The Citadel’s mission is to educate and prepare its graduates to become principled leaders in all walks of life by instilling the core values of The Citadel in a challenging intellectual environment. Acting in service of this mission, The Citadel Foundation aims to secure, manage and steward philanthropic support for The Citadel.

Unrestricted gifts to The Citadel Fund provide the resources and flexibility to recruit and retain outstanding students and professors, provide them with state-of-the-art technology and facilities, and enrich campus life through athletic and cultural activities.

The Citadel Fund offers every member of the college’s family an opportunity to have a direct and immediate impact on campus priorities. Each unrestricted gift, then, represents an investment that enriches The Citadel experience for every graduate student and member of the Corps of Cadets.

GIVE ONLINE AT FOUNDATION.CITADEL.EDU
02 FROM THE PRESIDENT
by Lt. Gen. John W. Rosa, USAF (Ret.), ’73

04 IN THE NEWS
by the Office of External Affairs

10 THE FOUR PILLARS
by Capt. Amanda Mushal; Ensign Jordan Smith, ’12; Cadet Collin Whiteford

20 A DEGREE TO SUCCESS
by Scott Price

22 A TRADITION IN SOUTHERN POLITICS
by Maj. Scott Buchanan

26 THE GLOBAL CITADEL
by Cadet Franklin McGuire

30 THERE BUT FOR THE GRACE OF GOD GO I
by Jennifer Wallace

36 INSIDE LESESNE GATE
by Russ Pace

44 CITADEL GRADS IN FLIGHT
by Lt. Gen. David Goldfein, USAF

50 HISTORY’S HIGHEST FUNCTION: THE MAKING OF LEADERS
Ensign Jordan Smith, ’12

52 KNOB KNOWLEDGE TRANSCENDS BORDERS
by Cadet Nick Slater

54 THE ORDER OF THE TARTAN
by The Citadel Foundation

58 THE LEAD PLAN 2018
by Mark Danes
Welcome to the 2012 issue of *The Citadel*.

Once again, good news welcomed us back after a hot Charleston summer. Shortly after matriculating another record-breaking freshman class, The Citadel was named No. 1 among top public universities in the South for the second consecutive year by *U.S. News & World Report*. I marvel at the changes that have taken place in this great institution since I entered Lesesne Gate in 1969 and at how much this institution has accomplished since 1843, when the first class of cadets reported for duty at Marion Square.

Maintaining our proud traditions while advancing the college’s vision to educate and develop principled leaders in the 21st century requires strategic navigation. As you will read in the article introducing the LEAD Plan 2018, we have created measurable goals to ensure that we succeed. Throughout the pages of the magazine, you will find stories that reflect our continued success.

You will read about the Corps-wide participation in Leadership Day. You will read about the experiences of Cadets Franklin McGuire and Nick Slater and of their global pursuit of academic excellence. You will read the story of Scott Price, a Citadel Graduate College student whose return to the classroom for a degree in project management has brought him success and fulfillment. You will read of how two Citadel graduates—Drs. Jim Spann, ’58, and Jim Hayes, ’60—have put retirement on hold to provide free medical services for the working poor. You will read about our leaders in philanthropy who have shown tremendous loyalty for the last quarter century. And you will read the accounts of nine graduates who are currently serving in U.S. Air Forces Central Command in leading-edge and selfless roles as they defend the freedoms of our country.

I trust you will find the articles in this magazine to be humbling and inspiring. They capture the spirit of the men and women who, every day, aspire to a higher calling. They are the stories of principled leaders.

John W. Rosa, ’73
Lieutenant General, USAF (Retired)
President
A NEW CLASS OF LEADERS GRADUATES

On May 5, a new class of graduates left The Citadel prepared to take their lessons learned in the classroom and their leadership skills to make a difference in the world. In addition to the 484 cadets, veteran and active-duty military students who made up the Class of 2012 day program, 332 graduate and evening undergraduate students received their diplomas in a second ceremony.

Of the Corps of Cadets, an estimated 38 percent will serve in the Army, Air Force, Marines and Navy as commissioned officers. In keeping with tradition, the last cadet to cross the commencement stage in McAlister Field House addressed his classmates and commencement guests.

“Ever since our first day, we have strived for the next milestone. It started with Recognition Day, then quad and parade deck privileges, then blazers, ring day and now graduation. It’s our last day, and I’m the last cadet standing between you and your graduation,” Alex Zimmerman said. “So I’d like to leave you with a short quote: ‘Life’s not about who you were or where you’re from. It’s about who you are and where you’re going.’”

Sports marketing leader and businessman Harvey W. Schiller, ’60, delivered the commencement address to the Corps of Cadets. Jonathan Zucker, an MBA graduate of The Citadel and president of the InterTech Group, a diversified corporation recently listed by Forbes magazine as the 110th largest privately held U.S. company, gave the commencement address for The Citadel Graduate College.

THE CITADEL AGAIN NAMED TOP PUBLIC COLLEGE IN THE SOUTH

For the second consecutive year, The Citadel is ranked No. 1 by U.S. News & World Report among the top public universities in the South. In addition, the School of Engineering has cracked the top 20 nationally, moving up from No. 21 last year to No. 17 this year for best undergraduate engineering programs.

The Citadel is ranked in the regional university category of colleges because it offers a full range of undergraduate and master’s degree programs. In its other rankings, U.S. News ranked The Citadel No. 8 for best value in the South. The best value takes into account a school’s academic quality and the 2011-12 net cost of attendance.

Among both public and private universities in the South, The Citadel ranks No. 5. The public and private colleges in the category are ranked by region against their peers because they tend to draw students most heavily from surrounding states.

“U.S. News & World Report confirms what we have known all along—The Citadel is a preeminent institution with excellent academics and a tradition of developing principled leaders,” said Citadel President Lt. Gen. John W. Rosa. “We are proud to be No. 1 again, and we are particularly proud of our alumni for their commitment to what we do.”

In the regional university rankings for public and private colleges, The Citadel has the highest rate of alumni giving at 30 percent.
When the class of 2016 reported on Aug. 13, the 779 freshmen broke previous admissions records for total applications and females who matriculated. More than half of the class hails from South Carolina. For the sixth consecutive year, more than 700 freshmen matriculated, and they are also among the finest academically to enroll at The Citadel, with an average GPA of 3.50.

