>130,464</b> | <b>1,461,577</b>  |
| <b>Year-end Fund Balance</b>                    | <b>(203,500)</b> | <b>49,256</b>    | <b>454,773</b>   | <b>722,841</b>   | <b>173,527</b>   | <b>73,118</b>    | <b>(788)</b>    | <b>191,234</b>         | <b>151,160</b> | <b>166,119</b>  | <b>288,934</b> | <b>2,066,673</b>  |

THE CITADEL  
 STATISTICAL HIGHLIGHTS  
 Analysis of Educational & General Expenditures  
 For the Year Ended 30 June 1992

|                                   | 1992              | %              | 1991              | %              | 1990              | %              | 1989              | %              |  |
|-----------------------------------|-------------------|----------------|-------------------|----------------|-------------------|----------------|-------------------|----------------|--|
| <b>Revenue Sources</b>            |                   |                |                   |                |                   |                |                   |                |  |
| State Appropriation               | 12,688,038        | 45.15%         | 13,357,667        | 48.65%         | 13,449,563        | 50.08%         | 13,406,156        | 48.66%         |  |
| Student Fees                      | 9,286,915         | 33.05%         | 8,794,502         | 32.03%         | 8,340,760         | 31.06%         | 8,976,229         | 32.58%         |  |
| Gov't Grants & Contracts          | 686,885           | 2.44%          | 646,681           | 2.36%          | 806,809           | 3.00%          | 657,784           | 2.39%          |  |
| Private Gifts, Grants & Contracts | 3,441,917         | 12.25%         | 2,844,455         | 10.36%         | 2,670,936         | 9.94%          | 2,980,997         | 10.82%         |  |
| Other Sources                     | 2,000,032         | 7.12%          | 1,814,141         | 6.61%          | 1,589,773         | 5.92%          | 1,530,536         | 5.56%          |  |
| <b>Total Revenues</b>             | <b>28,103,787</b> | <b>100.00%</b> | <b>27,457,446</b> | <b>100.00%</b> | <b>26,857,841</b> | <b>100.00%</b> | <b>27,551,702</b> | <b>100.00%</b> |  |
| <b>Expenditures</b>               |                   |                |                   |                |                   |                |                   |                |  |
| Instruction                       | 10,905,609        | 40.05%         | 10,750,367        | 39.00%         | 9,761,443         | 37.04%         | 9,340,508         | 36.12%         |  |
| Research                          | 196,287           | 0.72%          | 240,425           | 0.87%          | 286,285           | 1.09%          | 251,431           | 0.97%          |  |
| Public Service                    | 465,904           | 1.71%          | 433,357           | 1.57%          | 423,889           | 1.61%          | 325,692           | 1.26%          |  |
| Academic Support                  | 2,604,648         | 9.56%          | 2,661,774         | 9.66%          | 2,462,594         | 9.34%          | 2,787,023         | 10.78%         |  |
| Student Services                  | 2,445,462         | 8.98%          | 2,517,031         | 9.13%          | 2,458,503         | 9.33%          | 2,357,465         | 9.12%          |  |
| Institutional Support             | 3,448,266         | 12.66%         | 3,629,356         | 13.17%         | 3,942,188         | 14.96%         | 4,365,429         | 16.88%         |  |
| Operations & Maintenance of Plant | 3,818,946         | 14.02%         | 4,293,808         | 15.58%         | 4,315,615         | 16.37%         | 3,950,880         | 15.28%         |  |
| Scholarships                      | 3,347,891         | 12.29%         | 3,039,330         | 11.03%         | 2,704,930         | 10.26%         | 2,479,264         | 9.59%          |  |
| <b>Total Expenditures</b>         | <b>27,233,013</b> | <b>100.00%</b> | <b>27,565,448</b> | <b>100.00%</b> | <b>26,355,447</b> | <b>100.00%</b> | <b>25,857,692</b> | <b>100.00%</b> |  |

Note : This schedule does not include transfers in or out to other activities.  
 Fiscal Year 1992 data is unaudited. Prior year data is taken from the college's audited financial statements.

**THE CITADEL**  
**Fiscal Year 1990-91**  
**Supplementary Information**

**RENEWAL AND REPLACEMENT FUND**  
**ACCOUNT ANALYSIS**

|                        | Balance<br>6/30/91 | Fees and<br>Misc Revenues | Expended       | Transfers<br>In/(Out) | Balance<br>6/30/92 |
|------------------------|--------------------|---------------------------|----------------|-----------------------|--------------------|
| New Computer           | 37,928             |                           | 31,568         | 50,000                | 56,360             |
| Rehabilitation Reserve | 176,172            |                           |                | 321,740               | 497,912            |
| Infirmary Equipment    | 12,287             |                           | 3,924          | (70)                  | 8,293              |
| Dining Hall Equipment  | 356,573            |                           | 198,507        | (82,700)              | 75,366             |
| Laundry Equipment      | 24,891             |                           | 11,305         | 49,800                | 63,386             |
| Print Shop             | 8,600              |                           | 15,950         | 7,350                 | (0)                |
| Barracks Equipment     | 82,130             | 47,500                    | 100,782        | (50,000)              | (21,152)           |
| Barracks Telephone     | 17,510             |                           | 6,130          |                       | 11,380             |
| <b>Total</b>           | <b>716,091</b>     | <b>47,500</b>             | <b>368,166</b> | <b>296,120</b>        | <b>691,545</b>     |

**REPAYMENT SCHEDULE OF BONDS OUTSTANDING**

AS OF 30 JUNE 1991

| Year Due     | Institution Bonds |                  | Revenue Bonds    |                  | Total             |
|--------------|-------------------|------------------|------------------|------------------|-------------------|
|              | Principal         | Interest         | Principal        | Interest         |                   |
| 1993         | 235,000           | 291,500          | 130,000          | 209,970          | 866,470           |
| 1994         | 250,000           | 276,320          | 140,000          | 201,260          | 867,580           |
| 1995         | 265,000           | 260,086          | 150,000          | 191,880          | 866,966           |
| 1996         | 275,000           | 208,354          | 165,000          | 181,830          | 830,184           |
| 1997         | 215,000           | 195,905          | 175,000          | 170,610          | 756,515           |
| 1998         | 230,000           | 185,795          | 190,000          | 158,710          | 764,505           |
| 1999         | 245,000           | 172,900          | 205,000          | 145,790          | 768,690           |
| 2000         | 260,000           | 158,855          | 220,000          | 131,850          | 770,705           |
| 2001         | 280,000           | 143,470          | 235,000          | 116,890          | 775,360           |
| 2002         | 300,000           | 126,545          | 250,000          | 100,910          | 777,455           |
| 2003         | 325,000           | 107,610          | 270,000          | 83,910           | 786,520           |
| 2004         | 345,000           | 86,980           | 290,000          | 65,550           | 787,530           |
| 2005         | 357,000           | 63,355           | 315,000          | 45,540           | 798,895           |
| 2006         | 405,000           | 37,992           | 345,000          | 23,805           | 811,797           |
| 2007         | 200,000           | 11,250           |                  |                  | 211,250           |
| <b>Total</b> | <b>4,205,000</b>  | <b>2,326,917</b> | <b>3,080,000</b> | <b>1,828,505</b> | <b>11,440,422</b> |

#### IV. MILITARY AFFAIRS AND STUDENT ACTIVITIES

##### A. General

Colonel John H. Mayer, The Citadel Class of '61, retired from the US Army on 1 December 1991. Parade on 22 November was in his honor, with a reception following in the new Dining Hall. He continued his duties as Commandant of Cadets through May 1992.

Colonel Roy F. Zinser, Jr., US Army, The Citadel Class of '68 served as Professor of Military Science and Deputy Commandant, effective 1 August 1991. Effective 1 June 1992, Colonel Zinser was appointed Commandant of Cadets, in addition to his duties as Professor of Military Science.

Colonel John B. Creel, The Citadel Class of '64 served as Professor of Naval Science and Deputy Commandant, effective 1 July 1991.

Colonel James G. Scott, Jr., USAF, The Citadel Class of '69, served as Professor of Aerospace Studies and Deputy Commandant, effective 1 July 1991.

Colonel Harvey M. Dick, US Army, Retired, The Citadel Class of '53, continued his duties as Assistant Commandant of Cadets.

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

Colonel Mayer's speaking engagements for SY 1991-92 included: 2 History classes at Summerville High School-Greg Campus on 15 October, during which the students were especially interested in the news media accounts of reports of hazing at The Citadel; members of the Atlanta-Citadel Club in Atlanta, Georgia, on 7 November; a group of Methodist men and women at their annual dinner at Trinity on the Hill United Methodist Church, Augusta, Georgia, on 17 December on the "Whole Man" Concept; and members of the Hoosier Citadel Club at Ft. Benjamin Harrison, Indiana, on 11 January. In addition, Colonel Mayer spoke to members of the Cadet Round Table on 3 March, which focused on the Lane Report; was interviewed by a political writer for Copley News Service on 5 March; and spoke to Weekend Visitors reference the ROTC Program on 9 November, 1 and 15 February, and 7 March.

Colonel Mayer attended the annual meeting of the Association of Military Colleges and Schools in Alexandria, Virginia, 15-18 March 1992.

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

###### 1. General

Major Day, Band Director, and Major Jones, Bagpipe Director, departed with the Band and Bagpipers on 26 July 1991 for Edinburgh, Scotland, to participate in the Edinburgh Tattoo. They returned to The Citadel on 25 August. The cadets reported to The Citadel on 21 July and underwent rehearsals, drills, inspections, and administrative matters during the period 22-25 July prior to departure for Scotland. The trip was a huge success and brought great publicity to The Citadel. A Citation from the House of Representatives to the Band and Pipe Band on their appearance in the Tattoo was presented at parade on 4 October.

The Corps of Cadets performed well during School Year 1991-92. The year got off to a good start in the fall, with the Athletic Cadre and Regimental Commander reporting on 5 August, followed shortly by the arrival and training of the Fourth Class Athletes. The regular Cadre of 320 cadets returned on 12 August and began a quality training week in preparation for the arrival of the Class of 1995 on 19 August. Fourth Class Band prospects arrived on 18 August for auditions. Upperclass varsity football players returned on 13 August. A reception for parents of Fourth Classmen was held on 19 August. The Swearing-in Ceremony for Fourth Classmen was conducted on 19 August on Summerall Field. Fourth Classmen visited The Citadel Beach Club for an afternoon of relaxation on 25 August. Following a good Fourth Class Training Period, the remainder of the Corps returned to campus on the evening of 25 August. Classes began three days later. All aspects of the new School Year went well.

The mature leadership of the Regimental Commander, his staff and subordinate commanders contributed immeasurably to smooth operations. Their no-nonsense approach to their duties resulted in continued improvement in personal appearance, mess hall procedures, drill and ceremonies, and overall academic performance.

At mid-term, the freshmen GPA was 1.67. The following actions were taken for all cadets below a 2.0 GPA: A cadet academic SOP was published which included the following: Supplementary Study Period (SSP) mandatory from 1400-1800 on Sunday; Cadet Commanders enforced ESP, used tutors and other aids; two weeks prior to finals, all cadet activities terminated to allow for focus on studies; Freshmen grades improved to 2.12 GPA. Colonel Mayer worked with The Citadel Writing Center to develop a program on Academic Excellence to help cadets improve their study skills. Selected cadets attended classes in order to help freshmen. Colonel Mayer met with Cadet Academic Officers, NCOs and Corporals on 18 February in an effort to reinforce his policy on quality study time for all cadets. Our GPA goal was 2.25. At Spring mid-semester 1992, the Freshman GPA was 2.258. There were only two companies with a GPA below 2.0. Fourth Classmen completed the Fourth Class Knowledge Test and tests on Library Orientation during first semester. Cadet Fourth Classmen attended Time Management/Study Planning Classes

on Saturday, 7 March. Beginning on 20 April, all cadet activities (organized PT for The Citadel Bulldog Program, 4th Class PT on Tuesday and Thursday afternoons) ceased in order for cadets to prepare for final exams. Friday afternoon runs continued from 1630 to 1730 only and ceased when examinations began. The only activities authorized were scheduled Intramurals and ROTC Service PT Programs. The Sunday Supplemental Study Period continued from 1400-1800 for all 4th Classmen having less than a 2.0 GPA. All cadets were encouraged to maximize this new time for academic study, since the number one priority is academic performance.

The Corps' performance and general morale were enhanced throughout the year by their enthusiastic support of the varsity athletic teams.

The Commandant continued to meet twice each month with Tactical Officers. He also met weekly with the Regimental and Battalion Commanders, and twice each month in a combined meeting with Regimental, Battalion and Company Commanders. The same agenda and handouts for both of these meetings continued to keep everyone informed. Special emphasis continued to be subjects for Cadet Commanders' Call the first Tuesday of each month. This action continued to be quite helpful.

Colonel Mayer provided guidance for the 1991-92 School Year to all Tactical Officers on 12 August. An orientation for new Tactical Officers was accomplished on 12, 13 and 15 August.

Mrs. Watts hosted receptions for Fourth Classmen on 27 and 28 August in Mark Clark Hall Reception Room. Two battalions were represented at each reception.

The Religious Activities Banquet for Fourth Classmen was held on 26 August. Fourth Classmen completed Religious Orientation on 8 September.

Colonel Mayer briefed members of the President's Active Duty Advisory Committee on 12 September, and presented an ROTC briefing to Citadel Scholars on 14 September.

Seventy cadets participated in the Fourth Annual Scholarship Donor Recognition Day dinner, and seventy-one cadets participated in The Citadel Scholars Day at The Citadel on 14 September. Six cadets attended a meeting with scholarship donor, Tandy C. Rice on campus, 22 November. Twenty-seven cadets met with the Executive Director of the Truman Scholarship Foundation at The Citadel on 7 April.

Library orientation for Fourth Classmen consisted of a one hour orientation per company.

The highlight for the Corps in October was the win over USMA in football. Morale of the Corps improved significantly.

In addition to canceling Commandant's Inspection scheduled for 19 October, General Watts granted amnesty to the Corps, with the exception of those who had "no cuts, no work, no amnesty" on their punishment orders.

Members of the USS Anzio Reunion Group toured campus and attended parade on 4 October.

Fourth Classmen completed the Fourth Class Knowledge Test on 20 October.

The Big Brother Program cadets sponsored a Halloween Party in Mark Clark Hall on 24 October.

Colonels Mayer and Dick briefed the Charleston Legislative Delegation in Jenkins Hall on 23 October. Colonels Mayer and Dick appeared before the Fourth Class Inquiry Committee (Lane Committee) in Jenkins Hall in October, during the committee's investigation of alleged hazing at The Citadel. Colonel Mayer met with members of the faculty on 5 November reference faculty interface with cadets and cadet activities. Colonel Mayer hosted a group of Jordanians during their visit to The Citadel 18-21 January. The visitors consisted of the Vice President, Commandant Assistant for Military Affairs, Battalion Commander, Company Commander from Muta University in Jordan and a member of the Royal Jordanian Police Academy. Colonel Mayer briefed Citadel Retirees during the annual update on 10 April; and on 30 April met with Colonel Warren Hanson, USA, who is writing a book on Training Programs for all services.

Etiquette Training for the Corps was conducted by cadet commanders, by company, through a formal dining-in program, in coordination with the Department of Student Activities. The dining-ins were held in the Executive Dining Room of the new Mess Hall, from 25 February through 21 April.

Pre-registration for the Spring Semester was accomplished 11-14 November. Fall 1992 pre-registration for Corps Squad cadets was held 2-3 April 1992, and for the remainder of the Corps 7-9 April 1992.

Citadel Field Day for the Corps was held on 7 December. Competition included company teams competing in Track Relays, Swimming Relays, Distance Relay, Tug of War, Quad Hockey, Wallyball and Rocks in the Ring. The Distance Relay was conducted around Hampton Park, and all other events were conducted on campus. Company M won the competition and was awarded a streamer for their Guidon. Field Day for Second Semester was held on 25 April, with company teams competing in Track Relays, Swimming Relays, Distance Relay, Quad Hockey, Tug of War, Bull in the Ring, Wallyball, Pugil Stick Battle and Canoe Race. Company H won the competition and was awarded a streamer for their Guidon.



Colonel Norman M. Bissell, Commandant of Cadets at Virginia Military Institute visited with Colonel Mayer and others on 10 and 11 February to study various aspects of how The Citadel runs the Corps of Cadets, in an effort to re-work their system.

The Senior Class held their second annual dinner in the new dining hall on 18 March.

