

**THE CITADEL**

ARCHIVES AND MUSEUM

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

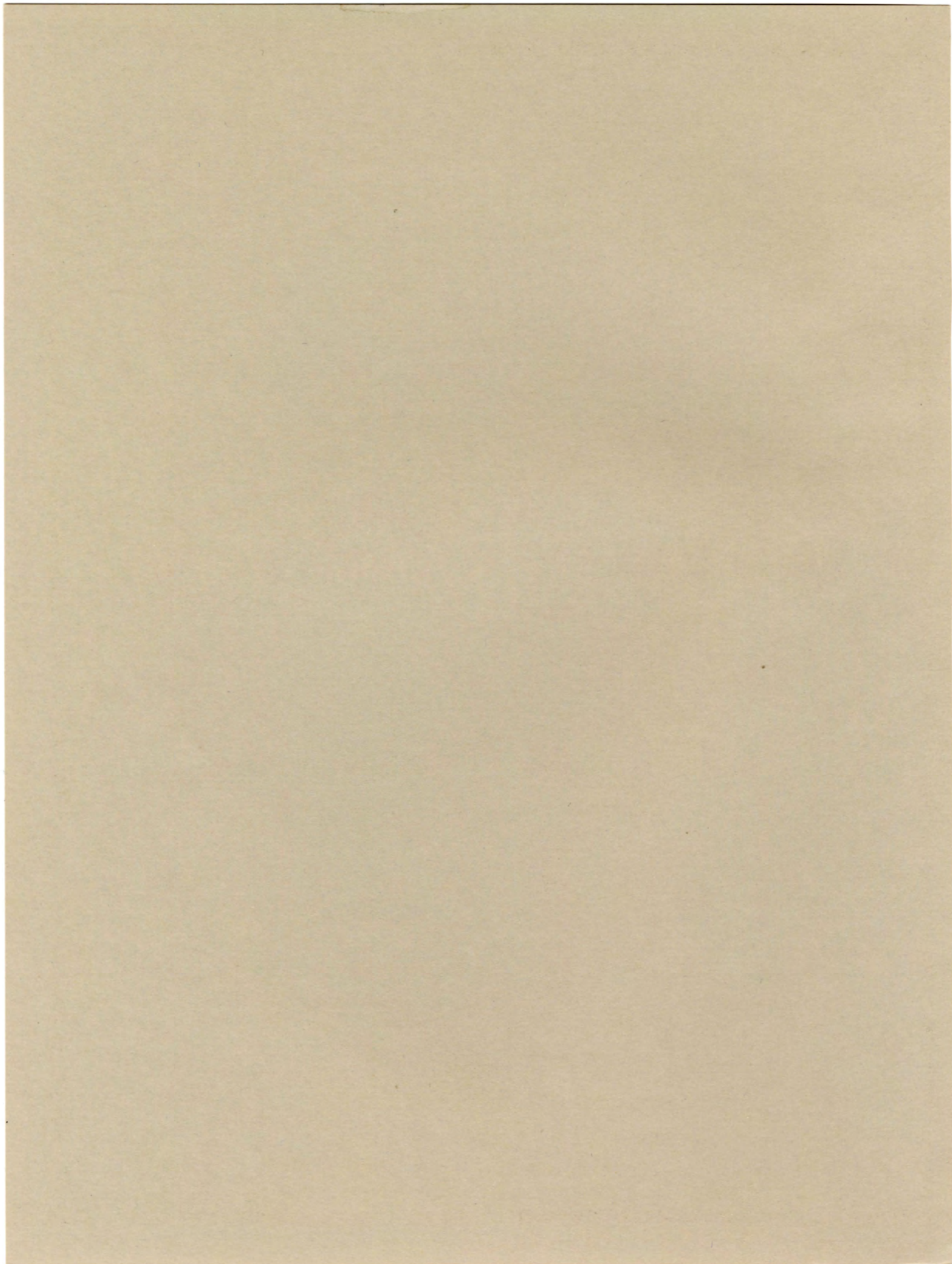


**ANNUAL REPORT**

**1987-1988**

Printed Under The Direction Of The  
State Budget And Control Board







## HIGHLIGHTS

Significant broad range progress was achieved in the quest for the "Goals of the Eighties" as The Citadel approaches the end of the decade.

The South Carolina Commission on Higher Education reviewed the program offerings in the Departments of Biology, Chemistry, and Physics. Exit reviews were most favorable, with all reviewers complimenting the strength and vigor of the programs. The physics reviewer lauded that program as the strongest undergraduate offering in South Carolina. The impressive role of CDF was asserted in these reviews. The only weakness noted was in the area of instructional and research equipment, especially in the Department of Physics. Part of that problem will be addressed when that department is moved to a newly renovated Alumni Hall in two or three years.

The final report on the Core Curriculum was approved for implementation in the fall of 1989. Major changes include raising the laboratory science requirement of all cadets from two to four semesters; supporting the CHE mandate that students complete two years of foreign language in high school by initiating foreign language course work at the intermediate level; and switching from "U. S. History" to "History of Western Civilization" as the required history core course. Other changes are directed at basic composition skills, freshman orientation, writing across the curriculum, exposure to fine arts, and facility with computer applications. The nature of freshman RPE has been altered to stress lifetime fitness and will carry academic credit.

Following state-wide competition, The Citadel received contract awards to conduct training for advanced placement teachers of high school calculus, computer science, English, European History, and French. For the summer of 1988, the college received four contracts for training advanced placement teachers of high school biology, calculus, English, and U. S. History. The Department of Mathematics and Computer Science received a competitive Education for Economic Security Act Grant from the S. C. Commission on Higher Education for continuing its pilot program for training middle school and secondary school mathematics teachers. The Citadel received state and local recognition for its business-education partnership (BEP) with Rivers Middle School. During the 1987-88 academic year, the Department of Civil Engineering was the recipient of three research grants. Professors B. J. Kelley, Jr., and R. D. Porcher of the Department of Biology received a grant from the S. C. Sea Grant Consortium to study "The Effects of the Rediversion of the Cooper River on Species Composition, Cover and Primary Productivity of Marsh Vegetation Along the Upper Cooper River."

During its initial year of operation, the Honors Program had 15 full-time and 12 part-time students. The cumulative GPR for full-time Honors students was 3.14. Eighteen entering freshmen



have been accepted into the Honors Program for next year out of 100 applicants. Of those accepted, the average SAT score is 1284, the average class rank is in the top 8%, and the average score on the Test of Standard Written English is 57 out of a possible 60. The Citadel Role Model Project (ROMP), a one year program, provided cadets access to black scholars, educators, researchers, military officers, and alumni to serve as role models.

The Citadel Development Foundation continued to generously support the college's academic programs. CDF's grants permitted the recruitment of outstanding students, and provided essential support to those research and development programs which maintain our faculty at their current level of excellence.

The Corps of Cadets performed well throughout School Year 1987-88. The Corps did an excellent job in bouncing back and putting the difficulties associated with the Nesmith incident behind them. Improved performance across the full spectrum of Corps operations can generally be attributed to a resurgence in mature leadership exhibited by members of the senior class. The Cadet Regimental Commander, his staff, and subordinate commanders established high standards for the Corps in the fall and were firm, fair, and consistent in maintaining those standards throughout the School Year. The Corps Chain of Command was the strongest observed in recent years.

Fiscal year 1987-88 saw a further reduction in the level of state funding for the higher education formula. The General Assembly was able to fund only 88.6 per cent of the Commission on Higher Education's formula for continuing operations. This was the lowest level of state funding for higher education since fiscal year 1982-83. However, there were no reductions in appropriations during the fiscal year. The Citadel again was forced to defer spending on essential facilities maintenance projects, to delay replacement of equipment, to restrict official travel, to retain minimal levels of funding for temporary help, and to mandate a requirement that the filling of each personnel vacancy be approved by the President. The college received an unqualified audit report for fiscal years 1985-86 and 1986-87 from the firm of Rogers, Montgomery, Devaney and Company which performed the audits under contract to the State Auditor. The same firm also audited The Citadel Athletic Department under guidelines established by the NCAA and found no major deficiencies. As of 1 July 1987, the college went "on line" with its new computer system which was acquired the previous fiscal year. The first sub-system to be implemented was the Financial Records System; this was followed on 1 January 1988 by implementation of the Human Resources System. The last sub-system to be implemented, the Student Information System, will be tested during 1988 summer school registration for full implementation first semester of the 1988-89 academic year. The Citadel's \$10,000 local procurement authority was extended to 1990 by the South Carolina Budget and Control Board as the result of an audit of our implementation of the State Procurement Code.



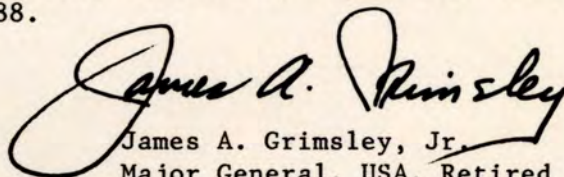
The Auxiliary Activities had an unprecedented year with all activities being self-supporting at the close of the year with the exception of Faculty Quarters and the Infirmary. Funds transferred from Auxiliary Activities to provide for Athletic Department operations, scholarships and student activities amounted to \$556,000. The 1988 Capital Improvements Bond Bill contains two urgently needed projects: the \$6.186 million Bond Hall Renovation Project and the \$1.5 million project for a new Central Energy Facility. An additional major project approved was a \$5.475 million project for a new Cadet Dining Facility. Major construction activity on the campus centers around the McAlister Field House Renovation Project that was started in January of 1988, scheduled for completion in May 1989. Several new projects are under design, to include: Vandiver Hall, a new tennis facility, and a new Alumni Hall which, when completed, will house the Departments of Physics and Electrical Engineering.

The Department of Athletics exhibited positive leadership, increased competitiveness for varsity teams and established a firm financial footing.

The General Mark W. Clark Campaign for The Citadel Tomorrow, with an unprecedented \$27 million goal, was announced to the public on October 23, 1985, with pledges and commitments of \$10.4 million. By July 1, 1987, this figure had risen to some \$20 million; by the end of this fiscal year, pledges and commitments to The Clark Campaign exceeded \$25 million. This historic initiative, to provide private funds and endowment for the college, is well ahead of its goal to reach \$27 million in commitments by October 1990.

Governor Carroll A. Campbell, Jr., was the 1988 Commencement Speaker and received a Doctor of Laws degree during graduation exercises.

The Citadel was saddened by the deaths of Cadets John H. Gilligan, III on 7 February 1988 and Bradford S. Gates on 13 May 1988; Colonel Eddie L. Teague, Special Assistant to the President and Associate Professor of Physical Education, on 24 November 1987 and Colonel Thomas C. Evans, Jr., Professor, Department of Civil Engineering, on 23 January 1988.



James A. Grimsley, Jr.  
Major General, USA, 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.

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

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

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

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



ORGANIZATION

Board of Visitors

- Colonel William R. Risher, Chairman, '47, (1989).....  
Charleston, S. C. 29401 (43 Laurens Street)
- Colonel John M. J. Holliday, Chairman Emeritus, '36.....  
Galivants Ferry, S. C. 29544
- Colonel Leonard C. Fulghum, Jr. '51 (1990).....  
Charleston, S. C. 29403 (P. O. Box 20608)
- Colonel Thomas C. Vandiver '29, Vice Chairman Emeritus.....  
Greenville, S. C. 29602 (P. O. Box 1029)
- Colonel William F. Prioleau, Jr. '43 (1988).....  
Columbia, S. C. 29201 (Barringer Building, Suite 607)
- Colonel Charles L. Terry, Jr., '43 (1990).....  
Columbia, S. C. 29260 (P. O. Box 6198)
- Colonel George C. James '49 (1992).....  
Sumter, S. C. 29150 (P. O. Box 1716)
- Colonel Lucas C. Padgett, '38 (1988).....  
Walterboro, S. C. 29488 (701 Hampton Street)
- Colonel William H. O'Dell, '60 (1993).....  
Ware Shoals, S.C. 29692 (P. O. Box 540)
- Colonel J. Stannard Hurteau, '64 (1989).....  
Charleston, S. C. 29402 (P. O. Box 935)
- Colonel Alonzo W. Nesmith, Jr., '79 (1989).....  
Charleston, S. C. 29417 (P. O. Box 30955)
- Colonel James M. Leland, Jr., '52 (1991).....  
Columbia, S. C. 29202 (P. O. Box 752)
- Colonel David S. Boyd, Jr. '62 (1993).....  
Greenville, S. C. 29604 (P. O. Box 8838)

EX-OFFICIO

- The Honorable Carroll A. Campbell, Governor.....Columbia, S. C.
- Major General T. Eston Marchant, Adjutant General.....  
Columbia, S. C.
- The Honorable Charles G. Williams, State Superintendent of.....  
Education.....Columbia, S.C.



The Honorable Thomas L. Moore, General Committee.....  
State Senate.....Clearwater, S. C.

The Honorable Frank E. McBride, Chairman.....  
Military Committee, House of Representatives...Columbia, S. C.

\*\*\*\*\*

Colonel S. Marshall Sanders, USAR, Ret., Secretary Emeritus '20...  
Charleston, S. C. 29407 (750 Arcadian Way)

Colonel James R. Woods, USA, Ret., Secretary.....  
Charleston, S. C. 29403 (201 Fifth Avenue)

Colonel Thomas C. Vandiver '19, Vice Chairman Emeritus.....  
Greenville, S. C. 29602 (P. O. Box 1022)

Colonel William E. Pridgen, Jr. '43 (1989).....  
Columbia, S. C. 29101 (Barringer Building, Suite 607)

Colonel Charles L. Terry, Jr., '43 (1990).....  
Columbia, S. C. 29260 (P. O. Box 6198)

Colonel George C. Jany '49 (1992).....  
Sumter, S. C. 29150 (P. O. Box 1716)

Colonel Bruce G. Padgett, '18 (1988).....  
Waterford, S. C. 29588 (701 Hampton Street)

Colonel William H. O'Dell, '60 (1993).....  
Ware Shoals, S. C. 29692 (P. O. Box 240)

Colonel J. Stannard Hutcheon, '64 (1989).....  
Charleston, S. C. 29402 (P. O. Box 932)

Colonel Alford W. Hensley, Jr., '79 (1987).....  
Charleston, S. C. 29417 (P. O. Box 3072)

Colonel James M. Laird, Jr., '52 (1981).....  
Columbia, S. C. 29202 (P. O. Box 222)

Colonel David S. Boyd, Jr., '62 (1993).....  
Greenville, S. C. 29604 (P. O. Box 8828)

EX-OFFICIO

The Honorable Carol A. Campbell, Governor.....Columbia, S. C.

Major General T. Eaton Marchant, Adjutant General.....  
Columbia, S. C.

The Honorable Charles G. Williams, State Superintendent of.....  
Education.....Columbia, S. C.



Administrative Staff

Office of the President

President....Major General James A. Grimsley, Jr., USA, Ret.

Executive Assistant to the President.....  
Colonel Joseph P. Goodson, USMC, Ret.

Director of Governmental Affairs and Public Relations.....  
Lieutenant Colonel Ben W. Legare, Jr., USA, Ret.

Director of Development..... Mr. James L. Adams

Director of Alumni Affairs and Placement.....  
Lieutenant Colonel Henry A. Kennedy, Jr.

Internal Auditor.....Mrs. Suzanne B. McLeod

Vice President for Academic Affairs

Vice President for Academic Affairs and Dean of the College..  
Brigadier General George F. Meenaghan

Dean Emeritus.....Major General Wallace E. Anderson

Dean of Undergraduate Studies.....Colonel Issac S. Metts, Jr.

Admissions and Recruiting.....Major Wallace I. West

Registrar.....Major Ronald F. Gaskins

Assistant Registrar and Records Manager.....  
Captain Carla DeMille

Dean of Graduate Studies.....LTC Michael B. Barrett

Director of Evening College.....Major Patricia B. Ezell

Director of MBA Program.....LTC Krishna S. Dhir

Director of Library Service.....  
Lieutenant Colonel Richard J. Wood

Vice President for Administration

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

Director of Physical Plant.....LTC Robert W. Collins



Director of Student Activities.....LTC Lawrence E. McKay  
USA, Ret.

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

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

Director of Personnel.....LTC Lee V.E. Martin

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

Director of Chaplaincy..Commander Gordon E. Garthe, USN. Ret.

Resident Construction Engineer.....Mr. Boyd L. Wood

#### Vice President for Financial Management

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

Controller.....LTC Gordon Knight

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

Accounting Manager.....Mrs. Kelly S. Higgs

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

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

#### Commandant of Cadets

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

Deputy Commandants.....Colonel Myron C. Harrington, USN  
Colonel Kenneth E. Krause, USAF

Assistant Commandant of Cadets..LTC Harvey M. Dick, USA, Ret.

#### Auxiliary Activities

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

Director/Tailor Shop/Dry Cleaning Plant.....Mr. Alfred M. Paglia

Director/Dining Services.....Mr. Elton B. Coleman

Manager/Print Shop.....Mr. Gordon D. Knight



Manager/Cadet Store.....Mr. Tommy B. Hunter

Manager/Canteen Services.....Mrs. Vera W. Mims

Professor and Head, Department of Political Science  
 Ph.D., University of Alabama  
 Birmingham-Southern College; M.A., American University  
 Colonel Robert E. Baldwin  
 S.S., The Citadel; M.S., Ph.D., University of South Carolina  
 Professor and Head, Department of Biology  
 Colonel Daniel G. Bowman  
 Ph.D., University of Georgia  
 S.S., Furman University; M.Ed., University of South Carolina  
 Professor and Head, Department of Psychology  
 Lieutenant Colonel Charles E. Cleaver  
 M.S., Ph.D., University of Kentucky  
 S.S., Eastern Kentucky University  
 Professor and Head, Department of Mathematics and Computer Science  
 Captain John S. Cousins, USNR  
 S.A., Louisiana College; M.A., Ph.D., Louisiana State University  
 Professor and Head, Department of History  
 Lieutenant Colonel Harold W. Askins, Jr.  
 S.S., The Citadel  
 M.S., Clemson; Ph.D., Furman University  
 Professor and Head, Department of Electrical Engineering  
 Lieutenant Colonel Walter K. Hatten  
 Ph.D., Brigham Young University  
 S.S., Utah State University; M.S., University of South Carolina  
 Professor and Head, Department of Physics  
 Colonel David B. Johnson  
 Ph.D., University of North Carolina  
 S.S., M.A., University of Kansas  
 Professor and Head, Department of Modern Languages  
 Colonel Charles F. Jumper  
 S.S., M.S., University of South Carolina; Ph.D., Florida State University  
 Professor and Head, Department of Chemistry  
 Lieutenant Colonel Kristian S. Ditt  
 M.S.A., University of Iowa; D.B.A., University of Colorado  
 S. Tech, Indiana Inst. of Technology; M.S., Michigan State University  
 Professor and Head, Department of Business Administration  
 Lieutenant Colonel Charles Lindbergh, USAF, Ret.  
 S.S., The Citadel; M.S., Ph.D., Oklahoma State University  
 Associate Professor and Head, Department of Civil Engineering



Academic Department Heads

- Captain Milton L. Boykin, USNR  
A.B., Birmingham-Southern College; M.A., American University  
Ph.D., University of Alabama  
Professor and Head, Department of Political Science
- Colonel Robert E. Baldwin  
B.S., The Citadel; M.S., Ph.D., University of South Carolina  
Professor and Head, Department of Biology
- Colonel Daniel O. Bowman  
B.S., Furman University; M.Ed., University of South Carolina  
Ph.D., University of Georgia  
Professor and Head, Department of Psychology
- Lieutenant Colonel Charles E. Cleaver  
B.S., Eastern Kentucky University  
M.S., Ph.D., University of Kentucky  
Professor and Head, Department of Mathematics and Computer Science
- Captain John S. Coussons, USNR  
B.A., Louisiana College; M.A., Ph.D., Louisiana State University  
Professor and Head, Department of History
- Lieutenant Colonel Harold W. Askins, Jr.  
B.S., The Citadel  
M.S., Clemson; Ph.D., Purdue University  
Professor and Head, Department of Electrical Engineering
- Lieutenant Colonel Weiler R. Hurren  
B.S., Utah State University; M.S., University of South Carolina  
Ph.D., Brigham Young University  
Professor and Head, Department of Physics
- Colonel David D. Johnson  
B.S., M.A., University of Kansas  
Ph.D., University of North Carolina  
Professor and Head, Department of Modern Languages
- Colonel Charles F. Jumper  
B.S., M.S., University of South Carolina; Ph.D., Florida State University  
Professor and Head, Department of Chemistry
- Lieutenant Colonel Krishner S. Dhir  
B. Tech, Indiana Inst. of Technology; M.S., Michigan State University  
M.B.A., University of Hawaii; D.B.A, University of Colorado  
Professor and Head, Department of Business Administration
- Lieutenant Colonel Charles Lindbergh, USAF, Ret.  
B.S., The Citadel; M.S., Ph.D., Oklahoma State University  
Associate Professor and Head, Department of Civil Engineering



Colonel Kenneth E. Krause, USAF

B.S., USAF Academy; M.B.A., Golden Gate University  
Professor and Head, Department of Aerospace Studies

Colonel Arthur E. Richards, III, USA

B.A., The Citadel; M.A., Kansas State University  
Professor and Head, Department of Military Science

Colonel Malcolm E. Smith, Jr., USMC

B.A., The Citadel  
Professor and Head, Department of Naval Science

Colonel John P. Smyth

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

Lieutenant Colonel Ronald K. Templeton

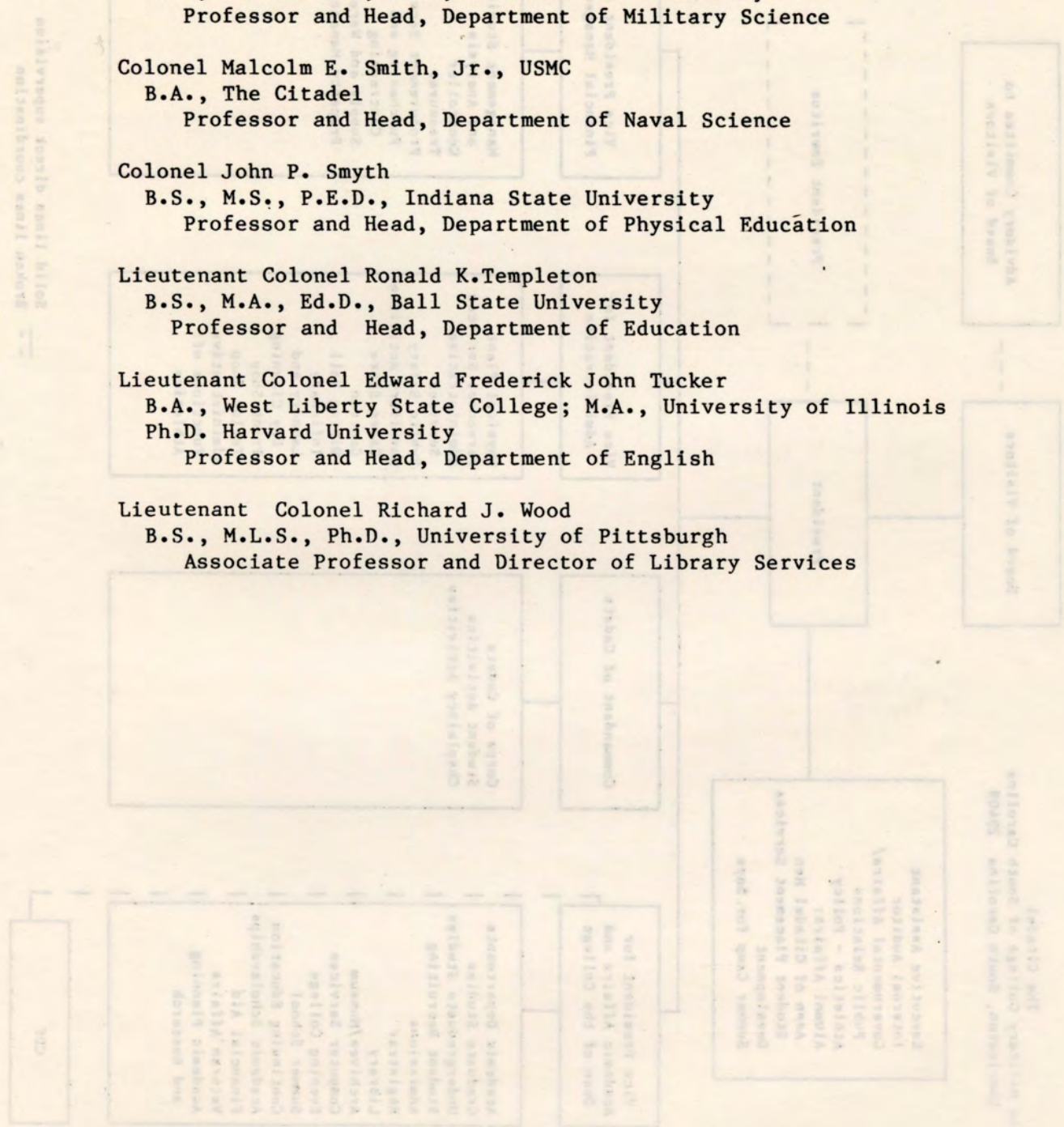
B.S., M.A., Ed.D., Ball State University  
Professor and Head, Department of Education

Lieutenant Colonel Edward Frederick John Tucker

B.A., West Liberty State College; M.A., University of Illinois  
Ph.D. Harvard University  
Professor and Head, Department of English

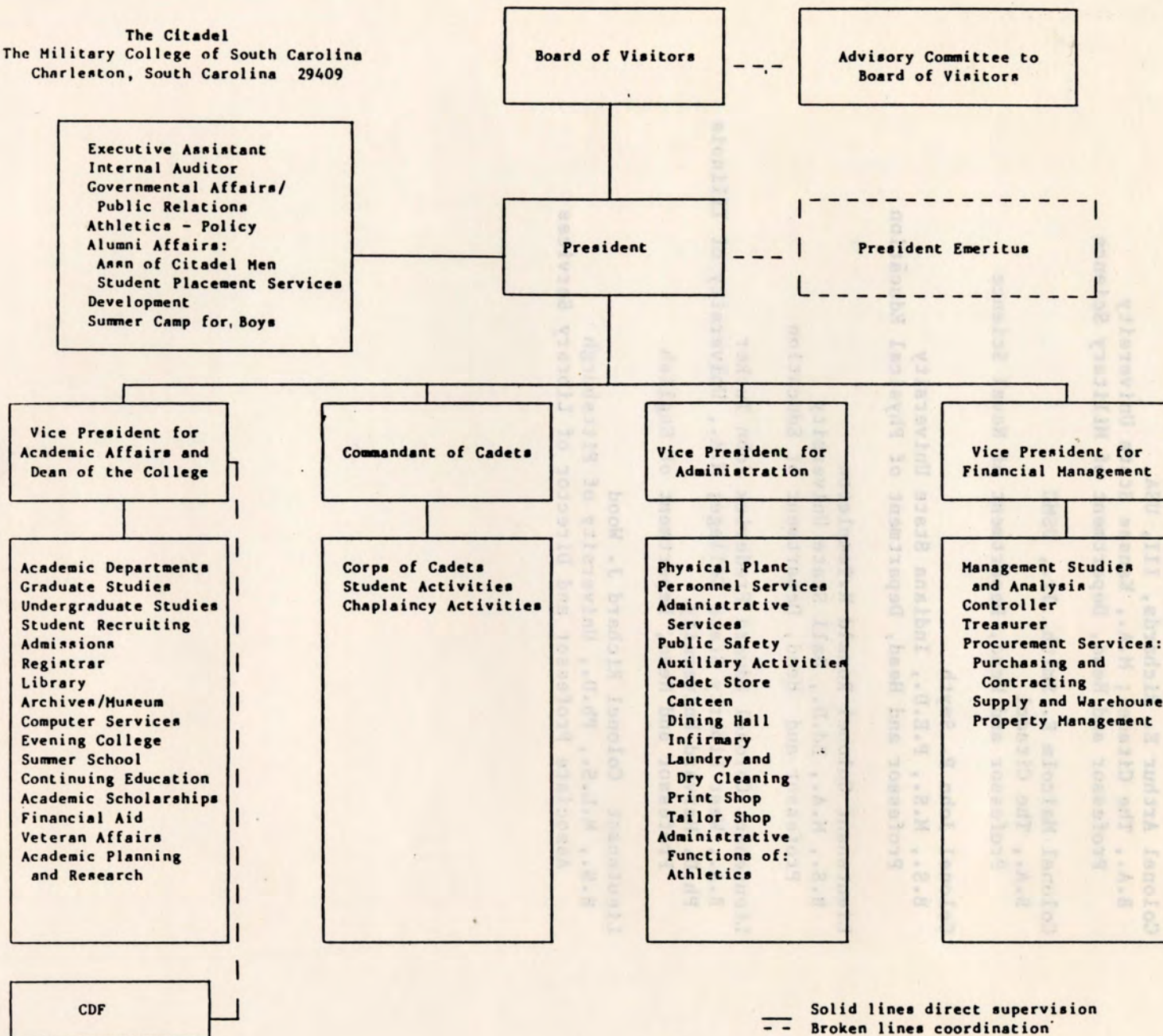
Lieutenant Colonel Richard J. Wood

B.S., M.L.S., Ph.D., University of Pittsburgh  
Associate Professor and Director of Library Services





The Citadel  
 The Military College of South Carolina  
 Charleston, South Carolina 29409



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— Solid lines direct supervision  
 - - Broken lines coordination



## I. ACADEMIC AFFAIRS

### A. General

#### 1. Admissions and Enrollment

As of Fall 1987, enrollment was:

Cadets	1988
Veterans	36
Day	33
Graduate	1228
Evening	217

The applicant pool from which the 1987 freshman class was chosen was the second largest (1884) during this decade. The entering class in August 1987 numbered 645. The five states of South Carolina, Georgia, North Carolina, Florida, and Virginia continue to account for 70% of all matriculants. This freshman class included students from 36 states as well as six foreign countries. The academic profile of the freshman class continues to be strong with an average SAT score of more than 1000, significant percentages of the students having high class rank, and grade point ratios which continue to be above average. The quality of the applicant pool has been very solid throughout the 1980's. Members of this year's class were involved in high school extra curricular activities--73% were involved in band, yearbook, newspaper staff, or social or academic clubs; 72% were members of a varsity team; 18% were elected class officers; and 15% were National Honor Society or Beta Club members.

#### 2. Curriculum and Academic Programs

The American Board of Engineering Education and Technology conducted an accreditation review of the Electrical Engineering Department in October 1987. Preliminary indications were very positive. A report will be provided this summer.

The S.C. Commission on Higher Education reviewed the program offerings in the Departments of Biology, Chemistry, and Physics. Exit reviews were most favorable, with all reviewers complimenting the strength and vigor of the programs. The physics reviewer lauded the program as the strongest undergraduate one in South Carolina. The only weakness noted was in the area of instructional and research equipment, especially in the Department of Physics. Part of that problem will be addressed when that department is moved to a newly renovated Alumni Hall in a few years. Next year, the CHE will review the B.S. in Business Administration degree program and the B.A. in Liberal Studies degree program awarded through the Evening College.