Here's a closer look at the Class of 2016.

- Total applications // 2,758
- Total matriculated // 779
- States represented // 36
- Top 10 states // South Carolina, Georgia, North Carolina, Virginia, Florida, New Jersey, Pennsylvania, California, Texas and Massachusetts
- Foreign countries // 4
- Percent transfers // 6.5% (51)
- Percent from high school // 93.8% (726)
- Women // 64 (8.2% of the class)
- African American // 60 (7.7% of the class)
- Total minority // 160 (20.5% of the class)
- International students // 6 (0.7% of the class)
- South Carolina residents // 398 (51.2% of the class)
- Out-of-state students // 379 (48.8% of the class)
- Average SAT score // 1089
- Above 1100 // 208
- Average high school GPA // 3.5
- Top 25 percent of high school class // 196 (34%)

Most Subscribed Majors

- Business Administration // 133
- Civil and Environmental Engineering // 106
- Criminal Justice // 105
- Political Science // 70
- History // 67
- Electrical Engineering // 60
- Biology // 59
- Physical Education // 53
- Computer Science // 26

Maj. Du Bose Kapeluck, Ph.D., was one of 1,100 faculty from across the United States awarded a Fulbright Scholar grant to spend the 2012-2013 academic year teaching abroad. Kapeluck is teaching courses in American politics to Slovenian graduate students at the University of Ljubljana.

Fulbright grants are awarded annually by the U.S. Department of State and the J. William Fulbright Foreign Scholarship Board. Ryan Adams, a 2011 Citadel graduate, was also awarded a Fulbright Scholarship and will serve as an English teaching assistant in Germany.

“Two Fulbrights, one to a cadet graduate and the other to a professor, in one year—this is indeed a coup for The Citadel,” said Brig. Gen. Sam Hines, provost and dean of the college. “The Fulbright award is prestigious and reflects The Citadel’s emphasis on providing a more global education.”
Psychology Professor and Director of Service Learning Col. Conway Saylor was named the 2012 Governor’s Professor of the Year for four-year colleges and universities by the S.C. Commission on Higher Education.

Saylor was honored at the capitol for her dedication and passion for teaching and service learning, which has resulted in a renewed focus on community service. Saylor led the revamp of community service efforts into a key component of the college’s leadership development program. With Saylor’s guidance, The Citadel now requires every sophomore to participate in a service learning seminar, which culminates with cadets spending time as volunteers with service organizations throughout the Lowcountry.

The Commission on Higher Education annually selects one professor each from a two-year and four-year institution to honor a track record of outstanding teaching, published academic articles and a demonstrated commitment to public service.

“I can think of no faculty member who better fulfills the roles of teacher and scholar while further distinguishing herself through exemplary service to The Citadel and to the larger community,” said Brig. Gen. Sam Hines, provost and dean of the college.

While Saylor continues to teach psychology, she moved to the Krause Center for Leadership and Ethics this fall to build on her important work in service learning education.

In a post 9-11 world where international crime, terrorism and homeland security are common vernacular for today’s college students, a criminal justice degree is in high demand. To better meet the educational needs of students, the criminal justice program, previously under the department of political science and criminal justice, became a separate department this fall.

“The creation of separate administrative units for these popular disciplines provides better organizational frameworks for each of them to expand the educational opportunities available to our students,” said Col. Bo Moore, dean of Humanities and Social Sciences. “We’re particularly excited about the prospects of the Charleston area, under the leadership of our new department of criminal justice, becoming a major center of broadly based homeland security studies.”

Lt. Col. Martha Henderson Hurley, the chair of the new department, said the program is both up-to-date and international. “It is not the criminal justice of old. It is a global criminal justice discipline. And that’s exciting. That’s why people are drawn to it now.”

Hurley, who received her doctorate in criminal justice from the University of Cincinnati, has more than 10 years of experience working in the field. Specific areas of her research include risk assessment and classification, analysis of performance measures, organizational change and implementation of best practices in corrections. Hurley is the first African American woman to chair an academic department at the college.
Sigma Pi Sigma, the national physics honor society, awarded a $1,900 grant to physics students to study the characteristics of microscopic particles known as carbon dots. Led by Cadets Djordon Porter and Ryan Boodee, who are working under the guidance of Assistant Professor Robert Clark, the project is entitled *Fluorescent Quantum-Sized Carbon Dots Isolated in an RF Paul Trap*.

In the experiment, students examine the light emitted from the carbon dots. To isolate the particles for analysis, the team soldered together a storage device called an ion trap, which is about the size of a deck of cards.

“Some of the really fun stuff for me is building,” said Boodee, a junior physics major from Raleigh, N.C. Boodee is looking forward to using lasers to study the brightness of the isolated particles. “It’s been a really exciting project.”

The Citadel chapter of the Society of Physics Students is one of nine to receive monetary awards, which are funded by members of Sigma Pi Sigma. The students will submit a final report on their project by the end of 2012.

“I plan to pursue my doctorate in some type of physical science,” said Porter, a junior from Columbia. “This opportunity has inspired me to consider a doctoral thesis in quantum physics because it is an area in which I can make a difference.”

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**ROBIN HOOD: THE MALLEABLE CHARACTER THAT CHANGES WITH TIME**

He’s been called a thug, a marauder and a thief. Is he a bandit, woodsman or hero soldier out of work? For Citadel Professors Kelly DeVries and Michael Livingston, the question should be “What is Robin Hood?”

DeVries and Livingston, medieval scholars in the School of Humanities and Social Sciences, explored the question during a spring lecture entitled *Robin Hood in Reality and Representation*. The lecture examined how Robin Hood has been depicted over time, from historical sources to modern Hollywood portrayals.

“There are two aspects to this story—was he real and, more importantly, how has he been represented over time?” said DeVries, the current Mark Clark Distinguished Visiting Professor. “It’s not just the legend, but the audience—the patrons who create the legend.”

The legend of Robin Hood first appeared in 13th-century English folklore and has evolved ever since, from hero to villain in folklore, movies and literature.