## 2. Cadet Regulations

The Blue Book continues to serve as a basic guide for standards of conduct for the Corps of Cadets, and continued to be favorably accepted by the Corps. It proved its merit throughout the School Year. Due to a lack of overall knowledge of The Blue Book by cadets, a 50 question Blue Book test was administered to 17 freshmen and 20 upperclassmen on 3 March to determine time required and validity of the open book test. A Committee consisting of the Commandant, PMS, PNS, PAS, Assistant Commandant, and two Tactical Officers are currently studying The Blue Book. Proposed changes or refinements are being sent to the President for his approval. The objective is to have a reprint of The Blue Book by the beginning of School Year 1992-93. For School Year 1992-93, cadets will certify by testing in Physical Fitness, Blue Book, and the Honor Manual. Testing will be administered the first day cadets arrive back from summer leave.

## 3. Barracks

The general status of the barracks is improving. Some sinks, vanities and floors in Barracks No. 2 were painted and repaired this summer. Colonel Mayer and a group of cadets rearranged furniture in rooms during the summer, and cadets were instructed furniture will remain in the current arrangement throughout the School Year. The issue of cleaning materials to all companies continued to show improvement in the appearance and cleanliness of furniture in all barracks.

## 4. Cadre and Fourth Class Training

The special emphasis placed on leadership and "training the trainer" was instrumental in the superb job the Cadre did in training the members of the Class of 1995. 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. Leadership classes continued this year for all members of the Corps, by class, and were held primarily on Tuesday during drill periods. Classes were conducted jointly by Tactical Officers

and Cadet Company Commanders, on the company level. The Citadel Training Model was used as a training guide.

## 5. Drill and Ceremonies

The Corps' performance during parades and reviews continued to be outstanding. The first Tuesday and Thursday drill periods were better organized and executed. Tuesday drills emphasized squad and platoon movements until Drill Competition was completed for those elements. The Commandant continued "Commanders' Time" the first Tuesday drill period of each month as a result of communications, in his mind, being one of the biggest problems in the Corps. Cadets were given topics and also used their own to get information/policies to the Corps. As a result, all levels of unit leadership were learning and improving skills during these drill periods.

Honor Guard Ceremonies were continued during the School Year. Special ceremonies were conducted by Company C, the Band, and Color Guard. Highlights of parades and ceremonies conducted this School Year follow: 13 September, Parade in honor of the USAF Birthday/POW/MIA; 20 September, Gold Star Review; 4 October, Awards Review (President's/Summerall Cups); 11 October, Parade in honor of the Navy Birthday; 30 October, Honor Guard for 15 French businessmen/CEOs; 1 November, Parade, Fourth Classmen formally joined the Corps; 2 November, Parents' Day Review; 8 November, Parade in honor of the US Marine Corps Birthday; 16 November, Dedication of Vandiver Hall; 22 November, Dedication of Grimsley Hall; 23 November, Homecoming Review, honoring Alumni, in recognition of Desert Storm participants, dedication of a Salute Gun in honor of the Class of '66, and an aircraft flyover; 17 January, Parade recognizing group of county elected officials and US Army Military Emergency Planners; 24 January, Canadian Consul-General James A. Elliott took the Review; 31 January, Gold Star Review; 21 February, Cincinnati Award Review; 28 February, Parade canceled due to the Band performing at the Ninth Annual Highland Games in Florida, a large number of cadets participating in ROTC Training at Fort Bragg, and other schedules. Corps P.T. was scheduled starting at 1530. However, extensive drill and parade practice were conducted prior to Corps Day; 6 March, Parade, recognized the Special Olympics being held on campus; 13 March, Review (Brigadier Club Awards); 14 March, Unveiling of the Presidential Portrait of MG James A. Grimsley, Jr., in Daniel Library; Corps Day Review (Presentation of an Honorary Degree to Colonel William R. Risher, Chairman, The Citadel Board of Visitors, and presentation of the Palmetto Medals; 10 April, Review (College/Military Awards); 24 April, Mark Clark Hall Awards; 7 May, Awards Ceremony; 8 May, Review in honor of the Board of Visitors, and Graduation Parade.

Company E was the overall winner of parade and review competition and the recipient of the Commandant's Cup, as the best drilled company. Company T won the Regimental Platoon

Competition conducted in February, and the Regimental Company Competition conducted in April.

#### 6. Disciplinary Matters

The following is a summary of significant disciplinary actions during School Year 1990-91 and 1991-92:

|   | <u>SY 90-91</u> | <u>SY 91-92</u> |
|---|-----------------|-----------------|
| Number of Cadets Referred to Suitability Boards   | 0               | 5               |
| Number Suspended  | 0               | 4               |
| Number Dismissed  | 0               | 1               |
| Number of Cadets Referred to Commandant Boards  | 36              | 21              |
| Number Receiving Demerits and Tours   | 9               | 14              |
| Number Suspended  | 2               | 0               |
| Number suspended, suspensions set aside and cadet awarded demerits and tours with provision if he commits a Class I or II offense, suspension is reinstated | 1               | 0               |
| Number Dismissed  | 3               | 2               |
| Number dismissed, dismissal set aside and cadet awarded demerits and tours with provision if cadet commits a Class I or II offense, dismissal is reinstated | 7               | 3               |
| Expelled  | 2               | 1               |
| Number resigning in lieu of Board   | 12              | 0               |
| No Punishment   | 0               | 1               |

Alcohol and major violations of the Fourth Class System continued to be the more serious disciplinary actions during School Year 1991-92. Of the 21 cadets who were referred to Commandant Boards during the School Year, 3 were referred to the Board for infractions where alcohol was a contributing factor. The number of alcohol related cases increased from 34 in 1990-91 to 44 in 1991-92. No cadets were referred to Commandant's Boards due to drug related offenses.

#### 7. Substance Abuse Programs:

The zero tolerance policy regarding drugs continues to be enforced. The Alcohol Abuse Program initiated in School Year

1983-84 continued. This program requires all cadets involved in disciplinary actions that were alcohol related, to report to The Citadel's Counseling Center for screening, testing, and counseling. In addition to the 44 cadets who were alcohol referrals in School Year 1991-92, the Student Counseling Center enrolled 3 cadets in the program, who were self referrals. Self referrals bring the overall total number of cadets involved in the program for School Year 1991-92 to 47. Two cadets were self referrals during School Year 1990-91. The following Substance Abuse Programs were presented this School Year:

The first presentation on 5 September was mandatory for First, Second and Third Classmen. The speaker was Mr. Jim Harrison, Citadel graduate and attorney on the ABC Commission in Columbia, SC; a mandatory program for 3rd Classmen was held in Mark Clark Hall on 17 October; on 6 December, Cadet Steele, a member of "Students Against Driving Drunk (SADD)" lectured to James Island High School Students on the dangers of drinking and driving; a mandatory program for Second and Third Classmen was held on 13 February in Mark Clark Hall; and a mandatory program for Second and Third Classmen was held in Mark Clark Hall on 9 April.

Random drug tests were performed on 34 Fourth Classmen on 7 April, with negative results in all cases; and tests were performed on cadet athletes three times this School Year (once in the Fall and twice this Spring) which included the NCAA testing.

The Citadel received a Drug Free School Grant from the State of South Carolina, and as a result of the Grant, a special counselor was hired to establish a peer education program for cadets and a faculty and staff education program.

#### 8. Fourth Class Withdrawals

The Fourth Class withdrawal rate, for all causes during School Year 1991-92 was 16.9% (105 of 622), compared with 17.7% (114 of 645) for School Year 1990-91, and 15.9% (85 of 535) for School Year 1989-90. Cadet leaders continued a concerted effort to exercise positive leadership and "personalize" the Fourth Class System by requiring the Cadre to show special interest in each freshman's grades, personal problems, and family matters. Special measures were taken to let the new cadets know the Cadre's mission was to establish and maintain high standards, and to help freshmen to meet those standards. Additionally, the Regimental Commander personally interviewed each out-processing Fourth Classman to ensure that the cadet was not leaving due to un-professionalism on the part of the Cadre. Significant gains continued to be noted in the overall quality of the Fourth Class System.

#### 9. Cadet Commanders' Retreat

Due to the success of the Cadet Commanders' Retreat at the St. Christopher Conference Center on Seabrook Island for two days the weekend of 17-18 August 1991, the Commandant is currently planning a similar retreat for the coming School Year. The purpose of the retreat is for the top ranking cadets to get to know one another better, receive some training, and put together their program for the 1992-93 School Year. Cadet Company, Battalion, and Regimental Commanders and the Regimental Sergeant Major participated. All support, facilities and instructors were excellent. Cost of the retreat was borne by The Citadel Development Foundation. The site of the conference for SY 1992-93 will be the Santee Cooper Wampee Conference Center, Pinopolis, SC. The six elements which are critical to mission accomplishment are those that make up the "Whole Man" (Honor; Academic; Military; Spiritual; Patriotism; Physical). Objectives established during the conference for each goal or element of the Whole Man follow:

Honor - Standard Honor briefings developed for each company, presented and discussed quarterly during scheduled sessions with the companies; Academics - The School Year GPA, not Cumulative GPA for each class: Freshmen 2.2, Sophomores 2.4, Juniors 2.8, Seniors 3.0; foster positive team between Tacs, Faculty Advisor and Cadets, enforce Evening Study Periods, foster a climate of caring for all cadets toward academic success and provide assistance where necessary; Military - Success oriented for all classes, positive leadership, no hazing, communications and standards are the focuses, no more than 9% loss for freshmen, review Fourth Class System to ensure it meets the purpose; TEACH - MOTIVATE - DEVELOP, NOT ELIMINATE; Spiritual - Work toward a goal of 35% of all cadets involved in religious activities, and work toward a goal of 20% of each company attending chapel; Patriotism - Continue to foster pride in country through parades and other events on campus, honor our country's dead and continue to remind cadets of our successes, and hold one patriotic oriented parade per semester; Physical - Individual fitness should continue to be a cadet responsibility. At the PT Test, the goal will be 85% of all cadets pass. Intramurals should be voluntary but 100% of the cadets should participate at the company level in either Intramurals, Club or Varsity Sports, and no Intramural forfeits. Company PT Programs are success oriented, whose purpose is team building, and standards are: Runs, no further than 2 miles, at 16 minutes, 50 Push-ups, 2 minutes, and 50 sit-ups, 2 minutes. All cadets should present a trim, neat appearance.

Actions were success and positive oriented. Priority for the Fourth Class System was toward the mess hall with all cadets eating. Leadership development through teaching and responsibility was always paramount. Communications and enforcement of standards were given special focus and work. Close enough was not good enough; cadets were taught and corrected with positive, professional reinforcement. Following is a summary of actions taken as a result of the Conference this

past August.

Fourth Class System: Knobs integrated for parade on Friday, 6 September; Cadre terminated on 1 October; Push-up policy, effective 29 August; Morning formations, 0630, each company had two collection rooms, doors open. Watches worn; Mess Hall quiet. All knobs eat. Mess Carver only runs the Mess; Senior names on the steps. One time painting only, FIRST - LAST name only.

Other Issues: Morning Study Period (MSP). No cadets in bed. Rooms in MRI order; Optional Meals, Blazer and Civilian Clothes not authorized; TV sets up to 20" authorized. No VCR or any recorders; P.T. Uniform Policy published 28 August; Knob P.T. Program published 28 August: Tuesday and Thursday - 0600; Friday - 1630.

#### 10. Rank Selection for School Year 1992-1993

The rotation of Cadet Corporals was again implemented in January.

Colonel Mayer met with Tactical Officers and Cadet Commanders concerning peer evaluations, and emphasized that evaluations and counseling are key ingredients to leadership development. Peer evaluations were completed by classmates, in rank order, the same as was done last year, using the following criteria: Demonstrated Leadership, Military Bearing, Acceptance of Responsibility, Communications Skills, Decisiveness, Judgment, Physical Conditioning, Initiative, and Team Player. Academics (GPA of 2.00 for NCO rank and 2.25 for Captain and above), and discipline were not used, but were applied during the final selection process. These evaluations were used by the cadet commander to make a peer Order of Merit List (OML). The commander and executive officer then evaluated the three classes (freshmen, sophomores and juniors), using the same procedures outlined above. The commander combined the peer evaluations, company commander and executive officer evaluations, into one OML. Each final class OML was co-signed by the Tac and Commander and these OMLs were given to the Commandant on 3 and 4 March. These class OMLs were used for rank selection and selection for rank boards. The commander had platoon leaders counsel each cadet of the lower three classes, in his platoon, so that each cadet knew, in writing, where he stood in his company OML. All cadets assigned at the Regimental Staff and Battalion levels were evaluated with their companies. Senior Rank Boards met in April to select Captains and above, and Junior Rank Boards met during the same period to select Sergeants Major, Master Sergeants, First Sergeants, and Supply Sergeants. General Watts presented gold chevrons to the six top ranking cadets for SY 1992-93 at a ceremony in his office on 4 May.

#### 11. Inspections

Morning Room Inspections were conducted by the Cadet Chain of Command, members of the Guard, Tactical Officers, and the Commandant on a routine basis. General Watts canceled the Commandant's Inspection scheduled for 19 October as part of his reward for the win over USMA in football on 12 October. Saturday Morning Inspections reflected considerable work by members of the Corps. Colonel Mayer's policy for supervision of the Corps during the exam period showed a dramatic improvement in standards. Beginning on 9 December, and until the beginning of Christmas Furlough, Colonels Mayer and Dick were present for breakfast, and all Tacs and Colonels inspected rooms for MRI order and cadets during the 0740 formation. The first SMI for Second Semester was held on the quads and in the rooms on 11 January. Tactical Officers participated. Additional SMIs for Second Semester were held on 1 February, 22 February (with special emphasis on Academic SOP and knob work plans for Corps Day), 7 March, 4 April and President's Inspection on 11 April.

#### 12. ROTC Training

The PMS, PNS and PAS conducted ROTC briefings for Fourth Classmen on 23 August. All ROTC cadets participated in ROTC Training 7 September, 9 November, 25 January and 15 February. Colonel Mayer presented an ROTC briefing to Weekend Visitors on 9 November, 1 and 15 February, and 7 March.

#### 13. PT Program

The Physical Training Program was conducted by the Commandant. Colonel Mayer was 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 physical training during the period 20-28 August. Physical Fitness Tests were conducted for upperclassmen on 26 August, and for the Cadet Cadre and Fourth Classmen on 31 August. Tests for second semester were completed on 9 January for Upperclassmen and on 25 January for Fourth Classmen. A total of 207 cadets were enrolled in the Bulldog Challenge PT Program. They were authorized to meet at 0600, Mondays, Wednesdays, and Fridays, until the end of the semester. Freshman PT was rescheduled for 1700 on Tuesdays and Thursdays, rather than at 0600, Mondays, Wednesdays and Fridays as previously scheduled. Regimental PT runs were conducted on Fridays after parade. P.T. tests for School Year 1992-93 will be administered to cadets the first day they return to school.

#### 14. Mess Hall

A reduction of noise level in the Mess Hall continues. Emphasis continued to be placed on good manners and allowing the Fourth Classmen to eat a full meal without harassment. Since the Commandant stopped "square meals" in the mess hall on 4 December, there have been no problems from the Corps. The Corps

Squad Mess Policy was refined and republished for Second Semester, to indicate seating (Breakfast: North end downstairs; Lunch and Supper: Upstairs). Policy for Upperclassmen remains the same as for First Semester. This guidance was extremely helpful to the Corps.

#### 15. Greater Issues Series and Various Presentations

Following are highlights of Greater Issues Speakers and other addresses: LTG Charles A. Horner, Commander, 9th Air Force and Commander, US Central Air Forces for Operations Desert Storm presented the first Greater Issues speech to the Corps on 10 September. An Honor Guard was conducted for him prior to his speech; The Honorable Raymond G. H. Seitz, American Ambassador to London addressed the Corps on 5 February as the John C. West Foundation speaker. An honor Guard was conducted for him prior to his speech; Major General Barry McCaffrey, USA, Commanding Officer, 24th Division presented a Greater Issues speech to the Corps on 25 February. Subject of his talk was "Ground Aspects of Desert Storm". An Honor Guard was conducted for him at 1100 hours. Colonel Mayer hosted a briefing on ROTC on the morning of 25 February; Deputy Assistant Secretary of Defense Alberto Coll spoke to cadets on "US Special Forces Operations-Desert Storm" on 25 February. His appearance was sponsored and hosted by Colonel Douglas Porch, History Department.

#### 16. Fine Arts Program and Cadet Programs

Following are highlights of cultural programs for the Corps: Performance by The USAF Brass Quintet in Mark Clark Hall on 15 September; presentation of the play "A Miracle Worker" on 28 January in Mark Clark Hall; performance by the Saude Jazz Ensemble on 18 February in Mark Clark Hall, and 10 March featured the Gospel Group-5 Blind Boys at 1900 hours in Summerall Chapel. The Cadet Talent Show was held in McAlister Field House on 12 March; and The Citadel Band held its annual Spring Concert in Hampton Park on 15 March.