Both the Academic Board and the Faculty Council debated at length the report of the Core Curriculum Committee. The VPAA is preparing a final report for the President which will include in



addition to his own recommendation, those of these three faculty bodies. Major changes under consideration include raising the laboratory science requirement of all cadets from two to four semesters; supporting the CHE mandate that students complete two years of foreign language in high school by initiating foreign language course work at the intermediate level as opposed to the current practice of starting at the beginning level; and switching from U.S. History to History of Western Civilization as the required history core course. Other recommendations are directed at basic composition skills, freshman orientation, writing across the curriculum, exposure to fine arts, and facility with computer applications. The nature of freshman RPE has been altered to stress lifetime fitness and will carry academic credit.

With the approval of the President, the following individuals will be promoted at the beginning of the school year 1988-89:

3. To the military rank of Colonel

LTC Tod A. Baker, Professor, Department of Political Science  
LTC Paul A. Benson, Professor, Department of Political Science  
LTC Laurence W. Moreland, Professor, Department of Political Science  
LTC John L. Brittain, Professor, Department of History  
LTC Emory S. Crosby, Professor, Department of Biology  
LTC Dennis M. Forsythe, Professor, Department of Biology  
LTC Charles Lindbergh, Professor and Head, Department of Civil Engineering  
LTC William R. Rhett, Professor, Department of Education  
LTC Jamie W. Moore, Professor, Department of History  
LTC Joel C. Berlinghieri, Professor, Department of Physics  
LTC Weiler R. Hurren, Professor and Head, Department of Physics  
LTC Aline M. Mahan, Professor, Department of Psychology

4. To the military rank of Lieutenant Colonel

MAJ T. Clark Bowman, Associate Professor, Department of Biology  
MAJ William A. Evans, Associate Professor, Department of Business Administration  
MAJ J. Edmund Maynard, Associate Professor, Department of Library  
MAJ James M. O'Neil, Associate Professor, Department of English  
MAJ James D. Pietrangeli, Associate Professor, Department of Psychology  
MAJ Frank Seabury, Associate Professor, Department of Biology  
MAJ Grant B. Staley, Associate Professor, Department of Modern Languages  
MAJ Gordon A. Wallace, Associate Professor, Department of Education



5. To the academic rank of Associate Professor and the military rank of Major

CPT Margaret A. Francel, Department of Mathematics/Computer Science

CPT M. Ishaq Zahid, Department of Mathematics/Computer Science

CPT James S. Leonard, Department of English

CPT David S. Shields, Department of English

6. To the academic rank of Associate Professor

MAJ John R. Braun, Department of Chemistry

MAJ Joseph F. Gundel, Department of Modern Languages

MAJ John J. Mahoney, Department of Business Administration

LTC John H. Pieper, II, USAF, Ret., Department of Modern Languages

MAJ Carey Rushing, Department of Chemistry

7. Tenure was awarded to

MAJ Kanat Durgun, Department of Mathematics/Computer Science

MAJ Peter Greim, Department of Mathematics/Computer Science

CPT Margaret A. Francel, Department of Mathematics/Computer Science

CPT M. Ishaq Zahid, Department of Mathematics/Computer Science

CPT James S. Leonard, Department of English

CPT David S. Shields, Department of English

In the 1988-89 academic year, LTC Harold W. Askins, Professor of Electrical Engineering, will become head of the Department of Electrical Engineering, replacing COL Oren L. Herring, Jr., who retired on 16 May 1988. LTC Charles E. Cleaver has been reappointed for a second term as Head of the Department of Mathematics and Computer Science.

8. Outstanding Teaching Awards for 1987-88 were awarded to

COL Melvin H. Ezell, Jr., Department of Physical Education

MAJ T. Clark Bowman, Department of Biology

MAJ Suzanne O. Edwards, Department of English

MAJ O. Robert Emory, Department of Modern Languages

The following faculty members were selected as Citadel Development Foundation Faculty Fellows for the academic years 1987-89:

COL Larry H. Addington, Professor History

MAJ Saul J. Adelman, Associate Professor of Physics

LTC Stephen D. Comer, Professor of Mathematics/Computer Science

COL W. Gary Nichols, Professor of History



## 9. Assistance from CDF

Without the generous support of The Citadel Development Foundation, the college's academic programs would truly suffer. CDF's grants permit us to recruit excellent students, and CDF support is essential to those research and development programs which keep our faculty at their current level of excellence. As one of the CHE reviewers stated, "Your foundation's support is superb; without it, you would be in a difficult position."

## 10. Honors Program

During its first year of operation, the Honors Program had 15 full-time and 12 part-time students. The cumulative GPR for full-time Honors students was 3.14. These students are majoring in a variety of fields: Electrical Engineering, History, Psychology, English, Mathematics, Biology, Business Administration, Physics, and Political Science. After the first semester, two students left the program because of low grades and one student joined full-time. It is possible that 2 to 3 more students will be separated from the program because of low grades after an annual retention review has been conducted. In addition, several Honors students have been selected to hold cadet rank next year: of 14 students, two have been named Regimental Administrative Clerks, one Regimental Operations Clerk, five Platoon Corporals, and one Company Clerk.

Eighteen entering freshmen have been accepted into the Honors Program for next year out of 100 applicants. Of those accepted, the average SAT score is 1284, the average class rank is in the top 8%, and the average score on the Test of Standard Written English is 57 out of a possible 60. Five of these students will come from South Carolina, three from North Carolina, two from Georgia, and one apiece from Kansas, Kentucky, Virginia, Massachusetts, Ohio, New York, Oregon, and the country of Turkey (U.S. citizen). According to average SAT scores, these students rank above those attending West Point, Annapolis, the Air Force Academy, Cornell, Brown, Vassar, Georgetown, the University of Chicago, and the University of Pennsylvania.

## 11. Faculty

COL Thomas C. Evans, Jr., Professor of Civil Engineering, passed away in January 1988, an unexpected and tragic loss to his department and the campus community. An exacting teacher with high standards, he taught upper level and graduate courses, and his absence will be keenly felt.

COL Oren L. Herring, Jr., Professor and Head of the Department of Electrical Engineering, retired 16 May 1988 after a career of 39 years of service to The Citadel. He was awarded the Algernon Sydney Sullivan Award. COL Malcolm M. Brennan, Professor of English, LTC James C. Byrd, Associate Professor of Physics, and LTC Arthur C. Corontzes, Associate Professor in Library, retired



following many years of service to this institution.

LTC W. B. Mathis, Jr., Associate Professor of English, was the first recipient of the President's Award for Teaching Excellence. This award, to be presented annually, is awarded by the President based upon recommendations from a student committee composed of cadets and evening college and graduate students. MAJ Leslie H. Crabtree, Associate Professor of Mathematics and Computer Science, received the Medbery Award, a teaching award honoring the late LTC Medbery.

12. Highlights

In school year 1987-88, The Citadel awarded the following degrees:

Undergraduate	May 1988	August 1987
<b>Bachelor of Arts</b>		
Chemistry	2	0
English	13	1
History	31	3
Modern Languages	5	1
Political Science	45	2
Psychology	8	0
Liberal Studies	0	0
<b>Bachelor of Science</b>		
Biology	20	0
Chemistry	2	0
Computer Science	8	1
Education	11	0
Mathematics	0	0
Physics	2	0
Physical Education	8	3
B.S. in Business Admin.	149	10
B.S. in Civil Engr.	26	1
B.S. in Elect. Engr.	16	3
	<u>357</u>	<u>31</u>

13. Commissions in the Armed Forces

Army	67
Air Force	20
Navy	19
Marine Corps	18

14. Graduate Degrees

	May 1988	August 1987
Education Specialist	4	4
M.A.T.	12	4
M.Ed.	65	25
M.A.Ed.	12	9
M.B.A.	15	3



### 15. Academic Enrichment Activities

Campus-wide and departmental speakers, seminars, symposia and conferences provided academic enrichment for students, faculty and community. At the campus level, General Bernard W. Rogers, USA, Ret., spoke to the Corps and community about the issues of nuclear disarmament in NATO and Europe, and Ambassador Richard W. Murphy, Assistant Secretary of State for Middle East Affairs, spoke on U.S. Persian Gulf Policy as part of the John C. West Lectureship. Ambassador Murphy's address was broadcast nation-wide that same evening on ETV.

Among major academic departmental conferences and symposia were: the Distinguished Physics Lecture, the 11th Annual Citadel Reading Conference, the 6th Citadel Conference on Literature, The Citadel Symposium on Southern Politics, the Annual Helping Professions Workshop, and the Inn of Court.

On the military side, the Naval Science Department hosted five flag officers (to include the Commandant, USMC) and sponsored twenty seminars and professional activities, while the Department of Military Science had seven general officers speak to cadets. The Air Force Department sponsored many base visits and panel sessions allowing cadets exposure to the various career fields in the Air Force.

### 16. Special Activities

Following state-wide competition, The Citadel received contract awards to conduct training for advanced placement teachers of high school calculus, computer science, English, European History, and French. For the summer of 1988, the college received four contracts for training advanced placement teachers of high school biology, calculus, English, and U.S. History. The Department of Mathematics and Computer Science received a competitive EESA Grant from the S.C. Commission for Higher Education for continuing its pilot program for training middle school and secondary school mathematics teachers. The Citadel received state and local recognition for its business-education partnership (BEP) with Rivers Middle School, and the college will again host the Charleston Area Writing Project during the summer of 1988.

During the 1987-88 academic year, the Civil Engineering Department was the recipient of three research grants. A \$90,000 grant was awarded by the Federal Emergency Management Agency for the application of new earthquake building code technology to secondary school construction in Charleston County and South Carolina. LTC Charles Lindbergh, professor and head of the Department, is the principal investigator. An \$18,000 two-year grant was awarded by the U.S. Geological Survey through Virginia Polytechnic Institute to LTC Thomas J. Anessi, associate



professor. LTC Anessi will work with a VPI team in the study of soil liquefaction caused by earthquakes. A grant was also awarded to CPT Michael Woo, assistant professor, to study means of transferring coastal engineering technology from the U.S. Army Coastal Engineering Research Center, Vicksburg, Miss., to South Carolina via the S.C. Coastal Council.

Professors B.J. Kelley, Jr., and R.D. Porcher of the Biology Department received a grant in the amount of \$30,000 from the S.C. Sea Grant Consortium to study "The Effects of the Rediversion of the Cooper River on Species Composition, Cover and Primary Productivity of Marsh Vegetation Along the Upper Cooper River."

The partnership between The Citadel and Burke High School has dramatically expanded to include several new initiatives. Several Citadel academic departments provided input for the planning of a new ninth grade science-centered humanities curriculum to be offered in 1988-89 at Burke High School. This new curriculum will be a significant departure from the traditional. Citadel faculty members will oversee in an advisory capacity this initiative. Citadel faculty members in the Mathematics and Computer Science Department are exploring the possibility of securing Citadel funds to allow this new science-centered curriculum to be replicated at Rivers Middle School. Additionally, Professor Andre Deutz will work with the magnet high school in the computer literacy program, and Professor Saul Adelman will provide a monthly physics seminar for Burke High School Honors students and the magnet high school students. The teacher-cadet program and the cadet-student tutorial program, which have been very successful, will be continued at Burke High School next fall.

The Citadel Role Model Project (ROMP) sought to provide cadets access to black scholars, educators, researchers, military officers, and alumni to serve as role models. The Project Director was MAJ Elise Davis-McFarland.

Three times during the 1987-88 academic year, black academicians, researchers, military officers, and alumni were invited to The Citadel campus. Each ROMP session was devoted to a specific topic: "Black Students on White Campuses: The Quest for a Meaningful Black Experience," "The Black Military Officer: The Role and Its Responsibilities," and "Life After The Citadel: The Benefits of The Citadel Experience."

Over two hundred cadets took part in the structured ROMP activities. Preliminary evaluation results indicated that the cadets who participated found the ROMP sessions to be informative, interesting, and worthwhile.

#### 17. Academic and Administrative Computing

Until this year, all of The Citadel's administrative computing and much of its academic computing was done through remote terminals linked to the University of South Carolina--and the only



microcomputers students had access to were aging Apple IIe's. Now, most administrative computing and all academic computing are done on campus, and thanks to grants from CDF and Apple Computer, Inc., the IIe's are being replaced with Apple's new Macintosh SEs and IBM's new PS/2s.

This change began last summer when a Digital Equipment Corp. VAX 8530 computer was installed in The Citadel's new computer center located on the third and fourth floors of Bond Hall. Since then, college staff have successfully implemented the financial and payroll/personnel portions of a comprehensive, on-line administrative software package called Series Z. The college also conducted its first on-line registration in April and will fully implement the rest of Series Z's student information system (including admissions, student records, billing and receivables, and financial aid management) this summer.

Academic computing has progressed just as much. In early September, a new VAX terminal lab was opened on the second floor of Bond Hall, and all student and most faculty computing was shifted from USC to The Citadel. Later in the fall, a new lab containing 20 IBM PS/2 Model 50s was completed. A second PS/2 lab, two Macintosh labs, and a "mixed" lab will open this fall, and Macintoshes will be installed in the Writing Center as well.

## **B. Biology**

The Department of Biology offers an undergraduate program of study leading to the Bachelor of Science degree and, in conjunction with the Department of Education, offers the Master of Arts in Education (M.A. in Ed.) degree with both a major and minor in biology. Enrollment in the Department's graduate program has increased slightly with approximately 25 students actively working toward the M.A. in Ed. degree. The number of undergraduate students electing to major in biology has remained between 125-150, with 20 graduating in May.

LTC Emory S. Crosby, Jr., returned from a sabbatical leave granted for the Spring Semester of 1986-87 academic year. MAJ Frank Seabury spent the 1987-88 academic year on sabbatical leave at the University of Georgia. MAJ T. Clark Bowman was awarded a CDF Outstanding Teaching Award during the past year. Professors Crosby and Dennis M. Forsythe were promoted to the rank of colonel. Majors Bowman and Seabury were promoted to the rank of lieutenant colonel. COL Gerald L. Runey was appointed The Citadel's Faculty Representatives for Athletics to the Southern Conference.

The faculty have remained professionally active during the past academic year. For the third consecutive year, the Department has received a competitive grant from the State Department of Education to teach a graduate course for high school biology teachers seeking certification to teach Advanced Placement



Biology. The course will be offered during the summer and will be team-taught by COL Robert E. Baldwin and MAJ Bowman. MAJ B. Joseph Kelley and LTC Richard D. Porcher, Jr., received a \$30,000 grant from the South Carolina Sea Grant Consortium to study changes in marsh vegetation along the Cooper River resulting from the Cooper River Rediversion project. LTC F. Lance Wallace received a \$3500 grant from the University of South Carolina's International Center for Public Health Research and \$4000 from Abbott Laboratories to test various BTI formulations in controlling mosquito populations. More than sixty percent of the faculty has CDF Research grants.

During the 1987-88 academic year, the Department of Biology with CDF support invited the following biologists to speak to the faculty and student members of the BioCid/TriBeta Club:

1. Dr. Robert Johnson--"Monsters in Miniature," a natural history of deep sea fishes.
2. Mr. Warren P. Parker--"Return of the Red Wolf to the Lowcountry."
3. Dr. Harold Dowda--"AIDS and Other Sexually Transmitted Diseases."
4. Dr. George Fokerts--"Spiders."

For the third consecutive year, The Citadel's Tau Nu Chapter of the Beta Beta Beta Biological Honor Society was selected as the Outstanding Chapter for the 1986-87 year by the National Executive Committee. In addition, the Chapter received the Outstanding Chapter Award in District 1, Southeastern Region, took first place in the Scrapbook Competition, and LTC Rex Skanchy, USA, Ret., received the Outstanding Advisor Award. Cadet Scott Hampton, a rising senior biology major, was elected President of TriBeta, District 1, Southeastern Region.

#### C. Business Administration

##### Enrollment Data - MBA Program

During the period from 1 June 1987 through 31 May 1988, 56 applicants were accepted into the MBA program, and 12 applicants were rejected. The enrollment in the MBA program by semester was as follows: 40 in the Summer Semester 1987; 98 in the Fall Semester 1987; and 120 in the Spring Semester 1988. The number of students graduating with the MBA degree, by commencement, was as follows: 3 in August 1987; and 15 in May 1988.

##### Accreditation Reviews

On 19 January 1988, MGEN Grimsley reaffirmed the 1983 decision for the Department of Business Administration to seek



AACSB accreditation for its programs. He released a plan on 22 March 1988 approved by The Citadel Board of Visitors for actions to be taken to move towards accreditation. Three consultants have been identified as per this plan to assist with the accreditation process. They are: Dr. Thomas A. Bausch, of Marquette University, 1987-88 President of AACSB; Dr. John P. Evans, of the University of North Carolina at Chapel Hill, 1986-87 President of AACSB; and Dr. Donald G. Meyer, of Loyola University of Chicago; 1985-86 President of the AACSB's Mid-Continent East Region. The consultants' initial visit to The Citadel is scheduled for early Fall Semester 1988. Materials are now being prepared for review by the consultants.

#### Special Academic Activities

Dr. Jozef Kaleta visited The Citadel during May 1988 as part of an informal faculty exchange program between the Department of Business Administration and the Academy of Economics in Wroclaw, Poland.

Professor Dr. Wilhelm Hill, former Rector of the University of Basle, Switzerland, and the current Director of that University's Institute of Business Administration, visited the Department of Business Administration in September 1987.

#### Promotions (military and academic)

MAJ William A. Evans was promoted to the military rank of lieutenant colonel, effective Fall 1988.

MAJ John J. Mahoney was promoted to the academic rank of associate professor, effective Fall 1988.

#### New Appointments

Dr. Ronald M. Zigli has been recruited on a tenure-track appointment as a Professor of Business Administration with the military rank of lieutenant colonel. He will succeed LTC Dennis L. Rebber as the Director of the MBA Program.

Dr. Claude McMillan has been recruited on a one-year, non-tenure-track appointment as the W. Frank Hipp Professor of Business Administration.

#### Professional Activities

MAJ Michael J. Alford, USAF, Ret., is a member of the Board of Directors of the Charleston Chapter of the American Production and Inventory Control Society. His book, Employing Robotics in Small Manufacturing Firms, is being published this year by Krieger Publishing Company.

MAJ Mark A. Bebensee chaired a symposium titled "The Texaco-Getty Oil Case" at the 1988 Eastern Economic Association Annual



Meeting in Boston.

MAJ Jerry W. Craig was a guest speaker for SADD (Students Against Drunk Drivers) at Fort Johnson Middle School and a featured speaker at the Small Business Administration's SCORE Workshop.

LTC Krishna S. Dhir has published articles in IEEE Transactions in Engineering Management and The International Journal of Hospitality Management and a chapter in a book. He has presented papers at the 1988 Western Decision Sciences Institute, Kona, Hawaii; the 5th Annual Academic Chairperson Conference of Orlando, Fla.; the 1987 National Decision Sciences Institute Conference, Boston, Mass.; the 1987 National Academy of Management Conference, New Orleans, La. He has been appointed to the Advisory Board of the Information Resources Management Association.

CPT Arnold J. Hite presented a seminar titled "Economics in South Carolina History" for tri-county area social studies, economics, and history teachers. This seminar was sponsored jointly by the Center for Economic Education at The Citadel and the Department of Business Administration. CPT Hite's article on forecasting of oil supply appeared in The Wall Street Journal.

MAJ Thomas I. Kindel presented papers at an International Conference on South East Asia in Ann Arbor, Mich.

LTC Robert L. King spent two weeks at the Oskar Lange Academy of Economics in Wroclaw, Poland. He has been elected to a six-year term of the Board of Governors of the Academy of Marketing Science and as Vice President for Planning and Development of the Southeast Decision Science Institute. He edited the Proceedings of the Academy of Marketing Science's First Conference on Minority Marketing.

MAJ Dorothy P. Moore has been reappointed to a fifth term on the Membership Committee of the Academy of Management. She chaired two professional workshops on the use of computer simulations in teaching management courses.

CPT Donald L. Sparks addressed the Isle of Palms Exchange Club.

LTC Christopher B. Spivey has been appointed to the Editorial Advisory Board of the Journal of Small Business Management, the Journal of the International Council for Small Business.

MAJ A. Bruce Strauch served as a judge for a state-wide high school debate competition on Constitutional issues.

LTC James R. Whitney, LTC Dennis L. Rebber, Mr. Beau J. Pettijohn, Mr. Clyde L. Hiers, and Mr. Kenneth H. Foote attended the South Carolina Association of Accounting Instructors 1988



Meeting.

#### **D. Chemistry**

The Chemistry Department this year underwent its periodic review by the South Carolina Commission on Higher Education. The reviewer was Dr. William Little, former Head of the Chemistry Department and Vice Chancellor of the University of North Carolina. The comprehensive review covered all phases of the Department's operation. The exit interview between the reviewer and the President was highly complimentary to the College and to the Department. The Department continues to receive annual renewals of its approval by the American Chemical Society.

LTC James A. Browning retired on 30 June after serving 35 years on the faculty and was awarded faculty emeritus status. CPT James R. Blanton of Texas A & M University was hired to fill the position. CPT Thomas H. Richardson was hired to fill the position vacated with CPT Lois Dixon's resignation. Mr. Darryl Skow, the Department's Laboratory Manager for 24 years, retired on 30 June and was replaced by Mr. James C. Breaux. A search was conducted during the year for an inorganic chemist to replace CPT Gregory A. Brewer. In February, CPT L. V. McAfee of Trinity University was hired and will join the faculty in the Fall of 1988.

Generous grants from The Citadel Development Foundation significantly aided the Department during the year. CPT Blanton and LTC James P. May each received grants to support research. COL Charles F. Jumper received a Faculty Development Grant to attend a workshop on Polymer Chemistry in San Juan, PR.

CPT Blanton presented a paper at the S.C. Academy of Science meeting; Cadet Robert Salley, a student doing research under CPT Blanton, also presented a paper at the meeting. LTC May was the co-author of a paper published in a refereed journal and presented papers at two professional meetings.

There were four students who graduated with degrees in chemistry, two with the B.A. degree and two with the B.S. degree. Three of these graduates will enter military service, and the fourth has accepted an industrial position. After graduation, there are a total of 20 chemistry majors in the upper three classes. The Citadel has recently experienced the same decline in the number of chemistry majors that is observed nationally.

#### **E. Civil Engineering**

During the year, the Accreditation Board for Engineering and Technology (ABET) advised that the accreditation of the Civil Engineering Program had been extended to 1991. In addition, Civil Engineering was rated with the History Department as the top academic program at The Citadel by the Standing Committee on



Strategic Planning. The departmental curriculum was also reassessed and revalidated during the year as part of the college-wide core curriculum study.

To the deep regret of all, COL Thomas C. Evans, Jr., Professor of Civil Engineering, died during January 1988. His loss was most unexpected and will be felt by the Department and the College for many years to come. COL Evans will be replaced by MAJ Dennis A. Fallon, who will join the faculty as an associate professor in August 1988.

MAJ Thomas R. Dion was promoted to associate professor with the military rank of major.

With the 1987-88 academic year, The Citadel commenced an evening undergraduate engineering program by which qualified students may earn the Bachelor of Science Degree in Civil and Electrical Engineering. Only freshman courses were offered during this past year. An additional academic year of coursework will be added each year until the entire four-year program is offered as in the day program. The first year of the program was most successful.

The Student Chapter, ASCE, won a national ASCE Certificate of Commendation Award for the 1987-88 academic year. CPT Kenneth P. Brannan is faculty advisor. This is the twelfth consecutive year that the Chapter has won this prestigious award.

In cooperation with the Earthquake Engineering Research Institute, the Department conducted a two-day seminar on "Strong Ground Motion, Seismic Analysis, Design and Code Issues in the Southeastern United States." Approximately 150 engineers and engineering students attended from Alabama, Georgia, South Carolina, and North Carolina. This seminar commenced a five-year cooperative continuing education program in natural hazards design. Two "Greater Issues in Civil Engineering" seminars were also conducted. These included a "Wood Engineering" seminar sponsored by the several wood professional institute and "The Diverse Applications of Prestressed Architectural Precast Concrete" seminar conducted by the Prestressed Concrete Institute.

A special cadet summer research program was initiated with two rising seniors conducting research of lunar base construction at the Concrete Technology Laboratories in Skokie, Ill. The cadets were Larry D. Arp and Jonathan A. Senseney. This project was funded by NASA and The Citadel Development Foundation. Lodging was provided by Thomas Wysocky, '53.

Three research grants were won. A \$90,000 grant was awarded by the Federal Emergency Management Agency for the application of new earthquake building code technology to secondary school construction in Charleston County and South Carolina. LTC Charles Lindbergh, USAF, Ret., professor and head of the Department, is the principal investigator. Working with LTC Lindbergh are COL



Richard B. Kent, USAF, Ret., adjunct professor; Dr. Harry C. Saxe, the COL Louis LeTellier Distinguished Visiting Professor of Civil Engineering; and LT Nicholas Gagarine, instructor. An \$18,000, two-year grant was awarded by the U.S. Geological Survey through Virginia Polytechnic Institute to LTC Thomas J. Anessi, USAF, Ret., associate professor of Civil Engineering. LTC Anessi will work with a VPI team in the study of soil liquefaction caused by earthquakes. A grant was also awarded to CPT Michael H.S. Woo, assistant professor of Civil Engineering, to study means of transferring coastal engineering technology from the U.S. Army Coastal Engineering Research Center, Vicksburg, MS, to South Carolina via the South Carolina Coastal Council.

#### F. Education

The Department of Education was extremely active during this academic year. The most time-consuming and important activity undertaken by the Department was the preparing of the first installment of materials to be sent to the National Council for the Accrediting of Teacher Education (NCATE). This most prestigious accrediting agency in education will be visiting The Citadel for accreditation renewal during the Fall of 1989. In anticipation of that visit, substantial amounts of data must be collected for internal review. NCATE standards and procedures have changed markedly since the last visit of the group. Part of those changes involve significant study of present curriculum, departmental procedures, and college policies. Some 1,200 pages of materials were sent to NCATE by the 15 May 1988 deadline. Next year, the Department will continue to devote substantial amounts of time and energy to this important review.

In addition to the NCATE preparations, the undergraduate curriculum in teacher education was examined. The curriculum was basically sound, but some changes were effected in the sequence of courses. More field experiences are now required. Every undergraduate teacher education student will be involved in some work in a public school throughout his program. This will make for even better teacher education graduates.

The Department of Education was authorized to advertise and seek a faculty position in reading education. CPT Stephenie Hewett, Ed.D., was hired as an assistant professor, effective Fall 1988. She received her doctorate in Curriculum and Instruction with Emphasis on Reading from New Mexico State University at Las Cruces. MAJ Donald E. Beers, USAFR, was selected this year by the National Association of Secondary School Principals to work with them in their staff development program during 1988-89. This recognition and involvement at the national level will bring increased visibility to the Citadel and the Department of Education. During Dr. Beers' absence, Mr. Ken Cole will serve as a temporary assistant professor. Mr. Cole is present completing a doctorate in school psychology at Georgia State University.



Enrollment in education programs has continued healthy during this academic year. At the undergraduate level, approximately 60 students are majoring in teacher education. The graduate programs in education continue to show growth. During the Fall 1987 semester, more than 1,000 student were enrolled in education courses.

#### G. Electrical Engineering

One hundred forty-four students majored in electrical engineering this year. This is an eight percent decrease in enrollment over the previous year. Fifteen cadets and one veteran student graduated in May 1988. Several seniors are expected to meet graduation requirements in August.

The first year enrollment in The Citadel's Evening College Bachelor of Science in Electrical Engineering program was 33. This new program parallels that of the Civil Engineering Department. Continued growth of this program is anticipated based on this enrollment and numerous inquiries about the program.

The Twenty-Second Annual Razor Lecture was presented by Dr. Clayton R. Paul, Citadel '63, an IEEE Fellow and Professor of Electrical Engineering at the University of Kentucky. Dr. Paul is the co-author of four books and is internationally known for his work in the area of electromagnetic compatibility. His professional accomplishments are a source of pride to the Department and an inspiration to our students.

For the second 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 LTC Harold W. Askins, Jr., to the Modern Power Systems Analysis course sponsored annually by the Southeastern Electric Exchange at Auburn University.

An EAC/ABET team visited the Electrical Engineering Department and conducted an evaluation of the electrical engineering program in consideration of continued accreditation of the program. Official notification of accreditation action will be provided to the college by ABET in late summer.

The faculty continues to build a record of scholarly and professional achievement. LTC Askins was again invited to be one of the principal lecturers in a Modern Power Systems Analysis course at Auburn University. He attended a technical conference of the Southeastern Electric Exchange in Miami as a guest of South Carolina Electric and Gas Company, and he was elected chairman of the Power Engineering Educators and Industry Group of the Southeastern Electric Exchange. Professor Askins continues to



serve as an IEEE Program Evaluator to assist the Accreditation Board for Engineering and Technology (ABET) in the evaluation of electrical engineering program. LTC Louis D. Dornetto has continued his scholarly activities as indicated by the acceptance of a paper at the IEEE 1988 International Conference on Systems, Man and Cybernetics. As faculty counselor to the student branch of IEEE, Professor Dornetto and 14 students attended IEEE Southeastcon '88 in Knoxville, Tenn. MAJ Jack A. Stinson, Jr., presented a talk on local area networks at the State IEEE Technical Conference. He attended the National Communication Forum Conference and the National Computer Conference. In addition, Dr. Stinson served as chairman of the Coastal Carolina Section of IEEE for the past year. LTC John F. Schaefer, USAF, Ret., co-authored a paper that was presented at the 1987 Conference of the International Solar Energy Society in Hamburg, FRG. CPT Joseph W. Epple, Jr., is continuing to make significant progress towards his doctorate in Electrical Engineering at Georgia Tech. Professor Emeritus James F. Scoggin helped the Department meet its teaching commitments by teaching two courses during the year, and he continues his loyal support of the South Carolina Gamma Chapter of Tau Beta Pi. All faculty members continue to perform as dedicated teachers, conscientious counselors, valued members of the academic community, and professional engineers.

This year, the Department is experiencing a significant change in its faculty. COL Oren L. Herring, Jr., Professor and Head of the Department of Electrical Engineering, retired after 39 years of service to The Citadel. LTC Askins was selected as head of the Department effective 1 June 1988. LTC Schaefer resigned effective 31 August 1988.

#### H. English

During the current year, the English Department maintained its tradition of excellence in terms of teaching, scholarship, and service to the college and to the community. The reputation of our teaching faculty has continued to attract students, namely 85 majors. The faculty remains heavily engaged in every phase of scholarly activity and also contributed to the success of programs on campus and in the local Charleston community.

Four of our professors are preparing to teach computer-assisted Freshman Composition courses in the fall, and our Curriculum Committee has introduced a new Group B elective, "Black Literature." LTC Robert A. White, our Graduate Studies Director, met several times with representatives from the College of Charleston about a proposal for a joint M.A. program in English. The Committee on Academic Tenure, Promotions, and Awards gave favorable recommendations for tenure and promotion to associate professor to Captains James S. Leonard and David S. Shields. Both recommendations were unanimously and enthusiastically forwarded to CATPA which concurred. MAJ Suzanne O. Edwards won the James Self



Teaching Award; LTC W. Bland Mathis was presented the first President's Award for Teaching Excellence; and COL Tony N. Redd was this year's faculty initiate in The Citadel's Chapter of Phi Kappa Phi.