According to both professors, the legend evolved also to satisfy current tastes of the audiences. The evolution of Maid Marian was a result of the growing place of women in the audience. The earliest ballads of Robin Hood, which have no reference to Maid Marian, stand in stark contrast to the 2010 representation in Hollywood director Ridley Scott’s version, in which Cate Blanchett stars as Robin’s assertive and sometimes ruthless romantic partner.

“Everyone knows the basic Robin Hood, but we’re constantly tweaking the character to fit our culture,” Livingston said. “It is malleable. It’s a lens, a window to a cultural movement.”

DeVries sees this same transformation in the hero’s changing social class.

“By the 20th century, he’s not only the man who robs from the rich and gives to the poor, but he’s also the man who now is fighting against King John on behalf of Richard, which is nowhere in the original legend,” DeVries said. “Presumably, the story is being told to a noble audience.”

But, as Robin Hood has changed from yeoman to noble and from Errol Flynn’s 1938 acrobatic and boyish version to the unkempt Russell Crowe version of 2010, one theme has always remained.

“He’s an anti-establishment character that the establishment likes,” said Livingston.
RUMSFELD SPEAKS ABOUT WAR ON TERROR

In a new class offered last spring, The Conservative Intellectual Tradition in America, former Secretary of Defense Donald Rumsfeld spoke to cadets and active duty students about the political emergence of Ronald Reagan and the challenges faced by the George W. Bush administration.

Led by Mallory Factor, the John C. West Professor of International Politics and American Government, the class explored the political tradition of modern conservatism in the United States. Other national leaders who spoke during the semester included former House of Representatives Speaker Newt Gingrich, American historian Burt Folsom, Ayn Rand Institute Director Yaron Brook, and former U.S. Attorney General Edwin Meese.

“As one of the top officials in the nation during the Sept. 11 attacks,” said Factor, “Donald Rumsfeld was a crucial player in our nation during the emergence of terrorism, and we are truly fortunate to have him at The Citadel to share his insight and wisdom.”

The class was sponsored by the Intercollegiate Studies Institute and The Citadel’s John C. West Chair of Government and International Studies.

CORPS BECOMES 21 COMPANIES STRONG WITH VICTOR COMPANY

The Corps of Cadets has grown to 21 companies, making the college the largest in its history. Victor Company was activated during the annual Commencement Week Awards Convocation. Housed in Fifth Battalion, Victor Company was launched under the cadet leadership of Daniel Pittman, a physics major from Windsor, S.C. Pittman was originally a member of Palmetto Battery and is scheduled to be commissioned in the Air Force upon his graduation in 2013.

“My goal for Victor Company is to form a company that excels in all areas of developing the whole person and principled leaders instilled with honor, integrity and discipline,” Pittman said. “I want to be able to look back and know that, through the help of the rising leadership of Victor Company, we started a brand new company that will stand as a testament to the kind of leaders that The Citadel produces.”

Victor Company’s activation comes two years after Sierra Company was activated in September 2010 and five years after the previously deactivated Papa Company was reconstituted in August 2007. Victor Company, like Sierra Company at the time of its creation, has no previous history in the Corps of Cadets.

The addition of three companies in five years is part of the college’s strategic initiative to sustain enrollment at 2,135 students and to help balance the size of other companies that had ballooned as enrollment grew. Victor Company will increase the college’s ability to add students in the future. The average company has about 100 cadets.
The Citadel student chapter of the American Society of Civil Engineers, which was recognized nationally by the ASCE as the most outstanding student chapter, has another honor to add to its growing list of accomplishments. The cadet engineers won the Spartan helmet trophy for the second time at the 2012 Storm The Citadel trebuchet competition.

This year’s competition proved even more popular than the first, with eight elementary schools, seven middle schools, 15 area high schools, two teams from The Citadel and two Lowcountry businesses taking part.

Co-hosted by Google, the competition requires teams to build a trebuchet, which is a type of catapult, capable of accurately tossing a ball between 50 and 200 feet at a target. Points were awarded and winners selected based on accuracy, design and team spirit.

“For two years now, Storm The Citadel has been a huge success in the community while underscoring the value of science, engineering and mathematics to students of the Lowcountry,” said Col. Ron Welch, dean of the School of Engineering. “We are grateful to Google, whose generous support again made it possible.”

The Citadel and Google are among the Lowcountry’s leaders in providing opportunities and initiatives to support science, technology, engineering and mathematics programs in the schools. The trebuchet contest is just one event in a larger series offered during The Citadel’s Engineering Week every year to generate student enthusiasm about science and technology and to encourage them to have fun while learning.
The Citadel has long been known for producing leaders of principle, a tradition that goes back to 1843 when the first cadets reported to the original campus on Marion Square. In 1922, the college moved to its present location on the banks of the Ashley River, but despite the change in geography, the college has remained steadfast in its ability to build leaders, a process that begins with the four pillars of learning—academic instruction, military training, physical readiness and development of character.
In early November, the grayness of the overcast sky was echoed by the crumbling masonry surrounding the Old South history class I was teaching. The only color in the scene was a bed of flickering orange coals and a glowing bar of iron that was being hammered, blow by blow, into a pair of tongs. We were standing in the yard of Charleston’s Old City Jail, now the American College of the Building Arts (ACBA). Twenty-five cadets and one active duty student watched attentively as two ironworking students demonstrated the traditional means by which iron was forged into the tools of early Southern development. They also examined a display of the blacksmiths’ wares, including a hatchet, hammer and bayonet, as well as examples of Charleston’s decorative ironwork. What most impressed the cadets, however, was a sophisticated mathematical compass created by one of the ACBA’s graduating seniors. Taken together, the assemblage was a reminder that in the early South every metal tool of surveyors and navigators, farmers and frontiersmen was the product of this same mastery of fire and iron.