#### 17. Filming on Campus

Following is a synopsis of filming on campus this School Year: On 15 October, ABC did background filming for the 11 November live "Good Morning America" weather forecast portion of their show, and returned on 10 November to set up for the 11 November filming on the 2nd Battalion Quad. Included in the broadcast: Pipers formed (not playing) during weather segment; introduction/interview with General Watts; Citadel Chorale performed for 2-2 1/2 minutes; and the Pipe Band did a 45 second piece in front of PT Barracks. On 18 October, a photographer and assistant took photos, behind the scene, for a Photo Essay on America to be published in October 1992, on the 500th Anniversary of Columbus discovering America. CNN was on campus on 1 November to film segments on matters involving the recent hazing reports. Included in the filming was Muster; followed



the Regimental Commander to class; interviewed General Watts, Director of Public Safety, Regimental Commander, a cadet junior and freshman; followed Cadet Varriale in preparation for parade; and filmed during parade. WFMY-TV filmed campus scenes, drill and the museum for their "Good Evening" Show, a half-hour entertainment program that airs at 7:30 P.M. week nights in Goldsboro, and is seen by 119,000 households. Air time for the show was slated 4 and 5 April of this year.

#### 18. Awards

Following are highlights of Awards Presentations: Dean's List Awards were presented to cadets prior to the Gold Star Review on 20 September; the second Gold Star Review was held on 31 January and Dean's List Awards were presented to cadets just prior to the Review; Cadet Ross Meyer, First Battalion Commander, received the MacArthur Cadet of the Year Award at a ceremony in the President's Office on 14 February and The Society of the Cincinnati Award at the Review on 21 February; College and Military Awards were presented at the Review on 10 April. The Cadet Awards Reception was held on 14 April in Mark Clark Hall; Cadet M. C. Pruitt received the American Chemical Society's Outstanding Senior Chemistry Major Award in Orangeburg, SC on 22 April; a special Awards Ceremony for cadets was held in Mark Clark Hall on 24 April; and the Star of the West Finals were held on 7 May, followed by an Awards Ceremony in Mark Clark Hall.

#### C. Special Activities

The Student Activities Department conducted Etiquette Programs for the Corps on 18 and 19 September.

Parents' Day Weekend activities were celebrated during the weekend, 31 October - 3 November. Graduating First Classmen received their rings at the Ring Presentation Ceremony in Summerall Chapel on 31 October, followed by a special dinner in the Dining Hall. The Junior Sword Drill held a special performance for the Corps on 31 October in McAlister Field House. This is the traditional "practice" performance. They performed for parents, graduating seniors and guests on 1 November in McAlister Field House, followed by the traditional Ring Ceremony. The formal Ring Hop was held in Mark Clark Hall on 1 November. The Fourth Classmen formally joined the Corps at parade on 1 November. Activities on 2 November included a report to parents by General Watts and BG Meenaghan in Summerall Chapel; tours of barracks and other buildings; Freshman Squad Competition; Band Concert; Parents' Day Review and Luncheon; and a football game with Appalachian State (half-time included a performance by the Summerall Guards, and the US Army Golden Knights Parachute Team). Kenny Rogers held a concert in McAlister Field House that evening.

General Watts presented patches to members of the Junior

Sword Drill on 5 November.

Homecoming Weekend activities were celebrated during the weekend 22-24 November. On 22 November, luncheon followed by the dedication of Grimsley Hall; performance by the Band; Retreat Parade honoring Colonel Mayer, who retired from the Army on 1 December; Citadel Chorale Concert in Summerall Chapel; and the Homecoming Hop in Mark Clark Hall. On Saturday, 23 November, the Pipe Band performed in all barracks; Summerall Guards performed; Homecoming Review honoring Alumni, including a ceremony honoring Desert Storm participants, and dedication of a Salute Gun in honor of the Class of '66; luncheon in the new Dining Hall; football with Furman, with half-time including recognition of Athletic Hall of Fame inductees, crowning of Miss Citadel, and performance by The Citadel Band.

Thanksgiving Furlough for the Corps began after the Tactical Officer Room Inspection at 1100, Tuesday, 26 November and ended at 2230, Sunday, 1 December. Classes resumed on 2 December.

Three Christmas Candlelight Services were held this year at 1930 hours in Summerall Chapel (7 and 8 December for The Corps and Citadel Family and 9 December for the public). Classes for First Semester ended on 9 December, with exams during the period 10-17 December. Christmas Furlough was from after the last scheduled exam on 17 December 1991 until 2230, 8 January 1992, and classes for Second Semester began on 10 January. Issue of rifles was completed on 9 January.

A memorial service in honor of Dr. Martin Luther King, Jr., sponsored by the Afro-American Society, was held in Summerall Chapel on 15 January. The guest speaker was LCDR Mabel Mixon, USNR.

Corps Day Activities 12-15 March included the Francis Marion Square Review on Thursday; performance by the Summerall Guards, Review (Brigadier Club Awards), Chapel Concert, and Formal Hop on Friday; presentation of the Anthony Griffith Sword to the Bond Volunteers in conjunction with their performance/ceremony, unveiling of the Presidential Portrait of MG James A. Grimsley, Jr., Review (Palmetto Awards, and Presentation of an Honorary Degree to Colonel William R. Risher) on Saturday, and a Band Concert on Sunday.

Spring Furlough began after the Tactical Officer Inspection at Noon on Friday, 20 March, and ended at 2230 hours on Sunday, 29 March. Classes resumed on 30 March.

Easter Leave for academic/conduct proficient cadets with a weekend pass began after their last class on 16 April and ended at 2230 on 19 April.

The Salute Gun Battery performed in a superior manner throughout the year.

Cadet Participation in Outside Activities: The following are highlights of participation by cadets in various activities.

Two members of The Brigadier staff attended an Education Summit Meeting in Columbia, SC on 7 October. Four staff members attended a meeting and toured USNA Trident Publication Facility, US Naval Academy, Annapolis Maryland, and US Military Academy, West Point, New York, 9-13 October. Three Brigadier newspaper cadets attended the South Carolina Press Association Collegiate Division Awards Program and Winter Conference at the Omni Hotel, Charleston, SC, on 28 February.

Civil War Reenactment Club cadets participated in the reenactment of the Battle of Jonesboro, Georgia, 11-13 October; the Reenactment of the Battle of Secessionville, Boone Hall Plantation, Mt. Pleasant, SC, 8-10 November; the Reenactment of the Battle of Rivers Bridge, Ehrhardt, SC, 1-2 February; and the 125th Anniversary Reenactment of the Battle of Olustee, Lake City, Florida, 14-16 February.

Afro American Society cadets cleaned up from Hugo damage at Jenkins Orphanage, Charleston, SC on 12 October; participated in a Service Project at Jenkins Orphanage, Charleston, SC, on 8 February, and attended the United Way Volunteer Organization of the Year meeting in Charleston, SC on 22 April.

The Summerall Guards performed at the Williamsburg County Chamber of Commerce Annual Old Fashioned Days Festival, Kingstree, SC on 19 October, and were guests at a luncheon following the performance; represented The Citadel and the Governor's House in the Carolina Carillon Christmas Parade, and performed at the capitol, Columbia, SC, on 8 December; performed at Disney World, Orlando, Florida, 5-8 March; participated in the St. Patrick's Day Parade, Savannah, Georgia, on 17 March, and performed during the Wilmington, NC Azalea Festival on 11 April. Selection of the 1992-93 Summerall Guard was held on 24 February.

The Cadet Choral performed for the Arts Festival, St. George, SC, on 17 October; for the Charleston AFB 437th Combat Support Group Retiree Appreciation Day on 9 November; at the Charlotte Foreign Policy Forum in Charlotte, NC on 19 November, during which The Honorable Ronald Reagan was the featured speaker; at the "Citadel Night" Hornets Basketball Game, Charlotte, NC, on 31 January, along with a Cadet Color Guard; and performed two programs during their spring trip in the Atlanta-Decatur, Georgia areas, 10-13 April.

In addition to group participation with the Band, Pipers, etc. the Cadet Color Guard performed as follows: At the State Dinner during the annual meeting of the National Conference of Lieutenant Governors in Charleston, SC on 7 August; at the Bombardment Association Reunion in Charleston, SC on 31 August; at the Renaming and 25th Anniversary Ceremony, Veterans Medical

Center, Charleston, SC, on 5 September; at Grace Episcopal Church Services, Charleston, SC, on 20 October; for the Teledyne Allvac Ceremony in Richburg, SC on 1 November; in the Columbia, South Carolina Veterans' Day Parade on 11 November, at which Colonel Zinser represented General Watts and sat in the Reviewing Stand; supported the Athletic Department in McAlister Field House on 6 December; for the WXTC Promotion for the Market Area Merchants Association, Charleston, SC, on 7 December; participated along with the Band in the Charleston, SC Christmas Parade on 8 December; at the State Volunteer Conference in Charleston, SC on 29 January; at the Hibernian Society Annual Banquet, Hibernian Hall, Charleston, SC on 17 March; at the 13th Bomb Squadron (Korea) banquet in Charleston, SC on 11 April, at the Convention of the National Yellow Pages Agency Association (NYPAA) in Charleston, SC on 22 April; at the State Convention of the Garden Club of South Carolina, Charleston, SC on 22 April, and supported the ceremonies for the Southern Conference Baseball Tournament at The Citadel on 26 April.

In addition to group participation with the Pipers, Color Guard, etc., the Regimental Band participated in the following: Attended the Oyster Bowl Game in Norfolk, VA (Citadel vs VMI), participated in a morning parade, pre-game ceremony, and shared a 20 minute half-time show with the VMI Regimental Band, and played "God Bless America" as a huge American Flag was unfurled at mid-field on 26 October; performed at the dedication of Vandiver Hall on 16 November; participated in the Charleston, SC Christmas Parade on 8 December; performed at the African American Heritage Opening Ceremony at Charleston AFB on 1 February; a contingent of the Band and Pipe Band performed at the Ninth Annual Highland Games of the Scottish American Society of South Florida from 28 February-1 March; a Cadet Pep Band performed at the Southern Conference Basketball Tournament in Asheville, NC, 6-7 March; conducted a Band Concert in Hampton Park, Charleston, SC, on 15 March; supported the retirement ceremony at The Citadel, of QMCM William E. Ryland, USN, Citadel NROTC, on 15 April, after completion of 23 years of Naval service. He was with the NROTC Unit for 3 years, and has served as an assistant wrestling coach for The Citadel. The Band and pipers performed a concert in Myrtle Beach, SC, 25-26 April.

In addition to group performances with the Band, Color Guard, etc., Cadet Pipers have participated in the following: Performed for the 1st (Scots) Presbyterian Church Scottish Heritage Celebration Service, Charleston, SC on 15 September; at the Anderson County Courthouse Dedication Ceremony, Anderson, SC, on 6 October; for The Citadel Alumni Association's Birthday Party for LTC Courvoisie, Charleston, SC, on 17 October; the Pipe Band won first place in the Grade IV pipe band championships at Stone Mountain, Georgia, 18-20 October, at which 9 bands from Texas, SC, Alabama, NC, Florida and Tennessee competed, and also won dress and deportment awards among all bands in all grade levels, as well as an award for band of the day; for the Marine Corps Birthday dinner, North Charleston, SC,

on 9 November; for the Charleston World Trade Center 2nd Annual Trident International Week (Charleston Trident Chamber of Commerce), on 20 November; for the St. Andrew's Society of the City of Columbia, SC during the Annual Tartan Ball on 30 November and for the Kirkin' o tha' Tartans at Trinity Cathedral on 1 December. Although this took place during Thanksgiving Furlough, enough cadets volunteered to meet in Columbia for the commitment; Cadet Pipers and a musket squad participated in the dedication of the Coburg Cow, St. Andrews Center, Charleston, SC, on 3 December; pipers performed at the annual banquet for the St. Andrew's Society, Charleston, SC, on 4 December; for the 41st Military Airlift Squadron's Christmas party, Charleston AFB on 6 December; during the Columbia, SC Christmas Parade on 8 December; at a sales rally meeting of SCN Bank in Charleston, SC on 9 January; in a candlelight march in honor of the Dr. Martin Luther King, Jr. birthday celebration in Charleston, SC on 15 January; for the change of command ceremony, Destroyer Squadron Four, Charleston Naval Base, SC on 17 January; at the Regimental Mess Night, USMC Recruit Training Regiment, Parris Island, SC on 18 January; at the retirement ceremony of Captain Taylor Cook, Medical Corps, US Navy, Naval Hospital, Charleston, SC on 31 January; for The Citadel NROTC Mess Night in Charleston, SC on 7 February; on 14 February, a contingent of the Bagpipe Band and a cadet to play TAPS performed at ceremonies by the Elks Lodge to recognize Coastal Carolina Council Boy Scouts of America who have attained Eagle Rank; performed for the USMC Security Force Company Mess Night, Naval Weapons Station, Charleston, SC on 11 March; performed at the Charleston AFB C-124 Dedication Ceremony on 14 March; in the St. Patrick's Day Parade, Charleston, SC, on 17 March; for the Fifth Special Forces Group (Airborne) Spring Formal at Ft. Campbell, Kentucky on 11 April; for the Opening Ceremonies of the 1992 MCI Heritage Golf Classic, Hilton Head Island, SC on 14 April; for the Dedication of a Restored B-25 Bomber at the State Museum, Columbia, SC during the Doolittle Raiders' 50th Anniversary Celebration on 18 April, and the Band and Pipers performed a concert in Myrtle Beach, SC, 25-26 April.

Fifteen cadets attended the fall session of the SC Student Legislature in Columbia, SC, 6-10 November; two cadets participated in the State Officer Meeting in Columbia, SC on 15 December; Cadet Oran C. Jamison acted as the Attorney General for the South Carolina Student Legislator Meeting in Columbia, SC on 25 January; and four Citadel Delegation cadets attended the Interim Session of the SC Student Legislature, Columbia, SC on 29 February.

Debate Team Cadets participated as follows: SECEDA Workshop, University of SC, 13-15 September; 1991 Merrill Christophersen Early Bird Debate Tournament, University of SC, 27-29 September; Appalachian Mountain Forensics Tournament, Appalachian State University, Boone, NC, 7-10 November; John C. Calhoun Debate Tournament, Clemson University, SC, 24-26 January; Debate Tournament with the University of North Carolina, Charlotte, NC, 14-16 February; Spider Debate at the

University of Richmond, Virginia, 20-23 February; and the annual LSU Debate Tournament, Baton Rouge, Louisiana, 27 February-1 March.

The Protestant Chapel Choir performed at a Veteran's Day Service, First Baptist Church, Clinton, SC, First Baptist Church, Laurens, SC and Bethel ARP Church, Winnsboro, SC, 9-10 November; performed at the Episcopal High School, First Presbyterian Church of Gloucester, Virginia, and the Northwood Temple, Pentecostal Holiness Church, Fayetteville, NC, 20-24 February.

The Citadel Gospel Choir has performed as follows: The Black History Month Program at Charleston Naval Base, SC on 20 February; the Black History Program, St. Stephens Elementary School, Moncks Corner, SC, on 23 February; at Spartanburg Baptist Church on 8 March; at Stono Park Elementary School on 7 April; and during services at McClellanville, SC Baptist Church and the College of Charleston on 26 April.

Inn of Court Cadets: Attended the Law Forum in Atlanta, Georgia, 19-22 September; the 1991 Humanities Seminar at Camp St. Christopher, Seabrook Island, SC, 24-26 September; attended The Citadel Development Foundation/Santee Cooper Seminar at Wampee Conference Center, Pinopolis, SC, 20-22 February; competed in the National Intercollegiate Mock Trial Championship Tournament at Drake University, Des Moines, Iowa, 21-23 February; attended the Lent Reading in Mark Clark Hall on 11 March, at which the speaker was Chief Judge Gerald Tjoflat, Georgia 11th US Circuit Court of Appeals.

Exhibition Drill Team cadets marched in the Veterans' Day Parade, Columbia, SC, on 11 November; performed on WLI Field on 9 December, and participated in the NROTC Mardi Gras Drill Meet at Tulane University, New Orleans, Louisiana, 26 February-1 March.

The USMC Battle Color Detachment performed at Johnson Hagood Stadium on 11 September. Cadets with scheduled classes were not allowed to attend.

Four cadets attended the National Prayer Breakfast and Student Leadership Conference in Washington, DC, 19-22 September.

The Band and Pipers participated in the Annual Charleston Scottish Games and Highland Gathering of the Scottish Society of Charleston at Boone Hall Plantation on 21 September.

Two cadets participated in the Full Gospel Business Men's Fellowship International, Columbia, SC, on 28 September.