Four members of the Department published books this year: COL James A.W. Rembert, Swift and the Dialectical Tradition (McMillan Press); COL Malcolm M. Brennan, critical editions of Risus Angelicanus and Loiola (George Olms Verlag AG); LTC Edward F.J. Tucker, a critical edition of Ferdinand Parkhurst's Ignoramus, The Academical Lawyer (Garland Press); and CPT Margaret M. Lally, Juliana's Room and Other Poems (Case Western Reserve Press). Professors Leonard, Peter Mailloux, Jack W. Rhodes, and Tucker all have books in press. CPT David S. Shields is nearing the completion of two books. English faculty published eleven articles and reviews: four by CPT Shields, three by CPT Leonard, two by MAJ David G. Allen, and one each by MAJ Edwards and CPT Lally. Departmental faculty also delivered eight scholarly papers at various regional and national conferences: two each by LTC White and MAJ Edwards and one each by Ms. Barbara Allen, MAJ Allen, CPT Shields, and CPT Leonard. A total of eight talks were made to various state and local organizations like The Poetry Society and The English Speaking Union. CPT Lally made three, MAJ Edwards and Ms. Celia Halford two each, and MAJ Allen made one. Four professors have earned research funds from The Citadel Development Foundation for 1988-89.

The Department also excelled in other forms of scholarship. Professors Edwards and Rhodes brought out the second volume of the new journal Nineteenth-Century Studies, and Professor Leonard continued his editorship of the Mark Twain Circular. COL Redd coordinated the activities for the English Seminar program which brought to campus Dr. Robert Smallwood of The Shakespeare Institute in Stratford-upon-Avon. Professors White and Allen co-directed the highly successful Sixth Conference on Literature: The Poetry, Drama, and Prose of the Renaissance and Middle Ages which was attended by approximately 200 scholars from through the United States and Canada.

In the service area, MAJ Rhodes completed his first year as Director of The Citadel Honors Program. LTC Woodrow L. Holbein served as Advisor-in-Chief of The Citadel Inn of Court, organizing its fall and spring readings, running its LSAT Preparation Workshops, and working with the cadets who participated in the National Intercollegiate Mock Trial Tournament. Professors Holbein and Edwards served on the Steering Committee for the Charleston Area Writing Project that has found a semi-permanent home at The Citadel.

After 26 years of service to The Citadel, COL Malcolm M. Brennan retired and has been awarded Emeritus status. Professor Tucker will return from sabbatical leave in Cambridge, England, and resume his duties as Head of the English Department; and Professor Redd, Acting Head in 1987-88, will return to full-time



teaching for the coming year.

## I. History

By stressing the importance of cause and effect in the growth and decline of civilization, the History Department attempts to acquaint the student with his heritage and give him an insight into the problems of the modern world. Essay writing is encouraged in testing so that graduates may learn to organize their thoughts and to express them with clarity. This Department then prepares its graduates for success in many fields. They range across the career spectrum from medical student to bishop.

The faculty maintained its usual reputation for superior performance. In pursuit of the Department's effort to support the concept of an undergraduate college in which the faculty assume particular responsibility for the development of their charges, several members of this Department served as advisors for cadet groups. The entire Department demonstrated its scholarly bent through research activities of which several publications have either resulted or are pending.

COL Larry H. Addington presented a paper before the annual meeting of the American Military Institute and delivered a series of lectures in the Visiting Authors Program at Washington State University. His book, The Patterns of War Since the Eighteenth Century, was selected by the American Military Institute as one of the pivotal books of this decade. COL W. Gary Nichols attended the Military History Workshop at the Military Academy and co-edited Arms Control and Nuclear Weapons which was published in October. COL William L. Harris presented a paper at the Southeastern Conference on Latin American Studies and reviewed an article in the Hispanic American Historical Review. LTC Jamie W. Moore spoke to the Foreign Affairs Seminar of Hilton Head, served as a commentator on a panel in two conferences, and was appointed to a third successive term on the Department of the Army's Historical Advisory Committee. LTC Douglas Porch appeared as a guest lecturer at the Naval War College, presented a paper before the Society of French Colonial Historians and another before the United States Marine Corps Command and Staff College at Quantico. He published an article in The Defense of Western Europe and one in the Washington Post. He also wrote two book reviews for the Post. LTC David H. White, USMCR, spent the year on sabbatical, presented two papers before professional associations, and wrote a book review for the University of South Carolina Press. LTC J. William Gordon, USMCR, served as a commentator at a symposium and presented a paper before the Northern Great Plains Conference. CDR Lyon G. Tyler, USNR, Ret., published a book review. LTC Joseph F. Tripp published the feature article in the fall issue of Labor History. CPT Ralph C. Canevali also published an article.

The Department reached agreement with the History Department at the College of Charleston on the nature of a graduate program



to be offered jointly. If approved by The Citadel, the College of Charleston, and the Commission on Higher Education, this program will make it possible for each school to award a Master of Arts in History.

### **J. Mathematics and Computer Science**

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

The number of majors in mathematics increased slightly while the number in computer science decreased about the same amount. Approximately 150 students were pursuing degrees from among the seven program options offered. The number of undergraduates receiving a bachelor's degree was 19 in May 1988. Several others expect to complete requirements by August.

In conjunction with the Department of Education, graduate courses for middle and secondary teachers continue to be offered in the evening along with undergraduate courses for the Evening College program which included courses for a new undergraduate evening engineering program. The Department received a \$50,000 grant from the Commission on Higher Education to fund a project to continue up-grading the mathematics skills of middle and secondary general mathematics teachers. The grant also included funds to assist Burke High School with the use of computer software in the teaching of mathematics.

As in the past, The Citadel Development Foundation has enhanced the Department with grants to individuals and the Department. LTC Stephen D. Comer continued as a CDF Faculty Fellow while Professors Leslie Cohn, Kanat Durgun, Peter Greim, Hughes B. Hoyle, III, Spencer P. Hurd, and David A. Trautman all received research grants. Faculty Development Grants were received by LTC Charles E. Cleaver, CPT Margaret A. Francel, and MAJ Jean-Marie P. Pages.

As evidenced by the number of research and faculty development grants mentioned above, the scholarly activity in the Department continued at a high level. Professor Comer was invited to give a series of lectures in Italy, and several faculty members gave papers at regional and national meetings. Sixteen of the seventeen faculty members attended at least one professional meeting in 1987-88. Nine members of the Department completed one or more short courses on the use of computers in the teaching of mathematics.

MAJ Leslie H. Crabtree received the C.A. Medbery Teaching Award which is given for outstanding teaching of freshmen in a



science department. Four faculty members--Professors Durgun, France, Greim, and Isaqh Zahid--received tenure. Professors Francel and Zahid were also promoted to associate professor. CPT Andre H. Deutz received a Master's Degree in Computer Science from Cornell University.

One new professor, CPT Aquila R. Lipscomb, joined the Department in January 1988. Professor Lipscomb, who came from the Federal Drug Administration, received his Ph.D. from the Medical University of South Carolina in Biometry. His main area of concentration is Statistics. Dr. Yvonne Michel was a temporary instructor Fall Semester 1987.

Dr. Francel has received a year's leave of absence to continue pursuit of a Ph.D. in Computer Science at Georgia Institute of Technology. Mr. Bruce Hoover will be a temporary instructor for the 1988-89 academic year.

#### **K. Modern Languages**

The Department of Modern Languages has spent considerable effort this year in a reevaluation of its goals and objectives, while preparing for its response to the long-awaited report from the Core Curriculum Study. The Department is also preparing for a follow-up visit from a team of the S.C. Commission on Higher Education. These evaluations have been good for the Department, both in the short term and long term. For example, the French and Spanish faculty have been most active in the basic, intermediate, and advanced courses. It has been a year of excitement, enthusiasm, growth, and commitment to ensure that usage of the language will have a high priority in a classroom where serious and meaningful goals for all basic and intermediate courses are now under review by the Department.

Almost routinely, members of the Department have continued to discharge duties essential to the functioning of the Department and of The Citadel. MAJ Joseph F. Gundel directs the language laboratory and generally supervises all audio-visual equipment used in language learning. LTC J. Harmann Pieper, USAF, Ret., continued as advisor to the Catholic cadets and as academic advisor to "N" Company. LTC Grant B. Staley served again as chairman of the Fine Arts Committee and assumed the role of coordinating basic language instruction in Spanish. LTC Frank D. Frohlich is a member of the Strategic Planning, Curriculum, and CATPA committees. MAJ Christopher R. McRae directed an AP Workshop for French teachers, taught a new graduate course on the French cinema, and served on the Research Committee. MAJ O. Robert Emory was chairman of the Library Committee, academic advisor to "R" Company, and directed the Study Abroad Program in Paris for the fourth year. COL D.D. Johnson taught a new graduate course on the Spanish American Short Story and directed the third Study Abroad Program in Madrid for 21 cadets. The two professors leaving, CPT Anne Eesley and Ms. Ellen Friedrich, made a most



favorable impact with their high degree of professionalism as evidenced by their classroom performance. We expect the two new people, Elba Andrade (Ph.D., University of California at Irvine) and Mrs. Carol Young (MAT, Furman University) will continue working on and contributing to the goals of the Department.

Several members of the Department have been active in professional activities as well. Highlights: MAJ Emory read a paper at the Southeast American Society for Seventeenth Century French Studies at the University of Georgia. MAJ McRae received a grant from the National Endowment for the Humanities, read a paper at the Mountain Interstate Foreign Language Conference in Richmond, chaired a session devoted to 20th Century French Literature at the Philological Association of the Carolinas at Winthrop College, and also read a paper entitled "Literary History: East and West" at the International Conference held at the University of Hawaii. Ms. Ellen Friedrich was selected by the Charleston County School District to evaluate high school and middle school French teachers in the county, and read a paper at the South Atlantic Modern Language Association's Annual Meeting in Atlanta. CPT Eesley read a paper at the Annual Meeting of the South Atlantic Modern Language Association, and COL Johnson organized and chaired the Minor and Median Romance Languages Section at SAMLA.

Members of the Department were recognized by The Citadel: LTC Pieper and MAJ Gundel were granted academic promotions to associate professor, and MAJ Staley was granted a military promotion to lieutenant colonel, effective Fall 1988. MAJ Emory received The Citadel's Outstanding Teaching Award for 1987-88.

#### L. Physical Education

The Department functioned under a blanket of grief following the loss of Eddie L. Teague, long-time teacher, coach, colleague, and friend. Despite this loss of friendship and manpower, the Department continued to serve the institution. The Department administered fitness tests for all cadets in the Fall Semester and for those below the target scores in the Spring Semester. Corps fitness is better than it has been and there are fewer cadets in the remedial program than in past years.

After many years of teaching foundations of physical education and health to all of the freshmen in the Corps in RPE courses, the Department is excited about the learning potential of the revised curriculum containing two credit-hour courses in foundations of fitness and contemporary health instruction required of all freshmen. Previously, no academic credit was awarded. In the PE major's program, the teaching curriculum was modified by the expansion of the teaching methods areas, while the professional (non-teaching) tracks were reduced in number from five to two. The professional tracks also were modified by the deletion of the teaching methods block and the addition of



approved electives in the areas of management or science.

The faculty worked diligently to complete the preliminary report for the 1988-89 NCATE visit. COL Melvin H. Ezell, Jr., attended the state convention, made a presentation at the district convention, co-hosted the cardiac-rehabilitation workshop, and was awarded a Faculty Outstanding Teaching Award. LTC D. Eugene Styles coordinated the graduate program, put the graduate students' courses of study on the computer, and coached the golf team. COL Frank L. Feigl directed the RPE program and completed certification programs in the first aid and cardio-pulmonary resuscitation. MAJ Gary L. Wilson attended state, district, and national conventions. He made a presentation at a national convention in Kansas City and achieved current instructor trainer certification from the Red Cross. LT John S. Carter attended the state convention and made a presentation at the district convention in Little Rock, Ark. Graduate Assistant Jody Davis achieved WSI certification from the Red Cross. COL John P. Smyth took the PE Major's Club to the state convention, attended the national convention, attended a Faculty College in November, and participated in the South Carolina Physical Education Department Head's Conference at Lander College.

Cadet Bruce Wharton was designated by the faculty as the recipient of both the NASPE Student Major of the Year and the Keith E. Hamilton Award. Cadets Wharton and Chris Tattersall made a research presentation at a national student research conference in Asheville, NC, in April. The faculty participated in an annual sports competition with cadet majors in both semesters.

#### **Intramural-Sports Clubs**

The Intramural Sports Program enjoyed another year of full participation in all phases. LTC D. Eugene Lesesne and CPT Samuel G. Evans, III, led the Corps to continued prominence in the National Honorary Athletic Fraternity, Sigma Delta Psi. Six new members and one repeat member qualified for The Citadel's Epsilon Beta Chapter in 1987-88. Michael D. Hoffman won the award for Outstanding Intramural Athletic Officer, and Edward M. Winslow was selected as the Outstanding Intramural Athletic Sergeant. Joe M. Granger, Jr., won the award for the Outstanding Intramural Athlete of 1987-88. K Company won the Regimental Championship and the accompanying Board of Visitors Trophy and Plaque.

The Citadel Sports Clubs were successful in presenting opportunities for cadet participation and in representing the college in 15 intercollegiate activities. The Lacrosse Club won all 14 of its scheduled games, and the Pistol Club again brought national recognition to The Citadel with one All-American and a National Championship in the ROTC Division with a second in the overall Open Championships. Rugby, under the coaching of LTC Douglas Porch and David Lane, had its best year ever with a 20 and 2 record. The Sports Club Banquet featured representatives of each club capturing well the spirit of participation and



opportunity which separates it from the world of Athletic Department sports. The banquet attendees were inspired by an outstanding talk by MGEN James A. Grimsley, Jr. A Volleyball Club was started this school year on a probation status with LTC Thomas J. Anessi, USAF, Ret., as the coach/advisor.

#### M. Physics

The Department of Physics experienced a very exciting and productive year which included provision by the State Legislature to expend approximately \$4.7 million for renovation of Alumni Hall as a new location to be shared by the Departments of Physics and Electrical Engineering. Following selection of McNair, Johnson & Associates of Columbia as the firm responsible for design of the facility, faculty members of the departments involved met regularly throughout the spring and early summer with the principal architects and engineers. This joint planning procedure is expected to continue throughout the design period and allows for maximum input by department faculty. Current planning anticipates that construction will begin in early 1989 with completion scheduled for Fall 1990. In anticipation of the move to new facilities, the Department continued to upgrade basic student laboratory equipment with the support of The Citadel Development Foundation by purchasing four sorely needed items in sets of 15 each: 1) one-half-watt neon lasers, 2) standing wave sound tubes, 3) triple beam balances, and 4) two-pan balances.

The Department underwent an accreditation review in April, a process required by the South Carolina Commission on Higher Education approximately once each decade. The evaluation required submission by the Department of a 15-page statistical report on the physics program at The Citadel, and a one-day review led by Dr. Anthony P. French, Professor of Physics at Massachusetts Institute of Technology. In his exit interview with the President of The Citadel, Dr. French described the physics program as the strongest undergraduate program he had visited in the state. He stated that the faculty was harmonious and dedicated and that he was amazed at the quality and enthusiasm of the physics majors.

The Department submitted extensive statistical data for the college Strategic Planning Program and had four faculty members serve on subcommittees gathering and assembling data for the Strategic Planning surveys. In addition, major position papers regarding the place of physics in the Core Curriculum were submitted by the Department to the Faculty Council and the Academic Board. These two bodies conducted year-long deliberations on the proposals of the ad hoc Curriculum Study Committee, and the resulting curriculum increased the proposed science requirement from two semesters to four semesters.

The 1988 Distinguished Physics Lectures were delivered by one of the truly great physicists of this century, Dr. John Archibald



Wheeler, Professor Emeritus of Princeton University and the University of Texas, who spoke to capacity audiences in Jenkins Hall on 21 and 22 March. He delivered a public lecture each evening, the first entitled "The Quantum and the Meaning of Reality" and the second entitled "This Participatory Universe." The Department also featured six seminar speakers throughout the academic year.

The Wallace E. Anderson Scholarship Fund was officially established during Fall Semester 1987 to provide scholarships for qualified physics majors and to honor General Anderson whose distinguished career as a teacher, advisor, scholar, and administrator at The Citadel spanned more than 35 years. Dr. Anderson was head of the Department of Physics from 1953 until 1966 when he was named Academic Dean of the college. In 1970, he was appointed Academic Vice President, and in 1978 he became Interim President of The Citadel. Letters to alumni and friends of General Anderson and the Department of Physics stimulated contributions which have swelled the corpus of the fund to more than \$13,000 and will provide the first scholarship in physics for the Fall Semester 1988.

A "Summer Workshop for Secondary School Science Teachers" was conducted in July 1987 by MAJ Patrick R. Briggs in collaboration with MAJ William R. Williams of the Department of Education. Dr. Briggs also supervised a cooperative laboratory program with Rivers Middle School which provided a monthly opportunity for physical science students to use the facilities of the Department of Physics in a planned laboratory experience.

Department of Physics faculty were actively engaged in scholarly work throughout the year. MAJ Saul J. Adelman published seven research papers, was named a CDF Faculty Fellow, and received research grants from NASA, NSF, and CDF. He was also Chairman of the Scientific Organizing Committee for the International Astronomical Union Working Group Workshop on Elemental Abundances held at the University of Lausanne, Switzerland, in September 1987, and for the New Directions in Spectrophotometry workshop at the University of Las Vegas in March 1988. LTC Joel C. Berlinghieri collaborated with colleagues at MUSC on a research project funded by NIH, and he received a sabbatical leave to continue this research full time in 1988-89. He and Dr. Adelman presented research papers at the annual meeting of the South Carolina Academy of Sciences in April. At the April meeting of the American Physical Society in Washington, D.C., MAJ Peter J. Rembiesa presented a paper on renormalization techniques in quantum field theory. CDF grants were received by Professors Adelman, Berlinghieri, Briggs, and Rembiesa. Mr. Braxton Simmons, Electronics Technician and Laboratory Manager of the Department, constructed 15 sets each of four different types of experimental apparatus for the basic physics laboratories.

LTC James C. Byrd, Jr., retired at the end of the 1987-88 academic year after 23 years of service in the Department of



Physics at The Citadel and has been awarded emeritus status at the college.

The Department has hired CPT Russell O. Hilleke, former Assistant Professor in the Department of Physics at Indiana State University, as a replacement for Dr. Byrd. The Department has also hired Dr. Silvio Zenone, Professor of Physics at Dawson College, Montreal, as a temporary replacement for Dr. Berlinghieri who will be on sabbatical leave during 1988-89.

#### N. Political Science

The Department of Political Science offers a major which permits each student to concentrate his study in the area of his interest while at the same time affording him an opportunity to obtain a broad liberal arts education that will enrich his life, acquaint him with the rights and responsibilities of citizenship, and prepare him for a satisfying career. Graduates of the Department enter military service, public administration, law, graduate and professional schools, and federal and state government. In order to prepare graduating seniors for graduate and law schools and professional employment, seminars and workshops are conducted annually on the Foreign Service, Graduate Record Examination, Law School Admission Test, and Civil Service employment.

The first major revision of the department's curriculum in the last twenty years was implemented in the fall of 1985 and continues to be well received by the students. This revision brought courses into line with recent trends in the discipline while maintaining the fundamentals of a sound liberal arts education. Basically, it develops three alternative areas of concentration: (A) American Government and Politics; (B) International Politics and Military Affairs; and (C) Law and Criminal Justice. The curriculum is designed to make sequential/developmental learning likely and seeks to avoid a random smorgasbord approach. Serious attention is being given to "writing across the curriculum" as well as increasing the analytical skills of our students. To accomplish these objectives, we have purposely decided to specialize in these areas.

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



The Internship Program continues to be successful and provides students an opportunity to apply what they learn in the classroom in various governmental agencies. During 1987-88, students served internships with the City of Charleston Mayor's Office, the Charleston County Administrator's Office, the City of Charleston Police Department, the 9th Circuit Solicitor's Office, the Medical University of S.C. Administrator's Office, and the City of Charleston's Crime Laboratory.

The Departmental Speaker Seminars brought important political leaders and scholars to the campus. Dr. Randall Kennedy, of Harvard Law School, discussed recent civil rights cases; Professor Tinsley Yarbrough discussed his new book on Judge J. Watius Waring; Ronald Waring, Duke of Valderano, talked with the students on the topic of terrorism; and Peter Sarros, U.S. Department of State, lectured on the Middle East.

The Department routinely offers a variety of special courses each year. Reuben Greenberg, Charleston Chief of Police, taught a very popular course on Topics in Law and Criminal Justice. Ambassador Joseph Twinam taught Topics in International Politics with special emphasis on the Middle East and American Foreign Policy decision-making. Dr. Kenneth Baucom offered a course on African Politics based on his academic background as an anthropologist and his twenty years' experience living in South Africa. Professor Baker developed a special course on Religion and American Politics. Three members of the department team-taught a course on the Civil Rights Movement. These courses are designed to reflect current political issues and keep students abreast of contemporary developments.

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

The scholarly production of the departmental faculty continues to be impressive. CAPT Milton L. Boykin, USNR, and COL W. Gary Nichols of The Citadel History Department edited a book entitled Arms Control and Nuclear Weapons with Greenwood Press. Another member of the Department, LTC Edward B. Davis, contributed a chapter to this book. Lieutenant Colonels Robert P. Steed, Laurence W. Moreland, and Tod A. Baker edited Blacks in Southern Politics and are currently engaged in two major projects--the 1984 party delegate study and a study dealing with party precinct officials in South Carolina.

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



currency of the faculty in their respective fields of specialization.

Individual faculty members have been active in conferences and professional associations as well as college organizations. The Department sponsored in the Spring of 1988 The Citadel Symposium on Southern Politics which has become one of the leading conferences in the nation on scholarly research in southern politics. A special feature of the program was a round table discussion of Super Tuesday Presidential Primaries which was subsequently broadcast nationally on C-SPAN Television Network. Professor Moreland was chairman of The Citadel Faculty Council. Professor Steed organized the program and panels on southern politics at that Association's 1988 annual meeting in Atlanta.

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. CAPT Boykin and Ambassador Joseph W. Twinam provided assistance in establishing the Charleston Foreign Affairs Forum, a community-based group composed of leading citizens concerned with serious discussions of international politics.

## 0. Psychology

The Department of Psychology experienced a challenging and successful year. The undergraduate curriculum was strengthened by the revision of content in several courses and the addition of an internship in psychology, permitting psychology majors to combine academic training with professional experience. The graduate curriculum was modified to meet new accreditation standards as required by the National Council for the Accreditation of Teacher Education (NCATE). The School of Psychology programs will undergo an accreditation review in 1988-89. In the undergraduate program, the subject matter is preparatory not only to careers in psychology but also to other professional careers such as law, business, education, military, and criminal justice. The graduate programs are designed specifically to prepare graduates to serve as professional school psychologists.

Fifty-two undergraduate students majored in psychology this year. Of the eight May graduates, four are employed in business, two entered criminal investigative fields, and two accepted military commissions. Forty graduate students are enrolled in the Specialist in School Psychology program with twelve students enrolled in the M.Ed. program in School Psychology. All entering students are now required to commit to the Ed.S. program, the preferred entry level for a school psychologist. The M.Ed. program is being phased out. One student was awarded the Ed.S. degree in May.



Utilizing CDF funds, the Department sponsored three major speakers: Sabra C. Slaughter, Ph.D., "The Impact of Modernization on Community Cohesion Among Residents of Daufuski Island, SC"; Robert Harper, Ph.D., "A Backward Glance: Three Boring Years"; and Ladell Olion, Ph.D., "Issues in the Assessment of Culturally Diverse Students."

The Department is especially proud of the scholarly and academic involvement of faculty and students in national, regional, state, and local activities in 1987-88. One hundred percent of the Psychology faculty received CDF Faculty Development Grants. Seventy-five percent of the faculty received CDF Research Grants. Research areas include a study of differential performance among learning disabled students and an investigation of the effects of light, light filters, and Baroque music on grip strength. Fifty percent of the faculty presented papers at regional meetings, fifty percent at state meetings, and twenty-five percent presented papers at a national meeting. Cadet Paul McManigal presented his research at the Second National Conference on Undergraduate Research, Asheville, NC, and he was honored by having his paper selected for publication in the proceedings of the conference.

Representative examples of scholarly activities and professional honors are noted. LTC Aline M. Mahan served as regional field coordinator for the national standardization of the Wechsler Preschool and Primary Scale of Intelligence-Revised and the Ability Screener. She was also responsible for the editing and publication of "School Psychology at The Citadel: A Student Handbook." COL Michael D. Doran co-authored three papers presented at the First National Conference on Undergraduate Research: "The effect of light on shoulder pull strength under various filtration conditions"; "Light and exposure time as factors affecting grip strength"; and "The effect of fluorescent lighting on shoulder pull strength." MAJ James D. Pietrangeli presented a paper, "Toward a model for the selection of law enforcement officers," at the Southeastern Psychological Association, participated in the National Institute for the Teaching of Psychology, and completed a post-graduate course in the diagnosis and treatment of sexual problems, Department of Psychiatry, Albert Einstein College of Medicine. COL D. Oliver Bowman was singularly honored in May 1987 by the South Carolina Psychological Association for his outstanding and continuing contributions to psychology in the state.

The Department was host for the third consecutive year for the annual meeting of the Charleston Area Psychological Association honoring student researchers from the Baptist College, the College of Charleston, and The Citadel. Two Citadel psychology majors were among the six presenters.

Our faculty remains stable. There were no retirements or appointments. Two military promotions were approved: LTC Aline M. Mahan to colonel and MAJ James D. Pietrangeli to lieutenant



colonel, both effective August 1988.

Activity in the Student Counseling Center continued to increase. During 1987-88, the Student Counseling Center provided 1,478 total contact hours for cadets only: 725 personal counseling hours, 233 educational assessment hours, 120 alcohol awareness program hours, 300 barracks outreach hours, and 100 infirmary visitation hours. In addition, the Center provides basic admissions testing for the Evening College and extensive personality testing for graduate students entering the School Psychology and Counseling Programs. CPT Robert J. Sauers, Counselor to the Corps, served on the Curriculum Committee of the 1988 South Carolina School of Alcohol and Drug Abuse Studies. He was recently licensed by the South Carolina Board of Examiners for Counselors and Therapists as a Counselor Supervisor.

#### P. Evening College and Summer School

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

a. the Undergraduate Evening College with majors in business administration, civil engineering, electrical engineering, and liberal studies. In addition, a two-year, non-degree program, Pre-Allied Health, is offered for transfer to the Medical University of South Carolina for a B.S. degree.

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 13 different majors are available under these degrees.

2. Enrollment Data 1987-88. The enrollment patterns fluctuated over the past year in the following areas:

a. The Undergraduate Evening College fall enrollment remained basically the same, but spring enrollment was up 33 percent from the previous year. This is probably a result of the addition of the new degree programs in civil and electrical engineering.

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

c. The MBA enrollment was up six percent over Fall 1986 and 16 percent over Spring 1987.

d. The 1988 Summer I enrollment was up 17 percent from 1987 Summer I.

The enrollment picture is reflected in the data summarized in



the tables below:

**Number of Persons (Headcount) Enrolled by Session**

	Undergrad Day	Undergrad Evening	Graduate Education	MBA
Summer II 1987	508	N/A	417	N/A
Fall 1987	N/A	217	1130	98
Spring 1988	N/A	187	971	97
Summer 1988	744	*	1102	66

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

**Number Enrolled by Session**

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

	Undergrad Day	Undergrad Evening	Graduate Education	MBA
Summer II 1987	797	N/A	501	N/A
Fall 1987	N/A	394	1344	157
Spring 1988	N/A	415	1168	117
Summer I 1988	1121	*	1125	43

\*Included in Undergraduate Day

**3. Developmental Activities**

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

a. The degree programs in civil engineering and electrical engineering, which started in the fall semester 1988, had enrollments of 31 and 50 students, respectively. This was considered very good first enrollments for new programs.

b. The Pre-Allied Health Program which is coordinated with the Medical University of South Carolina continues to attract very few students. There are eleven students currently enrolled in the Liberal Studies program. The enrollment in the Business Administration program remains constant at 30 majors.

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

d. The Graduate programs in the Departments of Biology, English, History, and Math received state approval for the offering of Advanced Placement courses



in each of those respective disciplines.

e. A proposal for a Master's Degree in Engineering Management is in the approval stages. Possible courses for this program were offered in each semester this year in cooperation with Clemson University's Graduate School.

f. Graduate programs in education continued to increase in numbers. The fall enrollment in these program was the largest in the past three years.

g. Summer School enrollment was greater in the 1988 sessions than it has been for the past three years.

**Q. Enrollment**

**Cadet Enrollment**

	In-State	Out-of-State	Total
Freshmen	272	347	619
Upperclassmen	628	741	1369
<b>Total</b>	<b>900</b>	<b>1088</b>	<b>1988</b>

Ethnic Count:	Nat. Amer.					
	White	Black	Hispanic	Asian	Indian	Foreign
Freshmen	573	31	2	3	1	9
Upper- classmen	1251	80	8	18	3	9
<b>Total</b>	<b>1824</b>	<b>111</b>	<b>10</b>	<b>21</b>	<b>4</b>	<b>18</b>

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

**Total Enrollment**

Cadets



Freshmen (First Time)	619
Freshmen (Other)	35
Sophomores	495
Juniors	457
Seniors	<u>382</u>

**Total Cadets 1988**

Day Students	33
Veteran Students	36
Evening Undergraduates	217
Graduate Students	<u>1228</u>

**Total Other 1514**

**GRAND TOTAL 3502**

### Student Highlights

In school year 1987-88, the following degrees were conferred by the college:

	May 1988	August 1987
<b>Undergraduate</b>		
<b>Bachelor of Arts</b>		
Chemistry	2	0
English	13	1
History	31	3
Political Science	45	2
Modern Languages	5	1
Mathematics	11	6
Psychology	8	0
Liberal Studies	0	0
<b>Bachelor of Science</b>		
Biology	20	0
Chemistry	2	0
Computer Science	8	1
Education	11	0
Mathematics	0	0
Physics	2	0
Physical Education	8	3
B.S. in Business Admin.	149	10
B.S. in Civil Engineering	26	1
B.S. in Electrical Engr.	<u>16</u>	<u>3</u>
<b>Total</b>	<b>357</b>	<b>31</b>

### R. Admissions

The 1987 applicant pool was the second largest of this



decade. The entering class numbered 645. The five states of South Carolina, Georgia, North Carolina, Florida, and Virginia continue to account for 70% of the matriculants. There were 36 states represented as well as six foreign countries. The academic profile continues to be bright as the SAT average was more than 1000. The percentages of those in the high regions of class rank and grade point ratio continue to be strong. The quality of the applicant pool and of those selected for admission has been solid during the 1980s. Members of this year's class were very involved in high school extra curricular activities: 73% participated in band, yearbook, newspaper staff, and other clubs; 72% were members of the varsity teams; 18% were elected class officers; and 16% were National Honor Society or Beta Club members.

The veteran application rate also increased with a new surge in students coming in under the Marine Enlisted Commissioning Education Program (MECEP). This is a highly competitive Marine Corps program that produces students whose credentials are excellent and who perform extremely well at The Citadel.

The Admissions/Recruiting Office had staff changes during the year. Robert Campbell ('87) replaced Eric Manson ('84) as admissions counselor. Ben Ledbetter ('71) was selected as the Assistant Director of Admissions replacing Thomas Baker ('82).