Those processes of exploration and settlement opened our course on Southern history. By November, we had reached the 1840s and the growth of antebellum towns and early manufacturing. This is a period of particular interest to me because my own research investigates the region’s 19th-century urban development and commercial culture. While plantation life characterized much of the pre-Civil War South’s culture and economy, Southern cities were important hubs through which crops were traded, as well as centers of the new manufacturing by which the 19th-century South worked to diversify its economy. We had just read about the establishment of Tredegar Ironworks in Richmond, Va., in the late 1830s, hence the visit to the forge. To watch the painstaking care with which the ACBA students shaped the iron was to appreciate even more fully the transformation of Southern manufacturing that came with the growth of mechanized industry.

Through the generosity of Jenny and Henry Johnson, ’75, I was able to combine traditional classroom lectures with site visits that would allow students to view firsthand the issues addressed in the classroom. After studying the construction of early Charleston, for example, we took our first trip to the city’s Old Exchange Building on East Bay Street. We met on the ground floor where merchants transacted business and then climbed upstairs to the formal rooms where George Washington was received during his 1791 Southern tour. Finally, we descended to the Provost’s Dungeon, where colonial gunpowder was hidden during the Revolution and where, too, archaeologists have excavated yet another layer of the city. At the time of the city’s earliest settlement when it was an outpost defending the British settlement against Spanish Florida, this was the Half-Moon Bastion, a semi-circular brick fortification at the center of the city’s seaward defenses.

Being on site like this challenged students to draw back the present streetscape, to imagine East Bay Street at a time when its homes housed merchants’ counting houses, when its wharves were crowded with sailing ships and small trading vessels, and when the Exchange Building itself was a center of coastal and international business. Walking through the landscape this building once dominated allows students to begin reconstructing the world of early South Carolina. At the same time, it allows us to consider landscapes themselves as assertions of authority—in this case the authority of the crown, planters and merchants.

This perspective can be applied to other sites as well, including the Aiken-Rhett House. There cadets toured the house and work yard, which features a well-preserved urban slave quarter. Cadets were asked to consider what the architecture said about relations between masters and slaves, as well as between the Aiken family and the city. Designed to express the original builder’s wealth, the house was later altered to invoke the floor plan of a traditional Charleston single house, enlarged with the addition of an art gallery. Filled with pieces collected during the Aikens’ European tour, the gallery was intended to impress guests with the family’s taste as well as their international connections. At the same time, the surviving kitchen, slave quarters and stables provide one of the best opportunities for cadets to see firsthand the world of Charleston’s enslaved residents.
My goal is to bring that history to life while exploring how events of the past have shaped our world today. For many of the cadets, the study of Southern history is closely connected with issues of identity—with questions of what it means to be Southern, of Southern distinctiveness, of the South’s role in the nation. This course provides a historical context for understanding the South today, both the ways in which the region became distinctive and the cosmopolitan connections that have tied it to economies and cultures worldwide from the earliest days of European settlement.

Based on the level of student engagement, the course was a great success. The visits prompted students to ask critical questions about the history around them. Nine students spent one of their free afternoons trekking afield to Caw Caw Plantation on an extra-credit trip. They surveyed the ditches and dikes of former rice fields and photographed each other’s efforts to pound and winnow rice. At the same time, the interest and respect that they displayed on site made them exemplary representatives of the college to the surrounding community. Their enthusiasm made the course exciting for me, and I find myself looking forward to taking similar trips with cadets in future upper-level courses.

Capt. Amanda Mushal has been a professor of Southern history at The Citadel since 2009. She received her Ph.D. from the University of Virginia and her B.A. from the College of William and Mary. Her research focuses on Southern commercial culture in the antebellum period.
Spring break evokes images of students having fun in the sun and the surf with their friends on a beach. The week-long sojourn that takes place every year in the final weeks before exams and graduation does not traditionally conjure an image of five senior cadets trekking through the Mojave Desert for 26 miles carrying 50 pounds of rice in rucksacks under the name Team Big Red. But that’s exactly how Cadets Charlotte Perrott, Ronald Willis, Chris Gamble, Angela Foyt and James Hurton spent their spring break this year. In addition to their rice, which they carried to donate to a food bank, they brought with them the class ring of 1st Lt. Pope Lott Browne, ’33.

Browne lost his ring on Sullivan’s Island before he was stationed in the Philippines at the beginning of World War II. The ring was later found in 1964 by two young boys whose father returned it to the college, hoping that it would find its way back to its owner. Unfortunately, Browne would never get his ring back.

In early 1942, while stationed in the Philippines, Browne’s military unit was among those attacked by the Japanese military during what would become the Battle of Bataan. After four months of fighting, the Allied forces of American and Filipino soldiers surrendered. April 9, 1942, became a grave day in military history.

The Japanese military began forcing the surrendered Americans and Filipinos along a 60-mile route to a Japanese prisoner-of-war camp. With no food and only contaminated water, they marched for days through the scorching heat and thick jungle. Many were beaten and bayonetted as they struggled to survive without any medical treatment. Thousands perished. Among those who had been taken prisoner were 23 Citadel alumni. By the end of World War II, thousands of the soldiers who had survived the march died in Japanese POW camps.

In 1989, cadets of the New Mexico State University Army ROTC held a march to memorialize the prisoners who suffered and died in the Bataan Death March. Several years later, the New Mexico National Guard (a unit that served in the Philippines in 1942) and White Sands Missile Range began sponsoring the march, moving it to the missile range. From there, the march evolved into an international event with more than 5,000 participants from both the military and civilian worlds.

There are two memorial march routes, a 14-mile track and a marathon-length (26.2 miles) track. Participants choose which track to take and whether or not to carry a backpack of non-perishable food. Participants can go alone or in teams. Their reasons for participating vary, ranging from personal challenge to honoring a soldier who was there in 1942.

“There initially my reasons for going were for the challenge of rucking a marathon,” said Perrott, the 2012 Fifth Battalion commander,
of the 50-pound rucksack she carried during the march. “It was only after I read Col. Roy C. Hilton’s journals that I realized what the prisoners endured. Now I want to be able to connect the proud history of The Citadel to the current pride of today.”

Hilton was one of the 23 alumni prisoners in the Bataan Death March. His journals are currently housed in The Citadel Archives.

Almost 50 years after it was returned, the cadets carried Browne’s ring across the 26.2-mile course in the Mojave Desert. On their backs they carried 50 pounds of rice—15 pounds over the minimum. The cadets trained for months leading up to the Bataan Memorial Death March. But they did not only train physically.