Participation by The Citadel in support of the 1991 PGA Ryder Cup Golf Matches at Kiawah, SC from 20-29 September

follows: Cadets assisted with media requirements; acted as drivers, 4 Herald Trumpeters performed at the Gala Dinner; cadets assisted with NBC marshalling, acted as escorts and flag raisers. Drummers and Pipers led in the European Team at the Opening Ceremony; the Golf Team acted as Standard Bearers and Score Updaters; the Band and Pipe Band performed at the Closing Ceremony; and cadets lowered flags of various countries.

The Cadet Chorale, a Color Guard, Piper and Drummer performed at the SC Department of Highways and Public Transportation's 23rd Annual Southeastern Transportation Geotechnical Engineering Conference in North Charleston on 10 October.

Approximately eighty Fourth Classmen and 400-500 upperclassmen attended the Citadel vs VMI football game in Norfolk, VA on 26 October. Fourth Classmen traveled in buses and upperclassmen traveled by POV.

Ninety-two Second and Third Class cadets collected canned goods for the Crisis Ministry Shelter in the Charleston Community on 9 November.

Twenty-three cadets (Pipers, Acolytes, Color Guard and Marshals) performed for the Veterans' Day Service, Cathedral Church of St. Luke and St. Paul, Charleston, SC, on 10 November.

Approximately 200 cadets acted as drivers and messengers in support of the FORTUNE 500 Forum during the meetings at the Omni, 14-16 November, of approximately 125 CEOs, Presidents, and Chairmen from FORTUNE 500 companies with policy makers and scholars. The purpose of their program "New Ideas for Leadership," was to stimulate new thinking on the most pressing issues facing American business today. Mayor Riley and Governor Campbell were actively involved in the planning of the event.

Members of the Pipe Band and a Color Guard performed for the Dining-In of 7 Aerial Squadrons assigned to the 315 MAW Association, Charleston AFB on 16 November. BG Wallace W. Whaley, Citadel '69, Deputy Chief of Air Force Reserve was the guest speaker.

Four cadets acted as escorts for the 1991 Eastern/ Southern Regional Meeting of the National Association of State Information Resource Executives (NASIRE), sponsored by the State of South Carolina, Charleston, SC, on 18 November.

Ten cadets participated in the National Debutante Cotillion and Thanksgiving Ball in Washington, DC during Thanksgiving Furlough.

A Cadet Color Guard and Bagpipers performed at the State Adjutant General's annual recruiting and retention seminar in Charleston, SC, 6-8 December.

The MARIAH won first place in the Charleston Parade of Boats on 7 December.

Two cadets sang at Mass with the Joint Choir for the Dr. Martin Luther King, Jr. Birthday Anniversary Celebration, Cathedral of St. John, Charleston, SC, on 20 January.

A Cadet Color Guard, Flag Bearers, 2 Pipers and a Drummer participated in the "Order of Engineer" Ceremony during the National Society of Professional Engineers' meeting in Charleston, SC on 21 January. Fifteen CE Department cadets attended the Initiation Ceremony.

The Original 13, Pipers and Color Guard performed during the Canada-South Carolina Trade Investment and Technology Conference at Hibernian Hall on 23 January. The Canadian Consul-General James A. Elliott visited campus and took the review at parade on 24 January.

Five Citadel Chapter of Amnesty International cadets attended the annual AIUSA Southern Conference in Charlotte, NC, 7-9 February.

Cadet Cabase served as interpreter/liaison for the US Navy escorting 80 Midshipmen from the Columbian tall ship ARCA GLORIA on an Exchange Visit on 10 February; and six cadets acted as escorts/interpreters on campus for 72 Midshipmen visiting from Colombian Ship ARCA GLORIA on 13 February.

The Original 13 Cadets toured wards and sang at the Charleston, SC Veterans Administration Medical Center's 18th Annual National Salute to Hospitalized Veterans on 14 February.

Two hundred twenty-four cadets attended the Furman vs Citadel Basketball game in Greenville, SC on 15 February.

A Color Guard, Drummers, Buglers, Firing Squad, Weapons Officer and Cadet OIC participated in the Washington Light Infantry Memorial Service, Charleston, SC on 16 February.

A Cadet Color Guard and Piper performed for the National Engineers Banquet, Marriott Hotel, North Charleston, SC on 21 February.

Citadel participation at the Southern Republican Leadership Conference, Omni Hotel, Charleston, SC, 21-23 February consisted of the following: Band, Color Guard, 13 State Flag Bearers, Pipers, Drummers and Drivers. Colonels Mayer, Zinser, and Creel, and eight cadets attended the speech by President Bush on 21 February.

The Citadel Combo performed at the 185th Washington Light Infantry Anniversary Banquet in Charleston, SC on 22 February.



A Cadet Honor Guard of 25 Cadets, a Color Guard, Piper and Buglers supported the Wreath-laying Ceremony at the SERAPH Monument on campus on 26 February. General Watts hosted Rear Admiral Hoddinott, Commander of the British Naval Staff.

The Cadet Regimental Commander and Regimental Sergeant Major participated in Texas A&M University's Eighth Annual Military Weekend from 26 February-1 March.

Thirty-two cadets attended the Charlotte Area Citadel Club Semi-Alumni Weekend in Charlotte, NC, 28 February-1 March.

Religious Emphasis Week was celebrated by the Corps 1-8 March.

Seven cadets attended the Annual Conference of the Organization for African Unity in Washington, DC, 3-8 March.

The Special Olympics Indoor Games were held on campus on 6 March and were recognized at parade. Alpha Phi Omega cadets and an additional group of cadets assisted with the games. The Bagpipe Band performed at the Opening Ceremonies on 6 March. A dance was held in Mark Clark Hall on 7 March for participants.

The Citadel Chapter, Honor Society of Phi Kappa Phi cadets participated in the Marchfest on SC Education Network (SCETV), Columbia, SC on 7 March.

Two cadets attended the USAF Academy 34th Assembly (Student Conference), Colorado Springs, Colorado, 9-14 March. AF Academy furnished transportation to and from the Colorado Springs Municipal Airport and room and board.

Two Cadets served as Pages for the Episcopal Diocese of South Carolina Diocesan Convention, Grace Church, Charleston, SC on 13 March.

A Cadet Color Guard, Pipers and Drummers participated at the Southeastern Employment and Training Association (SETA) Spring Conference in Charleston, SC on 16 March.

Cadet First Classmen attended a Citadel Development Foundation Senior Class Campaign in Mark Clark Hall on 6 April.

Four cadets participated in the 1992 Boy Scout Troop 35th Annual 40-Miler Race (Baltimore, Maryland to Gettysburg, Pennsylvania), 10-12 April.

A Cadet Color Guard and Bagpipers performed at the opening ceremony for the Conference of State Bank Supervisors, Charleston, SC on 11 April.

Two cadets attended the Naval Academy Foreign Affairs Conference, USNA, Annapolis, Maryland, (one from 11-19 April and

one from 13-16 April).

Commencement activities began on 7 May with the Star of the West Competition, and an Awards Ceremony, followed by the official recognition of Fourth Classmen by upperclassmen, at which time the 1992-93 Chain of Command was in effect. The Baccalaureate Service for Graduating Seniors was held that evening in Summerall Chapel. Chaplain (Major General) Matthew A. Zimmerman, US Army, Chief of Chaplains delivered the address. On 8 May, members of the Board of Visitors were honored at a Review, the Summerall Guards performed for the Class of '92, followed by Graduation Parade. After parade, General and Mrs. Watts hosted the graduating seniors and their families at a reception. A commissioning ceremony was held in Summerall Chapel on 9 May. LTG Carmen J. Cavezza, US Army, Commanding General, I Corps and Ft. Lewis, Washington, administered the Oath of Office. The Commencement Ceremony followed in McAlister Field House before a capacity crowd. Due to the large number of visitors, most cadets were excused from the event in order to allow families and guests of the graduates to attend. The decision to conduct the graduation ceremonies indoors over the last few years has proven to be extremely popular.

#### 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. 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. Two cadets received their commissions between October '91-January '92. Fifty-one senior cadets received a commission at graduation, May '92. Nine cadets will receive their commissions after summer school and another ten cadets in the Class of 1992 will receive their commissions at the completion of Advanced ROTC Summer Camp at Fort Bragg, North Carolina. The total is 72 Army commissionees for the Class of 1992.

##### 2. Personnel

Colonel Roy F. Zinser, Jr., Class of '68 completed his first year as the Professor of Military Science and assumed the duties of the Commandant on 1 June 1992. This summer, the Palmetto Battalion will lose one NCO. SFC Ellis will depart in July for Ft. Bragg. His replacement, SFC Taylor, joined us last April from Ft. Jackson. Next semester the battalion will also lose three cadre members. SSG Davis will retire in December. His replacement, SSG Ochocki, joined us in February from Alaska. Cpt Gibson will leave us in September, as well as Cpt(P) Stack, who will depart for Ft. Bragg in December. Because of the

reduction in the authorized manning of the Detachment, no replacements will be assigned for these officers. Captain Vanslager is pending orders and may also leave without replacement in August '91.

### 3. Operations

1991-92 was our sixth year as the Palmetto Battalion. This organization, made up entirely of Army contract and scholarship cadets, plans and coordinates all the training activities for the Army cadets under the supervision and guidance of our Active Duty cadre. The battalion conducted four field training exercises for cadets bound for the Advanced Summer Camp. The culmination of this year's training was the week long "Mini-Camp" held 11-19 May '92 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 our cadets are prepared for the Advanced Summer Camp training. Our Ranger Challenge Team finished fourth in the Brigade competition. Several distinguished guest speakers addressed Army cadets during the year to include: United States Army Chaplain (Major General) Stephen Y. Gantt, Command Staff Chaplain of the U. S. Army Training Center and Ft. Jackson, SC, Major General Siegfried, Commanding General, U. S. Army Training Center and Ft. Jackson, S. C. We saw a sharp increase in our workload this year. Closing enrollment in the Army program last year was 749 cadets. This year's opening enrollment was 809 cadets with a closing enrollment, second semester, of 854. Besides the 72 cadets who will ultimately be commissioned in FY '92, 56 junior cadets are under contract or scholarship. Currently, 20 sophomores and 7 freshmen are on Army scholarships.

### 4. Extracurricular Activities

The Battalion had an active chapter in the Association of the United States Army, and sent six cadets and a Citadel display to the annual AUSA Convention in Washington, D. C. in October.

The Citadel Chapter of the Army Aviation Association of America (AAAA) remains the only chapter which is solely run by cadets. AAAA sponsored an Air Show Trip to Charleston Air Force Base. In April, members of AAAA attended the annual convention in Atlanta, Georgia. Our cadets were specifically invited to all executive-level functions as guests of the National AAAA President, and were ushers for all major events. Cadet Burgess was placed on the National Executive Board as the student representative.

The Cordell Airborne Ranger Company is another active organization. Consisting of 120 cadets, they participated in four field training exercises. These exercises culminated in a three day off campus deployment to Ft. Bragg. While at Ft. Bragg, the cadets participated in Airborne training conducted by

the 82nd Airborne Division Advanced Airborne School, rappelling, and they ran the Pre-Ranger confidence course. Additionally, the company ran a realistic tactical exercise in the urban training area, using the latest Army equipment. The exercise included a 7 km movement at night and a force-on-force engagement using laser training devices. The year concluded for the Cordell Company with a "best squad" competition. The competition included skill level, one common task tests, as well as a road march and an APFT.

Last summer, Army cadets did extremely well in Advanced Camp and at special training schools. 50% of our cadets finished in the top 1/3 of all cadets at Advanced Camp. Four of the 72 cadets to attend Advanced Camp received the Platoon Leadership Award. The 100% completion rate at specialty schools included fifty-four cadets who received their Airborne wings and sixteen cadets who received their Air Assault Badge. Twelve cadets attended Cadet Troop Leadership Training (CTLT) with Active Duty units. Army cadets will be attending these schools again this summer and a higher success rate is anticipated.

#### 5. Future Developments

The Battalion will continue to strive to recruit 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 100 rising juniors are completing the paperwork to be contracted in August '92. This is twice the number that contracted in August '91. We have made numerous improvements to our facilities and program. The detachment has developed student work books for each MS level, a state-of-the-art briefing and an aggressive counselling program. During the December '91 command of The Citadel's Army Detachment, the inspection team chief stated "The Citadel is the best ROTC Battalion in Cadet Command." The Detachment received numerous commendable ratings. 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 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. We anticipate 40 scholarship winners this year.

#### E. Department of Aerospace Studies

## 1. Personnel

This summer will be characterized by a high turnover of assigned personnel. After finishing a four-year tour, Captain Keith Miller, sophomore instructor, will leave in July to attend the Advanced Computer Officers Course at Keesler AFB, MS. Captain Laura Berry, a senior instructor, will be assigned to Kunsan Air Base, Korea, in the Fall. With over five years of dedicated service, two of our NCOs will be reassigned. TSgt Michael E. Bush, personnel NCO, will be assigned to Headquarters AFROTC Southeast Region at Maxwell AFB, Alabama. TSgt Bush will be replaced by SSgt Cheryl A. Oliver from the 437th Security Police Squadron at Charleston AFB. TSgt Robert W. Genwright, NCOIC of Information Management, was assigned to the HQ AFROTC Field Training Branch at Maxwell AFB, Alabama. TSgt Genwright was replaced by Sgt John Holderbaugh from Tyndall AFB, Florida, in May 1992. TSgt Pat Granada and Sgt Bran Zivojinovic will be our NCOs remaining with experience. Those officers remaining with one year of experience are: Captains Joel Juren, Allen Blume, Dean Newsome, and Mark Salas. Captain Edmund Memi, our junior instructor, will remain as an overage and will continue to serve as the Detachment's Executive Officer. A replacement for Captain Memi has not been named yet but we expect someone to be assigned this summer. Other officers slated to arrive this summer are: Major (Sel) Brian Erts, Class of 1980, and Captain Arthur Hopkins, Class of 1983. Colonel James G. Scott, Jr. will have one year of experience as the Detachment 765 Professor of Aerospace Studies and Commander.

## 2. Operations

During the Academic Year 1991-1992, the Department of Aerospace Studies made a number of changes to bolster recruiting of qualified officer candidates. The greatest improvement has been better tracking of officer candidate application packages with an emphasis on persuading higher headquarters to favor our nominees. As a result, we obtained 37 FY 94 officer allocations--one of our best recruiting years. We have also expanded our efforts to contact four- and three-year College Scholarship Program recipients, resulting in an increase from 2 to 11 the number of recipients choosing to attend The Citadel. An aggressive letter mailout campaign has been implemented to contact every rising senior to advise them of Air Force opportunities. Despite the increased competition for dwindling Air Force scholarship monies, we have also contacted every eligible Citadel Cadet to convince them to apply for an Air Force ROTC two or three year scholarship; we succeeded in getting four additional cadets on scholarship. As of May 1992, we had 532 cadets enrolled in Air Force ROTC classes. We commissioned 16 officers in FY 92 and expect to commission roughly the same number in FY 93. Beginning with FY 94, we expect the number of commissionees to rise above 30. We continue to fine-tune the academic curriculum by incorporating guest speakers and officer career panels in our lectures. We

are currently in the process of revising several courses to incorporate the latest Air Force restructuring changes, Air Force doctrine, and Total Quality Management concepts.

### 3. Extracurricular Activities

The Department of Aerospace Studies continued to engage in many activities to enhance the cadets' knowledge of the Air Force mission. During our monthly Commander's Calls, we featured numerous guest speakers to include the following: a Citadel graduate who shot down two MIGs, an A-10 pilot who was held as a POW during Desert Storm, C-141 pilots who airlifted critical supplies to the Commonwealth of Independent States and the Arctic, and the Charleston AFB Combat Support Group Commander. To supplement classroom lectures and give cadets "hands-on exposure to the Air Force, we revitalized incentive programs that were dormant due to Desert Shield/Storm. We arranged for 20 aircraft orientation flights, 39 cadets to accompany officers one-on-one for a day, and 321 cadets to visit seven military bases, enhancing their USAF knowledge. We also implemented marksmanship, land navigation, chemical warfare, F-16 simulator rides, and confidence course training for 452 cadets generating more interest in commissions. Cadets also organized a field day in which the cadre played sports with the students, followed by lunch. To honor the Air Force birthday, for the fifth year in a row, cadets planned a highly successful dinner and invited several high ranking military and community members. A flyover by four F-15 aircraft from Eglin AFB, Florida, highlighted the week-long celebration of the Air Force Birthday as well as POW/MIA Day. The Citadel Roland F. Wooten Arnold Air Society Squadron has 27 active members. Squadron events included washing the F-4 aircraft static display on campus, an aluminum can recycling project, AAS T-shirt sale, POW/MIA bracelet sale, stadium cleanup, and visits to the local Veterans Administration Hospital. A highly successful Dining-in was held in April 1992, and our guest speaker was Vietnam Ace Colonel Steve Richie.