The office continues to deal with a tremendous volume of correspondence and with visitors to the campus. There were more than 1000 overnight visitors experiencing the cadet lifestyle.

## **S. Scholarships**

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

For the 1987-88 academic year, awards were made to 153 freshmen, 112 rising sophomores, 117 rising juniors, and 114 rising seniors. Ranging in value from \$100 for one year to all expenses for four years, 496 academic scholarships were awarded. The total value of these scholarships was \$937,141. The average award was \$1,889. These academic scholarships are awarded on the basis of academic standing, leadership, and other attributes desirable for members of the Corps of Cadets.

In addition to the academic scholarships, 178 cadets held ROTC scholarships. Seventy-nine (79) of the ROTC scholarships were awarded by the Army program, 77 by the Naval, and 22 by the Air Force. ROTC scholarships pay fees, tuition, books, and laboratory costs, and they give each recipient \$100 a month for ten months of the year. Total monetary value of the ROTC scholarships was \$731,876, plus \$1,000 a year per recipient.



Under category IV (outside scholarships), 101 students received \$88,632.

#### **T. Student Aid Program**

School year 1987-88, like the previous year, was one of the most difficult years to administer the Federal Aid programs because of the continued revamping of the Guaranteed Student Loan (GSL) program, the reauthorization of Title IV laws governing aid programs, and new validation procedures. These changes have placed a much greater responsibility on parents to find alternative financing. Nonetheless, under the authorization of the Higher Education Act of 1958, as amended, The Citadel continued to operate six major Federally funded programs during the 1987-88 year: Pell Grant (PELL), Perkins Loan (National Direct Student Loan [NDSL]), the Guaranteed Student Loan (GSL), and the Plus Loan (PLUS). These programs have assisted students with \$2,046,215 in grants and loans. In addition to the Federal programs, the State of South Carolina provided \$6,000 for Other Race Grants (ORG).

As a supplement to these programs, The Citadel provided aid to 92 students in the amount of \$95,170. The main contributors to this supplement have been The Citadel Development Foundation (CDF), through loans and grants, and the Stackhouse Loan Program. Under the CDF loans, 20 students were assisted with \$22,500, and under the CDF grants, 63 students were aided with \$60,170. Stackhouse loans in the amount of \$12,500 were awarded to nine students.

#### **U. Information Resources Management**

Computing at The Citadel has changed more during the past year than it had during the previous decade. Until this year, all of the college's administrative computing and much of its academic computing was done through remote terminals linked by telephone lines to the University of South Carolina--and the only microcomputers students had access to were aging Apple IIe's. Now The Citadel has its own Computer Center and campus-wide computing network, students are using new computer labs containing new IBM PS/2s and Apple Macintoshes, new interactive administrative information systems are being implemented, and academic and administrative computing have been combined into a new department called Information Resources Management. These changes were made possible by years of analysis and planning by Citadel faculty and staff and by generous grants from The Citadel Development Foundation, the Self Foundation, and Apple Computer Inc.

#### **New Computer Center**

The Citadel's new Computer Center is located on the third



floor of Bond Hall in an area that once served as the college's library and most recently housed St. Alban's Chapel. The hub of this Computer Center and a growing computing network is a Digital Equipment Corporation VAX 8530 computer, which was installed in July of 1987. More than 100 microcomputers and terminals located in student labs and faculty and staff offices have been connected to this network, and 200 more will be added by the spring of 1989.

This investment is already paying significant dividends. Students are learning to use state-of-the-art technology--programming assignments that used to take hours to run now take minutes--faculty are able to do sophisticated research that The Citadel could not have supported in the past--and the quarter of a million dollars a year that the college used to pay for USC computing services is now being used to improve The Citadel's own computing facilities and services.

During the coming year a new DEC VAX 6210 computer dedicated to academic usage will be installed in the Computer Center, a new library automation system will be implemented on this computer, and The Citadel will join an international academic computing network called BITNET. By the end of the year students, faculty, and staff will be able to work and communicate electronically around the clock, search the Daniel Library's card catalog from almost anywhere on campus (and off campus as well), and send high-speed, low-cost electronic mail and files to friends and colleagues throughout the world. Much of this would simply not be possible without the financial support of CDF and the Self Foundation.

#### New Computer Labs

Last fall a 20-station VAX terminal lab and a 20-station IBM PS/2 lab were opened on the second floor of Bond Hall. Both of these labs were used heavily throughout the year.

This fall students will be able to use five additional new computer labs--a PS/2 lab located in LeTellier Hall, a Macintosh SE lab and an Apple IIe lab located in Capers Hall, and a Macintosh SE lab and a "mixed" PS/2-Macintosh-IIe lab located in Bond Hall. The rooms housing these labs are being remodeled and refurnished, and 20 new computers will be installed in each. In addition the IIe's currently being used in the Writing Center will be replaced with Macintoshes, and students, faculty, and staff will be able to purchase PS/2s and Macintoshes at considerable discounts though the Cadet Store.

To make it easier for faculty to learn how to use computers and to promote course development and research, The Citadel has begun installing microcomputers in the offices of faculty in every academic department. In 1987-88 more than 30 PS/2s and Macintoshes were installed in faculty offices. By early 1989, well over half of the college's 150-plus full-time faculty will have computers in their offices, and most of these will be linked



to the VAX network.

Again, CDF funding has been critical to providing Citadel students and faculty state-of-the-art microcomputers, as has a propitious gift of 75 Macintosh SEs from Apple Computer Inc. This latter contribution, arranged by C. Lloyd Mahaffey, Class of 1978, will significantly increase the quality of academic computing at The Citadel.

#### Administrative Information Systems

Administrative computing has progressed just as much as academic computing. For years all of the college's student, financial, and personnel data has been keypunched on cards and then transmitted to the University of South Carolina for processing. Now administrative offices use microcomputers and terminals to directly enter data into The Citadel's VAX 8530, and they can view or update this data in an instant.

The key to this new way of doing business is an interactive, integrated administrative software system called Series Z. The Citadel purchased this software from Information Associates of Rochester, New York. Series Z is used by more than 200 colleges and universities and includes recruiting, admissions, registration, student records, financial aid, financial accounting, budgeting, accounts receivable, accounts payable, purchasing, payroll, personnel, alumni, and development systems.

Since early 1987, administrative staff throughout the college have worked nights and weekends to implement the student, financial, and payroll/personnel modules of Series Z. Thanks to their hard work and perseverance, these systems have been implemented smoothly and on schedule--something which rarely happens when organizations change computer systems.

During the coming year Citadel staff will continue implementing the student and personnel portions of Series Z and begin implementing the purchasing, alumni, and development modules as well. When this work is completed, The Citadel will have an on-line administrative information system as good as any college's in the world. Students, faculty, staff, alumni, and South Carolina taxpayers will benefit from this system for at least the next decade.

#### User Support Services

Computers--and the people who use them--require a great deal of support. During the past year Citadel Information Resources Management personnel installed more than 300 microcomputers, VAX terminals, and printers in student labs and faculty and staff offices. They also kept this equipment in good repair and implemented an automated property management system that helps them keep track of the college's computer hardware and software and related warranties.



At the same time, Citadel IRM software specialists evaluated various VAX and microcomputer software packages and utilities, selected college-wide standards, developed a dozen user's guides for these software products, and taught more than 50 computer training courses on such subjects as DOS, hard disk management, WordPerfect, Lotus 1-2-3, dBASE III PLUS, VAX/VMS, VMS's EVE editor and MAIL utility, SPSS-X, and Minitab. They also installed new operating system and applications software on more than 100 microcomputers, trained and supervised 20-plus student lab assistants, and provided consulting and problem-solving services to students, faculty, and staff. These services were well received and appreciated.

## V. Daniel Library

The 1987-1988 fiscal year was one great change for the staff of Daniel Library. New appointments included Edwin R. Meeker (LTA III) on 16 April to circulation services. Mr. Meeker replaced Dwight Walsh (LTA III) who was transferred laterally to the cataloging area to replace Marion Mitchum. Ms. Mitchum was promoted to LTA IV upon the resignation of LeeAnn Floss (LTA IV), effective 31 March 1988. Ms. Floss accepted a professional position elsewhere. Susan L. King (LTA IV) resigned effective 30 April 1988 to take another position in Charleston. Barbara Secrest was promoted to LTA IV in interlibrary loan and reference services to take Ms. King's place. Deborah Harper was hired to replace Ms. Secrest as LTA III in reference services.

On the faculty side, after thirty years as Catalog Librarian, LTC Arthur N. Corontzes announced his retirement effective 30 June 1988 and was awarded Faculty Emeritus status on 12 May 1988. CPT Josephine B. Williamson resigned as Acquisitions Librarian effective 30 June 1988.

The addition of 526 new subscriptions to periodicals was the most significant collection development gain in years. This was realized by using the savings from the cancellation of more than 100 paper subscriptions to periodicals to acquire hundreds of new titles on microform that resulted in an increase in subscriptions from 1,008 to 1,538. This move increased significantly the likelihood of a student's finding an article cited in a number of indexes such as Education Index, Business Periodicals Index, and Social Sciences Index. While the savings in paper periodical subscription cancellations more than offset the cost of new microfiche subscriptions, an increase in the materials budget was used to acquire the back issues of the periodicals from 1985, 1986, and 1987 so that the depth of the periodicals collection increased significantly as well. The vendor of the micromedia, University Microfilms International, donated two new microfilm reader/printers so that students will have better access to the thousands of new microfiche pieces purchased from the company.



While no major book gift collections were received, book donations were more than 1,200; 3,667 new books were acquired out of nearly 4,218 requested; and book circulation was roughly 28,000. More than 5,300 books will have been cataloged over the year, bringing total volumes to more than 200,000 and individual titles to over 155,000.

The 1987-1988 academic year also has been busy in terms of staff and professional development. The library faculty participated in a major consortium-sponsored workshop and project dealing with collection development and evaluation methodologies which will be employed both in the library and the consortium to assess collection strengths and weaknesses for accreditation or new program consideration, interlibrary lending, and cooperative acquisition programs. Several library faculty also received CDF funds for staff development and travel. Majors Herbert T. Nath and J. Edmund Maynard attended the Small Computers in Libraries (SCIL) conference in Chicago to study microcomputer and compact disc applications in libraries. LTC Richard J. Wood and MAJ Sherman E. Pyatt attended the annual American Library Association Conference in San Francisco in July. LTC Wood received CDF funds for research on stress differences among academic librarians. LTC Wood attended the Southern Higher Education Network Association meeting during April in Myrtle Beach and presented a paper entitled "CD-ROM & Laser Disk Technology: The Power and the Promise." MAJ Pyatt received CDF funds for research on apartheid which will lead to publication of an annotated bibliography during next fiscal year. Wood and Pyatt also gave talks on several topics to various groups in the community.

In terms of professional development, LTC Wood had an article concerning library automation and the RFP process published in the Spring 1988 issue of The Southeastern Librarian. MAJ Maynard continues doctoral level work at Nova University. Several staff and faculty attended a teleconference on CD-ROM applications and local (IRM) workshops for word processing, dBase, and other software. The staff and faculty also visited the College of Charleston to examine the DRA system which will be installed in the library next fiscal year.

A CDF grant application to implement an automated library system was submitted successfully in the Spring. The library is acquiring the tape processing, software, hardware, consulting, and training necessary to implement the Data Research Associates (DRA) system which will automate cataloging, acquisitions, serials and circulation by 1989. The system will allow students and faculty to have remote access to the library's holdings from terminals located across campus. An inventory of the collection, including the weeding of duplicate and badly worn copies of books that are no longer needed, continued throughout the year in preparation for automation.

The recently approved (Spring 1987) graduate courses in Library Science got underway in the fall. LTC Wood developed and



taught a new course entitled "Library Automation and Online Services" (55-570) in the fall and spring semesters. The spring semester section was taught over three weekends. Two sections of Graphic and Photographic Media Design and Production (55-580) were offered in June. This week-long course was taught by Ms. Jo Smith, Rivers Middle School librarian. The curriculum has proved to be very popular with and beneficial to media specialists, school librarians and teachers in the Lowcountry. Benefits in public relations, as well as enrollment for the Evening College and summer programs, are evident.

#### **W. Archives-Museum**

The Archives-Museum collects, preserves, displays, and interprets historical material and artifacts. It is a dual effort with the Archives maintaining the manuscript collections, and the Museum managing the artifacts.

#### **Archives**

Twenty-one gifts were made to the Archives in the past year. Among those donations were Citadel memorabilia such as an 1860 letter from Micah Jenkins to Dr. R.B. Hanahan and invitations to an 1886 cadet picnic and 1885 Christmas Hop. The Mark W. Clark Photograph Collection received an addition of approximately 200 negatives from the widow of photographer Yoichi Okamoto. Mr. Okamoto was the Photographic Officer to General Clark when he was U.S. High Commissioner in Austria 1945-1947 and later became President Lyndon Johnson's personal photographer at the White House.

Approximately 34 researchers visited the Archives during the year. Among those researching the Korean War were Dr. William Stueck of the University of Georgia; Henry Middleton and Gary Yarrington, Director and Curator, respectively, of the Lyndon B. Johnson Library in Austin, TX; Mr. Dan Holt, former archivist at The Citadel; and Rex Corlett of the Charleston Air Force Base. Dr. Susan Williams of the College of Charleston English Department researched the S.C. Poetry Society papers, and Mr. Ellison Capers, IV, and Mrs. Aaron Kohn did further research on their ancestor General Ellison Capers. Material from the Mark W. Clark collection on Jewish displaced persons in Austria from 1945-47 was compiled by Jane Yates, Citadel Archivist, for Dr. Ron Sweig, Department of Jewish History, Tel Aviv University.

The Citadel Archives and Ms. Yates were credited for material contributed to the following publication and videotape: Between the Tracks: Charleston's Eastside During the 19th Century and Charleston Museum Archaeological Contribution--Mount Pleasant: One Hundred and Fifty Years.

To commemorate Black History Month in February, Ms. Yates wrote the Black graduates of The Citadel, 1970-87, requesting a



summary of their careers, including Citadel and post-graduate accomplishments, to display in the Museum. The records of the Alumni Office were consulted to obtain data on those who did not respond. The Citadel Role Model Project (ROMP) used the material to select and engage speakers for that program.

Available photographs of Citadel graduates who fought in the Battle of Gettysburg were contributed to the National Park Service's "Gettysburg Museum of the Civil War" which will open later in 1988. The Citadel will be recognized as a contributor in a leather-bound book in the exhibit area.

### Museum

In September 1987, the Museum Curator position was filled by Mary Jo Dellucci. She replaced Phyllis Henderson who resigned in June.

The following special exhibits were displayed in the Museum:

July-August	1987	NBSC Oil Painters Competition for South Carolina from the State Museum
September	1987	Wedgfield Plantation from the State Museum
October	1987	Architecture of Robert Mills from the State Museum S.C. State Parks: A History of Their Development from the State Museum
November	1987	Esau Jenkins: The Man & His Times from the State Museum
December	1987	S.C. Artists Guild from the State Museum Wildflowers of South Carolina from the State Museum
January-March	1988	Savannah College of Art and Design's Scholastic Art Awards
April-	1988	Photographs of the Corps of Cadets, 1999-1955 Paintings of Destruction of Florence, Italy, in 1944 by Italian artist, Annigoni

The Museum was the host of the Savannah College of Art and Design's Scholastic Art Awards competition. More than 2,000 art works from public and private school students in South Carolina were submitted for judging which took place at The Citadel. The winning entries were displayed in the Museum.

The National Security Agency in Maryland loaned The Citadel Museum a German enigma cipher machine used during World War II for vital radio communications. This is one of only a few machines on display in this country.



Gifts to the Museum have been diversified. Among those items received were a miniature anvil made from the brass from the Star of the West, a 1929 Citadel football, and two large gun collections from Mr. Price Tucker and Mr. Louis Roddis.

The Cadet Museum Committee researched and located the Civil War Federal Battery Swamp Angel (August 1863) and the pine platform which appears to be intact. Cadets Michael Keller, Michael Staniere, and Charles Cox, along with LT Jeffrey Frank, USN, Fleet Mine Warfare Training Center, and CPT Lynwood Metts, USAF, Aerospace Studies, were responsible for the find. The site has been registered with the S.C. Institute of Archaeology and Anthropology at the University of South Carolina.

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

During academic year 1987-88, GEN Bernard W. Rogers, USA, Ret., addressed the Corps of Cadets as part of the Greater Issues Series. Former Army Chief of Staff and Supreme Allied Commander, Europe, General Rogers spoke on East-West Relations and European Defense.

Ambassador Richard W. Murphy, Assistant Secretary of State for Near Eastern and South Asian Affairs, spoke on "U.S. Policy Toward the Middle East." His address was part of the John C. West Foundation Lectures and was televised nationwide on ETV that same evening.

The final Greater Issues Address was given by the Honorable Carroll A. Campbell, Jr., Governor of South Carolina, during commencement ceremonies. A grant from the Mills B. Lane Memorial Foundation provides funds to support the Greater Issues Series at The Citadel.

**Y. Honor System**

**Annual Report  
Honor Committee 1987-88**

Offence	Accused	Charges		Resigned		
		Dropped	w/o Trial	Mistrial	Guilty	Not Guilty
Lying	25	9	5	1	5	4
Cheating	18	11	1		5	2
Stealing	6	3	1		2	
Toleration	1	1				
	<b>50</b>	<b>24</b>	<b>7</b>	<b>1</b>	<b>12</b>	<b>6</b>



<u>Class</u>						
1	10	4	1		1	4
2	10	6	2		2	
3	15	4	2	1	7	1
4	15	10	2		2	1
	50	24	7	1	12	6

**Post Trial Actions**

<u>Offence</u>	<u>Resigned</u>	<u>Overtured</u>	<u>Clemency</u>	<u>Expelled</u>	<u>Under Appeal</u>
Lying	2	1		2	
Cheating	1			2	2
Stealing			1	1	
Toleration					
	3	1	1	5	2

<u>Class</u>					
1				1	
2	1	1			
3	1		1	3	2
4	1			1	
	3	1	1	5	2

**Z. Writing Center**

The Writing Center's tutoring and word-processing services continue to flourish with an increase of 2,000 visits over last year--making a total of 12,575 contacts during 1987-88.

Users

Freshmen continue to be the main users of the Writing Center. Approximately 51% of the freshmen received individual tutoring. There has been an increase of several hundred visits from sophomores, juniors, and seniors. Staff visits remain around 100 and community visits about 300. "Effective Communication" seminars for Citadel personnel are now offered. Unexpectedly, there has been a jump--from 281 visits to 825 visits--in graduate student use of services, especially in word processing. The increase in faculty members' use of facilities is especially gratifying (286 visits). Not only do they send students to the Center but they also bring their own professional papers and articles for collaborative revising and edition. In addition, some departments are asking for help with incorporating more writing into assignments.



## Services

The hours available for writing instruction have increased. The quality of tutoring has remained high, in spite of constantly changing student and part-time help. The hours devoted to word processing instruction have also increased. The Center provided triple the number of last year's workshops--a total of 34. Of these, 27 taught word processing and seven covered writing skills. Word processing use has skyrocketed: hours of usage last year exceeded 7,000 hours; this year, just less than 12,000. Apple IIe computers were converted to Macintosh models during the summer of 1988. Use of the Writing Center's "Grammar Hotline" doubled this school year. A local newspaper article and a national listing contributed to this increase. Resume assistance doubled in 1987-88. Part of this has to do with the Center's improved use of the Macintosh and laser printer which produce professional products.

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

## Special Activities

The Citadel Writing Center served as host to the Southeastern Writing Center Association's Annual Conference held in Charleston at the Omni Hotel in April. The Director, CPT Angela W. Williams, served as Conference chairperson. She consulted with the following colleges as they began new centers or upgraded old ones: Converse College, Florida State University, Carson-Newman College, and High Point College.

## **AA. Honors Program**

During its first year of operation, the Honors Program had 16 full-time and 12 part-time students. Fourteen were in state and fourteen were out of state. The cumulative GPR for full-time Honors students was 3.14. These students are majoring in a variety of fields: Electrical Engineering, History, Psychology, English, Mathematics, Biology, Business Administration, Physics, and Political Science. After the first semester, two students left the program because of low grades, and one student joined full time. At the end of the second semester, two students were separated from the Honors Program because of low grades and one student withdrew from school, leaving a total of 11 sophomores full time in the program.

Several Honors students have been selected to hold cadet rank next year. Of 14 students, two have been named Regimental Administrative Clerks, one Regimental Operations Clerk, five Platoon Corporals, and one Company Clerk. From 100 applicants, 18 entering freshmen have been accepted into the Honors Program for next year. Of those accepted, the average SAT score is 1284, the



average class rank is in the top 8%, and the average score on the Test of Standard Written English is 57 out of a possible 60. Six of these students will come from South Carolina, three from North Carolina, two from Georgia, and one a piece from Kansas, Kentucky, Virginia, Massachusetts, Ohio, New York, and the country of Turkey (U.S. citizen). According to average SAT scores, these students rank above those attending West Point, Annapolis, the Air Force Academy, Cornell, Brown, Vassar, Georgetown, the University of Chicago, and the University of Pennsylvania. Four will major in Political Science, three in Electrical Engineering, three in Civil Engineering, two in English, two in Business Administration, and one each in Chemistry, Computer Science, Modern Languages, and Biology.

A local newspaper article and a national listing contributed to this increase. News assistance doubled in 1987. Part of this has to do with the Center's improved use of the Macintosh and laser printer which produce professional products.

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

#### Special Activities

The Global Writing Center served as host to the Southeastern Writing Center Association's Annual Conference held in Charleston at the Omni Hotel in April. The Director, CRT Angela W. Williams, served as Conference chairperson. She consulted with the following colleges as they began new centers or upgraded old ones: Converse College, Florida State University, Carson-Newman College, and High Point College.

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## II. ADMINISTRATION

### A. General

FY 87-88 was marked by progress in replacing old and worn equipment both in Physical Plant and Auxiliary Activities, in updating operations to utilize the mainframe computer, in a continual awareness and responsibility to serving the needs of students, faculty and staff, and in obtaining approval, design and construction of Capital Improvement Projects.

### B. Accomplishments

The Auxiliary Activities play an important role on the campus. Besides performing goods and services for cadets, faculty and staff, they provide funds to the Athletic Department for operations and scholarships and to student activities. Funds transferred this year amounted to \$556,000.

In addition, the Canteen contributes to the Faculty House operation as well as a barracks account for each battalion derived from vending machines. Currently, \$2,491.50 is available for cadets in this account. Auxiliary Activities are required to be self supporting and, at the close of the year, only Faculty Quarters and the Infirmary were not self supporting. Faculty Quarters overrun was due to increased maintenance and occupant moves, and the Infirmary costs increased due to change in College Physician with attendant increased personnel costs.

The approved 1988 Capital Improvement Bond Bill contains the \$6.186 million Bond Hall Renovation Project and \$1.5 million for a new Central Energy Facility (Boiler Plant).

The \$5.475 million project for a new cadet Dining Facility was passed by the Commission on Higher Education, and was approved by the Joint Bond Review Committee. Funding will be a combination of Revenue Bonds, Institutional Bonds and Board Fees.

McAlister Field House Renovation Project construction was initiated in January 1988 after delays due to exploring the feasibility of a joint use facility with the City of Charleston on the old Trident Tech property and the necessity of reducing the project to fit available funds. Substantial completion of the project is expected in May 1989.

Designs are underway for the new Vandiver Hall, a new tennis facility and a new Alumni Hall.

The master plan for the Stadium Project was completed and briefed to the Board of Visitors.



Asbestos surveys for all buildings are underway under a state-wide contract by the Davis and Floyd firm. Reports on several buildings are still not complete.

Modernization of equipment in auxiliary activities was continued with the acquisition of a typesetting paper processor in the Print Shop, the ordering of two washer extractors for the Laundry due in July 1988, and the addition of new cash registers that will be connected to computer main frame for Laundry & Dry Cleaning and Tailor Shop. In addition, computer facilities for enhancing sales in the Canteen and Cadet Store were installed. New bentwood chairs for the Dining Facility were obtained and the Canteen area in Capers Hall was upgraded with new seating, carpet, painting and new blinds.

The Athletic Department has turned the corner and is on a firmer financial footing due to positive leadership and increased competitiveness of varsity athletic teams.

The State Appropriations Act as passed contains a 4% cost of living increase for classified employees and a one time bonus of \$365 payable in December 1988.

Human Resource System for personnel actions to include payroll, assignment, benefits, deductions, and budget is now on line with The Citadel mainframe computer. The training, overtime and realization of the enormity of the changeover has produced a substantial gain with concomitant pain.

## C. Physical Plant

### 1. Organization:

Key staffing changes were minimal with Mr. Marvin Brigman moving from duties as the machine shop supervisor (foreman) to the head of the Central Energy Facility (boiler plant). Mr. Arthur Squire was promoted to the new machine shop supervisor.

### 2. Capital Projects:

A contract was awarded to Unison, Inc. for the removal of PCB's from the large transformers located in critical areas. A retrofill process was utilized. The first phase was completed in June on the Library, Mark Clark Hall and Jenkins Hall.

The firm of McNair, Johnson and Associates was commissioned to program and design the new Alumni Hall facility for Electrical Engineering and Physics departments. The programming is near completion at this time.

The firm of Rosenblum and Associates was commissioned to provide programming, schematic design and estimates of the new Vandiver Hall facility.



The firm of Constantine and Constantine was commissioned to design a new tennis facility which is being funded by a single gift to the college.

A Willson Field track renovation project was submitted as new new project in the 1988-89 Annual Permanent Improvement Plan Program.

### 3. Major Activities:

Significant activities or projects supported or completed during the 1987-88 school year are listed by facility or activity as follows:

Alumni House - New lighting was installed in the ballroom.

Barracks - Rooms 2370 and 2470 were renovated to include new sheetrock, wainscoting, furniture, carpet and blinds. The steam line was replaced in Barracks 4 and asbestos removed and concrete walk installed. A new booster pump was installed in Barracks 3 and quadrangle demolition has been completed for a much needed replacement. Over 140 new wooden doors were replaced along with more than 180 new screen doors. Over 30 rooms were renovated with new wood floors, and 17 ceilings were replaced. Exterior stucco repairs were made in Barracks 2 and new style bicycle racks were installed for all barracks and vending machines consolidated to one side of the sally port. Inspections and repair of pipe insulation is continuing.

Beach House - A new oyster barn was constructed. A new exhaust fan for the kitchen was purchased and installed. Overall general repairs were provided during the year to the Beach House, both in the quarters and clubhouse areas.

#### Boating Center

Activity - Utilization of the Boating Center equipment and facilities has increased steadily during the 1987-88 fiscal year. Twenty-two cookouts or special events were held at the center. These events ranged from cookouts for the football team, cadet companies and the Brigadier Club to the two sailing regattas sponsored by our sailing team. In addition, the club house was utilized for the weekly meetings of the Navigators and Lutheran student groups. These events alone brought an additional 2,500 persons to the center. Use of the equipment has increased by more than 75 percent over the same period last year. All of our available dock space has been rented for mooring of personal boats, with a demand for more. This activity has also brought more persons to the facility. On the academic side, this year we were able to have the RPE sailing and water skiing classes, as well as several sail training sessions for the NROTC cadets.

Dredging - The dredging project was completed within the time permitted, however, it was delayed approximately 30 days



to allow for spoil site and equipment repair. The project progressed much quicker this year due to modification of equipment, increased experience of the Boat Center staff and the addition of a fourth person during the dredging. 25,000 cubic yards were removed from the basin, channel and river. Silting-in of the channel in the river is occurring very rapidly after dredging. The channel, inside of the marsh line, and the basin are silting very little and no problems are anticipated.

Equipment - Utilization of the equipment has risen steadily which is reflected in the increased number of hours of operation of each boat, as well as the increased amount of maintenance and repair and a doubling of gasoline sales. A shortfall in equipment has not occurred as of yet, but replacement equipment is a priority for the 1988-89 fiscal year.

Bond Hall - Business Administration, Room 300, was renovated for MBA. Electrical Engineering received carpeting in two rooms, several classrooms were repainted, and new ceilings and lighting were installed in rooms 145 and 149. The telephone room was modified for security, and the computer offices were moved to include, Bond Hall, Alumni House and Mark Clark Hall. The fixed desks in the classrooms of the Departments of Physics and Business Administration were repaired or replaced. The steam return line was replaced.

Boiler Plant - Boiler number one failed and was not repairable due to wear and corrosion. Because of this failure, a study was accomplished by Jordan, Jones and Goulding to evaluate the facility and equipment. It was recommended that the plant be replaced with a new structure and boilers. The number three boiler insulation failed and required emergency repairs. Underground fuel storage tanks were replaced by three above ground tanks and were installed inside the plant. Boilers were inspected 23 May 1988. Maintenance of boilers was performed during the period 14 May to 4 June 1988. Steam line inspection and repairs were performed during this same period and are continuing.

Bunch Tennis Facility - Resurfacing of the clay courts was accomplished, the clubhouse was painted and preventive maintenance performed.

Capers Hall - Room 109, Canteen Lounge, was renovated to include new vinyl, carpet, painting, blinds and plants. Classroom windows were repaired to ensure that at least one window was operable for ventilation without a key. A new central air conditioning system was installed on the fifth floor and a new door to the stairwell. Twelve new ceilings were installed. Hallway floors were refinished, and several classrooms were repainted during Spring Break. A computer room was constructed for the Political Science Department, and a central air conditioning system was installed in the Psychology Department.

Coward Hall - Major repairs were accomplished on the utilities system under the building. Gas line repairs were accomplished by



contract. Kitchen equipment was inspected and serviced during shutdown.

Daniel Library - New store front doors were installed and reference office and partitions constructed. Plaster repairs were made and painting accomplished. A complete new condensate return system was installed.

Deas Hall - The air pistol range was installed after it was moved from Thompson Hall. The electrical distribution to the building was replaced to accommodate the new HVAC system which was installed replacing the original absorption chiller.

Faculty Housing - Exterior painting was performed on six quadruplex units. 14 units were renovated due to between occupancy moves. 24 units were painted while occupied due to either steam/moisture problems or need due to age. The porch roofs on M quarters were replaced, and gutters to all junior faculty quarters (5 buildings) were replaced. A study was accomplished to obtain the fair market value of all units to assist in the rent study. Extensive damage was done to 2 Hammond Avenue due to Formosan termites; the area was treated and repairs made. Smoke detectors were ordered and are currently being installed in each housing unit. An attic fire occurred in one of the maintenance quarters which did extensive damage to that unit and the one next door. Repairs are expected to be completed sometime in July.

Rustin Property - The large house on the Rustin property burned causing a total loss. A permit to demolish the building was obtained from the Board of Architectural Review (BAR), after a hearing requesting authority. Buildings over 75 years old require BAR approval for any structural changes. A firm date of construction for the building was never made, however preservationists felt that the large home, known as the Louis Dunnemann Home Place, was built between 1880 and 1910. Demolition of the remainder of the structure should be completed in July.

Howie Bell Tower - A new clock and Westminster chimes were installed.

Jenkins Hall - New ceilings were installed in five classrooms on the third floor and in the hallway. New offices were constructed in the third floor lobby area. Set up and support of the Symposium of Southern Politics were accomplished. The rear entrance door which serves the Navy was altered to correct the drainage problem.