In the weeks prior to their departure, the cadets learned all they could about the Bataan Death March and the alumni who were there. The team was advised by Tactical Officer Maj. Steven Smith, who also helped them research the alumni through journals, maps, notes and letters.

“This is an important event for the cadets to participate in,” said Smith. “It helps them gain a better understanding of the many ways in which alumni have contributed to the history of the United States and of the world.”

Before the trip began, the cadets made a commitment to participate. They raised $4,000 through The Citadel Foundation to underwrite the costs of going to New Mexico to participate. In addition to honoring The Citadel and its alumni, the cadets donated the rice in their packs. By the end of the march, the cadets were more than willing to present the 250 pounds of rice to a local food bank.

“It was tough. We were very excited at the beginning, but by the end, we were dragging,” said Willis, who graduated in May and commissioned in the U.S. Navy.

Perrot is currently attending graduate school at the University of St. Andrews in Scotland, while Gamble, Foyt and Hurton earned military commissions in the U.S. Army, the U.S. Air Force and the U.S. Marine Corps, respectively.

Although the march was a challenge for the cadets, it pales in comparison to the 1942 march. Nevertheless, the opportunity gave the cadets a better understanding of the sacrifices made and a greater perspective of their responsibilities as they, too, fulfill leadership roles and swear to serve their country as members of the armed forces.

*Ensign Jordan Smith, a former intern in the Office of External Affairs, graduated in May with a degree in English. He is currently a surface warfare officer in the U.S. Navy where he is serving as a public affairs officer.*
In a recent poll published by *Sports Illustrated* magazine, lacrosse was recognized as the fastest growing sport in the nation. The news comes as no surprise at The Citadel, where the men’s lacrosse team has made a name among the Division II teams of the South in the Men’s Collegiate Lacrosse Association (MCLA).

Their mission was simple—to beat VMI.

When a bagpiper began playing their battle hymn, “The Last of the Mohicans,” the Bulldogs burst from the locker room’s double steel doors, storming the field and waving the American flag proudly above them.

In full force they took the field, but not in their normal home blue and white uniforms. For this game, they came roaring out in specially-made Army combat-patterned jerseys. The Bulldogs had teamed up with the Special Operations Warrior Foundation (SOWF), an organization that provides scholarships and financial support to the families of fallen special operations soldiers.

As the teams took the field and waited for the referee’s whistle to signal the start of the game, the silence echoed throughout the stadium while the two faceoff men at the center of the field tensely anticipated the referee to call, “Down. Set.”

At the whistle, they battled fiercely for a moment, and VMI eventually came out on top. Racing down the field, the VMI attackman pushed toward the goal. He reared back and hurled the ball towards The Citadel keeper. Save. Now it was The Citadel’s turn as a midfielder took the ball, rushing again toward the opposite end of the field, constantly keeping the goal in his vision. The offense had other plans, however, and decided to slow things down—sharply passing the ball back and forth to each other.

**THE GAME WAS NECK AND NECK. VMI TOOK THE LEAD, BUT THE BULLDOGS BATTLED BACK.**

“We knew they would battle hard. Their team has a lot of pride,” said Blake McAfee, junior attackman, a short stick offensive player whose job is to remain on the opposite end of the field and pressure the defense.
With the clock winding down in the fourth quarter, the game was tied at 6-6. Frantically looking to put one more point on the board, The Citadel offense came back for one final offensive play. Working the ball down behind the goal, McAfee cut up in front, hoping for a shot. With 52 seconds remaining, he found the back of the net, putting the home team up once again by one. All they had to do now was hold the lead—a daunting task.

The realization of the win struck over the crowd as it watched the clock count down from 10 seconds, then on to five, four, three, two... Overcome with excitement, the Bulldogs cleared the bench, sprinting towards their comrades on the field.

“I think the weekend was a huge success,” said Head Coach Mike Grimm. “Raising money for SOWF added to the history between the two teams and made it much more than just a win on the board.”

No game would be complete without honoring both teams by playing the VMI and Citadel alma maters. This time, however, The Citadel team and fans sang second and embraced the sweet joy of victory.

The Citadel’s win over VMI was just the start of a demanding schedule for the Bulldogs. In March the team journeyed to the U.S. Military Academy, where The Citadel cadets played against some of the nation’s best recruits.

“It was important for our players to see that even within the framework of a military system, you can have a competitive and successful program,” said Grimm. “We saw the level of play that we aspire to, and I think it set a tone for the rest of the season moving forward.”

Not only did The Citadel Men’s Lacrosse team take on great lacrosse programs like Army and VMI, but after beating cross-town rival College of Charleston in yet another close match, the Bulldogs traveled to Alpharetta, Ga., for the conference playoffs—a first in the history of men’s lacrosse at The Citadel.

With a new academic year in full swing, the Bulldogs are even more optimistic about the future of the sport at the college. As they build their team and the enthusiasm for the sport continues, they dream of winning the conference title and bringing even more prestige to the sport.

Cadet Collin Whiteford is a captain for the 2012-2013 men’s lacrosse team. He will graduate in May with a degree in English and a minor in German.
As The Citadel expands its third annual Leadership Day (originally called Heroism Day), we reflect on the heroism of one alumnus whose lifetime of service and smaller selfless choices prepared him to make the ultimate sacrifice. On Jan. 13, 1982, Air Florida flight 90 took off from Washington National Airport heading for Fort Lauderdale, Fla. The flight would not reach its destination.

As the plane took off, ice buildup and pilot error caused it to crash into the 14th Street Bridge and sink into the icy Potomac River, killing 73 people aboard. A helicopter arrived on the scene, lowering a lifeline to the six survivors. When the line reached the water, one survivor took it. But instead of hooking himself up to it, he passed it to a fellow survivor. The survivor was lifted out of the frigid water, and the process was repeated four more times. Each time, the same man passed the lifeline to another survivor. By the time the helicopter came back for him, both the plane and the man who had selflessly put the lives of others before himself had slipped beneath the icy Potomac. It took several days to determine that the man who gave his life for his unknown fellow passengers was Arland D. Williams, '57.