### 4. Future Plans

Our biggest challenge for FY 93 is to increase the number of commissionees. We have already strengthened our program for counseling cadets about the advantages of an Air Force commission and will focus on streamlining our procedures for even quicker processing of officer candidate nomination packages. We will continue to schedule activities that are "fun" for cadets to do. We will focus on commissioning high quality officers while doing everything within our power to ensure cadets have the best chance of pursuing a commission. We will focus on ensuring our contract cadets take advantage of all available leadership training at The Citadel. We expect our rising contract sophomores, juniors, and seniors to hold rank and to set the example for the other cadets in the Corps of Cadets. After FY 93, we expect a bright future for AFROTC when

we start commissioning more than 30 officers a year.

## F. Department of Naval Science

### 1. Personnel

Colonel John B. Creel served as Commanding Officer, Professor of Naval Science, and Deputy Commandant throughout School Year 1991-92. Commander Thomas E. Smith, Executive Officer, will depart in July. Lieutenants Sam Sangster, William Skinner and Captain Mark Hamilton joined the unit as assistant professors. Chief Gary Nordyke served as the unit storekeeper and Staff Sergeant Marryll Brisbin served as The Citadel Drill Master. Eight officers from the unit are slated to serve as Tactical Officers.

### 2. Operations

467 midshipmen were enrolled in NROTC classes at the end of the School Year. 52 of those were supported by Naval scholarships. 31 seniors were commissioned, including 3 Marine Enlisted Commissioning Education Program (MECEP) students, and 1 Platoon Leaders Class (PLC) student. One additional Navy student will be commissioned in July and 1 Marine in August, bringing the total to 34 Naval Service commissionees from the Class of '92.

### 3. Extracurricular Activities

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

The Naval ROTC Unit, The Citadel, is busy this summer coordinating cruises for over 41 cadets. Cadet Timothy Dremann (Marine junior), was selected to attend Mountain Leader Warfare School. All of the senior Marine cadets attended Officers' Candidate School (Bulldog) in Quantico, Virginia. The unit also supported 3 two week offshore sailing sessions from Charleston to Fort Myers, Florida and back. The Rebellion Reach, NSY-17, logged almost 1000 miles underway in the training and qualification of 18 midshipmen from 6 different universities.

During the past year, the unit hosted the Marine Corps Battle Color Detachment, Washington, DC; Ms. Ada Hunt from the BOOST School, San Diego, CA; Commander R. Rish, Nuclear Program Officer USS Blue Fish (SSN-675); General Carl E. Mundy, Commandant, US Marine Corps and Master Chief Bradway, Command Master Chief, Mine Group II, Charleston.

The Naval ROTC Unit placed considerable emphasis upon conducting a variety of training activities to enhance the professional development of our midshipmen. These activities included additional training days devoted to physical fitness and swim testing, sail qualifications, ship tours, a Mini-Surface Warfare Officer Course for newly commissioned Ensigns as preparation for their first training assignment; and a Marine-option field training exercise at Parris Island, SC, for 51 Marine-option personnel, which focused on the practical application of classroom instruction. In addition, unit personnel managed the embarkation of over 100 midshipmen, via Charleston, from other NROTC units across the country and from the US Naval Academy; participated in 6 college weekend visitor programs and 4 football recruiting weekends; escorted 80 Fourth Classmen on a tour of the USS Yorktown; reorganized The Citadel Navy Sailing Association to provide for more active leadership and management on the part of members and increased involvement in sailing activities; a recruiting visit by a MECEP student to the MECEP prep school to bolster MECEP enrollment; and a recruiting visit to the Navy BOOST School to bolster unit and college minority enrollment.

As always, emphasis is being placed on motivating our NROTC midshipmen to perform to the limit of their capabilities. Academic grades continue to be well above the college average. During the spring CNET Scholarship Selection Board, 8 Citadel NROTC cadets were selected out of 12 applicants for a 66 per cent selection rate. MECEP students continue to set a sterling example for our midshipmen with an aggregate grade point average of 3.2, while our Navy Enlisted Commissioning Program students finished the year with a 3.6 aggregate grade point average.

To further emphasize academic excellence our department has continued a NROTC supervised study hall 1900-2200 on Monday through Thursday evenings. The program began in Fall semester 1990. This coupled with weekly counselling by NROTC class advisors should provide a sense of concern for our students.

## G. Student Activities

### 1. General

As noted in the mid-year budget review, the Department of Student Activities was directed to absorb a major portion of the budget cut during SY 1991-92. However, in spite of the enormous budget restraints student participation and leadership continued to grow and a broad range of student activities were offered.



The Department is on budget to meet all operating costs for the year. The quality of opportunities and activities continued to improve and with total quality management, planning and execution, we were able to support one totally new program (Dining-Ins for each company and staff). The five special programs: New Cadet Arrival, Parents' Day, Homecoming, Corps Day and Commencement were very successful through proper planning, coordination and execution with major leadership participation by the Corps of Cadets. The increased leadership opportunities for cadets were provided by serving on committees such as Ring and Invitations, Standing Hop, Activities Advisory Council, and Student Publications. Constructive student input and participation provided hands-on leadership for the Classes of 1992, 1993 and 1994.

Campus Family Life Activities continue to grow on and off campus. The Citadel Women's Club and the Department co-sponsored the first annual gourmet evening of dining and continues to receive our support in their full range of activities. The quarterly golf outings continue to be the best received events sponsored and is indicative of the high morale and cooperative feeling of Citadel families on and off campus.

The "Bulldog Booster" program provided support for over four hundred freshmen and will be incorporated in a new "Citadel Family Circle" program for 1992-93.

The United Way fund drive supported the Trident community with one-third of The Citadel Family contributions coming from the Corps of Cadets. The Corps of Cadets supported numerous community service projects including "The Bulldog/Bullpup Program," "Charleston Clean City Sweep," support of special projects for Jenkins Orphanage, Low Country ReLeaf and hosted Russian students during a visit to our campus.

The Student Activities staff experienced an 18 percent turnover during the 1991-92 School Year. Ms. Susan Bryant joined our staff as the new Social Director in early September. Her former background as Director of Protocol and over twenty years of service to The Citadel have assisted in her administrative and supervisory responsibilities. She is an asset to our staff and continues to bring a new perspective and enthusiasm to our department. Mrs. Styles, Administrative Assistant for the department, continues to support the entire staff in all aspects of Student Activities. Lee Glaze added the role of advisor to The Citadel cheerleaders and provided a mature role model for the cadets. He continues his duties as Mark Clark Hall facilities manager. The Deputy Director, Mrs. Burnham, continues to serve as assistant to The Director and liaison for Student Publications. She is The Citadel representative for South Carolina Women in Higher Education Administration, a member of The Citadel Employee Relations Committee, Youth Services Charleston Board, and a member of the Regional Red Cross Advisory Council. The Director of Student

Activities serves on The Junior Achievement Board, the Trident United Way Board, Youth Services Charleston Board, SCHEA State Advisory Board, and Advisory Committee, National Kidney Foundation of S. C..

## 2. Social and Recreational Activities

With the guidance and direction of the new Social Director, The Standing Hop Committee hosted three outstanding, well-attended hops. The strong support by the Corps of Cadets and dates is indicative of the appreciation for the quality and enjoyment of the formal hops.

Dance classes were offered during the Fall semester and increasingly supported by the cadets.

The oyster roast, beach parties, class parties and organizational outings at The Citadel Beach Club were well-attended and without incident.

The Super Bowl Party and harbor cruises continued to be popular and well-attended.

The Social Director provided family birthday cakes to cadets and was an effective link in supporting student travel requests, requests for assistance in helping find accommodations for campus guests, assisting cadets in ordering flowers for special occasions (the use of a local wholesale florist resulted in considerable savings to cadets and the department), and assisting with off-campus housing for summer school by keeping a list of possible vacancies.

The Department implemented Phase II of the Etiquette Training Program which included a formal dinner for each company and staff in the Presidential Room of the New Mess Hall. Responses were very favorable from the cadet chain of command and support from ARA Dining Services was commendable. Company Tactical Officers and Academic Advisors provided strong written encouragement to make this training a traditional part of an expanding etiquette program for gentlemen. We will continue to review the program and implement any needed changes and recommendations prior to the new year.

The recognition of Who's Who recipients was integrated with the Annual Cadet Awards Program for the first time. The program was a success and continues to recognize outstanding members of the Corps of Cadets for their accomplishments.

The Cadet Talent Show displayed an extraordinary variety of talent focusing on "Pure Energy" which was the theme designed to encourage more participation from the Corps.

The Citadel Cheerleaders supported the Bulldog athletic teams at competition and pep rallies. The squad ranked 9th in

the division for I-AA Schools in the National Cheerleading competition.

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

### 3. The Beach Club

The Beach Club continues to host students, staff and faculty outings. The hurricane damaged main facility was demolished in April and new exterior fencing and entrance gate were constructed in May 1992.

### 4. Post Office

The Post Office provides daily support for students, staff, faculty and campus residents. The Post Office operated efficiently in Mark Clark Hall and the new trailer complex locations during the 91-92 college year. The Citadel Station received an outstanding annual federal inspection report in April 1992.

### 5. Publications

The Sphinx staff prepared a yearbook that was a superior publication. The Class of 1992 was very proud and appreciative of the extraordinary efforts of the senior editor and his staff. Early delivery and writing quality were significantly improved over the previous editions. The Brigadier, the student newspaper, experienced growing pains with advisors and senior editorial staff. By the end of the second semester, The Brigadier had reached the highest level of proficiency in recent years. The establishment of a Formal Advisory Committee, chaired by the Director of Student Activities, and the relocation of the publications room provided the means to improve the quality, timeliness, training, business management, and production of the student staff. Due to budget constraints, The Shako, The Citadel literary magazine, has prepared a publication to be printed in the Fall of 1992. The freshman handbook, The Guidon, continues to be edited and updated annually, so as to serve as a useful reference for new members of the Corps of Cadets. This publication was printed and distributed in a timely manner.

### 6. Special Services

The Fine Arts Program sponsored a quality series. The fall season began with The U.S.A.F. Brass Quintet in September followed by three extraordinary winter performances by The National Players of New York performing "The Miracle Worker," Saude Jazz Ensemble of New York and The Five Blind Boys of Alabama Gospel and Blues Band. We continued to offer fine arts programs sponsored by the Charleston Ballet, Symphony, and

Charleston Concert Association, at reduced rates for students.

The Department sponsored a class trip for the Class of 1995 to the VMI football game in the Oyster Bowl, Norfolk, Virginia. The trip included breakfast in an Army mess hall at Fort Story, Virginia, and a visit with Lt General Sam Wakefield '60.

Four Substance Abuse seminars were highlighted by legal, medical, ethical, and law enforcement presentations.

The efficiency of management and utilization of Mark Clark Hall continues to improve. More student organizations utilized Mark Clark Hall during 1991-92 than the previous five years. Responsibility for managing the third floor guest room area has been assigned to the Social Director, in an effort to coordinate more efficiently with the office of The President and incoming guests.

The Citadel Band represented the United States of America at The Edinburgh Military Tattoo, Edinburgh, Scotland. The Department of Student Activities sponsored fund raising activities that provided over \$30,000 for student expenses.

The Chorale continued to improve in quality. The organization hosted a joint musical program with Agnes Scott College at The Citadel, and participated in a formal music program with The Agnes Scott Chorale in Atlanta.

The department provided efficient administrative and financial support for the Student Honor Committee.

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

The Department has initiated input and planning for its areas of responsibility for The Citadel Sesquicentennial and looks forward to participating in the upcoming events.

## V. ADMINISTRATION

### A. Personnel Services:

During FY 1991-92, the Department of Personnel and Administrative Services continued to report directly to the Chief of Staff. Personnel services continue to be a key function of the department as the Personnel Department continued to provide full service to Citadel faculty and staff in all aspects of personnel administration and management. Following are significant accomplishments during FY 1991-92:

1. Central Computer Services: The Personnel Office was successful in enhancing the human resource series (HRS) of the college computer, with the assistance of assigned Information Resources Management (IRM) program analyst, 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 1991-92 Salary Increases:

a. Based on the provisions of the FY 1991-92 Appropriations Act, the President approved the following pay policies for classified employees for FY 1991-92:

1) General Cost of Living Increase: The Appropriation Act did not fund nor make provisions for a classified employee cost of living increases.

2) Promotional, Reclassification, and Grade Reallocation Increases: Although no funds were appropriated for promotion, reclassification or grade reallocation pay increases, current pay policies for such increases were continued for FY 1991-92, provided no increase is awarded until the budget freeze imposed by the State Budget and Control Board is rescinded. The President had to certify to the State Budget Division and the Division of Human Resource Management that internal funds were available to pay the annualized cost of increases awarded. Current pay policies for promotion, reclassification and grade reallocation increases were continued for FY 1991-92 as follows:

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

However, if justified fully that a promotion or reclassification was the result of unusual changes in

responsibility and/or a movement of several grades, a percentage increase of up to 10% can be granted, if approved in advance by the President.

3) **The Merit Increment Program:** In addition, the Appropriation Act did not fund nor make provisions for performance pay. However, performance ratings were still required, accomplished on time, and reported to the Division of Human Resource Management in a timely manner.

b. Based on the provisions of the FY 1991-92 Appropriation Act, the President has approved the following pay policies for unclassified faculty and staff for FY 1991-92:

1) **General Cost of Living Increases:** The Appropriation Act did not fund nor make provisions for a unclassified faculty and staff cost of living increases.

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 1991:

\$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 1991-92.

3) **Performance Pay:** The Appropriation Bill did not fund nor make provisions for performance pay. However, performance ratings were still required and accomplished in a timely manner.

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

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

a) 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.

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

4. **Benefit Programs:**

a. **Health Program:** There was no increase in employee health insurance premiums in 1992. The 1991 rates remained in effect despite year-to-year Plan expenditure growth of 18.7%, and an increase in the State share of the premium of only 1.75%, meaning that The Citadel now pays \$132.83 - up from \$130.55 for health insurance coverage for each member of the faculty and staff. The 1991 employee rates remained in effect for two reasons: 1) reserves were determined to be sufficient to absorb losses that were expected to occur in 1992, and 2) the Plan adopted fixed-price reimbursement for inpatient hospital services effected 1 January 1992.

1) **State Health Plan Hospital Network:** Effective 1 January 1992, participants in the State Health Plan were given a provider network of hospitals in South Carolina from which to choose for their inpatient care. The State Health Plan now allows participating hospitals a pre-determined amount per diagnosis. The key to the State Health Plan Hospital Network is that participating hospitals cannot bill participants for any charges for covered services above the pre-determined amount aside from applicable deductibles and coinsurance. By receiving inpatient care at these hospitals, State Health Plan participants are able to save money because inpatient charges for most diagnoses are limited to a pre-determined maximum. Participants who choose to receive inpatient care at non-participating hospitals will be responsible for any charges over the allowable charges. These non-covered charges cannot be applied to the deductible and are not subject to the copayment and out-of-pocket limit. By establishing the State Health Plan Hospital Network, the State can ensure participants the same sound, comprehensive coverage while not raising premiums--even in this age of rising health care cost.

2) **Maternity Management Program:** This program is now offered to all pregnant women covered by the State Health Plan at no extra cost. The program is designed to identify high risk factors early in a pregnancy in an effort to reduce the risk of complications of pregnancy. The program begins with the pre-certification and screening process and continues throughout the course of the pregnancy whereby an experienced maternity nurse contracts the pregnant member at pre-arranged dates and times to counsel, advise, and answer questions. Crawford & Company (Medi-Call) is the administrator.

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

4) **Mammography Testing Program:** The Mammography Testing Program has expanded as of 1 January 1992 to include paying a \$50 benefit (to a participating facility) for routine mammograms for State Health Plan participants and their eligible dependents if in the 35 to 75 age range. Any charges above \$50 will be charged to participants, applied to their deductible (if applicable) and subject to their copayment up to out-of-pocket maximum. The participating facilities list is updated periodically and available to employees.