Johnson Hagood Stadium - Over 100 seat boards were replaced on the east side, and preventive maintenance performed by all shops on the facility.

Laundry - A new hot water heater system was designed by Jordan, Jones and Goulding and installed by F. A. Bailey and Sons, Inc.



Lesesne Gate Information Center - Due to heavy rains in early September 1987 and non-functioning roof drains, it was necessary to relocate Public Safety personnel in order to replace ceilings, roof, windows, repaint and carpet.

Letellier Hall - A structural analysis was accomplished to evaluate termite damage discovered last year. Damage is minor and the study recommended deferral until re-roofing is required.

Mark Clark Hall - Wall paper was removed from the first and second floors, and walls were repainted until new paper arrives. Ceiling repairs, with new lighting, were accomplished on the first and second floors. A complete new condensate return system was installed. New store front doors were installed. The roof was replaced. The veterans' lounge was renovated, and the post office received new floor tile. The gift shop display cases were renovated, and an area in the barber shop was converted to a storage room.

McAlister Field House - Occupants were moved to Thompson Hall in order to vacate the building for the renovation project. A new temporary office trailer was installed next to the coin laundromat to accommodate the rest of the Athletic Department staff since room was not available for everyone in Thompson Hall. Asbestos removal was accomplished prior to beginning the renovation.

Murray Infirmary - Office area was renovated to include new ceilings, glass partitions, custom made cabinets, electrical work and carpeting.

Museum - Ceiling and lighting repairs/installation were accomplished.

Summerall Chapel - The front chapel doors and hardware were refinished, and the bronze plaques on the front of the building were renovated. St. Alban's Chapel received new built-in oak cabinets and reredos, and it was dedicated during Corps Day Weekend.

Summerall Field - The site was prepared for the new F-4, to include removal of the K-F84, cutting of the old steel supports, and installation of new concrete foundation with additional steel supports. Some 50 plus sprinkler heads were replaced to improve irrigation of Summerall Field. An additional sprinkler system was installed by the cannons in front of Barracks 2.

Thompson Hall - The second floor area was renovated to accommodate the Athletic Department, which included a new central air conditioning system. The third floor was renovated to accommodate basketball offices and the pipe band. The transformer bank was replaced at the rear of the building. Exterior waterproofing of the building is currently being performed.

Willson Field - An irrigation system was installed, and trees were removed for renovation of the track.



WLI Field - The field was renovated and an irrigation system installed.

#### 4. Special Events:

Commencement 1988 - Due to inclement weather, it was necessary to move commencement exercises to Summerall Chapel at the last minute. Though this was the first such instance in many years, the ceremony proceeded without any major problems.

Ring Ceremony - Due to the McAlister Field House renovations, the ring ceremony was moved to Summerall Chapel and the Junior Sword Drill was performed in Barracks 2. Many compliments were received regarding the Physical Plant's set up and arrangements.

#### 5. Other Activities:

Motor Vehicle Support - Citadel vehicles traveled an average of 86,000 miles, with the leased (pool) vehicles traveling over 1,412,000 miles. The Citadel bus traveled over 19,000 miles in 48 trips this year. Six vehicles were disposed of or turned in and replaced with other used, but "newer" vehicles.

Custodial Service - Service has been provided under contract by Southeast Services, Inc.

#### 6. Miscellaneous:

Emergency major sewer repairs were required in the block between LeTellier Hall and McAlister Field House due to main line stoppages and deterioration of the drainage system in this area. Repairs were made to the spoils site area. Medeco security lock systems were provided to Jenkins, Mark Clark, Duckett, Seignious, Deas, Thompson, and Letellier Halls, the Library, Museum, Bell Tower, Summerall Chapel, and utilities building. Insurance claims were initiated for lightning damage to the electrical sub station by Willson Field, wind and lightning damage to power lines and air handlers at Letellier and Jenkins Halls, in addition to the fire damage to the maintenance quarters at 512 and 513 Wilson and the Rustin property at 3 5th Avenue.

### D. Athletic Affairs

#### 1. General

The Athletic Department was a positive force on campus during the 1987-88 school year. The Bulldogs made quite a turnaround as The Citadel's winning percentage increased a full nine percent. The Bulldogs were winners fifty more times this year than last and lost only seven more decisions. Six of the Bulldogs' teams had winning records, including three of the college's spring sports teams.



## 2. Personnel

As usual, there were changes in coaching responsibilities. Akim Anastopoulo replaced the late Don Bunch. Akim represents a history of tennis in Charleston. He and his brothers have been prominent in state and local tennis tournaments. Eric Fears, our strength coach, was hired at South Carolina and was replaced by Jim Peal, an assistant at Kansas State. In basketball, assistant Ben Ledbetter was replaced by Dale Hatcher, formerly head coach at Bryan College in Tennessee. Ben Ledbetter went across campus to become assistant director of admissions. In a late development, assistant football coach Jack Daniels left to become assistant athletic director at Marshall University. Coach Daniels will be replaced by Citadel graduate and graduate assistant coach Marty Long. Citadel alumnus Caleb Davis has joined Les McElwee on the Brigadier Club staff. Caleb will work on special projects and concentrate on new money and upgrades for the Brigadier Club.

## 3. Budget and Athletic Funding

Once again, the athletic budget was put to the test. The line was held on new equipment, travel was controlled where possible, several special promotions were held and new techniques were tried to market programs for financial stability. Because of these measures, plus the support of the vice president for finance, the operational budget for the fiscal year ended in the black.

Scholarship funding for athletes was another story. Because the coaches did a good job, attrition was significantly below previous years. The retention caused a shortfall in scholarship dollars, however the operational budget may balance this part of the scholarship commitments.

The Brigadier Club, despite a great year and despite reaching its pledge and, in fact, raising \$20,000 more than its written pledge, is still struggling to meet the 7½ percent increase in costs to the athletic department to support athletic grants.

## 4. Update and Recommendations for 1988-89

Work is progressing at Willson Field and Freshman Field in anticipation of the football team's return in early August. W.L.I. Field is still being worked on in preparation for the soccer team's use in mid-August. McAlister Field House renovation is in full swing. A new tennis building should be a reality by late fall and the planning continues for construction of Vandiver Hall and the upgrading of Johnson Hagood Stadium.



## 5. Athletic Records

SPORT FINISH	W	L	T	CONFERENCE
FOOTBALL	4	7	0	8th of 8
BASKETBALL	8	20	0	8th of 9
SOCCER	6	8	3	4th of 6
CROSS COUNTRY	7	0	0	7th of 9
WRESTLING	11	12	0	4th of 6
RIFLE	64	30	0	Not Applicable
BASEBALL	33	20	0	2nd of 8
GOLF	2	0	0	8th of 9
TRACK	0	0	0	6th of 9
TENNIS	20	8	0	5th of 8
<b>TOTALS</b>	<b>155</b>	<b>105</b>	<b>3</b>	<b>59.8%</b>

### a. Football

Charlie Taaffe's first season was a vast improvement over the 1986 season. The Bulldogs lost three games by a total of 10 points and broke Furman's six-year reign on the conference rushing title. The Bulldogs also finished 8th in rushing nationally, won its first conference game in two years, as well as its first road game in two seasons. Scott Thompson was a third team Associated Press All-American selection and made the SoCon All-Conference team for the third straight season. Tom Frooman was named a first team GTE/CoSIDA Academic All-American and was a first team Jewish All-American. Carlos Avalos and J.D. Cauthen were named honorable mention All-Conference. The September 24, 1988 game with Navy will be designated as the "Rotary Bowl".

### b. Basketball

The basketball team made the conference tourney for the seventh straight year behind a late-season surge that included five league victories in the month of February. The Dogs defeated



Tennessee/Chattanooga on the road and defeated Western Carolina, Appalachian State, East Tennessee State and V.M.I. at home.

c. Soccer

The Citadel soccer team was a youthful squad lead by freshman Craig Stephans, who led the team in scoring with 18 points. Another freshman, John Ritchie, was second on the team in scoring with 16 points. After a 2-6-0 start, the Dogs went 4-2-3 the remainder of the season. Stephans was named first team All-Conference, while Craig Smalley and Rob Sorrentino were named second team.

d. Cross Country

Jody Huddleston's squad had a fine undefeated dual meet season. They won the USC-Spartanburg Invitational (1 of 11 teams) and finished third in the competitive Winthrop Invitational, and finished 7th of 9 teams at the SoCon meet. Chip Owens was the Dogs' top finisher in the SoCon meet with a time of 26:17 for 13th place overall.

e. Wrestling

The wrestling team, under the guidance of Ken Shelton, competed in strong invitationals and wrestled against nationally ranked Clemson and Minnesota (in Charleston). Clay Ogden was the fourth ranked wrestler in America and completed an undefeated season with a 26-0 slate which included Most Outstanding Wrestler at various Invitationals and the Southern Conference championship at the 158-pound weight class. He competed in the NCAA championships at Ames, Iowa, winning two matches.

f. Track

The track team did not compete in dual meets this year, however, individual results in strong invitationals were impressive. D.J. Totland broke his own school record in the hammer at the S.C. Collegiate meet with a 140'-1" toss. Layne Anderson established a school record in the 800-meter run with a time of 1:50.9 at the S.C. Collegiates. Willie Davis finished third in the conference meet with a 48.4 showing in the 400 meter run. Mike Cason placed second in the 800 meter run (1:52.5) and Layne Anderson had a 1:52.8 in the 800 meters for a fourth place finish. Davis and Cason made the All-Conference team.

g. Rifle

Once again, the Rifles were our most successful athletic team as Colonel Stackhouse's squad won the prestigious Mardi Gras Invitational and the North and South Carolina Collegiate Championships. Leo Shivonen finished 17th at the NCAA meet and was the third straight Bulldog shooter to compete nationally.



#### h. Tennis

The tennis team, under guidance of Akim Anastopoulo, marked its best season ever with a 20-8 overall record. The previous was a 19-victory season in 1978. They finished fifth in the conference meet. The team is composed of three sophomores, one senior, one junior and one freshman. Todd Elias finished fifth overall in the conference match. All six starters finished either fourth or fifth, while the doubles team of Elias and Robert Webster placed third.

#### i. Baseball

Chal Port's team recorded the third best record in the college's history with a 33-20 mark. They made their first trip to the Southern Conference Tournament in four years and came in as the South Division runner-up, but knocked off military rival and North Division champion V.M.I in the first round. They eventually finished second in the four-team field. The Dogs swept Furman for a 6-0 mark against the Paladians and Chal Port won his 500th game at The Citadel. Seven hitters batted over .300 this year and ten times the Dogs came from behind to win in their last at bat. The Citadel was 9-5 in one-run games and 1-1 in extra-inning games.

#### j. Golf

The golf team defeated Trenton State and West Virginia Tech. Coach Gene Styles' team finished 7th of the 16 teams in the Camp LeJeune Invitational. John Carroll had a one over par 73 in the final round of the North Carolina Invitational for the lowest of any Citadel golfer this spring.

### E. PERSONNEL SERVICES

During Fiscal Year 1987-88, the Personnel Department continued to provide full service to Citadel faculty and staff in all aspects of personnel administration and management, although new programs and functions were added without any increase to an inadequate staff operating within an inadequate facility. Following are significant accomplishments during the year:

#### 1. Central Computer Services

In 1987, The Citadel completed the final purchase of a central computer. On 1 July 1987, the Financial Resources System (FRS) converted to the central computers; and on 1 January 1988, the Human Resources System (HRS) converted with the first paychecks being printed for the 15 January payroll. Training for the central computer system began in May and ended in September. Parallel payrolls were run in November and December 1987 to insure complete accuracy within the new system. Student Information System (SIS) will convert 1 September 1988.

As a result of the new HRS, many duties formerly performed in the Payroll Department have now shifted to the Personnel Department.



A central computer definitely has advantages. It has provided one central data base that can be accessed by everyone; it gives flexibility in updating information; files can be accessed simultaneously by more than one person; and security can be set so that a person can access a file and yet not be able to update any information or you can deny them access completely. In addition, it has presented quite a challenge to all involved. However, gain is not made without pain. Numerous hours of overtime have been spent by those concerned. Policies have been changed and perhaps more importantly, it has provided staff members a chance to analyze why actions were not accomplished in a certain way. Further, reports will be easier to access. A report writer entitled "Z-Writer" has been installed also. Eventually, users will be trained to program their reports.

Overall, The Citadel is now in the computer age - a positive step forward. It has certainly brought The Citadel up-to-date in computer technology.

## 2. Salary Increases

a. Classified employees received a two percent general base pay increase effective 1 July 1987. In addition, pay policies for promotions, reclassifications, and grade reallocations were continued at the 0-10% level. Although the Longevity Program has been discontinued, employees who received a longevity increase prior to 30 June 1986 continue to receive such for the uninterrupted duration of their classified state service. Funds were appropriated to provide for an average one percent (1%) merit increase for classified employees. Further, to accomplish the intent of the Legislature, the Budget and Control Board adopted a variable merit increase for FY 1987-88 that directed each agency/institution to develop a plan that would allow eligible employees who were employed prior to 1 July 1987, and who received a "meets" or "exceeds" requirements on their most recent performance evaluation to receive merit increases ranging from zero (0) to three percent (3%) effective 1 January 1988. The Budget and Control Board and the President approved the following variable merit increment plan, which was effective 1 January 1988.

<u>Employee Performance Status</u> <u>from Most Recent Evaluation</u>	<u>Performance Increase</u> <u>on 1 January 1988</u>
Performance rating of "meets" with salary below midpoint of grade.	0.50%
Performance rating of "meets" with salary above midpoint of grade.	0.00%
Performance rating of "exceeds" with salary below midpoint of grade.	2.50%



Employee Performance Status  
from Most Recent Evaluation

Performance Increase  
on 1 January 1988

Performance rating of "exceeds"  
with salary above midpoint of  
grade. 2.00%

b. Unclassified faculty received compensation increases based on an average of two and one-half percent (2.5%) effective 1 October 1987. Colleges and universities were authorized to determine the total funds required for these salary increases and to allot such total among individual faculty members without uniformity. Within this total, faculty members received salary increases from 0-5%. State Budget and Control Board approval was required for increases in excess of 5%. Six faculty members received increases in excess of 5%, and Budget and Control Board approval was obtained. In distributing salary increases for faculty on 1 October 1987, a total of 139 faculty members, including department heads and exclusive of endowed chairs, were evaluated during 1986-87 and thereby eligible for a merit salary increase. The percentage distribution of the levels of performance for this group of faculty were:

Satisfactory	3.6%
Meritorious	15.8%
Superior	43.9%
Outstanding	36.7%

Based on a ratio of 1:2:3:5, the total number of merit shares was 487, resulting in a share value of \$240. This share value was computed based on a pool of \$116,600 for the full year which represented two and one-half percent (2.5%) of the faculty salaries on record as of 30 June 1987.

The President authorized the enhancement of each merit share from \$240 to \$265 (10.4%). In addition, he directed that the pool of money available for faculty salary increases not be affected by merit increases for endowed chair holders or promotion stipends and associated fringe benefits. Instead, all enhancements to the merit pool were absorbed from the operating budget for the college. The total of all enhancements exceeded \$35,000. Annual base salaries were adjusted by the following amounts, corresponding to the merit evaluations received for the 1986-87 academic year:

Satisfactory	\$ 265.00
Meritorious	\$ 530.00
Superior	\$ 795.00
Outstanding	\$1,325.00

c. Unclassified staff employees under the Executive Compensation System received salary increases similar to the faculty except that no one was authorized an increase above the maximum of applicable pay range, and no one was authorized an increase that would place the individual's annual salary within 4% of the President's salary. A total of \$8,027 was authorized for distribution to these



staff members, which was based on 2.5% of all current salaries. Salary increases for these staff members were effected 1 October 1987.

d. Unclassified athletic coaches were granted general cost of living increases averaging 2.5%, representing \$11,726 that could be distributed without uniformity throughout the fiscal year, e.g., following the sport season for the sport coached.

e. The Budget and Control Board approved the Agency Head Salary Commission's recommendation for agency head salary increases and salary ranges. Accordingly, the President's annual salary was increased by \$3,644 effective 1 October 1987.

### 3. Benefit Programs

a. Because of the special open enrollment held last May 1987, Fall 1987 Open Enrollment for health and dental programs was held for members of The Citadel faculty and staff during October and November 1987 with payroll deductions effective 1 December 1987 and coverage effective 1 January 1988.

b. Dental - Effective 1 July 1987, General Adjustment Business Services (GAB) will be the third party administrator for the dental program.

c. Group Life - Effective 1 July 1987, the State is the carrier for the Group Life Insurance Program. This program provides free life insurance coverage for active members in the amount of \$3,000.

d. Long-Term Disability - Effective 1 July 1987, the State is the carrier for long-term disability benefits.

e. INA - Effective 1 March 1988, long-term disability coverage increased to \$30,000 while the life insurance coverage increased to \$25,000 with no increase in premium.

f. Catastrophic Health Insurance - The Faculty and Staff Benefits Committee has recommended that a Catastrophic Health Insurance Program be made available to members of the faculty and staff. Two carriers have been identified to provide this program, American Family Life Assurance and Colonial Life and Accident Insurance Company.

g. Deferred Compensation - The 403(b) Program is now available to Citadel faculty and staff employees.

h. Optional Retirement Plan and Early Retirement Plan for Faculty - The South Carolina Retirement Systems introduced the optional retirement plan for faculty hired after FY 1987-88. The carriers providing these services are TIAA-CREF, Mutual of America, Prudential and VALIC.



i. Flexible Benefits Plan - The 1987-88 Appropriations Bill authorizes the South Carolina Retirements Systems to develop and implement a program for the administration of a flexible benefits plan for all members covered under the health and dental insurance program on an elective basis. The President approved participation effective 1 August 1987 to be effective 1 January 1988. This flexible benefit plan is commonly referred to as a "cafeteria plan" and reduces an employee's taxable gross by the cost of premiums paid for health and dental insurance.

4. Two in-service deaths occurred, that of Colonel Eddie L. Teague on 24 November 1987, who served The Citadel for over 30 years as Head Football Coach, Head Soccer Coach, Director of Athletics and Special Assistant to the President and Associate Professor, and Colonel Thomas C. Evans, Jr., Ph.D., Professor Civil Engineering on 23 January 1988.

5. Following are key faculty and staff appointments for FY 1987-88:

Colonel John H. Mayer, Deputy Commandant, Professor of Military Science and Head of the Department of Military Science, effective 1 August 1987.

Lt. Colonel Krishna S. Dhir, D.B.A., Professor of Business Administration and Head of the Department of Business Administration, 17 August 1987.

Colonel Tony N. Redd, Ph.D., Acting Head of the Department of English, effective 1 July 1987.

Commander Robert L. Howell, USN, Retired, appointed Treasurer with the college rank of Captain, effective 1 January 1988.

Dr. Henry Clay Robertson, III, appointed College Physician, effective 16 April 1988.

Major Henry A. Kennedy, Jr., promoted to the college rank of Lieutenant Colonel, effective 1 July 1987.

Colonel Arthur Edward Richards as Commandant of Cadets, effective 1 July 1987.

Six faculty members were promoted to Professor and Lieutenant Colonel.

Seven faculty members were promoted to Associated Professor and Major.

Three faculty members were promoted to Lieutenant Colonel.

Two faculty members were promoted to Colonel.



Mr. Gerald A. Murray was promoted to Manager, Tailoring Operations, effective 1 November 1987.

Mr. Lawrence Edward McKay was employed as Director, Student Activities, with the college rank of Lieutenant Colonel, effective 1 November 1987.

Colonel Myron C. Harrington, USMC, was appointed Professor Naval Science and Deputy Commandant of Cadets, effective 16 March 1988.

Mr. James R. Wasson was promoted to Postmaster, effective 16 April 1988.

#### 6. Youth Work Experience Program

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

#### 7. In-service Training and Career Development

Opportunities were planned and offered to members of the faculty and staff on in-service training and career development, e.g., Employee Orientation Program, Employee Performance Management System, Defensive Driving and Tax Seminar. In addition, The Citadel was represented at the American Association for Affirmative Action and the State Human Resource Management Conference.

#### 8. 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.

#### 9. Retirement Counseling

Retirement Counseling was arranged and conducted for 21 members of the faculty and staff in December 1987. In addition, a Retiree Update Seminar for retired members of the faculty and staff was held in November 1987 with better than 75 participants at the seminar. The following members of the faculty and staff retired during FY 1987-88:

##### Disability Retirement:

Mr. Edward Grant

Mr. James O. Vinson

Mr. Horace M. Spivey

31 March 1988



Service Retirement:

Maj Myriam G. Boyter	31 December 1988
Mrs. Margaret W. Meise	31 January 1988
Col Oren L. Herring, Jr.	15 May 1988
LTC James C. Byrd, Jr.	15 May 1988
LTC Arthur N. Corontzes	15 May 1988
Col Malcolm M. Brennan	21 June 1988
Mrs. Birdie M. Hart	29 June 1988

10. Employee Recognition

The Citadel Certificate of Appreciation was presented to retiring members of the faculty and staff, along with State Retirement Certificate of Service. In addition, the State Service Certificate and Pins were presented in January 1988 to the following members of the faculty and staff:

10 Years Service

Maj Mark A. Beensee	Col Robert H. Barton, Jr.
Maj William A. Denig	Maj Gary E. Cathcart
LTC Harvey M. Dick	LTC Louis D. Dornetto
Maj Russell Stout, Jr.	Maj Wallace West, Jr.
Maj Arnold B. Strauch	Ms. Fiorentina Alvaro
Mrs. Ruth C. Barnett	Mr. Harmon E. Dunlap, Jr.
Mrs. Willette S. Burnham	Mrs. Linda M. Frohlich
Mrs. Barbara A. Cook	Mr. David R. Godley
Mr. Kenneth R. Cook	Mrs. Linda Hartkemeyer
Mrs. Anita L. Hoffman	Mrs. Doris B. Jeter
Ms. Anne M. Michau	Mr. Robert E. Welch, Jr.
Mrs. Meredith Yates	

20 Years Service

LTC Tod A. Baker	Maj Vance E. Hightower
Mrs. Sarah E. Milligan	Mrs. Gloria Frasier
Col David B. Johnson	LTC Paul R. Benson, Jr.
Col Gerald L. Runey	LTC John L. Brittain
Maj James E. Maynard	LTC Douglas E. Styles
Maj Herschel C. Hudson	Col Harvey Wittschen, Jr.

30 Years Service

LTC Harold B. Alexander	Mrs. Elouise N. Alston
Col Frank L. Feigl	Mrs. Thelma Pitts
LTC Woodrow L. Holbein	

40 Years Service

Mrs. Birdie M. Hart



11. Statistical Summary of Personnel Actions:

	<u>Classified</u>	<u>Unclassified</u>
Merits	315	10
Promotions	13	10
Reallocations	15	0
Reclassifications	47	0
Salary Adjustments	7	0
Transfers	8	0
Demotions	2	0
Salary Demotion	1	0
New Hires	50	18
Terminations	43	19
Disability Retirements	4	0
Service Retirements	5	3
Deaths	0	2

Temporary Employees

Students	139
Temporary Staff Employees	49
Adjunct Faculty	25
Graduate Assistants	21
Special Contract Employees	48

F. Administrative Services

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

- 85 Citadel Bulletins
- 35 General Orders
- 83 Special Orders
- 21 Memoranda
- The Citadel Telephone Directory
- Southern Bell Telephone Directory
- State Telephone Directory

Administrative Services records, previously stored on the CPT 8100 system, have been transferred to the newly installed IBM PS50 system.

2. Copier Service - Copier Service has been designated an auxiliary activity. There are 17 copiers strategically located throughout the campus to serve the needs of all. This year sufficient funds were earned to replace or upgrade many older copiers which



will insure quality service to all areas of the campus. Specific recommendations will be submitted for replacement and upgrade.

3. Telecommunications - Telephone service continues to improve. Efforts continue to resolve concerns such as 911 Emergency Service, operator service, student long distance service, maintenance, and other related items which are of mutual concern. After two and one-half years in the telephone business, much has been learned, yet there is more to learn in this ever-changing environment. At the same time, it is felt that The Citadel has had a large influence on the improvements which have taken place and the planned improvements that are in the making. After a two-year search, the state has located and will begin testing a low cost multi line telephone. The Citadel will be one of the test sites. Following is a brief summary of the service provided:

80 Telephone Work Orders processed by DIRM. Each work order was evaluated by Administrative Services for action by The Citadel Physical Plant and forwarded, as the need required, to DIRM and/or The Citadel Physical Plant.

Approximately 48 trouble reports were resolved by DIRM, with numerous local consultations concerning the resolutions of problems in the use of single line and digital sets.

User workshops were held to update and instruct users in the use of the 2500 analog sets and digital sets. A manual for Dimension AIS/System 85, User Instructions was prepared and distributed to each of the departments and activities.

4. Affirmative Action - The Affirmative Action Plan is being updated. The President and the Chairman of the Board of Visitors will sign the Plan prior to submission to the State Human Affairs Commission for final approval. Progress was made in all areas of Affirmative Action, except Executive/Managerial. Special note should be taken of the hiring of two black male faculty. The human relations training, which was authorized by the President and conducted by members of the State Human Affairs Commission, was well received by those in attendance.

The following reports and/or publications were prepared and distributed:

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

#### G. Records Management Services

The following are major accomplishments for the records center, central file and microfilm for FY 1987-88:



1. Faculty and Staff Terminated Employee Files:

Processed, merged and filed 809 terminated faculty and staff employee files for the Personnel and Payroll Offices, and individual departments for 1986.

2. Retention Schedules:

South Carolina Department of Archives and History is currently reviewing 38 retention schedules for approval.

3. Student Financial Files:

Merged 749 student files in the Records Center for the Treasurer's Office.

4. Student Publicity Files:

Merged 181 publicity files with the student 201 files from the Registrar's Office.

5. Microfilm:

Records processed, microfilmed, indexed and filed:

Board of Visitors Minute Books, June 1959 - June 1987	
Personnel Terminated Employee File, 1945 - 1984	2088
Alumni Office Biographical Cards, 1842 - 1986	
Student 201 Files	
Graduates 1987	432
Non-Graduates 1986-87	240
Student Transcripts	
Graduates 1987	432
Non-Graduates 1986-87	240
Current Day Students, 1987 - 1988	
Masters Program and Evening College, 1987 - 1988	

6. Records Center:

Records placed in the Records Center	199 cubic feet
Records retrieved from the Records Center	1326
Records shredded	46 bags
Records destroyed	6200 pounds

H. Necrology

Colonel Edward (Eddie) L. Teague, Retired 24 November 1987  
Former Head Football Coach, Head Soccer Coach,  
Director of Athletics, Special Assistant to  
the President and Associate Professor

Colonel Thomas C. Evans, Jr., Ph.D. 23 January 1988  
Professor, Civil Engineering



## I. Security.

The Department of Public Safety continued to focus on Crime Prevention during the past year. Engravers were issued to every cadet company to ensure identification of property in the event of loss or theft. The emphasis this year on engraving of valuables has paid off with fewer thefts reported, other than cash, in the barracks. However, there were 36 incidents of cash thefts in the barracks reported as opposed to 32 the previous year. The number of thefts decreased in other areas of the campus during School Year 1987-88. Six bicycles were reported as stolen; however, none were taken from the barracks and the none of the bicycles reported stolen had been registered or engraved. Two of the bicycles were secured with easily compromised locks while the remaining four were unsecured.

Emphasis was also placed on cadet parking during the past year, due to the loss of spaces as a result of on-campus construction. Parking is anticipated to be a continual problem on campus for the next decade, especially during major events. Innovative solutions will be required in this area, and the Department of Public Safety is working on several proposals.

Parking controls were increased during the year resulting in 752 parking citations being issued. This is an increase of 149 over the previous school year. Tighter enforcement of speeding and moving violations resulted in decrease of vehicle accidents from 11 in 1986-87 to only 5 in 1987-88. There were no injuries resulting from the vehicle accidents on campus. The department's moving citations record remained strong with no citations being overturned by the city magistrates.

The Department of Public Safety conducted over 12,500 building inspections during the past year.

About 2,000 identification cards were issued by the department during the past school year. Public Safety officers assisted over 1,300 motorists with dead batteries or other problems. 300 car doors were opened for motorists who had locked themselves out of their vehicles, and 63 lost and found items were returned to their owners.

In coordination with the Corps of Cadets, a new cadet decal has been developed which will be placed on the front and rear windows of cadet vehicles. This was developed due to the difficulty in some cases in utilizing bumper decals on the new composite bumpers that are on many vehicles and the lack of bumpers on other vehicles.

## J. Auxiliary Activities

### 1. Food Service.

The contract with ARA Services was renewed again this year. ARA has continued to provide excellent service for the Corps of Cadets



and many other Citadel functions during this school year. Mr. Coleman and his staff have developed an outstanding rapport with the Cadet Corps, as well as all of the other activities they supported during the year.

## 2. Cadet Store.

a. The Cadet Store once again enjoyed a successful school year. The overall efficiency and revenue collections have continued to increase with an increase in purchasing used textbooks from students and wholesalers, thereby creating a good savings to students. Enhancement equipment has been purchased for the existing point of sale cash register system, and a new Model 70 IBM Personal System/2 Computer is on order to allow student charges to be transferred directly from the Cadet Store system to The Citadel mainframe computer.

b. A wear test was conducted for replacement of duty-wear trousers material. The material selected is being manufactured by Milliken Mills. No change was made in the color of the duty-wear trousers. Other uniform changes approved this school year for issue in the fall of 1988 are a new bedspread, a new mattress pad, and new black leather gloves.

c. The Cadet Store began participation in IBM's Education Product Coordinator Programs selling new IBM System/2 computers to students, faculty and staff at a 40 percent discount. Initial contact has been made with Apple and plans are underway to sell MacIntosh computers when procurement details are worked out with the state.

## 3. Laundry and Dry Cleaning.

a. The Laundry processed 669,627 pounds of laundry consisting of 59,995 bundles, at an average cost of \$9.54 per bundle or \$1.06 per pound. 60,912 pounds of dry cleaning were processed this year, an increase of 5,781 pounds more than in School Year 1986-87.

b. The bid for two 300-pound washer extractors was awarded to Talley Laundry Machinery Company. Installation is expected to be completed in July 1988. The hot water generator for laundry usage was completed by F.A. Bailey, and the testing phase is in progress.

c. Painting of the interior walls and ceiling of the building and cleaning of the windows, both inside and outside were accomplished by laundry personnel. A flower garden was planted to enhance the grounds on the south side of the laundry building.

4. Five employees completed seminars to aid in the SIS implementation for School Year 1988-89. Mrs. Birdie Mae Hart retired in June after 44 years of service to The Citadel Laundry. Mrs. Eva Smoak, counter clerk, retired in June after ten years of service to The Citadel.



#### 4. Tailor Shop

a. Delivery of wool and white uniforms to the Class of 1991 was completed 5 February 1988. The Naval R.O.T.C. contract began 7 February 1988, and was completed 30 April 1988. The Blazer Ensemble contract for the rising junior class was completed on 15 April with 198 cadets being measured during the initial measuring period. A second measuring period will take place in September 1988.

b. Ground work and initial training were accomplished to bring the tailoring department on line with The Citadel mainframe computer, under the new SIS configuration, by 1 July 1988.

c. Approximately 8,000 pieces of uniforms for the returning upper classes were processed during the summer, which included general repairs, class striping, rank chevron installation, dry cleaning and pressing.