In Williams’s memory and to celebrate heroism as a virtue of principled leaders, The Citadel and the Krause Center for Leadership and Ethics hosted the first Arland D. Williams Heroism Day on Election Day, Nov. 2, 2010, with 150 cadets participating in community service. Building on the success of the first endeavor, the following Heroism Day expanded into an event of stunning scale, engaging almost the entire Corps of Cadets in a variety of service projects across the Lowcountry. The motto—Remember a Hero, Thank a Hero, Be a Hero—challenged cadets, graduate students, faculty and staff to take part in one of the 26 service learning, remembrance or training opportunities available on campus and in the community.

To remember a hero, members of ROTC departments organized a road march and physical fitness challenge to honor the service men and women who had served before them. With more than 370 cadets participating, platoons of 30 cadets left campus for Patriots Point and the U.S.S. Yorktown. The road march took the cadets through the neighborhoods surrounding the campus, over the Arthur Ravenel Jr. Bridge, and to Patriots Point, where they had lunch and were free to tour the ship and visit the Medal of Honor Museum. After a period of reflection, the cadets marched back to campus, this time with a deeper appreciation of what the military members before them endured.

On the same day, 634 freshmen guided by 134 trained junior and senior cadet leaders participated in a program through the Charleston County School District to thank a hero. The cadets traveled to 13 schools to engage in conversations with students about what heroism means to both the school children and the cadets. While there serving as mentors, the cadets asked the younger students to identify their own heroes, then helped the students create more than 3,000 thank-you cards, which other cadets later distributed to veterans, police officers, firefighters and heroes around Charleston.

“It was a great way for us to get off campus, work with children and learn a little about ourselves through interacting with people. It is also important to realize that heroes are found not only in the military but everywhere around us,” said Cadet Thomas Clark, now a sophomore.

Cadets had the opportunity to be a hero by participating in an assortment of community service projects in the area. From building houses for families in need to volunteering at local animal shelters, cadets engaged in a wide range of service
activities throughout Charleston. In Mt. Pleasant, they worked with Habitat for Humanity to build an eco-friendly green home where they painted, worked on the construction of a porch and cleaned up construction materials from around the work site. At two animal shelters in Charleston County, cadets lent a hand to take care of the animals and their kennels as well as perform other maintenance tasks in the shelters. For fun, they had a chance to take the animals outside to play.

In all, cadet volunteers provided more than 8,000 hours of service on this one day, with an estimated economic impact to the Charleston community of more than $170,000. In addition, more than 200 cadets took advantage of the occasion to train for and serve in leadership roles. To reflect the opportunities presented for cadets to learn to lead by serving others, and to recognize the benefit that a day of service contributes to the four-year leadership development model, this annual initiative was renamed Leadership Day this year.

None of this would have been possible without the extraordinary efforts of Col. Conway Saylor. A professor of psychology and an instrumental player in service learning in the Krause Center, Saylor was the driving force that made the event a reality.

“We wanted to extend our service learning and community service to be available to all cadets,” Saylor said. “I have had many students come to me who want to volunteer their time but can’t because of their busy schedules.”

Saylor’s passion for service learning has not gone unrecognized. In February, she was named the 2012 Governor’s Professor of the Year for four-year colleges and universities by the South Carolina Commission on Higher Education.

“Leadership Day isn’t only about community service, though that is an important emphasis. It’s about developing and practicing a host of moral and ethical values through targeted step-by-step training, service and reflection,” said Saylor. “We believe that service learning and getting the out-of-the-classroom experience is an important part of how cadets can develop into principled leaders. The service learning project is a two-way street—the cadets learn about leadership through service, and the nonprofit organizations get motivated young men and women to help with tasks that the other volunteers, normally older men and women, cannot do.”

Through his selfless actions, Arland D. Williams has come to embody heroism. Recognized along with two Coast Guard officers on scene that tragic day, Williams was posthumously awarded the U.S. Coast Guard’s Gold Lifesaving Medal by President Ronald Reagan. The 14th Street Bridge was renamed in his honor by the District of Columbia. In 2000, The Citadel created the Arland D. Williams Society, paying tribute to those who have distinguished themselves through community service.
The clock strikes 5:00 p.m. just as the weekly video teleconference with our West Coast customer concludes. It has been a long, demanding day, but it is not yet over. Class begins in an hour. I shut down the computer in my office, grab my briefcase with the homework and textbooks for tonight’s class, Decision and Risk Analysis, and make my way to the Lowcountry Graduate Center in North Charleston. For more than two years I have been taking graduate classes in the evening while working full time, but accepting the challenge of enrolling in The Citadel’s master’s degree program in project management has been a rewarding decision that I am glad I made.

Project management is an internationally recognized and rapidly growing occupation. In 2008, an Anderson Economic Group study determined that approximately 1.2 million project management jobs will be filled annually on a global scale through 2016.

As a professional in the defense industry, which is primarily project management based, I was interested in learning more about formal project management and intrigued to hear about the technical project management curriculum. I enrolled in the program in the fall of 2008 with the intention of taking only the introductory Survey of Project Management Principles, which would complete my requirements for the Project Management Professional (PMP) certification, a credential that would help me significantly in my line of work. But the first class was so eye-opening that I enrolled in the three project management classes that followed.

As a student of the technical project management program, I found myself to be both unique and fortunate. The timing of the classes being developed and offered worked perfectly with my plan for personal growth and development. One of the instructors remarked that many of his students from this program were recognized at work and earned promotions. My interest was piqued even more.

As a program analyst working with project managers performing installation services for the U.S. Navy, I used project management principles at work every day. Although I was already familiar with the processes, I was only beginning to understand the project management activities on a larger scale. These classes were flexible enough to allow me to grasp the formal course material by relating the assigned homework to my work and putting them into a context that benefitted my learning.