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

6) **Student Certification:** The requirement to submit documentation on letterhead stationery from the institution to certify that a dependent is enrolled or attend school as a full-time student has been discontinued. A dependent must be recertified annually on or before his/her birthday. Enrollment is monitored and notifications sent to participants ninety (90) days prior to the dependent's birthday, which must be completed, signed, dated, and returned promptly to the Personnel Office. Full-time students are not eligible for coverage, regardless of age, if they lose full-time student status, marry or are permanently employed.

b. **Health Maintenance Organizations (HMO's):** HealthSource and Companion continue to be servicing HMO's in the tri-county area. There was a small premium increase for both HMO's effective 1 January 1992 with only slight changes in benefits.

c. **Catastrophic Insurance:** These optional, supplemental plans help pay the high cost of a catastrophic illness such as cancer, heart attacks, strokes, etc. Benefits are paid directly regardless of hospital major medical plans. Colonial Life and American Family are the carriers. There is no open enrollment, so one can enroll anytime. Coverage could cover hospital, doctor, transportation, therapy, special clothing, food, medication, supplies, and care-related equipment bills.

d. **Dental Benefits:** The State Dental Program administered by R.E. Harrington continues to be a viable, efficient program. There will be no dental open enrollment until October 1993. Faculty and Staff who did not enroll in the dental program at the time of initial employment or during an open enrollment period cannot make an add or change in the dental program until open enrollment.

e. **MoneyPlus Program:** Hunt, Dupree and Rhine continues to be the carrier for the Money-Plus Program which is a



unique way to save money by using pretax earnings to pay for insurance premiums, dependent day-care, and medical spending. Each feature of Money-Plus has its own fee schedule.

f. **Life Insurance Programs:** Premiums for the Optional Life Insurance (OLI) Program and the Optional Supplemental Life Insurance (OSLI) Program (Carrier for both programs is The Hartford Life Insurance Company) were increased effective 1 January 1992. OLI premiums increased by 15.5% and OLSI premiums increased between 22 to 65%. Participants must be enrolled in the Standard Optional Life or show medical evidence of good health in order to participate in the Optional Supplemental Life program. Under the Optional Supplemental Life Insurance Plan, one may select either \$15,000 or \$25,000, regardless of salary level. Members may participate in both programs at any time by completing a medical evidence of good health form for approval/disapproval of Hartford Life. With OLI and OSI premium increases with The Hartford Life Insurance Company, participants should now consider the pre-retirement, pre-tax life insurance program offered by the Provident Life Insurance Company, a program designed especially for members of The Citadel faculty and staff.

g. **Retirement Benefits:**

1) Effective 1 July 1991, the S.C. Retirement Systems was authorized by law to increase the employer contribution rate to cover the cost of providing health and dental insurance to retirees covered by the State health and dental plans. The increase rate (from 1.435% to 1.641% results in reviewed employer contribution rates for FY 1991-92 as follows:

|                                   |         |
|-----------------------------------|---------|
| S.C. Retirement System            | 9.191%  |
| Police Officers Retirement System | 11.941% |

2) Participants in the S.C. Retirement Systems (SCRS) may now purchase additional retirement service through an installment plan. Military service, withdrawal service, and any other service credit requiring a contribution by the employee are types of service that can be purchased through an Installment Purchase of Retirement Service Credit Program. In addition participating SCRS members may now name a different beneficiary for the Group Life Insurance benefit (one year's salary after one year's employment). Participating Optional Retirement Program members now get 4.25% of matching contributions when they leave active employment with The Citadel.

h. **Dependent Life Insurance Program:** Effective 1 January 1992, participants in the Dependent Life Insurance Program were allowed a greater level of coverage for dependents:

Option 1

\$1,000 Coverage/Spouse

\$1,000 Coverage/Children (age 5-22)--\$.28/Mo

Option 2

\$5,000 Coverage/Spouse

\$2,000 Coverage/Children

(ages 14 days-22 Yrs-----\$1.40/Mo

Participants must choose between the \$1,000 and \$5,000 coverage; otherwise coverage will remain at \$1,000. Also, participants do not have to be in a health insurance plan to have dependent life.

5. In-Service Training and Career Development:

Opportunities for in-service training and career development programs were planned and offered to members of the faculty and staff, although limited this year because of budget restraints. Programs opportunities provided by other State agencies for employees were advertised and promoted, and New-Employee Orientation Programs were held monthly for new staff/faculty. In addition, The Citadel was represented at American Association for Affirmative Action Conferences, The College and University Personnel Association Conferences, the College and University President's Council, the College and University Personnel Council, and the State Human Resource Management Benefits Conferences. Several staff members attended the HRS User Computer Conference.

6. Personnel Reports:

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

7. Faculty/Staff Academic/Military Promotions:

Faculty Academic/Military Promotions Effected 20 August 1991:

TO ASSOCIATE PROFESSOR AND MAJOR:

Kenneth Paul Brannan  
Thomas Hadley Richardson  
Donald Lee Sparks

TO ASSOCIATE PROFESSOR AND LIEUTENANT COLONEL

Zelma Guy Palestrant

**TO PROFESSOR AND LIEUTENANT COLONEL:**

Suzanne Ozment Edwards  
Dorothy Perrine Moore  
Frank Seabury, Jr.

**TO LIEUTENANT COLONEL:**

Leslie Stephen Cohn  
Bernard Joseph McLain Kelley  
Hebert Thomas Nath  
Arnold Bruce Strauch  
William Robert Williams

**TO COLONEL:**

Ralph Douglas Porch  
Frederick Lance Wallace

**STAFF MILITARY APPOINTMENTS EFFECTED ON DATE LISTED:**

**TO CAPTAIN:**

Deborah K. Ross 16 July 1991

**TO MAJOR:**

Henry Milton Fuller, Jr. 1 July 1991  
Norval B. Jones 16 July 1991

**TO COLONEL:**

Malcolm Everett Smith 1 November 1991

**8. Retirements:**

Retirement counseling was arranged and conducted for 30 members of the faculty and staff. In addition, a Retiree Update Seminar for retired members of the faculty and staff was held 10 April 1992 with 110 participants in attendance. The following members of the faculty and staff retired during FY 1991-92:

**Service Retirement:**

|                           |                   |
|---------------------------|-------------------|
| Ms. Jeanne C. Nimmich     | 30 September 1991 |
| Mr. Charles E. McAllister | 30 September 1991 |
| Ms. Olivette G. Smith     | 15 October 1991   |
| Col Thomas W. Mahan, Jr.  | 31 December 1991  |
| Col Michael D. Doran      | 31 December 1991  |
| Mr. Chalmers M. Port      | 31 December 1991  |
| Mr. T. Les McElwee        | 31 December 1991  |
| Ms. Ruth C. Barnett       | 31 December 1991  |
| Mr. Arthur D. Erickson    | 31 December 1991  |
| Col Charles F. Jumper     | 30 June 1992      |
| LTC John J. Mahoney       | 30 June 1992      |
| LTC William R. Williams   | 30 June 1992      |

Dr. Earl K. Wallace  
Ms. Roselyn June

30 June 1992  
30 June 1992

9. **Faculty/Staff Recognitions:**

The Citadel Certificate of Appreciation was presented to retiring members of the faculty and staff along with the State Retirement Certificate of Service. In addition, the State Service Certificates and Pins were presented in January 1992 to the following members of the faculty and staff:

**For 10 Years Service:**

**Faculty:**

Col Edward F. J. Tucker  
LTC Dorothy P. Moore  
Maj Patrick R. Briggs  
Maj Sherman E. Pyatt

**Staff**

|                             |                          |
|-----------------------------|--------------------------|
| Col Calvin G. Lyons         | Maj Patricia B. Ezell    |
| Mr. Phillip S. Cahoon       | Mr. Royce R. Causey      |
| Mr. Stanley Green           | Mr. Michael D. Groshon   |
| Ms. Bernadette V. Hernandez | Ms. Jessie M. Hipp       |
| Sgt Francis A. Nigro        | Ms. Georgeann E. Pringle |
| Ms. Martha E. White         | Ms. Jane M. Yates        |

**For 20 Years Service:**

**Faculty:**

Col Joel C. Berlinghieri  
LTC Jerry W. Craig  
LTC Frederick L. Wallace  
CDR Malachy J. Collet

**Staff:**

|                       |                         |
|-----------------------|-------------------------|
| LTC Eugene F. Lesesne | Lt. Roy Floyd           |
| Mr. T. Les McElwee    | Ms. Elizabeth H. Renaud |
| Mr. James L. Robinson | Mr. James Toomer        |

**For 30 Years Service:**

**Faculty:**

LTC Walter B. Mathis

**Staff:**

Mr. Zackies Brown

10. **Statistical Summary of Personnel Actions:**

|   | <b><u>Classified</u></b> | <b><u>Unclassified</u></b> |
|---|--------------------------|----------------------------|
| Merits/Employee Performance Evaluations | 337                      | 179                        |

|                       |    |    |
|-----------------------|----|----|
| Promotions            | 15 | 7  |
| Reallocations         | 0  | 0  |
| Reclassifications     | 17 | 0  |
| Salary Adjustments    | 3  | 0  |
| Transfers             | 3  | 0  |
| Demotions             | 2  | 0  |
| New Hires             | 38 | 19 |
| <b>Terminations</b>   |    |    |
| Service Retirement    | 9  | 5  |
| Disability Retirement | 0  | 0  |
| Deaths                | 0  | 1  |

**Temporary Employees:**

|                            |     |
|----------------------------|-----|
| Students                   | 328 |
| Temporary Staff Employees  | 103 |
| Adjunct Faculty            | 80  |
| Graduate Assistants        | 49  |
| Special Contract Employees | 32  |
| Military Contracts         | 31  |

11. **New Permanent/Tenure Track Faculty Employed Beginning Academic Year 1991-92, Effective 20 August 1991:**

Captain Timothy Kenneth Daugherty, Assistant Professor of Psychology

Lieutenant Colonel Alfred J Finch, Jr., Professor of Psychology and Head of the Psychology Department

Major Mary Brady Greenawalt, Associate Professor of Business Administration

Major Donald Vincent Martin, Associate Professor of Education

Captain Olga Mae Paradis, Assistant Professor of Library Science

Major P. Michael Politano, Associate Professor of Psychology

Lieutenant Colonel Philippe Edward Ross, Professor of Biology and Head of the Biology Department

Captain Rick Everett Treece, Assistant Professor of Modern Languages

Captain Judith Marie Von, Assistant Professor of Psychology

12. **Temporary Faculty Employed or Continued for Academic Year 1991-92:**

Dr. Dennis Cash, Assistant Professor of Education

Dr. Lawrence J. Dunlop, Associate Professor of Electrical Engineering

Mr. Bruce William Evans, Assistant Professor of Electrical Engineering

Captain Richard O. Haughey, USCG, Retired, Assistant Professor of Business Administration

Mr. Albert J. Kunze, III, Assistant Professor of Electrical Engineering

Mr. Roger E. Rosenthal, Instructor of Mathematics and Computer Science

Ms. Conway Fleming Saylor, Associate Professor of Psychology

Mr. William L. Spearman, Instructor of Business Administration

Ms. Carol M. Young, Instructor of Modern Languages

13. **Temporary Faculty Employed on Special Employment Contract for Academic Year 1991-92:**

Dr. Ryan E. Droste, Adjunct Assistant Professor of Physics

Mr. Kenneth H. Foote, Adjunct Professor of Business Administration

Dr. Thomas Chet Johns, Adjunct Instructor of Biology

Ms. Cynthia Bolt Lee, Adjunct Professor of Business Administration

Ms. Maria Lourdes R. Padilla, Adjunct Instructor of Mathematics and Computer Science

Ms. Ira Amado Rosenthal, Adjunct Instructor of Mathematics and Computer Science

Mr. Brent A. Stewart, Adjunct Professor of Business Administration

Mr. Robert Stockton, Adjunct Instructor of History

Ms. Ann L. Voit, Adjunct Instructor of Modern Languages

Mr. Stephen J. White, Adjunct Instructor of History

Dr. Robert J. Williams, Adjunct Professor of Business Administration

Dr. Lisa Zuraw, Adjunct Faculty of Chemistry

14. **Faculty Authorized Educational Leave of Absence and Sabbaticals Effective 20 August 1991:**

Colonel Robert E. Baldwin, Professor of Biology

Lieutenant Colonel Michael B. Barrett, Associate Professor of History

Colonel D. Oliver Bowman, Professor of Psychology

Major Leslie S. Cohn, Professor of Mathematics and Computer Science

Captain Andre' H. Deutz, Assistant Professor of Mathematics and Computer Science

Colonel Weiler R. Hurren, Professor of Physics

Colonel R. Douglas Porch, Professor of History

Colonel Christopher B. Spivey, Professor of Business Administration

Major Sherman E. Pyatt, Associate Professor of Library Science

15. **Faculty Returned from Educational Leave of Absence and Sabbaticals Effective 20 August 1991:**

Lieutenant Colonel Saul J. Adelman, Professor of Physics

Major J. Michael Alford, Associate Professor of Business Administration

Captain Milton L. Boykin, USNR, Professor of Political Science

Major Sherman E. Pyatt, Associate Professor of Library Science

Major David S. Shields, Associate Professor of English

Colonel Christopher B. Spivey, Professor of Business Administration

Major Jack A. Stinson, Associate Professor of Electrical Engineering

16. **Faculty Resignations:**

Captain December A. Green, Department of Political Science

Ms. Celia C. Halford, Department of English

Mr. Clyde L. Hiers, Department of Business Administration

Mr. Murray A. Kaplan, Department of Business Administration

Ms. Carolina Parrinello, Department of Modern Languages

17. **Key Staff Appointments Effected During FY 1991-92:**

Colonel Floyd William Brown, Jr., USAF, Retired, Director of Religious Activities

Mr. Patrick France Dennis, Head Basketball Coach

Major Henry Milton Fuller, Jr., Director of Financial Aid and Scholarships

Mr. John Hunter Hartwell, Internal Auditor

Mr. James Stannard Hurteau, Executive Director of Brigadier Club

Mr. Louis Frederick Jordan, Head Baseball Coach

Mr. Donald Earl Mayfield, Director of Laundry Services



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. Administrative Services:

1. Administrative Services:

a. Administrative Services continues to serve all departments and activities of the college. As an ongoing process, records of assignments, reassignments and terminations of on-campus faculty and staff quarters are maintained along with the preparation and submission of various reports associated with on-campus quarters. Additionally, following is a brief summary of administrative publications prepared and distributed during CY 1991:

84 Weekly Bulletins  
35 General Orders  
72 Special Orders  
15 Memoranda  
641 Travel Orders  
30 Foreign Travel Requests

b. Also, Administrative Services published The Citadel Telephone Directory with assistance of a commercial vendor at no cost to the college, and provided input to the Southern Bell Telephone Directory and the State Telephone Directory.

2. Copier Services:

Copier Services continued operations as an auxiliary activity. There are 30 copiers strategically located throughout the campus to serve the needs of all departments and activities. Sufficient funds were earned during CY 1991 to lease or upgrade older copiers and hence ensure "state of the art" service in all areas of the campus. The main copier, a Xerox 1065, is the high volume, high speed copier. Two (2) new copiers were added to the system. Replacement copiers and duplicators are "state of the art" copying and duplicating equipment in every respect. All replacements were leased with revenue realized from the copier service operation.

3. Telecommunications:

a. Telephone service continues to improve. Efforts to improve service as related to student long distance service, maintenance, billing, and other related items continue. All aspects of telephone service continue to be a challenging business. At the same time, The Citadel continues to be a leading

influence in telecommunication improvements. Several cost reduction actions have been implemented and others are being studied on an on-going basis. Following is a brief summary of services provided:

1) 144 telephone work orders were processed and evaluated for action by The Citadel Physical Plant and/or the Division of Information Resource Management.

2) 260 telephone trouble reports were resolved by the Division of Information Resource Management, which required considerable consultation concerning the resolution of problems in the use of analog and digital telephone instruments.

3) Provided funding (\$97,600) in support of unfunded telecommunications projects from funds earned.

4. **Fax Service:**

Fax Service has become a major vehicle in the rapid movement of information to and from The Citadel. Information is being received from and transmitted around the world via the fax telephone service. During FY 1991-92, over 7,035 actions were received or transmitted.

C. **Affirmative Action:** The Citadel Affirmative Action Plan was updated and approved by the President, The Citadel Board of Visitors, and the State Human Affairs Commission. Progress was made in all areas of affirmative action except faculty and executive/managerial job categories. The State Human Affairs Commission, at the request of the President, presented three workshops, one for senior college officials and two workshops for department heads and first line supervisors. In addition, the following reports and publications were prepared and distributed:

The Citadel Affirmative Action Plan  
The Federal Government EEO-6 Report  
The State Applicant Data Report  
The Citadel Affirmative Action Goals Report

D. **Records Management:**

Records Management continues to provide services as a Records Center/Central Files/Microfilming Unit to all departments and activities. Following are significant accomplishments:

1. **Retention Schedules:** Developed and forwarded to the Department of Archives and History for review and approval 45 retention schedules. There were 34 retention schedules approved by the State Budget and Control Board.

2. **Faculty and Staff Terminated Employee Files:** Processed, merged and filed 436 terminated faculty and staff employee files for the Personnel Office and individual departments for CY 1990.

3. **Student Financial Files:** Accepted and transferred 501 student financial files for retention and filing from the Treasurer's Office to the Records Center.