#### 5. Print Shop.

a. The Print Shop continues to do an excellent job on printing requirements for both The Citadel and the College of Charleston. Several other state agencies have also utilized services of the Print Shop during the 1987-88 school year. All work was done in an efficient and timely manner. Many letters and phone calls have been received expressing appreciation for the fine quality of work accomplished by the Print Shop. Production was down about seven percent this year. This was caused by the loss of several large printing jobs that had to be farmed out to commercial printers due to our inability to modernize the printing press equipment.

b. The varied type of printing accomplished during the year, including four-color processing are as follows:

Catalog, both Graduate and Undergraduate  
GUIDON  
Capital Campaign Annual Report  
Commencement printing for both The Citadel  
and the College of Charleston  
BRIGADIER Newspaper  
SHAKO  
Media Guides - Football, Baseball and Basketball  
Recruitment brochures in Athletics and Admissions  
Invitations, Programs, Forms, Instructional  
Material  
Papers for Faculty Members  
Faculty conference printing such as Reading  
Conference, War and Diplomacy, and Earthquake  
Conference  
Cadet Resume's  
Laboratory Manuals  
Workbooks for Engineering, English and  
Mathematics



Summer Camp Brochures and other printing  
 Envelopes and Letterheads  
 Calling Cards  
 Forms and general office materials  
 Calendar  
 Quick Copy printing

6. Infirmary.

a. Productivity Report	1986-87	1987-88
Doctor Visits	7,512	4,701
Nurse Visits	5,644	6,207
Administrative Visits	804	762
Total Patient Contacts	13,960	11,670
Infirmary Admissions	425	535
Outside Hospital Admissions	32	29
Number of X-rays Taken	235	216
Number of In-house Laboratories Done	131	304
Number of Outside Laboratories Done	158	123
Total Trauma Visits Recorded	707	700
Sports Physicals Performed:		
Football	150	150
Basketball	15	20
Soccer	19	67
Boxing	5	20
Flu Shots Given	172	39
Navy ROTC Shots Given	80	80
Allergy Shots Given	397	209
b. Significant Medical Problems Diagnosed		
Appendicitis	4	4
Diarrhea Outbreaks (Number of Patients)	198	201
Salmonella	0	3
Schellaga	0	1
Pneumonia, all types	20	23
Chicken Pox	7	3
Concussions		31
Sprains		
Ankles	164	210
Knees	85	101
Back		93
Others	370	314
Auto Accidents		6
Lung Tumor		1
Strep Throat		147
Mono		20
c. Medical Disenrollments		
Auto Accidents		2
Lung Tumor		1
Myocarditis		1



d. Programs

(1) Flu Shot Program: Flu vaccine was offered this year to faculty, staff and cadets. This year we charged for the shot, response was poor and less than 100 shots were administered. The number of flu cases seen were light.

(2) Health Education Guides: The Health Education Guides are still on sale in the Cadet Store.

e. Administrative Actions:

(1) Dr. H. Clay Robertson, III, M.D. was hired on a temporary basis to replace Dr. Joseph Franz, M.D. who resigned on 15 November 1987. As of January 1988, Dr. Robertson was appointed The Citadel College Physician.

(2) Mrs. Polly Lanz, RN was hired 1 June 1988 to replace Mrs. Marilyn Waters, RN who resigned to return to the Medical University of South Carolina.

(3) Mrs. Margaret Wade, nursing assistant, resigned due to the transfer of her husband, and Mrs. Edna Bradford and Mrs. Andrella Raynor were hired as full time nursing assistants on 1 October 1988. Patient care in the Infirmary has been greatly improved with the aid of two nursing assistants. Nurses now have more time to carry out their nursing duties.

(4) The Continuing Medical Education Program for the nurses provided several in-service programs during the school year which covered such subjects as: Up-dating on AIDS, Dermatology Problems and GI Problems. Additionally, several video tapes on Physical Assessments were reviewed by the nurses.

(5) The contract with MUSC Pharmacy Department remained in effect and is working smoothly.

(6) The Health and Drug Abuse Posters have met with good response from cadets, and they seem to enjoy watching for new ones. AIDS pamphlets from the Surgeon General's Office were distributed to the Corps of Cadets with the help of the Commandant's Office.

f. Summary of Inspections.

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

(2) DHEC Fire Inspection: Several deficiencies were noted in the inspections of fire extinguishers and main sprinkler valves. Deficiencies were corrected.



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

K. Summer Camp for Boys.

The 1988 Summer Camp for Boys program celebrated its 32nd anniversary during the two three-week sessions. The first session of the camp included 130 campers and the second 224. Enrollment for the first session was low due to the lateness of the ending of the public school systems. As a result, the 1989 Summer Camp dates will begin one week later than in 1988.

A new color brochure for distribution to prospective campers was printed. Upgrade of camp equipment continues to be a priority. New .22 rifles were added in 1987 and new 20-gauge shotguns have been added in 1987 and 1988.

The Citadel's new computer system was implemented for the Summer Camp during the 1988 sessions. With the new system, timely billings and refunds should be expected by all campers and their parents.

L. Canteen Activities.

Canteen services to the Corps of Cadets and The Citadel Family have continued successfully this year. Because of the tremendous efforts of the department staff and the support from students and loyal alumni, the department transferred \$218,000 to Citadel operations. Revenues are up primarily due to cadets charging to their quartermaster accounts for health and welfare items and the continued emphasis on quality products for sale in the Canteen.

Administrative efforts are continuing to improve utilization of the Faculty Club and bowling alley. These are two areas of service in the Canteen Activities Department that are not self-supporting.

Display windows in the Mark Clark Hall lobby and the vending room in Capers Hall have been remodeled this school year. The barber shop is under renovation with completion expected in August 1988. Renovations have also begun in the bowling alley. Continued efforts are being made to update and improve the gift shop area.



### III. Financial Management

#### A. General

Fiscal year 1987-88 saw a further reduction in the level of state funding for the higher education formula. The Legislature was able to fund only 88.6 percent of the Commission on Higher Education's formula for continuing operations. This was the lowest level of state funding for higher education since fiscal year 1982-83. The only ray of hope in this otherwise bleak picture was that there were no budget reductions during the fiscal year. In order to operate within authorized funding levels, The Citadel again had to defer spending on essential facilities maintenance projects, delay plans for procurement of replacement equipment, restrict travel authorizations, retain stringent levels of funding for temporary help, and continue its practice of requiring presidential approval for the fill of all personnel vacancies. The following table reflects state appropriation levels for higher education over the past four years and shows approved base funding for the upcoming fiscal year:

<u>Fiscal Year</u>	<u>Initial Percentage of Funding of CHE Formula</u>	<u>Reductions During Fiscal Year</u>
1984-85	99.7 %	None
1985-86	98.9 %	2 % Mid-Year
1986-87	95.9 %	2.6 % Mid-Year 0.8 % February
1987-88	88.6 %	None
1988-89	90.3 %*	?

\* Reflects base level funding only, which will be used as basis for fiscal year 1989-90 budget. Additional one-time funding in fiscal year 1988-89 brings total funding level to 93 percent.

The Citadel's audit for fiscal year 1985-86 and 1986-87 was performed by the firm of Rogers, Montgomery, Devaney & Co. under contract to the State Auditor. The report was unqualified and reflected the commitment of the controller and his staff and the internal auditor. It is especially noteworthy that the effort expended by the entire Citadel staff to obtain an unqualified audit report came during the same time that the staff was already working overtime to implement a new administrative computer system. The same audit firm also audited The Citadel Athletic Department under guidelines established by the NCAA, and found no major deficiencies.

The South Carolina Tax Commission performed a detailed audit of The Citadel's sales tax records for the period April 1984 through March 1987, and found no significant areas of error. Where appropriate, adjustments of taxes paid were made and procedures revised to ensure proper interpretation of tax regulations.

As was mentioned above, fiscal year 1987-88 saw The Citadel



implement a completely new administrative computer system. The Financial Resources System (FRS) was implemented as of 1 July 1987 following almost four months of study, training, and testing. The Human Resources System (HRS) was implemented as of 1 January 1988. FRS provides the basic financial accounting support system for the college while HRS provides for manpower management and payroll services. Each of these systems is a distributive system which, simply put, means that the person who prepares an action inputs it to the central computer rather than sending batches of information for the computer center to input. Although both systems have shifted significant workload to the financial and personnel services staffs, the new system has won the support and admiration of all concerned. Essential data is now available virtually on demand, and the flexibility of the system permits functional managers to make more informed decisions on a timely basis.

The college continued the revised system of quarterly reviews initiated in fiscal year 1986-87. In addition to routine mid-year review actions to supplement operating budgets on a case-by-case basis, the president approved the immediate release of \$75,000 for the acquisition of essential equipment, to include microcomputer equipment in support of academic instruction. The president also approved, for planning purposes only, the release of an additional \$75,000 dependent upon status of revenues and expenditures following the third quarter review. (Note: The latter \$75,000 was approved for release in June.) This system of quarterly reviews continues to facilitate the decision process for the president and the senior staff of the college. When coupled with the powerful new administrative computer system, the two enable the president and his staff to direct the college's limited resources toward the most critical issues in a cost effective manner.

The college received official notification that, as a result of The Citadel's excellent implementation of the State Procurement Code and its associated regulations, the Budget and Control Board had approved the recommendation of the procurement audit staff to extend The Citadel's \$10,000 local procurement authority for another three years to 1990. Using its \$10,000 local procurement authority, the procurement staff processed 75 Invitations for Bid, which included two Requests for Proposal, and six Construction Bids under its \$25,000 authority for construction. All were processed and awarded without protest. Prior to The Citadel's authorization for \$10,000 local procurement authority, these actions would have to have been processed through the central procurement office in Columbia, and could have delayed award by 30 days or more.

The college's utilization of the Department of Defense surplus property system continued to increase to the significant benefit of our limited financial resources. The value of property donated to The Citadel as a Service Education Activity (SEA) increased to over \$188,000 and included a bus, three fork lifts, and a



heavy duty trailer as well as quantities of supplies and equipment in support of physical plant activities.

Property capitalization limits for the college were raised from \$200 to \$500 as of 1 January 1988. This action brought The Citadel in line with most other state agencies and reduced the number of inventory line items from over 7,800 to 3,300. In addition to assigning a more reasonable level for capitalization, this change has permitted the property management office to record all property records on a microcomputer so that the college is no longer dependent upon the University of South Carolina's Central Computer to provide this support, thus saving The Citadel significant CPU time costs.

The Citadel's Minority Business Enterprise (MBE) Program again showed marked improvement. We exceeded \$105,000 in actual purchases of goods and services against our objective of \$127,642. This represents a 96 percent increase over fiscal year 1986-87 when the college expended \$53,600 for MBE purchases. In addition, Captain Brady, Director of Procurement Services, has been active in the various Charleston area organizations and activities involved with MBE Program discussions and reviews.

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

. Captain William Brady was certified as a Certified Public Purchasing Officer by the Universal Public Purchasing Certification Council. This is the highest level of certification granted to public purchasing officials by the council. Captain Brady also completed the Charleston Trident Chamber of Commerce Leadership Program.

. Mrs. Opal Spalviero was granted certification as a professional public buyer.

. Mr. Jerry Christian completed the General Public Purchasing course which is the first course in a series of courses leading toward full certification as a professional public buyer.

. Major Myriam G. Boyter retired as Citadel Treasurer in January following over twenty years at the college.

. Commander Robert Howell, who had formerly served as budget analyst and accountant/assistant treasurer, was selected to replace Major Boyter.

. Mrs. Sharon Thompson, formerly employed in the accounting department at Trident Technical College, replaced Commander Howell as accountant/assistant treasurer.

. Mrs. Linda Miller, Accountant, resigned to accept employment in Summerville.



. Ms. Tricy McKay, formerly employed at Atlantic Services, Inc., replaced Mrs. Miller as accountant.

. Mrs. Margaret Puckhaber, Administrative Specialist in the accounts payable section, resigned.

. Ms. Rena Mitchell, formerly employed at the College of Charleston, replaced Mrs. Puckhaber.

#### B. Financial Review of Operations for Fiscal Year 1987-88

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 operated 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, scholarships/-fellowships, and other sundry purposes.

Loan Funds principally represent funds which are limited



by the terms of their donors to the purpose of making loans to students who might otherwise be unable to attend The Citadel. These funds covered here include The Citadel Development Foundation Loan Fund, National Direct Student Loan Fund, and the Stackhouse Trust Loan Fund. The Basic Educational Opportunity and Secondary Educational Opportunity Grants are covered under the Current Restricted Fund. During the past fiscal year, loans of \$111,833 were made from the Stackhouse, CDF and the NDSL Loan funds to 71 students. At 30 June 1988, outstanding student loans receivables aggregated \$697,164. Our NDSL default rate of 4.97 percent is below the national average.

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

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

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

The retirement of indebtedness plant funds at year end recorded receipts of \$674,816 in fees and other revenue and \$50,012 in interest income for a total receipt of \$724,828. The expenses recorded for bond retirement including interest transfers and service charges totaled \$331,438. The fund also contributed \$260,000 toward capital construction projects. The fund balance at year end is \$1,494,947 for a net increase of \$133,390 over the 30 June 1987 fund balance. The current bonded indebtedness of the college including plant improvement is displayed in the appropriate schedule.

Investment in plant fund represents the aggregate total of



buildings, land and moveable and fixed equipment, and library books owned by the college. These assets are carried at original cost plus subsequent additions, or at fair market value at date of gift, if donated. In accordance with practices followed by educational institutions, no provision is made for appreciation or depreciation of physical plant assets. Major additions to plant assets, including purchases of moveable and fixed equipment with a unit value in excess of \$500.00\* having an expected life in excess of one year, are capitalized. Expenditures from current funds for acquisition of moveable and fixed equipment are recorded in both the current funds expenditure accounts of the various departments and in the appropriate plant investment account. The book value at 30 June 1988 is \$43,958,545.

Unexpended Plant Funds balance as of 30 June 1988 amounted to \$10,923,550.

Renewals and Replacement Fund balances as of 30 June 1988 totaled \$1,073,301. These funds are distributed among seven accounts: barracks, barracks telephones, dining hall, infirmary, laundry, computer acquisition and rehabilitation reserve.

\* NOTE: The Citadel's capitalization limit was increased from \$200 to \$500 as of 1 January 1988.

C. Financial Statements and Notes:



THE CITADEL  
Balance Sheet

UNAUDITED		
ASSETS	30 June 1988	30 June 1987
	-----	-----
Current Funds		
Unrestricted		
Cash and Deposits with State Treasurer	\$ 4,875,360	\$ 3,895,040
Investments (Note 9)	1,450,301	793,452
Accounts Receivable	400,137	294,377
Inventories (Note 1.F)	972,246	1,003,585
Prepaid Expenses	181,661	235,289
Land	995,400	1,000,395
Due from Current Restricted and Loan Fund		5,258
Due from Plant Funds	250,000	200,000
	-----	-----
Total Unrestricted	\$ 9,125,105	\$ 7,427,396
	-----	-----
Restricted		
Cash and Deposits with State Treasurer	50,885	41,880
Accounts Receivable	369,855	813,132
Prepaid Expenses	500	
Note Receivable	144,332	149,332
Investments (Note 9)	1,888,350	1,720,136
	-----	-----
Total Restricted	\$ 2,453,922	\$ 2,724,480
	-----	-----
Total Current Funds	\$ 11,579,027	\$ 10,151,876
	=====	=====

UNAUDITED		
LIABILITIES AND FUND BALANCES	30 June 1988	30 June 1987
	-----	-----
Current Funds		
Unrestricted		
Accounts Payable	\$ 419,209	\$ 376,719
Accrued Payroll	1,173,239	896,336
Employee Withholdings	220,319	114,745
Employer Contributions	171,606	97,052
Accrued Leave (Note 1.D)	914,747	693,093
Special Deposits (Note 1.G)	639,014	798,998
Other Liabilities	111,705	92,792
Deferred Revenue	58,635	
Note Payable	138,527	138,527
Due to Plant Funds (Note 1.H)	16,000	338,826
Fund Balance (Note 10.D)	5,262,104	3,880,308
	-----	-----
Total Unrestricted	\$ 9,125,105	\$ 7,427,396
	-----	-----
Restricted		
Accounts Payable	141,676	323,412
Other Liabilities	8,250	14,130
Deferred Revenue (Note 9)	1,652,184	1,335,358
Note Payable (Note 8)	593,600	593,600
Accrued Interest Payable	69,819	133,019
Due to Plant Funds (Note 1.H)	322,585	645,986
Due to Current Unrestricted Fund		2,239
Fund Balance (Note 10.D)	(334,192)	(323,264)
	-----	-----
Total Restricted	\$ 2,453,922	\$ 2,724,480
	-----	-----
Total Current Funds	\$ 11,579,027	\$ 10,151,876
	=====	=====

See Accompanying Notes to Financial Statements.



THE CITADEL  
Balance Sheet

UNAUDITED		
ASSETS	30 June 1988	30 June 1987
<b>Loan Funds</b>		
Cash and Deposits with State Treasurer	\$ 206,061	\$ 223,796
Accounts Receivable	6,283	3,019
Loans Receivable-Students (Notes 6 and 10.C)	698,381	662,631
Investments	32,005	32,005
<b>Total Loan Funds</b>	<b>\$ 942,730</b>	<b>\$ 921,451</b>
<b>Endowment and Similar Funds</b>		
Cash and Deposits with State Treasurer	\$ 11,878	\$ 4,738
Investments (Note 7)	10,516,628	9,393,578
Accounts Receivable	21,700	300,000
Due from Plant Funds	300,000	300,000
<b>Total Endowment and Similar Funds</b>	<b>\$ 10,850,206</b>	<b>\$ 9,693,578</b>
<b>Plant Funds</b>		
<b>Unexpended</b>		
Cash and Deposits with State Treasurer	\$ 124,343	\$ 375,790
Capital Improvement Bond Proceeds Receivable	11,454,938	12,318,810
Accounts Receivable	62,688	37,956
<b>Total Unexpended</b>	<b>\$ 11,641,969</b>	<b>\$ 12,732,556</b>

UNAUDITED		
LIABILITIES AND FUND BALANCES	30 June 1988	30 June 1987
<b>Loan Funds</b>		
Accounts Payable	\$ 260	\$ 3,077
Due to Current Unrestricted		3,019
Fund Balance (Note 10.C)	942,470	915,355
<b>Total Loan Funds</b>	<b>\$ 942,730</b>	<b>\$ 921,451</b>
<b>Endowment and Similar Funds</b>		
Accounts Payable	\$ 28,966	\$ 43,458
Fund Balance		
Quasi Endowment	8,478,863	7,558,305
True Endowment	2,342,377	2,091,815
<b>Total Endowment and Similar Funds</b>	<b>\$ 10,850,206</b>	<b>\$ 9,693,578</b>
<b>Plant Funds</b>		
<b>Unexpended</b>		
Accounts Payable	\$ 598,419	\$ 7,844
Employer Contributions		199
Due to Current Unrestricted	50,000	
Due to Retirement of Indebtedness Fund (Note 1.H)	70,000	5,750
Fund Balance	10,923,550	12,718,763
<b>Total Unexpended</b>	<b>\$ 11,641,969</b>	<b>\$ 12,732,556</b>

See Accompanying Notes to Financial Statements.



THE CITADEL  
Balance Sheet

UNAUDITED	30 June	30 June
ASSETS	1988	1987
	-----	-----
Renewals and Replacements		
Cash and Deposits with State Treasurer	\$ 654,317	\$ 499,412
Due from Current Funds (Note 1.H)	338,585	984,812
Due from Unexpended Plant Funds (Note 1.H)	70,000	5,750
Due from Agency Funds (Note 1.H)	10,399	150,775
	-----	-----
<b>Total Renewals and Replacements</b>	<b>\$ 1,073,301</b>	<b>\$ 1,640,749</b>
	-----	-----
Retirement of Indebtedness		
Cash and Deposits with State Treasurer	907,292	773,902
Due from Invest. in Plant Fund	587,655	587,655
	-----	-----
<b>Total Retirement of Indebtedness</b>	<b>\$ 1,494,947</b>	<b>\$ 1,361,557</b>
	-----	-----

UNAUDITED	30 June	30 June
LIABILITIES AND FUND BALANCES	1988	1987
	-----	-----
Renewals and Replacements		
Fund Balance	\$ 1,073,301	\$ 1,640,749
	-----	-----
<b>Total Renewals and Replacements</b>	<b>\$ 1,073,301</b>	<b>\$ 1,640,749</b>
	-----	-----
Retirement of Indebtedness		
Fund Balance	1,494,947	1,361,557
	-----	-----
<b>Total Retirement of Indebtedness</b>	<b>\$ 1,494,947</b>	<b>\$ 1,361,557</b>
	-----	-----

See Accompanying Notes to Financial Statements.



THE CITADEL  
Balance Sheet

UNAUDITED		
ASSETS	30 June 1988	30 June 1987
Investment in Plant		
Land	\$ 2,358,024	\$ 2,358,024
Buildings (Note 1.E)	24,804,613	23,304,252
Construction in Progress (Note 4)	3,184,467	2,400,485
Equipment	7,740,369	8,540,355
Library Books	5,871,072	5,777,202
	-----	-----
Total Investment in Plant	\$ 43,958,545	\$ 42,380,318
	-----	-----
Total Plant Funds	\$ 58,168,762	\$ 58,115,180
	=====	=====
Agency Funds		
Cash	\$	\$ 43,920
Investments	59,995	55,477
Accounts Receivable	61,230	116,741
Prepaid	535	
	-----	-----
Total Agency Funds	\$ 121,760	\$ 216,138
	=====	=====

UNAUDITED		
LIABILITIES AND FUND BALANCES	30 June 1988	30 June 1987
Investment in Plant		
Capitalized Leases (Note 3.A)	\$ 569,627	\$ 694,542
Note Payable (Note 3.B)	1,700,000	1,700,000
Institution Bonds Outstanding (Note 3.C)	1,380,000	1,640,000
Capital Bonds Outstanding (Note 3.D)	400,000	400,000
Due to Current Unrestricted	200,000	200,000
Due to Endowment Fund	300,000	300,000
Due to Retirement of Indebt.	587,655	587,655
Net Investment in Plant	38,821,263	36,858,121
	-----	-----
Total Investment in Plant	\$ 43,958,545	\$ 42,380,318
	-----	-----
Total Plant Funds	\$ 58,168,762	\$ 58,115,180
	=====	=====
Agency Funds		
Accounts Payable	\$ 30,145	\$ 8,081
Due to Plant Funds (Note 1.H)	10,399	150,775
Deposits (Note 10.D)	69,608	47,963
Accrued Leave (Note 1.D)	11,608	9,319
	-----	-----
Total Agency Funds	\$ 121,760	\$ 216,138
	=====	=====

See Accompanying Notes to Financial Statements.



THE CITADEL  
Statement of Changes in Fund Balance  
For the Year Ended  
30 June 1988

Plant Funds

UNAUDITED	Current Funds		Loan Funds	Endowment and Similar Funds	Unexpended	Plant Funds		Investment in Plant
	Unrestricted	Restricted				Renewals and Replacements	Retirement of Indebtedness	
Revenues and Other Additions								
Current Funds Revenue	\$ 31,688,310	\$ 4,186,082	\$	\$	\$	\$	\$	\$
Collection Cost Recovery			557					
Investment Income			22,603	831,294			50,012	
Capital Lease Debt Retirement								124,915
Retirement of Debt								260,000
Contributions				244,910	149,861			
Library Acquisitions								191,197
Equipment Additions								636,634
Additions to Buildings								1,500,361
Change in Construction In Progress								783,982
Other						8,571		
<b>Total Revenues and Other Additions</b>	<b>\$ 31,688,310</b>	<b>\$ 4,186,082</b>	<b>\$ 23,160</b>	<b>\$ 1,076,204</b>	<b>\$ 149,861</b>	<b>\$ 8,571</b>	<b>\$ 50,012</b>	<b>\$ 3,497,089</b>
Expenditures and Other Deductions								
Education and General	19,862,701	3,392,526						
Auxiliary Activities	10,379,311							
Administrative Costs			2,328	18,726			228	
Expended for Physical Plant Facilities					2,846,555			
Expended for Equipment						8,923		
Retirement of Indebtedness							260,000	
Interest on Indebtedness							71,210	
Equipment Retirement								1,436,620
Library Retirements								97,327
<b>Total Expenditures and Other Deductions</b>	<b>\$ 30,242,012</b>	<b>\$ 3,392,526</b>	<b>\$ 2,328</b>	<b>\$ 18,726</b>	<b>\$ 2,846,555</b>	<b>\$ 8,923</b>	<b>\$ 331,438</b>	<b>\$ 1,533,947</b>

See Accompanying Notes to Financial Statements.



THE CITADEL  
Statement of Changes in Fund Balance  
For the Year Ended  
30 June 1988

Plant Funds

	Current Funds		Loan Funds	Endowment and Similar Funds	Unexpended	Plant Funds		
	Unrestricted	Restricted				Renewals and Replacements	Retirement of Indebtedness	Investment in Plant
UNAUDITED								
Transfers Among Funds								
Fees for Debt Service		(672,714)					672,714	
Fees and Transfers for Renewal and Replacement	(300,534)					300,534		
Funding of Construction Projects	(359,850)				932,234	(312,384)	(260,000)	
Endowment Revenues to Endowments	14,649	(165,857)		151,207				
Mariah Support	31,423			(31,423)				
Athletic Operations to Grants In Aid	(40,960)	40,960						
Auxiliary Activities Support of Grants In Aid	(16,331)	16,331						
Basketball Receipts for Debt Service	(2,102)						2,102	
From Renewal and Replacement for Computer Purchase	453,346					(453,346)		
From Renewal and Replacement for Auxiliary Activities	125,750					(125,750)		
Contribution to College Work Study Program	(5,776)	5,776						
Miscellaneous	35,883	(28,980)	6,283	(6,142)	(30,753)	23,850		
<b>Total Transfers Among Funds</b>	<b>\$ (64,502)\$</b>	<b>(804,484)\$</b>	<b>6,283 \$</b>	<b>113,642 \$</b>	<b>901,481 \$</b>	<b>(567,096)\$</b>	<b>414,816 \$</b>	
<b>Net Increase (Decrease) for the year</b>	<b>1,381,796</b>	<b>(10,928)</b>	<b>27,115</b>	<b>1,171,120</b>	<b>(1,795,213)</b>	<b>(567,448)</b>	<b>133,390</b>	<b>1,963,142</b>
<b>Fund Balance 30 June 1987</b>	<b>3,880,308</b>	<b>(323,264)</b>	<b>915,355</b>	<b>9,650,120</b>	<b>12,718,763</b>	<b>1,640,749</b>	<b>1,361,557</b>	<b>36,858,121</b>
<b>Fund Balance 30 June 1988</b>	<b>\$ 5,262,104 \$</b>	<b>(334,192)\$</b>	<b>942,470 \$</b>	<b>10,821,240 \$</b>	<b>10,923,550 \$</b>	<b>1,073,301 \$</b>	<b>1,494,947 \$</b>	<b>38,821,263</b>

See Accompanying Notes to Financial Statements.



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

UNAUDITED	Unrestricted	Restricted	1988 Total	1987 Total
	-----	-----	-----	-----
<b>REVENUES</b>				
Registration Fees	\$ 21,745	\$ 71,030	\$ 92,775	\$ 85,590
Tuition Fees	1,385,368	527,886	1,913,254	1,677,555
College Fees (Note 10.B)	5,942,999	95,223	6,038,222	4,862,750
State Appropriations	11,859,127		11,859,127	11,908,130
Federal Grants & Contracts	12,945	372,920	385,865	493,682
State Grants & Contracts		4,247	4,247	84,104
Private Gifts, Grants, and Contracts	733,135	2,394,685	3,127,820	4,137,476
Investment Income	2,271	703,087	705,358	597,978
Lease Proceeds (Note 3.A)				683,000
Other Sources (Note 10.B)	828,425	17,004	845,429	782,665
Auxiliary Activity Fees	5,096,085		5,096,085	4,710,502
Sales & Services Auxiliary Activities	5,806,210		5,806,210	5,662,921
	-----	-----	-----	-----
Total Revenues	\$ 31,688,310	\$ 4,186,082	\$ 35,874,392	\$ 35,686,353
	-----	-----	-----	-----
<b>EXPENDITURES</b>				
<b>Education &amp; General</b>				
Instruction	8,057,091	333,335	8,390,426	8,070,050
Research	1,817	176,698	178,515	204,478
Public Service (Note 10.A)	388,812	34,385	423,197	392,077
Academic Support	1,770,525	532,703	2,303,228	2,051,563
Student Services (Note 10.A)	2,023,256	35,198	2,058,454	2,107,194
Institutional Support	3,594,080	237,401	3,831,481	4,168,792
Operation & Maintenance of Plant	3,780,904		3,780,904	3,456,029
Scholarships	246,216	2,042,806	2,289,022	1,752,717
	-----	-----	-----	-----
Total Educational & General	\$ 19,862,701	\$ 3,392,526	\$ 23,255,227	\$ 22,202,900
	-----	-----	-----	-----
Auxiliary Enterprises	\$ 10,379,311		\$ 10,379,311	\$ 10,004,417
	-----	-----	-----	-----
Total Expenditures	\$ 30,242,012	\$ 3,392,526	\$ 33,634,538	\$ 32,207,317
	-----	-----	-----	-----

See Accompanying Notes to Financial Statements.



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

UNAUDITED	Unrestricted	Restricted	1988 Total	1987 Total
	-----	-----	-----	-----
Other Transfers & Additions (Deductions)				
Fees for Debt Service	\$ 47,75	\$ (672,714)	\$ (672,714)	\$ (623,135)
Fees and Transfers for Renewal and Replacement	(300,534)		(300,534)	(238,954)
Funding of Construction Projects	(359,850)		(359,850)	(379,277)
Funding of Budget Cut				112,466
Investment Revenues to Endowments	14,649	(165,857)	(151,208)	(178,767)
Mariah Support	31,423		31,423	37,114
Athletic Operations to Grants In Aid	(40,960)	40,960		
Auxiliary Activities to Grants in Aid	(16,331)	16,331		
Basketball Receipts for Debt Service To Renewal and Replacement for Computer Purchase	(2,102)		(2,102)	(3,335)
From Renewal and Replacement for Computer Purchase	453,346		453,346	
From Renewal and Replacement for Auxiliary Activities	125,750		125,750	
Contribution to College Work Study Program	(5,776)	5,776		
Consolidate Greater Issues Accounts				(24,727)
Miscellaneous	35,883	(28,980)	6,903	13,153
Net Transfers	\$ (64,502)	\$ (804,484)	\$ (868,986)	\$ (1,865,097)
Net Increase/(Decrease) in Fund Balance	\$ 1,381,796	\$ (10,928)	\$ 1,370,868	\$ 1,613,939

See Accompanying Notes to Financial Statements.



## NOTES TO FINANCIAL STATEMENTS

30 June 1988

### Note 1 - Summary of Significant Accounting Policies

#### A. Accrual Basis Accounting

The financial statements of The Citadel have been prepared on the accrual basis except that, in accordance with accounting practices customarily followed by educational institutions, no provision is made for depreciation of physical plant assets. The Statement of Current Fund Revenues, Expenditures, and Other Changes is a statement of financial activities of current funds related to the current reporting period. It 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 revenues 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 of movable equipment and library books; and (2) transfers including the required provisions for debt amortization and interest.