Project management is a vast occupation, with local applications that range from designing the Arthur Ravenel Jr. Bridge to building a Boeing 787 Dreamliner. I found the course material and instruction to be so valuable that there was no question of stopping after the first class. I continued the curriculum and completed the technical project management certification. Within the year, I was planning to take the project management professional exam. To make sure I was well prepared, I joined a few other students from the graduate program to form a study group. Not surprisingly, we approached it like a project with scheduled milestones. We then set individual target dates for taking the exam, which I passed in September 2010, achieving Project Management Professional certification.

During this time, Professors Keith Plemmons and Charles Skipper, both of the School of Engineering, had been working together to create the new Master of Science in Project Management degree. The accredited program was designed so that the four technical project management classes required for the TPM certificate would serve as the core courses of the graduate degree. I had wanted to get a master’s degree, and suddenly I was already 40 percent into a master’s curriculum that I not only enjoyed but also found tremendously valuable in my line of work.

When I formally applied to The Citadel Graduate College to continue my academic path, I enrolled in the first of two leadership classes. Shortly before returning to school, I had earned a promotion to a deputy program manager position. The leadership classes could not have come at a better time. The course material focused on the student as well as on understanding other people and how leaders are developed.

I was so inspired that I scrutinized my own leadership abilities to find out where I needed to improve. The work in the project management classes challenged me to grow and develop myself professionally, while the leadership classes challenged me to grow and develop personally.

A DEGREE TO SUCCESS

By Scott Price
All of the classes are designed with the objective to teach what we will experience on the job in the real world. The first leadership class offers an introduction to leadership, and the second dives right into applied leadership concepts. Testing this theory, we, as a class, developed a list of questions and interviewed several prominent leaders at executive levels or higher. We compared what we learned from the interviews to the coursework we were studying. When we measured real life against the lessons and objectives of our coursework, we determined that, without a doubt, the concepts we were studying are consistently practiced by each of the leaders we interviewed.

One of the most well-known interview subjects was Charleston Mayor Joseph P. Riley, ’64. A mayor in his 10th term, Riley is credited with restoring Charleston after the destruction caused by Hurricane Hugo in 1989, turning the city into the thriving metropolis we know today. His vision and his leadership were awe inspiring.

I then decided to enroll in the Systems Engineering Management class, which challenged me on a technical front. One of the contracts we were pursuing at work was a systems engineering contract, and much of what I learned in the class was directly applicable to my understanding of the scope of this contract. Systems engineering management is the technical side of project management which focuses on the technological processes, engineering requirements and people who perform these functions. These classes are particularly useful for those who work in a technical-project-management-based field.

The project management program is expanding to include program management, decision and risk analysis, legal and contract aspects of program management, civil and environmental engineering, and electrical and computer engineering.

I have met many interesting people, several of whom are active in the Charleston chapter of the Project Management Institute and have become good friends and work colleagues. This master’s program has also proved beneficial for many of my classmates. Some even are now on their way to earning a doctorate in project management in a joint program with The Citadel and Clemson University.

The project management program was designed with the working professional in mind. Because the classes are taught in the evenings, they did not interfere with my work schedule. Though I was a little nervous at first about going back to school after being out of college for more than 16 years, I felt comfortable in the classroom and was impressed that the professors would welcome our discussion of work experiences to demonstrate the concepts being taught. I was also encouraged to use examples from my professional experiences in developing the assignments, which allowed me to gain a deeper understanding of the material I was studying by relating it to my occupation. After classes, I actually felt invigorated by feelings of accomplishment.

If I were asked whether the project management program changed my life for the better, I would have to say, “Absolutely.” Working through this master’s degree at an institution as prestigious as The Citadel has prepared me to meet the daily challenges I face in a demanding project-management-based industry. I have grown professionally as well as personally. The Citadel’s project management program is the cornerstone of my career advancement and personal development.

Scott Price is a deputy program manager with VT Milcom, a local defense contractor supporting U.S. Navy programs. He earned his Project Management Professional certification in September of 2010 and plans to finish his master’s degree this fall. He has worked in the defense industry for 10 years.
Once every two years, political science professors from across the nation descend from their ivory towers and converge on Mark Clark Hall. While The Citadel is known for its military traditions and teaching excellence, many do not realize the depth of the institution’s commitment to academic research.

Since 1978, the department of political science has hosted the Symposium on Southern Politics. This biennial event brings together the nation’s foremost academic experts on the politics of the American South. Through the support of The Citadel administration with funds from The Citadel Foundation’s annual academic endowment grant, we are able to host this conference that helps to enhance the college’s reputation within the academic community. Equally important, the symposium brings cadets into contact with scholars who have written some of the articles and books they are using in the classroom. Few colleges offer such opportunities to their students.

A Tradition in Southern Politics

By Maj. Scott Buchanan

When I was a young, struggling graduate student at Auburn University, one of my professors told me about The Citadel Symposium on Southern Politics. Since my master’s thesis focused on one area of Southern politics, I decided to send in a paper proposal. While I was aware that The Citadel was a military college, my knowledge about the institution was limited. Little did I know that the symposium would lead me back to Charleston from 1996 to 2008, and that it would play a large role in my decision to join The Citadel faculty in 2009.
Academia is a rather small world. Colleagues within one’s academic discipline across the nation are all familiar with one another. Even if we do not know one another directly, it does not take long to find connections. And research conferences are the glue that holds us together. They provide an opportunity for continuing education for professors and allow us to keep abreast of research in our chosen fields. These conferences give us the chance to present our research. On rare occasions, our research is published in academic journals, further enhancing the reputation of the professors and their institutions.

In my college teaching career, I have observed how students are surprised that their college professors know the authors whose works they are reading as a part of their courses. While I am sure that many of my colleagues throughout academia can relate, The Citadel offers a rare opportunity for students to become acquainted with scholars in the field of political science through the symposium.

The Symposium on Southern Politics began as the brainchild of three long-time political science professors at The Citadel: Todd Baker, Larry Moreland and Robert Steed, who proposed the idea to Lt. Gen. George M. Seignious, then president of the college. Seignious had asked the entire faculty to think of ways to enhance and expand the college’s scholarly footprint in the region and the nation. After securing funding, the political science department hosted the first symposium in February 1978. Not really knowing what to expect, Baker, Moreland and Steed were pleasantly surprised by the flood of research paper proposals. The rest was history. The symposium has been held every two years since the inaugural event.