4. **Student Medical Records:** Transferred, processed and merged student records from the Infirmary for 1987 and 1988 graduates, 1986-87 and 1987-88 non-graduates. Also, transferred, processed and merged Summer Camp files for 1987 and 1988.

5. **Microfilm:** There were 171,710 documents microfilmed for FY 1991-92 as follows:

- General Ledgers - 1959-1987
- Report of Grades - Fall 1990, Fall 1991
- Medical records of students and Summer Camp 1984-1986
- Payroll Check Registers - July 1953-June 1989
- Publicity information for students 1991 graduates and 1990-91 non-graduates
- Transcripts for 1991 graduates
- Transcripts for 1990-91 non-graduates
- 201 Files for 1991 graduates
- 201 Files for 1990-91 non-graduates
- S. C. Retirement Reports - July 1955-June 1990

6. **Records Center:**

- a. Records placed in the Records Center...188 cubic feet
- b. Records retrieved from the Records Center .....957 documents
- c. Records shredded.....462 bags
- d. Records destroyed by other means.....283 cubic feet

E. **Necrology:**

One in-service death occurred during FY 1991-92. Colonel John L. Britain, Professor of History, died 3 April 1992.

## F. Public Safety

The Department of Public Safety continued to concentrate on theft within the barracks. A total of 21 thefts was reported and investigated during the past school year. This represents a major decrease from the 37 thefts reported during SY 1990-91.

Numerous cadet vehicles were stopped and searched on a random basis throughout the year. No drugs or contraband were recovered.

One hundred and nine moving citations were issued. Most were for speeding.

A total of 3,392 vehicles were registered to park on campus or on Sophomore field. One thousand nine hundred and forty-two (1,942) parking citations were issued. This is a decrease of 943 from the previous year. With more individuals competing for fewer spaces, strict parking enforcement has been emphasized for the past two years.

The Department of Public Safety conducted over 13,500 building inspections during the past year. Special emphasis was placed on energy conservation.

Over 2,500 ID cards were made for cadets, faculty, staff, contractors, Burke High School students and dependent children of faculty and staff personnel. This represents an increase of approximately 200 cards over the previous year.

An intensive training program within the department continues. Thanks to the efforts of the unit Training Officer, Sergeant Frank Nigro, all six officers requiring three-year, forty-hour re-certification have met their in-service training requirements now mandated by South Carolina Law for continued certification. All others are on schedule. The department training program and documentation is recognized as one of the best in the state by the S. C. Criminal Justice Academy.

All officers have completed the basic 8-week law enforcement officer course at the South Carolina Criminal Justice Academy and are currently fully certified. All officers are currently trained and certified with their assigned weapons.

Officer Philip Cahoon was recognized again for spearheading the Citadel participation in the "Buck a Cup" campaign for Easter Seals. He was presented with a plaque for collecting over \$1,000 in donations to this cause. This is the second such recognition for Officer Cahoon. Both he and Officer Campbell received special recognition for their efforts on behalf of crippled children.

The Citadel became one of the first South Carolina communities to receive the Governor's Safety Office Seatbelt award with above 74% compliance in wearing automobile seatbelts.

The department sponsored the annual Roper Hospital wheel chair and foot races for charity for the fourth consecutive year.

The department was recognized for its support of the charity bicycle race sponsored by the Charleston Bicycle Club and The Medical University.

The department received recognition for the efforts of Officer Robert Shipman who donated his off-duty time to participate in the search for a lost Sheriff's Department helicopter and crew.

The Citadel Department of Public Safety hosted the Charleston 100 Club's Police Olympics on The Citadel campus for two days in May. This was the most successful Police Olympics thus far and The Citadel was selected as the location for the 1993 event based on this success.

The department participated in the "Thank you for wearing your seat belt" positive ticket program giving out over 2,000 of the "tickets."

The department actively participated as a sponsor in The Citadel's second annual Health Fair.

The Department replaced its leased Ford Crown Victoria patrol vehicle with a new leased Ford Taurus at considerable savings to the college. Two new portable radios were purchased to replace worn out equipment.

All officers updated their position descriptions. The department continues to lead the state with the lowest turnover rate among law enforcement agencies. There were no personnel changes during the past year. As of this time, the officers represent over 97 years of service with the department with an average of over 7 years per man. Lieutenant Floyd received his 20-year pin. Sergeant Frank Nigro and Officer Phillip Cahoon were recognized with ten year service pins.

## 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 0930. Special ecumenical services, with a reception following, recognized major Citadel weekends (Parents Day, Homecoming, Corps Day), anniversaries of our Armed Forces and other holiday events (Christmas, Easter, Martin Luther King, etc). Catholic Masses were offered Sundays and Monday through Thursday in Summerall Chapel or Blessed Sacrament Chapel. Episcopal Holy Eucharist was held on Monday and Thursday evenings in St. Alban's Chapel. Muslim 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 Thursday evenings under the supervision of group advisors on the faculty and staff. These groups included: Campus Crusade for Christ; Fellowship of Christian Athletes; Full Gospel Business Men's Fellowship; Navigators; and Officers' Christian Fellowship.

c. "Gathering '91" 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 900 people attended this event and had the opportunity to meet with senior members of the staff and faculty. 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. Cadet Richard A. Varriale, Regimental Commander, was guest speaker.

e. "Religious Emphasis '92" was held 2-4 March 1992. Speakers were Colonel Myrl Allinder, USMC (Ret), USN Chaplain (Lieutenant) Rabbi Irving Elson and USAF Chaplain (Major) Edward Hart on respective evenings. A kick-off Prayer Breakfast was held in the Mess Hall on 2 March with Col. Allinder as keynote speaker. Music was furnished by the Gospel Choir and Cadets Derick Jones and Dan House (guitars). The '92 theme was "Back to Basics: A Return to Judeo-Christian Ethics and Morality".

f. The Christmas Candlelight Service was held in Summerall Chapel on Saturday, Sunday and Monday evenings 7-9 December 1991. 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. This year, we had one of the largest Protestant Choirs (90-100) that we have had in years with the highest retention rate throughout both

semesters. This was accomplished through motivation, appreciation cookouts and challenging music. The choir's spring tour took them to The Pentagon in Washington and several churches in Gloucester, Virginia and Fayetteville, North Carolina.

h. The Cadet Gospel Choir performed at many churches throughout the community and also participated in a combined Gospel Concert with the Midshipmen at the United States Naval Academy in February '92. The Gospel Choir Spring Concert tour took them to Atlanta, Georgia where they sang at Six Flags and at several churches.

i. Baccalaureate speaker for 1992 was Chaplain (Major General) Matthew Zimmerman, Chief of Chaplains for the U.S. Army. His sermon was very well received by graduating cadets, their parents and friends.

j. The Lutheran Student Movement, along with the chapel, sponsored a religious concert in Summerall Chapel featuring "Lost and Found".

k. A noon-day prayer service, following drill, was held on Tuesdays or Thursdays each week. This cadet-run service featured cadet speakers and musicians; and had a following of 200-300 cadets.

l. Fourth classmen attended four Religious Orientation services, as part of their indoctrination and training, to acquaint them with the major forms of Protestant, Catholic, and Jewish worship services offered at The Citadel. These services also offered the new cadets an opportunity to learn something about the major religious faiths and denominations represented by cadets at The Citadel.

m. Chapel concerts continued to be offered in chapel, quarterly, following Friday afternoon Dress Parades. These concerts featured visiting choirs as well as our own cadet choirs and chorale.

n. The combined voices of the USNA Female Glee Club and Citadel Chorale provided religious and patriotic music for a Verteran's Day Service in Summerall Chapel on 11 November 1991. Chaplain (Captain) Vincent Carroll, USNA Command Chaplain, was guest speaker.

### 3. OFF-CAMPUS ACTIVITIES

a. Fifty-two 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, Gospel and Catholic Choirs successfully performed at churches and local events throughout South Carolina and in other states.

c. The Reverend Dr. Wanda Neely, Presbyterian Campus Minister took four cadets to Washington, D.C., in September 1991 to attend the National Student Prayer Breakfast and Leadership Conference. This is the seventh 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 Chaplaincy 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 how chapel services are conducted under combat or field conditions.

#### 4. FACILITIES

a. Repair of interior chapel walls continues to be an ongoing project.

b. The Chaplain's office and Sacristy were reconfigured to accommodate all chapel administrative functions, following our total move from offices in Mark Clark Hall.

c. The chapel staff and several cadets re-painted the offices and bathrooms in Summerall Chapel and also re-furnished the chapel annex room (340) in Mark Clark Hall -- all as self-help projects.

d. The Atlanta-Area Citadel Club, under the guidance of Mr. Bill Endictor '59 is considering giving financial support for needed repairs to the chapel and Bell Tower. Mr. Endictor brought a survey team to The Citadel last semester to get an estimate on repair work needed.

e. The Bell Tower electronic system has been re-keyed to allow selective use of the Bells for "pealing and tolling" at weddings, special services and funerals.

#### 5. PERSONNEL

a. Colonel Floyd W. Brown Jr., '55, who has served as Coordinator of Chaplaincy Activities under special contract since 1990, was hired to serve as Director of Religious (Chaplaincy) Activities on a permanent basis, effective January 1992. He also serves as Director of Protocol for The Citadel.

b. Mrs. Edna Murdaugh was hired in September 1991 to serve as Administrative Assistant to the Director. She replaced Mrs. Jeanne Nimmich who retired in August after serving in this capacity for over 20 years.

#### 6. RELATED ACTIVITIES

a. During '91-'92, the chapel was used for approximately 300 in-house events (worship services, funerals, fine arts series, choir rehearsals, graduations). In addition, there were: 58 wedding rehearsals, 60 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. Breakfast meetings for Campus Ministers and Para-Church group leaders were held monthly to discuss religious programs and for team-building.



c. The chapel continues to be a major focal point for tour groups from all over the country. We average 4-5 groups per day with these groups averaging 20-50 people. Individual tourists tour the chapel from early morning to closing.

#### H. Development

The 1991-92 fiscal year was marked by continuing efforts to solicit private funds to support all areas of The Citadel.

The year saw the successful completion of the Inaugural Campaign. Over \$1 million was received in gifts and pledges and those funds in conjunction with funds from other sources, enabled the college to retire its debt. Debts retired or bonded include a note due to The Citadel Development Foundation for Seignious Hall, varying amounts for the Lockwood Field purchase and athletic field improvements, and an obligation for the Faculty Quarters Project.

Several new programs were implemented in the second half of the year, including an Annual Fund appeal to graduate and evening college alumni, a Parents' Fund, and an increased emphasis on corporate and foundation fundraising. Although it is too early to judge the success of these initiatives, they promise to have significant impact on the college's development efforts in the years to come. In addition, fundraising efforts to support the Sesquicentennial were begun, and the college already has received over \$20,000 in gifts and pledges designated for the celebration.

The following represent total cash contributions and gifts-in-kind to the college (excluding gifts to The Citadel Development Foundation and the Brigadier Club) for the past year:

|                        |             |
|------------------------|-------------|
| Unrestricted           | \$ 304,779  |
| Scholarships           | 190,275     |
| Construction Projects  | 273,802     |
| Inaugural Campaign     | 189,252     |
| Designated Gifts       | 246,521     |
| CDF and Brigadier Club | 13,316      |
| Total                  | \$1,217,945 |

Several gifts deserve special note. The Citadel renewed a relationship with the Robert R. McCormick Charitable Trust, which made a generous gift of \$38,000 to provide furnishings for the Robert R. McCormick Beach House once renovations of the house are completed. The college also received six figure bequests from the estates of Frank W. Munnerlyn '35 and Jonas S. Heiss '26.

During 1991-92, the Development Office experienced an 80 percent turnover in staff. Staffing changes included the departure of James A. Adams, Director of Development, Samuel B. Jones, Assistant Director for Development Operations and Linda R. Laird, Office Manager; and the addition of Melissa Gill, Assistant Director of Development/Foundation and Corporate Relations, replacing Jac Powell, who had left The Citadel in 1990. Although the Development Office operated under a 60 percent staff reduction for most of the year, private support to the college for fiscal 1991-92 remained strong.

## **I. Alumni Affairs/Publications/Placement**

The school year 1991-92 was very successful in terms of the number of alumni and cadets that the services and programs offered by the alumni office reached. This office continues to provide a focal point, especially for Citadel alumni, for maintaining support of the mission of The Citadel.

The services and programs that the Alumni Affairs/Placement office conducts are enumerated in the following report.

During the school year 1991-92, this office continued to develop a strong relationship with the alumni through efforts such as Homecoming, alumni records and dues, travel, area clubs, CAPP, alumni career network, coordinated support of development groups (i.e., The Brigadier Club, CDF, and the the Athletic Department), legislative matters; and updating our alumni on important campus and alumni news items through the Alumni News and Through the Sally Port publications. A description of the more important aspects of these services and programs are provided.

### **1. Alumni Records**

The dynamics of alumni records required approximately 4500 plus address and biographical changes and/or updating. This area is an important concern because of the need of accurate up-to-date lists. Any advancement or development actions by The Citadel is affected by this effort.

### **2. Alumni Dues Program**

The membership dues program consisted of over 30,200 contacts. These contacts generated over 8,800 life and annual memberships. Some 52% of our alumni are active dues paying members. Again, The Citadel remains in an elite group of colleges and universities that maintain a high degree of functionally active alumni.

### **3. Alumni Travel and Marketing**

The marketing and travel programs remain a vital part of the opportunity for the alumni office and Association to meet its mission. Some 17,600 contacts with alumni and friends of The Citadel were made. These contacts provided an opportunity to participate in our alumni travel program. Trips to the Amazon, Antarctica, the Caribbean and the New England coast and Canada were offered.

Six major new or on-going marketing programs were presented. These efforts provided another avenue of contact generating over 30,000 individual points of interest. A new and joint effort with the Gift Shop offered The Citadel merchandise line of clothes and souvenirs. On-going programs included the credit card, Dialing for the Dogs, barracks miniature and a Waterman pen set. The license plate program has been a surprising hit with our constituents. Besides individual contacts, the majority of these programs were also marketed through the Alumni News.

#### 4. CAPP

The effort to revitalize the CAPP program was energized through the combined energy of a strong volunteer alumni group, the Admissions office and the alumni office. The logistical support from the alumni office and the alumni association helped produce the first published CAPP Handbook. In addition, a 1-800 telephone number was installed in the Alumni House to expedite the recruiting efforts of the CAPP volunteers at the grass roots level. This line provides for instant access to answers and to material requests. Several workshops were also held to enlighten volunteers. The critical work of this effort will benefit the enrollment process and the resulting student body size as well as empower our alumni to be more active in marketing their alma mater. The Association and some individual volunteers have contributed countless hours and significant dollars to ensure CAPP's participation in the admissions process.

#### 5. Alumni Clubs

The area alumni clubs have again provided an arena for the dissemination of information, alumni networking, development and social opportunities for many, many alumni. Coordinated efforts have given the President's office, staff, and alumni office a forum for presenting key items of interest to our alumni.

The alumni area clubs have also continued their efforts to support campus and alumni programs through volunteer efforts. Over 65 clubs maintain an active schedule of meetings and events. These clubs have provided a means for support of CAPP, the Brigadier Club, Governmental Affairs, scholarship funds, athletic game socials, alumni career networking, Homecoming and alumni elections. A variety of resources are used by these clubs to show their support. From fundraising to volunteer time to providing an opportunity for fellow alumni to meet and trade stories, these clubs make the alumni bonds grow stronger. The Alumni Career Network is proving to be one of the most vital services ever offered to our students and alumni.

#### 6. Scholarships and Endowments

Monies from the Alumni Association Scholarship and Endowment Funds were used to support cadet scholarships. More than \$151,000 from 11 separate endowments provided over 30 full and partial scholarships.

#### 7. Homecoming, Reunions and Related Activities

Last year's Homecoming information Center has now become a central part of Homecoming registration. Hundreds of alumni updated their biographical information on the spot at the center. The annual reception and banquet, reunion class support, jamboree, pre-and-post game receptions and reunion gatherings were well attended. An estimated 7,000 alumni and friends returned to campus to celebrate Homecoming.

#### 8. Governmental Affairs

Volunteer efforts of members of the alumni association are always critical to successful alumni programs. In particular, the Governmental Affairs Committee was the force behind the success of the Legislative Barbecue. Over 2,000 alumni, friends, supporters and members of state government attended the

barbecue. This body has played a vital role in complementing the college's ongoing governmental relations effort.

#### 9. Alumni Game Socials

Every football game in 1991 had an athletic game social sponsored by this office. Highlights were alumni gatherings at and trips to West Point, William and Mary and the Oyster Bowl. Home football games were scenes for open-house receptions at the Alumni House and the National Guard Armory. During the winter, the Southern Conference Basketball Tournament in Asheville provided the setting for another athletic game social.