#### B. Fund Accounting

To ensure observance of limitations and restrictions placed on the use of the resources available to the College, 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 activities or objectives specified. Separate accounts are maintained for each fund; however, in the accompanying financial statements, funds that have similar characteristics have been combined into fund groups. Accordingly, all financial transactions have been recorded and reported by fund group.

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



### C. Description of Funds

The Current Fund group includes those economic resources that are expendable for operating purposes to perform the primary mission of the institution. For a more meaningful disclosure, the current funds are divided into three subgroups: unrestricted, restricted and auxiliary enterprises. Auxiliary enterprises are described separately in the next paragraph. Current funds are considered unrestricted unless the restrictions imposed by the donor or other external agency are so specific that they substantially reduce the College's flexibility in their use. Unrestricted gifts are recognized as revenues when received. Unexpended restricted receipts are reported initially as deferred revenues, then recognized as revenues to the extent that such funds were expended for the restricted purposes during the current fiscal year.

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

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

The Endowment Fund group includes permanent (true) endowment funds and funds functioning as endowment (quasi-endowment). Permanent endowment funds are subject to the restrictions of gift instruments requiring that the principal be invested in perpetuity and the income only be used. While quasi-endowment funds have been established by the governing board for the same purposes as permanent endowment funds, any unrestricted portion of quasi-endowment funds may be expended.

The term "principal" is construed to include the original value of an endowment, subsequent additions and realized gains/losses attributable to investment transactions.

The Plant group consists of four self-balancing subgroups:

- (1) Unexpended Plant Funds, (2) Renewal and Replacement



NOTES TO FINANCIAL STATEMENTS  
30 June 1988

Note 1 - Summary of Significant Accounting Policies

A. Accrual Basis Accounting

The financial statements of The Citadel have been prepared on the accrual basis except that, in accordance with accounting practices customarily followed by educational institutions, no provision is made for depreciation of physical plant assets. The Statement of Current Fund Revenues, Expenditures, and Other Changes is a statement of financial activities of current funds related to the current reporting period. It 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 revenues 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 of movable equipment and library books; and (2) transfers including the required provisions for debt amortization and interest.

B. Fund Accounting

To ensure observance of limitations and restrictions placed on the use of the resources available to the College, 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 activities or objectives specified. Separate accounts are maintained for each fund; however, in the accompanying financial statements, funds that have similar characteristics have been combined into fund groups. Accordingly, all financial transactions have been recorded and reported by fund group.

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



### C. Description of Funds

The Current Fund group includes those economic resources that are expendable for operating purposes to perform the primary mission of the institution. For a more meaningful disclosure, the current funds are divided into three subgroups: unrestricted, restricted and auxiliary enterprises. Auxiliary enterprises are described separately in the next paragraph. Current funds are considered unrestricted unless the restrictions imposed by the donor or other external agency are so specific that they substantially reduce the College's flexibility in their use. Unrestricted gifts are recognized as revenues when received. Unexpended restricted receipts are reported initially as deferred revenues, then recognized as revenues to the extent that such funds were expended for the restricted purposes during the current fiscal year.

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

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

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The term "principal" is construed to include the original value of an endowment, subsequent additions and realized gains/losses attributable to investment transactions.

The Plant group consists of four self-balancing subgroups:

- (1) Unexpended Plant Funds, (2) Renewal and Replacement



Funds, (3) Retirement of Indebtedness Funds and (4) Investment in Plant. The Unexpended Plant Fund subgroup accounts for the resources derived from various sources to finance the acquisition of long-life assets. The Renewal and Replacement Fund subgroup provides for renewal and replacement of existing plant assets. Resources that are specifically accumulated for interest and principal payments, debt service reserve funds, and other debt service charges related to Plant Fund indebtedness are accounted for in the Retirement of Indebtedness Fund subgroup. The Investment in Plant subgroup accounts for all long-life assets in the service of the College and all construction in progress. Net Investment in Plant is the amount of the carrying value of assets over liabilities.

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

D. Compensated Absences

The College leave policy allows certain employees to carry forward a maximum of 45 annual vacation leave days. The liability for compensated absences was \$926,355 at 30 June 1988 (which includes fringe benefit costs) and \$702,412 at 30 June 1987 (exclusive of fringe benefit costs).

E. Investment in Plant

Investment in plant is reflected primarily at cost. Estimated cost values have been used where original cost records were not available. Additions to investment in plant are reflected at cost. Retirements and dispositions are removed at cost or estimated cost values. Replacements and repairs are not capitalized. Improvements are recorded as additions to investment in plant.

In 1986 the value of buildings was adjusted to the appraised historical cost as determined by an independent appraisal.

F. Inventories

Inventories are recorded at cost which is not in excess of net realizable value.



G. Special Deposits

Special Deposits consists primarily of student fees for succeeding semesters and various security deposits. Fees are included in revenue in the semester applicable to the deposits.

H. Cash, Due To, Due From

The College maintains two checking accounts with banking institutions in which minimum cash balances are maintained. The remaining funds of the College are on deposit with the State Treasurer. The balancing of cash in the bank accounts with the State Treasurer may result in deficits in the cash balances of some funds. When these deficits occur, they are recorded as due to/due from in the appropriate funds.

I. Other Significant Accounting Policies

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

Note 2 - State Appropriations

A. General Operations

The College is a State supported military college that receives annual appropriations for operations from the State of South Carolina. The laws of the State and the policies and procedures specified by the State for state agencies and institutions are applicable to the activities of the College.

B. Capital Improvements

In prior years, the State authorized funds for improvement and expansion of the College facilities using the proceeds of State Capital Improvement Bonds to be issued by the State. The balances receivable for these authorizations are included in the balance sheet as Capital Improvement Bond Proceeds Receivable (1988 - \$11,454,938, 1987 - \$12,318,810). The authorized funds can be requested as needed once State authorities have given approval to begin specific projects.

Note 3 - Long Term Debt

A. Capitalized Leases

Capitalized leases of \$683,000 were executed during fiscal year 1986-1987 to partially finance the purchase of new administrative computer hardware. These leases, with Federated Insurance Company of America, Inc., bear interest of approximately 7%. The first payments were made during fiscal year 1987-88, with payments continuing over the next four years.



In addition, the College has two other leases which will be paid off during the next two fiscal years. Total scheduled capitalized lease payments are:

Fiscal Year Ending 30 June	<u>Amount</u>
1989	\$ 171,315
1990	168,206
1991	166,791
1992	166,791
	<hr/>
Total Principal and Interest	\$ 673,103
Less: Interest	103,476
	<hr/>
Principal Outstanding as of 30 June 1988	<u>\$ 569,627</u>

B. Note Payable

During fiscal year 1986-1987 a note payable to South Carolina National Bank was executed to finance a portion of the purchase of property located on Lockwood Boulevard contiguous to the College. This note of \$1,700,000 bears interest of 5.95% payable semi-annually. The note is due on 19 September 1989.

Fiscal Year Ending 30 June	<u>Amount</u>
1989	\$ 101,150
1990	1,750,575
	<hr/>
Total Principal and Interest	\$1,851,725
Less: Interest	151,725
	<hr/>
Principal Outstanding as of 30 June 1988	<u>\$1,700,000</u>

C. Institution Bonds Outstanding

	<u>Maturity</u> <u>Date</u>	<u>Balance</u> <u>30 June 1988</u>
State Institutional Bonds, Interest Rate Variable		
1977 Series	Dec. 1991	\$ 800,000
1979 Series	Dec. 1995	580,000
		<hr/>
		<u>\$1,380,000</u>

(1) The above long-term debt consists of bonds payable in annual principal installments ranging from \$60,000 to \$200,000, with



interest rates varying from 4.0% to 6.0%. The final installment is due in December 1995.

(2) Student tuition and registration fees are pledged for payment of principal and interest on State Institutional Bonds. Amounts, including interest, required to complete payment of indebtedness outstanding as of 30 June 1988 are as follows:

Institutional Bonds Outstanding

Fiscal Year Ending 30 June	<u>Amount</u>
1989	\$ 319,600
1990	317,585
1991	309,988
1992	297,125
1993-1996	331,425
	<hr/>
Total Principal and Interest	\$1,575,723
Less: Interest	195,723
	<hr/>
Principal Outstanding as of 30 June 1988	<u>\$1,380,000</u>

D. Capital Improvement Bonds Outstanding

The 1980-81 Appropriations Act authorized \$3,650,000 of State Capital Improvement Bonds to be used for the renovation of McAlister Field House. The Act specified that any withdrawal of such funds exceeding \$3,250,000 will be repayable by The Citadel to the State. Prior to withdrawal of this \$400,000 of excess funds, a note must be executed with a maturity not to exceed forty years. As of 30 June 1988, withdrawals have not exceeded \$3,250,000.

Note 4 - Construction in Progress

As of 30 June 1988, the cost to complete approved construction projects in progress was approximately \$24,734,946.

Note 5 - Retirement Plan

Substantially all employees of the College are covered by a retirement plan through the South Carolina Retirement System (or by the South Carolina Police Officers Retirement System, where applicable). By State law, the College's liability under these plans is limited to the amount appropriated therefor in the South Carolina Appropriations Act for the applicable year, plus the amount paid from other revenue sources for the current year. Accordingly, the College recognizes no contingent liability for unfunded costs associated with participation in the plans.



Note 6 - Loans Receivable

Loans receivable from students bear interest from 3% to 9%, and are generally repayable in installments to the College over a three to eight year period commencing eight to fourteen months from the date of separation from the College.

Note 7 - Endowment Funds

Income derived from investments of endowment funds and the related expenditures are accounted for in the current fund.

Investments are stated at cost and increases or decreases in value are recorded upon disposition. The approximate market value of endowment funds at 30 June 1988 and 1987 was \$11,643,909 and \$11,522,520 respectively.

Note 8 - Note Payable

The Citadel Board of Visitors authorized the establishment of a line of credit with The Citadel Development Foundation. These funds were used to cover start-up expenses of The General Mark W. Clark Campaign for The Citadel Tomorrow. The principal balance due was \$593,600, plus accrued interest of \$41,552, at 30 June 1988. The interest rate on this obligation is 7% annually.

Note 9 - Capital Campaign

Unexpended Gifts to The General Mark W. Clark Campaign for The Citadel Tomorrow are included in the Investments accounts. The Campaign is a project with the goal of acquiring private gifts to meet immediate capital and equipment needs of the College and to endow certain long-range requirements such as faculty chairs and scholarships. Outstanding pledges to the Campaign at 30 June 1988 total \$7,548,051.

SCHEDULE OF PLEDGES RECEIVABLE	
Fiscal Year Ending 30 June	<u>Amount</u>
1989	\$ 591,525
1990	467,405
1991	383,642
1992	106,755
1993	48,812
1994	16,387
1995	16,187
Beyond	<u>5,917,338</u>
Total Pledges Receivable 30 June 1988	<u><u>\$7,548,051</u></u>



Note 10 - Restatement of Prior Year Information

During the implementation of the new administrative computer software package used for financial records, several changes were made to cause the College's financial statements to be more accurate within accounting guidelines established by NACUBO and the AICPA. Information presented for fiscal year 1986-87 has been restated to be consistent with the presentation for fiscal year 1987-88. Significant items restated for fiscal year 1986-87 are summarized below.

A. The Citadel Summer Camp for Boys

Total expenditures for The Citadel Summer Camp for Boys of \$253,440, previously reported in the Current Fund as Student Services, were reclassified into Public Service.

B. College Fees & Other Sources

Several categories of fees were previously reported in the Current Fund as Other Sources. These fees, totalling \$177,333, included fees for Application, Labs, Late Payments, and Graduation Cost Recovery. These revenues were restated as College Fees in the Current Fund.

C. Allowance for Bad Debts

The Allowance for Bad Debts of \$53,389 in the Loan Funds, established in fiscal year 1986-87, has been reversed. This increases Loans Receivable and Fund Balance in the Loan Funds at 30 June 1987.

D. Funds Reclassification

Several funds were reclassified between major fund groups. The dollar effect of these reclassifications is considered immaterial to the financial statements taken on the whole. The following funds have been reclassified:

From Agency to Current Unrestricted:

Motor Yacht Mariah  
Advisory Committee  
Wampee Property

From Current Restricted to Agency:

CDF Office Operations

From Current Restricted to Current Unrestricted:

Capital Campaign Office Operations







THE CITADEL  
Statement of Revenues, Expenditures, and Transfers for Auxiliary Activities  
For the Year Ended  
30 June 1988

	Athletics	Barracks	Cadet Store	Canteen	Dining Hall	Faculty Quarters	Infirmary	Laundry Dry Clean	Print Shop	Tailor Shop	Total
Auxiliary Activity Fees	\$ 499,433	\$1,224,368	\$	\$	\$2,262,347	\$	\$ 349,680	\$ 756,246	\$	\$ 4,011	\$ 5,096,085
Sales and Services	689,022	24,507	1,929,863	1,437,622		286,760	47,618	101,192	464,447	825,179	5,806,210
Other Sources	65,863	2,819	43	13,852	26,303	24,900		25	63,285		197,090
<b>Total Revenue</b>	<b>\$1,254,318</b>	<b>\$ 1,251,694</b>	<b>\$ 1,929,906</b>	<b>\$ 1,451,474</b>	<b>\$ 2,288,650</b>	<b>\$ 311,660</b>	<b>\$ 397,298</b>	<b>\$ 857,463</b>	<b>\$ 527,732</b>	<b>\$ 829,190</b>	<b>\$ 11,099,385</b>
Expenditures	1,746,909	1,067,896	1,515,456	1,193,681	2,210,833	321,697	412,801	724,910	486,930	698,198	10,379,311
Transfers In	544,100	15,775						110,000			669,875
Transfers Out	(43,062)	(55,260)	(300,000)	(181,131)	(64,350)	(6,700)	(3,900)	(91,650)	(19,300)	(35,000)	(800,353)
<b>Net Increase (Decrease) for the Year</b>	<b>\$ 8,447</b>	<b>\$ 144,313</b>	<b>\$ 114,450</b>	<b>\$ 76,662</b>	<b>\$ 13,467</b>	<b>\$ (16,737)</b>	<b>\$ (19,403)</b>	<b>\$ 150,903</b>	<b>\$ 21,502</b>	<b>\$ 95,992</b>	<b>\$ 589,596</b>



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

	1988	%	1987	%	1986	%
<b>Revenue Sources</b>						
State Appropriations	\$11,859,127	47.49%	\$11,908,130	47.04%	\$11,749,409	53.92%
Student Fees	8,044,251	32.21%	6,625,895	26.18%	6,341,892	29.10%
Government Grants & Contracts	390,112	1.56%	577,786	2.28%	514,700	2.36%
Private Gifts, Grants, & Contracts	3,127,820	12.53%	4,137,476	16.35%	1,843,631	8.46%
Other Sources	1,550,787	6.21%	2,063,643	8.15%	1,342,770	6.16%
<b>Total Educational &amp; General Revenue</b>	<b>\$24,972,097</b>	<b>100.00%</b>	<b>\$25,312,930</b>	<b>100.00%</b>	<b>\$21,792,402</b>	<b>100.00%</b>
<b>Expenditures</b>						
Instruction	\$8,390,426	36.08%	\$8,070,050	36.35%	\$8,000,927	38.04%
Research	178,515	0.77%	204,478	0.92%	125,984	0.60%
Public Service	423,197	1.82%	392,077	1.77%	57,408	0.27%
Academic Support	2,303,228	9.90%	2,051,563	9.24%	2,143,202	10.19%
Student Services	2,058,454	8.85%	2,107,194	9.49%	2,016,411	9.59%
Institutional Support	3,831,481	16.48%	4,168,792	18.78%	3,139,790	14.93%
Operation & Maintenance of Plant	3,780,904	16.26%	3,456,029	15.57%	3,762,813	17.89%
Scholarships	2,289,022	9.84%	1,752,717	7.89%	1,788,226	8.50%
<b>Total Educational &amp; General Expenditure</b>	<b>\$23,255,227</b>	<b>100.00%</b>	<b>\$22,202,900</b>	<b>100.00%</b>	<b>\$21,034,761</b>	<b>100.00%</b>



**THE CITADEL**  
Supplementary Information

**RENEWAL AND REPLACEMENT FUND**  
ACCOUNT ANALYSIS

	Balance 6/30/87	Fees and Misc Rev	Transfers In/(Out)	Expended	Balance 6/30/88
New Computer Rehabilitation	\$1,129,635	\$	\$(701,680)	\$	\$ 427,955
Reserve	48,829	91,884	(69,050)		71,663
Infirmary Equipment	4,532	3,900			8,432
Dining Hall Equipment	226,768	69,601			296,369
Laundry Equipment	54,700	91,650	(110,000)		36,350
Barracks Equipment	148,290	77,600	(15,750)		210,140
Barracks Telephones	27,995	3,320		8,923	22,392
<b>Total</b>	<b>\$1,640,749</b>	<b>\$ 337,955</b>	<b>\$(896,480)</b>	<b>\$ 8,923</b>	<b>\$ 1,073,301</b>

**REPAYMENT SCHEDULE OF BONDS OUTSTANDING**  
AS OF 30 JUNE 1988

Year Due	Institution Bonds				Total
	Capers Hall		Institution Bonds*		
	Principal	Interest	Principal	Interest	
1989	\$ 200,000	\$ 31,100	\$ 60,000	\$ 28,500	\$ 319,600
1990	200,000	22,400	70,000	25,185	317,585
1991	200,000	13,500	75,000	21,488	309,988
1992	200,000	4,500	75,000	17,625	297,125
1993-1996			300,000	31,425	331,425
<b>Total</b>	<b>\$ 800,000</b>	<b>\$ 71,500</b>	<b>\$ 580,000</b>	<b>\$ 124,223</b>	<b>\$ 1,575,723</b>

\* Infirmary, Chapel, Steamline, Fire & Safety



#### IV. MILITARY AFFAIRS, STUDENT ACTIVITIES, RELIGIOUS ACTIVITIES

##### A. General

Colonel Arthur E. Richards, III, US Army, Retired, The Citadel Class of '59, assumed duties as full-time Commandant on 1 July 1987.

Colonel John H. Mayer, US Army, Citadel Class of '60, was assigned as the Professor of Military Science and Deputy Commandant.

Colonel Malcolm E. Smith, USMC, Professor of Naval Science, Citadel Class of '58, retired from Active Duty on 29 January 1988, to assume a position with The Citadel Development Foundation.

Colonel Myron H. Harrington, USMC, Citadel Class of '60, assumed duties as the Professor of Naval Science and Deputy Commandant on 14 March 1988.

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

LTC Harvey M. Dick, USA, Retired, The Citadel Class of 1953, continued his duties as Assistant Commandant.

Staff Sergeant Pete Spivey, USAF, Retired, Operations Sergeant in the Commandant's Office, retired on 29 April 1988 due to illness. Sergeant Spivey had served at The Citadel for sixteen years.

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

###### 1. General

The Corps of Cadets performed well throughout School Year 1987-88. Improved performance across the full spectrum of Corps operations can generally be attributed to the mature leadership exhibited by the First Classmen. The Cadet Regimental Commander, his staff, and subordinate commanders, established solid standards for the Corps in the fall, and were firm, fair and consistent in maintaining those standards throughout the School Year. The Corps Chain of Command was the strongest observed in recent years.

The Corps did an excellent job in bouncing back and putting the difficulties associated with the School Year 1986-87 behind them. The concerted effort on the part of cadets to work together, do things properly, and to preclude such actions as experienced in the previous School Year was successful. Special effort was also devoted by the Chain of Command to strengthen the bonds between the Corps and the various Athletic teams. This initiative also proved to be successful. Other areas where significant improvement in Corps performance was noted, included mess operations, evening study period standards, proper execution and supervision of tours, and standardization of formations and barracks displays.



Difficulties experienced by the Corps during School Year 1987-88 included the relief of two Company Commanders in "O" Company during the first semester, controversy surrounding the Confederate Flag at football games, the Widel incident in Florida during Spring Break and the resultant adverse publicity, and the incident at the end of the School Year involving members of the Junior Sword Drill. The Corps was also saddened by the loss of two Fourth Classmen during the year. Cadet John H. Gilligan, III died in a diving accident in Florida on 7 February 1988, and Cadet Bradford S. Gates was killed in an automobile accident on 14 May.

The loss of McAlister Field House, due to renovation, placed special requirements on Corps operations throughout the School Year. New plans and procedures had to be developed for the Ring Ceremony, the Greater Issues presentations, Basketball Games, Hops, and even Graduation. The Corps of Cadets and The Citadel staff were flexible and innovative in their approach to overcoming the difficulties associated with the loss of the Field House, and alternate plans worked well.

## 2. Cadet Regulations

The 1984 edition of cadet regulations, i.e., The Blue Book, continued to serve as the basic guide for standards of conduct for the Corps of Cadets. While the provisions of The Blue Book continue to be accepted by the Corps, a Committee was established in January to review and update the document, as appropriate. This Committee consisted of the Assistant Commandant, Tactical Officers, and cadets. The Committee completed its work in May, and the results are presently being formalized for review by the President for possible incorporation. The Committee recommended no major changes to the document.

## 3. Cadre and Fourth Class Training

The 1987-88 Cadre did an excellent job in training the Class of 1991. Special emphasis continued on efforts to "train the trainer", with the Cadre returning to The Citadel on 10 August 1987 for a full week of intensive training in preparation for the arrival of the new Fourth Classmen on 17 August. Establishing and enforcing high standards, setting the example, and attention to detail were emphasized during Cadre Training and evidenced throughout the Fourth Class Training Period. Regimental and Battalion Staff training sessions resulted in continued improvement in individual staff officer performance and noted improvement in staff coordination. While increased efforts were devoted to training at the Squad and Platoon levels, this area requires further reinforcement. Overall, the positive approach to the training mission displayed by the Cadre, and their efforts to be tough, yet treat Fourth Classmen with dignity, were most heartening. The excellent start by the Training Cadre set the tone for the entire School Year.



#### 4. Parades and Reviews

The quality of performance of the Corps during parades and reviews during School Year 1987-88 was outstanding. Performance during Tuesday and Thursday Drill periods was improved. Tuesday Drills were primarily directed to the Squad and Platoon level, thus giving the cadet officers and noncommissioned officers at those levels increased opportunities to exercise leadership. Drill periods on Thursday were normally devoted to Corps-wide rehearsal of the parade or review normally scheduled each Friday afternoon. The cancellation of Drill and Parades during periods of questionable weather appears to have positive impact on cadet morale and, in turn, on the Corps' performance during scheduled ceremonies. Also, the reward system of excusing the top four companies in parade competition from Tuesday Drill resulted in improved parade performance by all elements of the Corps. The Salute Gun Battery's performance was superb this past School Year. With numerous firings in support of Corps ceremonies, no misfires were experienced.

#### 5. Disciplinary Matters

The following is a summary of the disciplinary problems for School Year 87-88:

	<u>SY 87-88</u>	<u>SY 86-87</u>
a. Number of Cadets Referred to Suitability Boards	4	4
(1) Number suspended	2	0
(2) Number suspended, suspensions vacated, and cadet placed in conduct deficient status for remainder of SY 87-88 with proviso if cadet commits a Class I or II offense, suspension is reinstated	0	2
(3) Number Dismissed	1	0
(4) Number Dismissed, Dismissal vacated and cadet placed on Conduct Deficient List SY 87-88 with proviso if he commits a Class I or II offense dismissal is reinstated	1	1
(5) Number resigning prior to Board	0	1
b. Number of Cadets Referred to Commandant Boards	15	16



(1) Number receiving Demerits and Tours	3	2
(2) Number Suspended	1	0
(3) Number suspended, suspension set aside and cadet placed in Conduct Deficient status for remainder of SY 87-88 or SY 88-89 and awarded demerits and tours with the proviso if cadet commits a Class I or II offense, suspension is reinstated	1	10
(4) Number Dismissed	*6	0
(5) Number dismissed, dismissal set aside and cadet placed in Conduct Deficient status for remainder of SY 87-88 or SY 88-89 and awarded demerits and tours with the proviso if cadet commits a Class I or II offense, dismissal is reinstated	1	0
(6) Number Expelled	0	2
(7) Number resigning in lieu of Board	3	2

\*Includes two cadets dismissed at the close of the School Year

#### 6. Substance Abuse Program

The Alcohol Abuse Program initiated in School Year 83-84 continued during the past School Year, and was expanded to include a series of guest speakers who addressed the broader topic of Substance Abuse. The Alcohol Program still requires all cadets involved in disciplinary actions that were alcohol related to report to Captain Sauers, Department of Psychology for screening, testing, and counseling. A total of 57 cadets were alcohol referrals in SY 1987-88, as compared to 45 in SY 1986-87. Captain Sauers referred 14 of the 57 to The Citadel Physician for further examination. 8 of these cadets completed a mandatory 4-hour Alcohol Awareness Class, 3 cadets departed The Citadel prior to completing the instruction, and 3 cadets will attend the class on their return in SY 1988-89. 3 additional cadets enrolled in the instruction on their own initiative.

Addressing the broader area of substance abuse, LTC Larry McKay, the new Director of Student Activities, scheduled 4 lectures during the Second Semester for attendance by elements of the Corps. The guest speakers included James H. Harrison, Citadel Class of '73, General Counsel to the South Carolina Alcohol Beverage Control



Commission, LTG Stephen Olmstead, USMC, Assistant Secretary of Defense for Substance Abuse, Dr. George Orvin, Citadel Class of '43, Head of the Department of Psychiatry, MUSC, and Dr. Jerry McCord, Executive Director of the South Carolina Substance Abuse Commission. These presentations dealt with real world problems and challenges relating to alcohol and drug abuse, and were well received by cadets.

#### 7. Fourth Class Attrition

The Fourth Class attrition rate for SY 1987-88 was 14.5% (94 of 646), as compared with 17.8% (116 of 652) for SY 1986-87. This reduced rate can be attributed in large measure to the quality leadership of the Class of 1988 and their stated goal at the beginning of the year to reduce attrition. Cadet leaders made a concerted effort to "personalize" the Fourth Class System by requiring the Cadre to show special interest in each Freshman's grades, personal problems, family matters, and to let the new cadets know the Cadre's mission was to establish and maintain high standards and to train in a positive leadership mode.

#### C. Special Activities

More than 400 members of the Corps travelled by bus to the United States Military Academy, 24-27 September, to attend The Citadel/West Point football game. The Citadel Band presented an outstanding half-time show at the game. Citadel Cadets were billeted with West Point Cadet escorts, and as such, had an excellent opportunity to see the "inside" of the Academy and share experiences regarding the two military institutions.

Parents' Day Weekend was the premiere activity in October. Due to the renovation of McAlister Field House, the traditional performance of the Junior Sword Drill was moved to the quadrangle of Padgett-Thomas Barracks and the Ring Ceremony was conducted in Summerall Chapel. Both of these initiatives proved successful, and were well received by the Corps and visitors on campus.

The Commandant's Inspection on 31 October was conducted for the first time with the entire Corps standing the in-ranks inspection on the parade ground. This revised inspection plan worked well and was selected as the format for the President's Inspection conducted during the second semester.

Homecoming activities were conducted 13-15 November. In addition to the parades, reviews, and barracks open house normally associated with Homecoming, special events this year included the dedication of the F-4C aircraft flown in combat in Vietnam by Major General Ellie G. Shuler, USAF, The Citadel Class of '59, and the Ecumenical Worship Service in Summerall Chapel on Sunday. A large contingent of the Corps marched to chapel, as was the practice of the "Ole Corps".

The Summerall Guards performed at the State High School Football Play-offs in Summerville, S. C. on 21 October. The Guard performed again on 4 December at the 38th Conseil International Du



The Pipe Band participated in numerous ceremonies and competitions throughout the year. The Regimental Color Guard and Chapel Color Guard also had a busy year, with numerous commitments to perform for state and local organizations, as well as conventions held in the Charleston area. Favorable comments were received from all performances.

Commencement Week activities, 11-14 May, were conducted in excellent fashion. This was particularly so, considering inclement weather. The review and awards ceremony and the Baccalaureate Service on 12 May were held as scheduled. The review in honor of the Board of Visitors on Friday morning, 13 May, was cancelled due to rain. However, the weather cleared and the traditional Graduation Parade was held on Summerall Field on Friday afternoon. The performance of the Corps during this ceremony was outstanding.

The Commissioning Ceremony was conducted in Deas Hall at 0800, Saturday morning, 14 May. Lt General Andrew Chambers, Third United States Army Commander, was the commissioning officer. Before the ceremony was completed, heavy rains arrived, and the 0930 Graduation Exercise was moved from the front of Bond Hall to Summerall Chapel. Graduating cadets and parents attended the ceremony in the chapel. Friends and relatives watched the activities via closed circuit television in Mark Clark Hall and Jenkins Hall auditoriums.

#### D. Department of Military Science

##### 1. Mission

Recruiting, training and commissioning the future officer leadership of the United States Army is the mission of the Department of Military Science. The Department accomplishes this mission by providing cadets a challenging, exciting and quality training program designed to test a cadet's mettle. The program prepares the cadet to accept the demanding responsibilities of an Army lieutenant. 45 senior cadets received commissions at graduation this spring while another 19 cadets in the Class of '88 will receive their commissions at a later date.

##### 2. Personnel

Colonel John H. Mayer, Class of '61, assumed duties as the new Professor of Military Science on 1 August 1987. During the past year, the Department lost Sergeant First Class Joseph L. Williams, who was reassigned to the 3rd Infantry Division in Germany as a platoon sergeant; Sergeant First Class Michael A. Steinbrunner, who was reassigned to the 2nd Infantry Division in Korea as a supply sergeant; and Ms. Pamela Franklin, a military personnel clerk, who resigned for personal reasons. Joining our Army team this year along with Colonel Mayer were Captain Lawrence Hillian, who joined us from the Combined Arms School at Fort Leavenworth; Captain Matthew K. H. McCarville, who joined us from Fort Lewis, Washington; Captain Steven M. Torrance, who joined us from Fort Stewart, Georgia; Captain Bruce J. Cooper, who joined us



from Europe; Staff Sergeant Richard M. Davis, III, who joined us from Korea; Staff Sergeant Robert L. Shively who joined us from Germany; and Ms. Keturah Marks who was hired to fill a military personnel clerk's position. Additionally, Second Lieutenants Robert Taradash and Chounce E. Russell, Jr., Class of '87, joined the unit in August as Gold Bar Recruiters, assisting in the recruitment of quality cadets into the Army program. The two lieutenants departed in February to attend their officer basic courses.

### 3. Operations

School Year 87-88 began our second 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 the Active Duty cadre. The Battalion conducted five field training exercises for cadets bound for the Advanced Summer Camp. The highlights of the exercise were a cluster training exercise held at Fort Jackson with South Carolina and South Carolina State ROTC programs in April and the week long "mini-camp" held at Fort Jackson in May, after graduation. The mini-camp is a culmination of all training that has occurred during the year and is the final test to see if cadets are prepared for the Advance Summer Camp training. Our Ranger Challenge Team finished third out of all the South and North Carolina ROTC units during competition in November. The Department had numerous guest speakers during the year to include: Brigadier General Wallace C. Arnold, Commanding General 1st ROTC Region; Major General Robert E. Wagner, Commanding General, ROTC Cadet Command; Brigadier General Arthur H. Baiden, III, Deputy Commanding General 120th Army Reserve Command; Major General T. Eston Marchant, Adjutant General, SC National Guard; Brigadier General Carmen J. Cavezza, Assistant Division Commander, 82nd Airborne Division; Brigadier General William W. Hartzog, Assistant Commandant, U. S. Army Infantry School; and Lieutenant General Andrew P. Chambers, Deputy Commanding General, Forces Command, and Commanding General, 3rd U. S. Army, who gave the Oath of Office and spoke at the Commissioning Ceremony during graduation activities. 770 students were enrolled in the Army program during the school year. 68 senior cadets were or will be commissioned while 89 junior cadets are on contract or scholarship. Currently, there are 16 sophomores and freshmen on scholarship.