#### 10. Publications

The Alumni News and Through the Sally Port continue to provide the ever-important communications link between alumni and their school. These publications resulted in over 100,000 individual pieces of information and not solicitation mailings. The standard four issues of each publication were produced. The Alumni News continues to provide a high quality magazine with substantial content. Positive comments about this publication are indicative of its quality and effort being put forth by the publications staff.

Also, the Alumni News, with its centerfold outline of clubs and club contacts, continues to be recognized as a major factor in the formation of new clubs as well as the rebirth of older clubs that have been inactive.

#### 11. Various Other Services

The support by this office for the President-Emeritus remains at a very high, efficient level. Likewise, the alumni office supports additional services such as class ring administration, alumni house rental, alumni association board and committee meetings (approximately 12 different types during the last year), community and business functions, support of other campus and alumni concerns, and an annual senior class dinner.

#### 12. Sesquicentennial

The alumni office is providing support and leadership for planning and executing the celebration of the school's 150th birthday.

#### 13. Placement

The Placement office continues to provide resources to cadets, graduate students, alumni, and the community. An appreciable increase in activities related to alumni was evident. As the Gulf War ended and the military services started to conduct reduction in forces, this office provided resources for those alumni separating from the service. Therefore, Alumni Career Network requests increased. Another factor in this increase was due to career changes by alumni affected by the recessive economy. And with less than 30% of graduating seniors going on active duty, there are more and more demands for services by graduating seniors. The national trend is for companies to do less on-campus recruiting. This trend is caused by several reasons: economics; companies are changing their recruiting philosophies to use other methods to recruit, for example, third party

recruiting by "head hunters"; larger companies are decentralizing their human resources/recruiting divisions. Herein lies the reason we saw fewer companies recruiting on campus, but requesting more resume referrals and pre-screening. Through this, we maintained a high level of interview opportunities (over 600). Also, we estimated at least a 20% increase in our efforts urging companies to recruit on campus. A summary of placement office activity is attached.

## **J. Public Relations and Governmental Affairs**

### **1. Public Relations**

The Citadel was listed for the fourth consecutive year by U. S. News and World Report as one of "America's Best Colleges." The rating, ninth among Southern Regional Colleges and Universities, as listed in the 1992 annual college edition, published 30 September 1991, contributed to a positive year for the college from an aspect of public relations.

Campus tours for groups from the lowcountry, and those visiting the city, increased during the reporting period. Sixty-six groups, versus 58 for the previous year, formally requested campus tours or seating for Friday afternoon parades. This increase can be attributed to several factors; The Citadel is featured in the City Visitors Center display of attractions, publications on the college were distributed to the Visitors Center and Welcome Centers located on interstates leading into the state, and the Association of City Tour guides were provided a tour of the campus at their request because of increased interest in the institution by out of town tourists.

National and international attention was focused on the college during the year when The Citadel Band and Pipe Band represented the United States of America in Scotland at the Edinburgh Military Tattoo during the month of August.

Citadel cadets played a key role as Ambassadors for the City of Charleston during the annual conference of Fortune 500 executives held in November. Selected cadets escorted families and some of America's leading business men during the conference. In September, the Ryder Cup golf tournament featured The Citadel Pipe Band and Band in its official ceremonies that were included in the Professional Golf Association's Ryder Cup video. Attention was again focused on the Band when it performed in Charleston for the President of the United States on 21 February 1992.

### **2. Governmental Affairs**

The most significant piece of legislation regarding The Citadel that surfaced in the 1992 General Assembly was a vote in the House Education committee regarding House Bill 3150, which, if passed, would call for admission of women into the Corps of Cadets. The Bill was defeated, in Committee, on 4 February by a vote of 14 to 1.

William E. Jenkinson III was elected to the Board of Visitors by the General Assembly. He replaced Colonel George C. James who did not seek re-election. Stephen D. Peper was elected by the General Assembly to fill the Board of Visitors' seat occupied by William R. Risher. Colonel Risher died in April.

## K. Summer Camp for Boys

Celebrating the 36th Anniversary of the program's establishment by General Mark Clark in 1957, the camp staff welcomed to the first session 146 boys from 17 states. Approximately half of those boys are residents of South Carolina. General Watts opened that session on Sunday, June 14 and closed it on Saturday, July 4 as 145 boys graduated. The second session opened on Sunday, July 12 with 199 boys from 20 states, Mexico, France, Spain, Saudi Arabia, and England. The second session closed on Saturday, August 1 with 198 boys graduating. General Watts addressed the campers during graduation exercises. Last year's final enrollment was 354 for both sessions. This year's final enrollment was 343.

The camp employed approximately 60 cadets, alumni, and former campers as counselors and senior staff members.

Scholarships totaling \$2,500 was awarded by the camp this session. Outstanding cadet counselors were Jason Buda (a rising junior in Kilo Company) from Tampa, Florida (First Session), and Leroy Marshall (a rising junior in Band Company) from Spartanburg, South Carolina, (Second Session).

## L. Athletic Affairs

The following is a record of the 1991-92 wins and losses by team:

| <u>TEAM</u>   | <u>OVERALL RECORD</u>   | <u>CONFERENCE RECORD</u> | <u>COMMENTS</u>                            |
|---------------|-------------------------|--------------------------|--|
| Baseball      | 35-20                   | 10-9                     | 3rd place finish in SoCon Tourney          |
| Basketball    | 10-18                   | 3-11                     | Released Randy Nesbit;<br>Hired Pat Dennis |
| Cross Country | 23-25                   | N/A                      |  |
| Football      | 7-4                     | 5-2                      | Tied for 20th final ranking                |
| Golf          | 96-81-1                 | N/A                      | Won 2 invitationals                        |
| Indoor Track  | No Indiv. Matches       | N/A                      |  |
| Rifle         | 35-6                    | N/A                      |  |
| Soccer        | 5-14                    | 0-4                      | Lost in SoCon Tourn.<br>Semi-Finals        |
| Tennis        | 9-14                    | 0-7                      |  |
| Track         | No Indiv. Matches       | N/A                      |  |
| Wrestling     | 8-6                     | 2-2                      |  |
| <b>Totals</b> | <b>228-188-1 (.548)</b> |                          |  |

**BASEBALL** - The Bulldogs finished 35-20 in Fred Jordan's first year as head coach, the third highest win total in modern-day Citadel baseball history..the 35 wins marks the fifth year in a row that The Citadel has won 30 or more games in a season and the ninth time overall..after a slow 2-6 start in the Southern Conference play, The Citadel won eight of its last eleven league contests to finish in fourth place in the regular season conference standings with a 10-9 mark..the Bulldogs then went 3-2 and placed third in the Southern Conference tournament held at College Park...the Bulldogs were 25-7 at home this season, tying the 1978 team for the second most home wins in history (only the 29-5 record posted by the 1990 team was better)...the baseball senior class of 1992 finished their careers with the most wins by any four-year Bulldog baseball class..the class of 1992 won 145 games (against 73 losses and one tie), topping the class of 1991, which won 143 contests..the top individual performance of 1992 was turned in by versatile senior Gettys Glaze, who was named Southern Conference Pitcher of the Year after turning in an 8-2 record with a league-leading 1.70 earned run average..Glaze also led the SoCon in strikeouts with 104 (against only eight walks) while breaking the Southern Conference for shutouts in a season with five...Glaze, who also caught, played first base and served as The Citadel's designated hitter, was the second-leading hitter on the team with a .324 average and set a school record with 19 doubles...Glaze hit six of his eight career home runs this season, including two game-winning home runs in the Southern Conference tournament...junior centerfielder Vic Correll was the only other Bulldog named first team All-Southern Conference...Correll led the team in hitting with a .366 average...senior relief ace Hank Kraft set a new Citadel and Southern Conference record with 12 saves while extending his career record in that category to 29...Kraft also established a new record at The Citadel and in the conference with 87 career mound appearances...senior second baseman Dan McDonnell became the all-time Citadel and Southern Conference leader in stolen bases with 99...McDonnell also became the Bulldogs' all-time leader in walks with 185 while setting a single-season record in that category with 63..Glaze was named to the 1992 Southern Conference All-Tournament Baseball Team.

**BASKETBALL** - The Bulldogs finished the 1991-92 season with a down note, losing their last five games of the season, including an 89-55 loss to East Tennessee State in the first round of the Southern Conference Tournament...the Bulldogs were 3-11 in Southern Conference play and boasted only two players averaging in double figures...the losing season was the sixth in the last seven years for The Citadel program..as a result of the Bulldogs' sub-par season, no players

were bestowed any post-season accolades...a surprise victory over Furman on the road highlighted an otherwise dismal campaign...junior guard Andre Harris led the Bulldogs with 14.8 points per game...senior center Robert Dalley added 11.0 points...the Bulldogs return three starters and seven of their top 11 players for the 1992-93 season...Randy Nesbit, after seven years as the Bulldogs' head coach, mutually agreed with Citadel director of athletics Walt Nadzak that Nesbit's contract would not be renewed...Nesbit's dismissal ended his 14-year association with the college...Nesbit compiled a 75-121 record at The Citadel...Pat Dennis, an assistant at Richmond the past seven years, became the Bulldogs' 26th head basketball coach April 13...he was chosen from a field of 102 qualified candidates.

**CROSS COUNTRY** - The team improved as the season progressed, finishing in the top four in each of their last three meets...the Bulldogs finished second in the College of Charleston Invitational and the Patriot Cross Country Festival...finished 4th of 11 teams in The Citadel Invitational...senior Rich Lampe completed a stellar career by finishing sixth overall in the South Carolina Intercollegiate Championship...senior Mike Sharnas had the highest individual finish, placing fifth in the College of Charleston meet.

**FOOTBALL** - Successfully completed its fourth consecutive non-losing season for only the second time in Bulldog football history by going 7-4 and finishing in a tie for 20th in the final Division I-AA poll...defeated Division I-A Army for the first time in seven tries...that win marked the Bulldogs' fourth win in their last five contests against I-A opponents...defeated Furman in the final week of the regular season by a 10-6 score, breaking a nine-game losing streak against the Paladins...finished in second place in the Southern Conference with a 5-2 league mark (including a 17-10 win over conference champion Appalachian State), becoming only the fifth Bulldog squad to do so...established a school record for average home attendance by attracting 18,495 per game to Johnson Hagood Stadium...the Furman game on November 23 set a school record as the top crowd ever to see a game in Johnson Hagood Stadium as 21,623 fans witnessed The Citadel's victory over the Paladins...senior quarterback, Jack Douglas became Division I-AA's all-time leading rushing quarterback...his 2,748 career rushing yards moved him past Georgia Southern's Tracy Ham on the all-time list...Douglas also broke the standard for rushing yards by a quarterback in a single season with his 1,152 yards on the ground...Douglas, the runner-up Southern Conference Offensive Player of the Year for the second year in a row, was the leading rusher in the conference with an average of 104.7 yards per contest, a mark which also placed him 13th in the nation in that category...In addition, Douglas became the all-time Citadel leader in total offensive attempts (924), total offense (4,806 yards) and in scoring (210 points)...senior free safety Lester Smith enjoyed an honor-filled season which saw him named to two post-season All-American squads...both the Walter Camp Foundation and The Sports Network tabbed Smith to their respective first teams...highlighting Smith's season, in which he finished third in the Southern Conference in tackles with 12.0 per game, was a 26-tackle performance in The Citadel's 20-14 victory at Army on October 12...joining Smith as a first team All-SoCon choice was senior offensive tackle Carey Cash...Douglas was named to the league's second team along with senior center Pat Chapman, junior fullback Everette Sands, senior defensive end Lance Cook, senior defensive tackle David Russinko, senior defensive end David Brodsky and senior cornerback Shannon Walker.

**GOLF** - The Bulldogs won two invitationals - the Francis Marion College Invitational in the fall and S. C. State Invitational in the spring...sophomore Mark Watkins took medalist honors at the S. C. State Invitational...The Bulldogs finished sixth out of nine teams in the Southern Conference Tournament...defeated Charleston Southern in dual competition...finished 6th of 15 teams in The Citadel Invitational.

**RIFLE** - Completed its final season under the leadership of head coach Colonel Buck Stackhouse with a clean sweep of the Southeast NCAA Qualification Matches and NRA Intercollegiate Sectional Matches...Doug Herr completed a successful career by ranking as the



high individual in nine matches...Herr set a new Citadel Air Rifle record when he fired a 388 out of a possible 400 score in the V.M.I. Invitational..Coach Stackhouse retires with a record of 422-143.

**SOCCER** - Head Coach Bill Barfield notched his 120th career victory with a 4-1 overtime triumph over cross-town rival Charleston Southern..Bulldogs posted a 4-7 record in matches decided by one goal, including three conference tilts...defeated V.M.I. in the opening round of the SoCon Tournament by a score of 3-2...13 cadet-student-athletes made the Fall Athletic Director's Honor Roll, including a department-best nine of the Dean's List..seniors Jef Fayssoux and Powell Williams and junior Jay Wills were named second team All-Southern Conference..All-Tournament honorees were Wills and senior Bret Langenberg.

**TENNIS** - Under first-year head coach Bill Spake, a young Bulldog squad fashioned a final record of 9-14 overall, but showed marked improvement at the end of the year...The Bulldogs finished sixth of eight teams in the Southern Conference Championship and became the first school to win all nine of its matches on the third day of competition..the Dogs had won only four of 18 matches prior to the third day of the tournament..sophomores Michael Spake and Chad Jordan and freshman Carter Clay finished fifth at their respective flights..the doubles tandem of Spake and sophomore Raul Rodriguez placed fifth.

**TRACK - INDOOR** - (SoCon Meet finishes) - Team finished sixth of eight teams at the Southern Conference Championship meet..sophomore Detric Cummins finished fourth in the 400-meters..The Citadel's mile relay team finished second.

**TRACK - OUTDOOR-** (SoCon Meet finishes) - Ryan Gould, 3rd, javelin; Dan Creel, 3rd, long jump; 4th in the 4 x 100 meter relay; Henry Colby, 5th, 110-meter hurdles; Scott Sanborn, 5th, 400 meters.

**TRACK** - (Regular Season Highlights) - Freshmen Chris Cleveland, Tyrus Hatcher, Corey McClary and Scott Sanborn established freshman school records for the mile relay with a time of 3:29.89 at the Seahawk Invitational..taking first-place honors at the Seahawk Invitational were Ed Godfrey in the pole vault, Ryan Gould in the javelin and Bryon Frost in the 5,000 meters..Sanborn was the first athlete to compete in the decathlon in Citadel history.

**WRESTLING-** The Bulldogs completed another winning season under head coach Dave Kennedy, defeating military rival V.M.I. for the second straight season..freshman Rob Reaves was the top individual winner with a record of 23-10 and a team-high 11 pins..he also finished third at the Southern Conference Meet..senior Sean Begley finished second in the SoCon Meet and had a record of 21-4 with seven pins, while Alan Smith finished second at the SoCon Meet and posted a record of 16-10...The Bulldogs finished second of five teams in the Southeast Invitational, including individual champions Smith and Begley.

**FACILITIES** - The athletic department's final facility link on campus was completed this year with the addition of Vandiver Hall, a multi-sport complex that houses our track/cross country, soccer, golf and wrestling teams. The building features two indoor baseball batting cages, two indoor golf cages and perhaps the finest practice wrestling room facility in the entire Southeast. Shower and dressing facilities are also available for visiting teams in this jewel of a facility.

**M. Internal Auditor**

The Internal Auditor completed reviews of the Summer Camp for Boys, Athletic Department ticket reconciliations, Student Activities, Admissions/Recruiting Departments, President's Bank Account, and Annual/Sick leave. The State Auditors performed the audit for the fiscal year ending 30 June 1991. The State Auditors contracted with Rogers, Montgomery, and Company, P. A. to perform the NCAA audit for the year ending 30 June 1991. The Citadel again received an unqualified opinion on its financial statements.

| Total Number of Documents Printed  | Cost Per Unit |
|--|---------------|
| 225  | 2.84          |
| 1400.27  | 1400.27       |
| Printing Cost - S.C. State Budget & Control Board (up to 225 copies)           |               |
| Printing Cost - Individual Agency (requesting over 225 copies and/or national) |               |
| 1400.27  | 1400.27       |
| Total Printing Cost  |               |

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|   |                   |
|---|-------------------|
| Total Number of Documents Printed   | <u>255</u>        |
| Cost Per Unit   | \$ <u>5.84</u>    |
| Printing Cost - S.C. State Budget & Control Board (up to 255 copies)            | \$ <u>1490.27</u> |
| Printing Cost - Individual Agency (requesting over 255 copies and/or halftones) | \$ _____          |
| Total Printing Cost   | \$ <u>1490.27</u> |