### 4. Extracurricular Activities

The Battalion had an active company in the Association of the United States Army (AUSA). They sponsored the formal dining-in and sent six cadets and a Citadel display to the Annual Convention in Washington, DC in October. The Citadel Chapter of the Army Aviation Association of America (AAAA) continued to grow. They conducted several field trips to Hunter Army Air Field and had several interesting speakers. The Citadel Chapter is the only student chapter in America. The AAAA sent three cadets to St. Louis, MO for the Annual National Convention. The Cordell Airborne Ranger Company is the Army's most active organization. Consisting



of 120 active members, they participated in six field training exercises to Fort Bragg, NC, Mt. Yonah, GA, and the Francis Marion National Forest. The Society of American Military Engineers provides engineering students the opportunity to visit military and civilian engineering projects. Last summer was very successful for our special training with a 100% graduation rate from all schools. The Army Detachment will be sending several cadets to Ranger School, Airborne School, Air Assault School, Northern Warfare Training, and Cadet Troop Leadership Training. We anticipate 100% graduation/completion rate from these cadets also.

## 5. Future Developments

The Battalion will continue to strive to recruit more individuals into the Army program and train and retain the quality cadets to commission them as lieutenants upon graduation. We strive for excellence in leadership, but want the whole man who also demonstrates the academic and physical requirements necessary to become a quality officer. We will continue to provide the cadets the training, equipment and material necessary to educate them on the opportunities of the Total Army Force; the Active Army, the Army Reserves and the Army National Guard.

### E. Department of Aerospace Studies

#### 1. Personnel

Colonel Kenneth E. Krause continued as the Professor of Aerospace Studies and Deputy Commandant of Cadets. Unit manning consists of eight officers (all having Masters Degrees) serving as Assistant Professors of Aerospace Studies, five enlisted members, and one civilian secretary. Two officers will depart this summer after serving three years at The Citadel: Captain William C. Rowdon will depart this summer for a new assignment at the Strategic Air Command Headquarters, Offutt AFB, Nebraska, and Captain Joseph G. Balskus will leave the Air Force to assume ownership of a private health care clinic in Jacksonville, Florida. Replacing these officers are two Citadel graduates: Captain (Major-selectee) Franklin E. Ward (Class of 1976) and Captain Ronald K. Miller (Class of 1982). Six officers will act as company tactical officers in the coming year.

#### 2. Operations

The Department of Aerospace Studies implemented several academic programs begun during the previous year. The instructor training program prepared new instructors for their first teaching experience and provided reviews of administrative procedures, regulatory requirements, and new instructor improvement techniques. Lesson plans, examinations, and related course materials were updated. During SY 1987-88, 761 students enrolled in the AFROTC program. Of these, 55 were Air Force scholarship/contract students. For FY 1987, 20 cadets were (or will be) commissioned as Active Duty Air Force second lieutenants. Estimated officer production for FY 1988 is 27. Special students (those not currently on contract) continue to be attracted to the AFROTC



curriculum of management, leadership, history, and foreign affairs. Current trends indicate approximately 60 cadets from the Class of 1991 will seek an Air Force commission.

### 3. Extracurricular Activities

The Department of Aerospace Studies continued to engage in many activities to enhance our cadets' knowledge of the Air Force mission. For example, we hosted several prominent guest speakers and briefing teams, and continued the Base Visit program begun last year. During this year, guest speakers included an Air Force Office of Special Investigation briefer, the Strategic Air Command briefer, and monthly intelligence briefings at our Commander's Calls. Additionally, panels of Active Duty Air Force officers from Charleston AFB presented a personal perception of the Air Force way of life to sophomore cadets in the Aerospace Studies program. Two Base Visits were also conducted, providing 60 of our cadets a first-hand orientation to the Air Force mission. Our Detachment was also involved in several retention and motivational activities. Citadel AFROTC cadets placed sixth (of 151 AFROTC detachments) and our Active Duty staff placed tenth in a nationwide Physical Fitness Test competition. The Arnold Air Society also assisted in administering several "incentive" programs. They organized and ran the Flight Orientation Program, providing over 120 cadets an opportunity to fly on regularly scheduled C-141B training missions with the 437th Military Airlift Wing at Charleston AFB. They also cleaned up Johnson-Hagood Stadium after home football games and organized a large-scale community service project to clean up the beaches around The Citadel's Beach House. So successful were their efforts that they received an "Excellent" rating, plus won the Area's "Most Improved Squadron" award, when inspected by cadets from the Arnold Air Society.

### 4. Future Plans

Next year, the total enrollment in AFROTC is once again expected to exceed 750 cadets. Continued emphasis on showing cadets a first-hand look at the Air Force and Air Force career opportunities will underscore our cadet-centered activities. We hope to increase our Base Visit program next year and continue to offer the Flight Orientation Program to even more cadets. With our frequently updated and stimulating curriculum, we expect superb results--both in an academic and leadership sense--next year. We will continue to emphasize quality in recruiting of our future Air Force officers.

## F. Department of Naval Science

### 1. Personnel

Colonel Myron C. Harrington has assumed duties of Commanding Officer and Professor of Naval Science. Unit personnel consists of 4 Marine officers and 8 Navy officers serving as Assistant Professors of Naval Science, 2 Marine enlisted members, three Navy enlisted members, two federal civil service employees,



and one South Carolina state secretary employee. Lieutenant Mike Hall will depart this summer to enter Medical School and Lieutenant Roland Downing will depart to pursue a civilian career. Lieutenant Randy Tucker and Lieutenant Gregg Elmendorf have reported as their reliefs. Lieutenant Commander Milton Hazel will retire this summer and Lieutenant Larry Dodson has reported as prospective senior Navy instructor. Major William Gerichten, Lieutenants Lou Venable, Ken Johnson and Gregg Elmendorf and Captain Richard Reinecke will serve as company tactical officers.

## 2. Operations

Three hundred sixty-six midshipmen were enrolled in NROTC classes at the end of the School Year. Eighty-one of those were supported by Naval scholarships. Thirty-seven seniors were commissioned, including 1 Marine Enlisted Commissioning Education Program (MECEP) student graduating second in his class of four hundred eighty-six. Five additional midshipmen have been commissioned during the summer.

## 3. Extracurricular Activities

### a. Unit Guests

General Alfred M. Gray, USMC, Commandant of the Marine Corps, officiated at the retirement ceremony for Colonel Malcolm E. Smith, Jr., USMC, the Professor of Naval Science. General Gray also spoke to NROTC midshipmen on the world geopolitical environment and the importance of the Navy/Marine Corps team.

Major General Jerome Cooper, USMCR, was a guest speaker on a Role Model Project Panel.

Admiral Thomas H. Moorer, USN (Ret), member of the Advisory Committee to the Board of Visitors, was briefed on ROTC at both the national and local levels.

General Robert H. Barrow, USMC (Ret), member of the Advisory Committee to the Board of Visitors, was briefed on ROTC at both the national and local levels.

Rear Admiral W.N. Johnson, USN, Commander, Naval Base Charleston, was a guest of the Naval Science Department and The Citadel at retreat parade.

Major General Joseph P. Hoar, USMC, Commanding General, Marine Corps Recruit Depot Parris Island, and Eastern Recruiting Region, was a guest at retreat parade honoring the 212th Birthday of the Marine Corps.

Captain William Wood, USN, Chief of Naval Education and Training (CNET) Nuclear Propulsion Programs Coordinator, discussed naval nuclear power opportunities with cadets.



Brigadier General Jim Joy, Jr., USMC, Director of Personnel Procurement at Headquarters Marine Corps was guest of honor at the annual Navy/Marine Mess Night.

Major General Roy E. Moss, USMC (Ret), and Major General James A. Grimsley, Jr., were guests of honor at the Marine Corps Birthday cake cutting ceremony.

Captain John F. Jordan, Jr., USN, Commander Submarine Squadron Four, was guest speaker at the Navy Birthday celebration.

Major Rudy Faust, USMC (Ret) presented a lecture to the members of the Semper Fidelis Society on the history of the U. S. flag.

Captain Thomas Weaver, USN, Commander, Fleet Mine Warfare Training Center was a guest speaker for a Citadel Naval Sailing Association meeting.

Lieutenant William J. Moseley, USN, and Lieutenant (junior grade) John Sims, USN, provided information on nuclear power programs and opportunities.

#### b. Other Activities

Naval ROTC held a Training Day which included a presentation to freshmen and sophomores on Navy and Marine Corps commissioning paths, physical fitness and swimming tests, operational security briefs, AQT/FAR exams and Marine field exercises.

Hosted naval aviators who discussed Marine fighter/attack and helicopter aviation roles.

Arranged an Honor Guard of six to travel to Washington, DC for the funeral of a classmate.

Embarked over two hundred midshipmen from NROTC units and the U. S. Naval Academy through Charleston for summer cruises.

Hosted Navy Seal Team members for discussions on Special Warfare Programs and opportunities.

Participated in five weekend visitor programs and four football recruiting weekends.

Pursued an aggressive offshore sailing program with increasing midshipmen involvement.

Conducted tours to Fleet and Mine Warfare Training Center, Charleston, and the Minesweeper Squadron for introductions to Mine Warfare.



Held annual Aviation Indoctrination Field Trip to Corpus Christi Naval Air Station for twenty-three midshipmen. Midshipmen were allowed to fly the T-44 multi-engine trainer and the A-4 jet engine aircraft.

Marine and Army ROTC departments held a joint field training exercise at Ft. Bragg, NC. Training focused on military operations in an urban area.

Marine option students went to Parris Island, SC, for a field training exercise focusing on practical application of skills learned in the classroom.

Semper Fidelis Society hosted the annual Spring Field Meet and Spring Semester Awards Banquet.

Mini Surface Warfare Officers Course conducted for newly commissioned Navy surface ensigns.

As always, emphasis is being placed on motivating our NROTC midshipmen to perform to the limit of their academic capabilities. Out of 240 midshipmen on scholarship or in the college program, 43 or 18% received Dean's List recognition (3.20 GPR or higher). Of the 43, 8 or 19% were awarded Gold Stars (3.70 GPR or higher). 142 midshipmen or 60% had GPRs above 2.0 (CNET minimum standards) with a unit goal of ensuring all midshipmen strive for a superior level of academic achievement with a GPR above 3.0. Academic grades continue to be above the college average.



## I. Student Activities

### 1. General

Under the leadership of LTC Lawrence E. McKay, US Army, Retired, Citadel Class of '58, the new Director of Student Activities, the Department experienced an exceptionally rewarding year. The department provided an expansive range of student programs, to include the Weekend Shuttle (which was expanded to include a run to The Citadel Beach House in the spring of 1988), Etiquette Program for Freshmen, Harbor Cruises, Super Bowl Sunday Party, and a number of Informal Dances. In addition to the many cadet programs, the department also supported other activities held in Mark Clark Hall, such as conferences, meetings, seminars, luncheons, Palmetto Boys State, and The Citadel Summer Camp for Boys.

### 2. Social & Recreational Activities

A positive program of social and recreational activities was offered during SY 1987-88. The Standing Hop Committee, under the supervision of the Social Director, planned the three annual formal Hops. These Hops saw the best attendance in recent years. Six informal Dances were also held at The Citadel Beach Club, the most popular and best attended being the annual Oyster Roast. Other very popular and well attended events included 9 Harbor Cruises, the Christmas Ski Trip, and the Fine Arts Programs.

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### 3. The Citadel Beach Club

This year, - The Citadel Beach Club revised its fee schedule and increased business significantly. The 1 January audit report showed a move from deficit to positive operation, with respect to meeting overhead costs. This represents a turn-around from the previous two years. The Beach Club continues to be a very popular facility for cadets.

### 4. Post Office

The Post Office received an exemplary rating on the annual audit and a letter of commendation from the United States Postal Service.



## 5. Publications

The Brigadier, the official college newspaper of The Citadel, completed its eighth year as a self-supported publication. Twenty issues of the paper were published and for the second successive year, The Brigadier received the first place Special Merit Award. The Sphinx, the college annual, showed great improvement this year. A new Advisor was selected, and two Senior Cadets served as Chief Editors. The Yearbook was delivered and dispersed to cadets the morning of 14 May 1988. Efforts will continue to improve the quality of this publication, but this year's edition is the best that has been produced in many years. Two issues of the Shako, the student literary magazine, were published in SY 1987-88. The Guidon, the freshman student handbook, was updated and revised, and is being prepared for distribution to the Class of 1991.

## 6. Special Services

The Fine Arts Program was again jointly funded by the college and The Citadel Development Foundation. During the past School Year, new records in attendance were achieved for the performances which included the Folklorico de Mexico Ballet, "Chopin Lives" by pianist Robert Guralnik, The New York Sextet (singing group), and the New Orleans Preservation Hall Jazz Band.

A total of 1922 units of blood were donated during on-campus Red Cross Blood Drives. This compares favorably with the 1529 units that were donated the previous year.

The Cadet Awards Banquet was held on 26 April in Mark Clark Hall Auditorium. In previous years, this event had been conducted in Coward Hall. The more formal banquet setting offered by Mark Clark Hall proved to be a real plus in properly recognizing individual cadets and organizations for superior performance.

The Big Brother Program doubled in size and increased in scope, to include the annual Christmas tree decorating party, and Beach Club picnic. Twenty-five cadets served as Big Brothers for young boys in the Charleston area.

The Afro-American Society participated in the Charleston Clean City Sweep and sponsored a series of Black History Month programs. Alpha Phi Omega members served as counselors for Charleston County schools' "Just Say No" Program and hosted the organization's state convention.



## K. Religious Activities

### 1. General

Worship services were conducted for cadets, faculty, staff, and friends of The Citadel throughout the year. Protestant services were conducted at 0930 in Summerall Chapel and 1900 in Mark Clark Hall each Sunday. Special services recognized the anniversaries of each branch of the Armed Forces, Parents' Day, Homecoming, Corps Day, Citadel Sports, Martin Luther King, Jr.'s birthday, and the Holocaust. Catholic Mass was offered Monday through Thursday, and Sunday morning in the Blessed Sacrament Chapel. Sunday evening Masses were said in Summerall Chapel. Episcopal Holy Eucharist was held Monday and Thursday evenings in St. Alban's Chapel. Moslem worship took place in the Crumpton Room each Friday afternoon.

### 2. On-Campus Ministry

The On-Campus Ministry Program included the Pre-Marriage Seminars for Seniors and their Fiances, Monday night denominational group meetings, and Thursday night para-church group meetings and Bible study. Numerous guest speakers appeared on campus for Protestant morning and evening worship. In addition to The Citadel Campus Ministers, Chaplain Jack Hill of the Mercy Ship Anastasis, Kyle Rote, Jr., Chaplain (Colonel) Marvin K. Vickers, US Army Chaplain to the 24th Infantry Division, David "Twig" Gray, Chaplain Francis Mitchell, USNR, and Lt Clebe McClary, USMC, Retired, were among those assisting in campus worship services. The Reverend W. Sterne Bolte was the Baccalaureate speaker on 12 May 1988.

### 3. Off-Campus Events

As a community service project, the Religious Council, under the leadership of the Regimental Religious Officer, Cadet J. Scott Price, elected to repaint all trim, reglaze and repair the windows, and remove and replace shrubbery at the Florence Crittenton Home Chapel. Retreats and socials, as well as holiday observances by Jewish and Orthodox faiths were led by on-campus parishes and adjunct Campus Ministers. These included the team-building retreat for the 1987-88 Religious Council at Bonne Dunne Plantation, a Protestant Parish Retreat at Camp St. Christopher, and attendance by three cadets at the National Prayer Breakfast and Student Leadership Conference in Washington, D. C. A large contingent of Catholic cadets travelled to Columbia, South Carolina, in September, to participate in services conducted by the Pope. In April, the Chaplain and one cadet attended the South Carolina Prayer Breakfast in Columbia. In the same month, the Protestant Choir travelled to Augusta and Chamblee, Georgia, and Great Falls, South Carolina.

### 4. Campus Ministry

A significant addition to The Citadel Campus Ministry was the African Methodist Episcopal denomination headed by the Reverend Harry L. Burns. Reverend Burns has established a very active fellowship of approximately 40 cadets, not all of whom are A.M.E.



From this group The Citadel Gospel Choir evolved. This group of vocalists are highly sought after in local churches for their special talents. Changes within the Campus Ministries for SY 87-88 were: Rabbi Leon T. Rosenblum replaced Rabbi Parris for the second semester meetings of the Hillel Society; The Reverend James H. Williams was appointed Minister to the United Methodist Wesley Foundation; The Reverend Wanda Neely assumed leadership of the Westminster Presbyterian Fellowship; Will Haynie, The Citadel Class of 1983, accepted the role of Advisor to the Fellowship of Christian Athletes; and, Mr. Bud Carpenter became the Advisor to the Campus Crusade for Christ.

#### 5. Summerall Chapel Alumni and Friends Association

The Summerall Chapel Alumni and Friends Association which began in April 1986, continues to seek methods of enriching on-campus religious experiences for the Corps of Cadets. The organization welcomed a number of alumni and friends to membership during 1987-88. The association has been instrumental in hosting receptions for cadets following worship services on the major weekends.

#### 6. Facilities

The Thomas Dry Howie Bell Tower Westminster Chimes were reactivated in March 1988. The bells were a welcome addition to the campus and to the off-campus neighborhood. In addition to the normal on-campus activities associated with Summerall Chapel, due to the renovation of McAlister Field House, the Chapel served as the site for such special events as the Ring Ceremony, Greater Issues presentations, and Graduation. Use of the Chapel throughout the year also included three memorial services, one funeral, eighty-seven weddings with rehearsals, two community college graduations, and the MUSC Hippocratic Oath Ceremony.



## I. Student Activities

### 1. General

Under the leadership of LTC Lawrence E. McKay, US Army, Retired, Citadel Class of '58, the new Director of Student Activities, the Department experienced an exceptionally rewarding year. The department provided an expansive range of student programs, to include the Weekend Shuttle (which was expanded to include a run to The Citadel Beach House in the spring of 1988), Etiquette Program for Freshmen, Harbor Cruises, Super Bowl Sunday Party, and a number of Informal Dances. In addition to the many cadet programs, the department also supported other activities held in Mark Clark Hall, such as conferences, meetings, seminars, luncheons, Palmetto Boys State, and The Citadel Summer Camp for Boys.

### 2. Social & Recreational Activities

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### 4. Post Office

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## V. DEVELOPMENT MATTERS

### A. General

The five development functions---fund raising, alumni affairs, job placement, governmental affairs, public relations and publications complemented each other effectively in 1987-88.

### B. Fund Raising

#### 1. Capital Campaign

The sole project of The Citadel Development Office during 1987-88 continued to be The General Mark W. Clark Campaign for The Citadel Tomorrow. This unprecedented effort to raise \$27 million in gifts and pledges for the college was publicly announced on 23 October 1985. At that time commitments to the Campaign had reached \$10.4 million, and by the beginning of FY 87 this figure stood at approximately \$20 million.

During this fiscal year, more than \$5 million has been given, committed or pledged through the various fundraising entities at the college. This current total of over \$25 million exceeds the goal established for the period. Of the total, some \$5.8 million has been pledged or given during the Campaign period to The Citadel Development Foundation. This figure includes their annual fund efforts as well as specific deferred commitments made through the Campaign to that organization. For the same time period, The Brigadier Club has reported \$3.2 million added to their annual fund and memorial fund efforts. Scholarship gifts have also been significant, and, in the period since the 1 January 1983 start date, now total over \$5 million.

In sum, CDF and Brigadier Club and gifts have accounted for approximately \$9 million of the Campaign's \$25 million total, but Campaign and scholarships have added an additional \$16 million in cash gifts, endowments and commitments to the college. The Campaign has been an unqualified success in terms of effort and the return of that effort, and helps ensure the college's future fiscal stability. Using the Campaign as vehicle, it is felt that the other fundraising entities have benefitted from this combined approach. The Campaign as a focus for The Citadel's unique educational image has led to new and significant major gifts and commitments from alumni, corporations, foundations and friends.

During FY 88, follow up alumni solicitation efforts, by mail, were conducted in South Carolina, North Carolina, and Georgia. Alumni in these regions account for over 50% of the total alumni on the current mailing list. Also, we conducted initial campaign mailing in Florida, the Northeast, the Midwest, Southwest, and West Coast. Response to our requests have been gratifying.



With the "track record" established thus far, it is evident that The Clark Campaign will reach its goal in the next fiscal year. The fact that this five-year effort will complete its mission on or around the third anniversary speaks well of the total and historic support given this college in its first attempt at capital fundraising. Intensive efforts, however, must be mounted to ensure this projection is realized. Proposals will continue to be sent to corporations and foundations, alumni will be urged to participate, and friends will be identified through every resource available to staff.

Though we will reach our campaign goal ahead of schedule, it by no means implies that our work---the continuing need for private support---is over. Total commitments may exceed the \$27 million goal, but several individual projects, identified as critical to the future of The Citadel, were not totally funded. In addition, the cornerstone of the campus plant, the historic barracks which house and provide the lifestyle unique to The South Carolina Corps of Cadets, is in need of massive renovation as we face the next century.

A closing note encapsulates the success enjoyed by our fundraising efforts: The Class of 1942 was challenged by an anonymous classmate to match his commitment of \$500,000 to the college. During 1987, in a drive lasting less than five months, this leadership group of alumni responded to present a symbolic check for \$1 million to The Citadel at their 45th Reunion in November. This new level of achievement now stands as a benchmark for what the legendary "Citadel Man" can do when presented with a seemingly insurmountable task---he simply and efficiently goes out and meets the challenge.

## 2. Citadel Development Foundation

The Citadel Development Foundation received \$818,824.00 in gifts during the year. Alumni donated \$595,946.00, parents and other friends \$608,385, and businesses, industries and foundations \$114,493.

## 3. The Brigadier Club, Inc.

The income for The Citadel Brigadier Club for 1987 was as follows:

Memberships	\$630,000.00
Memorial Fund	130,908.29
Insurance	<u>80,000.00</u>
Total	\$840,908,29

The Brigadier Club, Inc. changed its name this past year to "The Citadel Brigadier Club, Inc." President Jerry Bacon, Class of '68, felt we needed to be better identified with The Citadel.



Jerry was also the moving force behind bringing renowned motivational speaker Zig Ziglar to Charleston for a seminar. The results of this seminar brought over \$36,000 into the Memorial Fund for the John Moniz Memorial Scholarship. Jerry is bringing Mr. Ziglar back to Charleston in February of 1989 for another seminar. During the time before the seminar took place, Jerry and others showed films and spoke at several civic clubs.

In January 1988, Caleb Davis, Class of 1971, was hired to assist Executive Director Les McElwee, Class of 1953, in the Club's fundraising activities. In his first six months, Caleb has conducted several telemarketing sessions in Walterboro, Moncks Corner, Columbia, Camden, and has visited Raleigh, Anderson, Greenwood, Spartanburg, Greenville, Rock Hill, Summerville and Orangeburg. Caleb's main thrust has been new money and working on special events.

A closing note recognizes the success enjoyed by our fundraising efforts. The Class of 1987 was challenged by an anonymous classmate to match his commitment of \$500,000 to the college. During 1987, in a drive lasting less than five months, this leadership group of alumni responded to present a symbolic check for \$1 million to The Citadel at their 42nd Reunion in November. This new level of achievement now stands as a benchmark for what the legendary "Citadel Man" can do when presented with a seemingly insurmountable task--he steps and efficiently goes out and gets the challenge.

2. Citadel Development Foundation

The Citadel Development Foundation received \$218,814.00 in gifts during the year. Albeit donated \$275,948.00, payments and other friends \$408,382, and businesses, industries and foundations \$14,593.

3. The Brigadier Club, Inc.

The income for The Citadel Brigadier Club for 1987 was as follows:

\$438,000.00	Memberships
128,008.29	Memorial Fund
<u>80,000.00</u>	Insurance
\$646,008.29	Total

The Brigadier Club, Inc. changed its name this past year to "The Citadel Brigadier Club, Inc." President Jerry Bacon, Class of '88, felt we needed to be better identified with The Citadel.



### C. Alumni Affairs

Membership in the Association of Citadel Men has reached an all-time high with over 8,000 members, totaling 52% of all alumni with known addresses. This gives The Citadel one of the highest alumni participation rates of all colleges and universities.

Being included in articles like "America's Best Colleges and Universities" in U. S. News and World Report, and improvements in football have had a positive impact on alumni relations, as evidenced by increased attendance at alumni club meetings.

Alumni Clubs remain a valued part of the advancement program. CDF, The Brigadier Club, and the Capital Campaign all use the clubs to reach alumni. There are fifty (50) active Citadel Alumni Clubs.

The Governmental Affairs Committee continues to function as a statewide organization which alerts alumni throughout the State of legislative matters affecting the institution. This committee also works closely with the organizers of the Annual Citadel Legislative Barbeque, which this year had over 2,000 attendees.

The Citadel Alumni Career Network presents seminars and workshops dealing with cadets in career awareness and placement. This alumni network is also used extensively by cadets to obtain placement assistance in diverse career areas and various geographical areas.

The Alumni House Committee has been established to study the long-term needs of the Alumni House and recommend funding options for necessary renovations.

CAPP continues to play an important role in the admissions process program of the college.

Major Association activities of the 1987-88 academic year included the following:

1. Publishing the Alumni News and "Through the Sally Port" (an informal newsletter to all alumni with known addresses.)
2. Homecoming activities, including the Ladies Night Banquet.
3. Pre- and post-receptions for all home games and many away games.
4. Servicing Citadel Alumni Clubs.
5. Alumni travel - included an Alaskan trip in July of 1987 with one hundred one (101) alumni and friends, and a



Carribean Cruise in November of 1987 with fifteen (15) alumni and friends.

6. Alumni Marketing Programs - marketing items include a fireplace mat, plaque, candles, key rings, golf towels, and the book, "The Citadel - A Portrait." (Nearly 6,000 copies have been sold.) The credit card program for alumni and graduating seniors has also been well accepted. An Alumni Directory will be out in April '89.

7. One hundred five (105) members of the class of '88 became life members of the Association upon graduation. This represents 28% of the class. The Association's goal is to eventually register 50% of each class as life members upon graduation.

#### D. Placement

Placement activity continued on an accelerated level with 55% increase in the number of prospective graduates utilizing the Placement Office and a 23% increase in the number of alumni utilizing the services. These dramatic increases are related to the decreased number of graduates obtaining military contracts and the increased number of layoffs in the mid-management levels of large corporations.

Two hundred twenty-six (226) students, representing 84% of the non-commissioned seniors, registered with the Placement Office. (This number included five prospective MBA graduates.) By July 25, 1988, one hundred fifty-nine (159), or 70%, were identified as having secured career positions or acceptance as full-time graduate students. Another twenty of these graduates accepted military commissions, bringing the total number accounted for to one hundred seventy-nine (179), or 79%, of those students registered with the Placement Office. (This can be considered a very high placement rate as the average for placement offices across the country is well below (30%) The average salary for all employed graduates was \$23,110.00.

Twenty (20) Citadel alumni were placed through referrals made from the Placement Office, representing a 33% increase over alumni placements made last year.

The Placement Office sponsored five mandatory seminars concerning resume preparation, job search techniques, and interviewing skills. Twenty-three (23) optional seminars were held concerning specific companies and agencies. Additionally, the Alumni/Placement office sponsored a four-week Sales Seminar for seniors interested in sales careers. (Twenty-one (21) seniors were awarded certificates of completion for attending this course.)

The Citadel Career Fair involved thirty-three (33) companies and over fifty (50) business representatives. It was held on the patio of Mark Clark Hall and was well attended by seniors, undergraduates and graduate students, as well as some alumni.



A total of one hundred thirteen (113) companies recruited on the campus, both through on-campus interviews and referral by resumes. This represents a 15% increase over the number that recruited last year. There were one hundred and thirty-four (134) separate interview schedules, which generated one thousand eight hundred and seventy-six (1,876) separate interviews. This represents an increase of 16% over last year's totals.

The Alumni Career Network continues to be a vital component of The Citadel Placement Office. This network is used extensively by prospective graduates, undergraduates and job-seeking alumni. This network is in the process of being renewed and strengthened through a massive direct-mail campaign to solicit volunteers.

The Alumni Placement Office is preparing to sponsor a Citadel Alumni Career Search Workshop to be held in the fall of '88. This workshop will be open to all alumni and their wives and will feature professional speakers in the area of career planning and job search techniques.

#### E. Publications

Publications, under the cognizance of the Publications Editor, is responsible for keeping all Citadel constituencies informed concerning the aspects of the college of most interest to them, accomplishing marketing and promotional objectives of great value to the college, enhancing the image of The Citadel, and providing information about the college to campus visitors.

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

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

Through the Sally Port, newsletter of the Association of Citadel Men mailed to all alumni, continued as a valued and informative communication. Through this publication alumni received concise information and an accurate account of Citadel issues.

The Citadel Calendar Comments, published monthly during the college year, with its bright, new look furnishes comprehensive news for members of the faculty, staff, retirees, Advisory Committee, Board of Visitors, The Citadel Development Foundation Board, selected alumni and other entities.



## F. Governmental and Public Relations

### 1. Governmental

The most significant legislative action related to The Citadel during the year was the signing of the 1988 Capital Improvement Bond Bill. The amount of money and projects in the bill designated for the college were \$6,186,000 for Bond Hall Renovation and \$1,500,000 for Renovation and Expansion of the Central Energy facility. Bond Hall was rated as the number one project in the bill during the complete legislative process.

Citadel Board of Visitors member, Billy O'Dell, was elected to the State Senate from District 4 (Abbeville-Anderson Counties).

Incumbent William F. Prioleau, Jr. was re-elected to another term on the Board of Visitors by the General Assembly. James E. Jones, Jr. was also elected to the Board of Visitors by the General Assembly. Jones fills the legislative seat on the Board occupied by retiring member Lucas Padgett.

Governor Carroll A. Campbell, Jr., was the 1988 Commencement speaker. Governor Campbell was awarded a Doctor of Laws degree during Commencement exercises.

### 2. Public Relations

Over 50% of the 170 General Assembly members attended the annual Citadel Bar-B-Que held in Columbia on 17 May.

During the college year, 58 groups, made up of approximately 1,644 individuals, were provided guided tours of the college by the Public Relations office.

During the 1987-88 thirty-seven week college year, 65 news releases on cadets, faculty and staff were initiated by the Public Relations Office. Over 90% of those releases were published in the Charleston newspapers.

In the fall of 1987, a Charleston public relations firm was hired to assist in projecting a positive image of the college to a wider regional and national audience. At the recommendation of the public relations firm, a marketing and research company conducted an extensive survey of selected male high school students, South Carolina consumers, media agencies, and high school guidance counselors. Data collected from this survey will be used in some aspects of Public Relations, Admissions and Recruiting techniques.