The symposium is held the first Thursday and Friday of March in even years. Most of the panel sessions are held in Mark Clark Hall. Planning for the symposium begins the previous July. From July to December, the emphasis is on organizing panel sessions in which the participants will present research that focuses on the politics of the region.

The symposium has built up such a reputation and following over the years that many participants return over and over again, including a handful of researchers who have attended every conference since 1978. Additionally, one of the endearing qualities of the symposium is that we continue to draw younger colleagues as well. We regularly have several graduate students who participate, and in recent years we have often had undergraduates who present research as well. In 2010, Philip Ford, ’10, presented research on recent gubernatorial elections in South Carolina.

The 2012 symposium featured more than 80 political scientists from around the nation. While most of the scholars who come to the symposium teach at colleges and universities in the South, we regularly draw professors from other areas of the country including Boston, Chicago, Los Angeles and even Las Vegas.
In addition to the quality of the research presented, I must give some credit to Charleston and the typically beautiful weather we have here in early March. A special feature for 2012 was a roundtable of experts who provided analysis on what they saw as possibilities for the 2012 presidential election. The consensus... well, there was no consensus on who would win the presidential contest, although the experts all agreed that President Obama is unlikely to make any gains in the South, and he most likely will lose North Carolina, which he narrowly won in 2008. The experts also felt the president’s ability to carry Virginia and Florida will be more of a challenge for him this time around.

As a result of the symposium, many political scientists and historians from around the nation during the last 30 years associate The Citadel with the pursuit of academic excellence.

The symposium’s other benefit for me is that every other spring semester I have the opportunity to teach my favorite class: Southern Politics. Based upon the enrollment and student comments, it seems to be one of the cadets’ favorite courses as well. As I am teaching the course, I am able to relate many of the assigned readings to the students by pointing out that the authors of the research will be on campus for the symposium. While my students would be quick to tell you that my policy on extra credit is “there is no such thing,” I make an exception for the symposium. I offer students in my Southern Politics course extra points if they assist in registration for the conference. While the extra credit is optional, I require them to attend at least one panel session at which professors are presenting their research. It is rare that undergraduates have such opportunities to see first-hand research being presented, as research conferences are typically not held on a college campus.

In the afterglow of the symposium, I ask my students what they learned and am always surprised at how much they take away from the conference. In fact, I wish that I had such opportunities as an undergraduate to see political science being practiced and applied. Matthew Selmasska, ’12, who attended sessions of the symposium, wrote this about his experience:

The Citadel Symposium on Southern Politics is an unparalleled academic enterprise that fosters enlightened discourse
on the relevant political issues of our time, particularly those issues affecting the South. This year’s symposium was especially salient due to current events. Amidst the drama of the 2012 presidential election and the Republican nominating process, portions of the symposium were devoted to discussing President Obama’s reelection chance. The Symposium on Southern Politics remains one of the premier academic exercises at The Citadel, and it serves to promote the college as a leader in the field of political science, particularly in the South.

Another political science major who was very involved in the symposium both in 2010 and 2012 was Cadet Tyler Smith, a senior and Georgia native who is interested in all things political. Smith wrote:

The Citadel Symposium on Southern Politics exhibits the trending political alignments in the American South. With such a diverse constituency, the South provides a political science laboratory like no other region, drawing some of the best-known professors of Southern politics in the country. The foremost scholars of Southern politics offer research and insight into what the South as a whole is really viewing as the predominant political issues of our time.

WHEN ALL IS SAID AND DONE, COLLEGES EXIST FOR THE PURPOSE OF FURTHERING THE PURSUIT OF INTELLECTUAL EXCELLENCE AND EQUIPPING STUDENTS FOR THE FUTURE.

While there is no replacement for classroom experience for either faculty or students, other avenues to the pursuit of knowledge abound. One of the ways that The Citadel provides such opportunities is by hosting the Symposium on Southern Politics.

Maj. Scott Buchanan is an associate professor of political science at The Citadel and the executive director of the Symposium on Southern Politics. He is the author of Some of the People Who Ate My Barbecue Didn’t Vote for Me, a biography of Ga. Governor Marvin Griffin, ’29.
Today I went for a run in Hyde Park, walked past Nelson's Column in Trafalgar Square and rode the tube to the British Library, where I did some writing. Yesterday, I spent the morning in the House of Lords, watching British parliamentarians debate foreign policy, and tomorrow I will go on a behind-the-scenes tour of Shakespeare's Globe Theater. Yes, I am in London, and yes, I am loving it.

I'm here taking part in The Citadel’s Summer Study in London program. I take classes two days a week on British Romantic poetry and Islam, and three days a week I intern in the office of the Humanitarian Aid Relief Trust, an international relief and advocacy organization founded by Baroness Caroline Cox, a member of Parliament’s House of Lords. I am enjoying my classes and learning quite a bit from my work with HART, which has given me the opportunity to do everything from researching policy to writing for the website, from visiting Parliament to helping Lady Cox prepare for speeches.

All of these unique experiences have been made possible by The Citadel, and by organizations like the Star of the West Foundation that support it. With two years completed and two years now remaining, I can truly say I have loved it all and that choosing to attend The Citadel is the best decision I have ever made.

Not that it was at all an obvious decision. Other than a vague image in my mind of white walls, green palms, and red-checkered quadrangles, I hardly knew anything about the military college in Charleston. Because of the great respect I had for the few graduates I knew, however, I decided that it must be a place worth visiting, so I did.

The instant I drove through Lesesne Gate as a high school senior on that sunny September day, The Citadel commanded my attention. With its white-plastered buildings, verdant palms and live oaks, my reaction was immediate and wholehearted. I loved it.

That’s how I found myself back in Charleston one year later, unloading a few spare belongings from my car, saying goodbye to my parents and my civilian clothes, and starting the greatest journey of my life—knob year.

My fourth-class year was the first of many gifts The Citadel has given me. It was a greater challenge than any I had previously undertaken, but my commitment gave me an unshakeable resolve that remains with me to this day. Every weekday morning of my knob year I would wake up at 0530 to shave, shine my shoes and don my uniform before heading out for an early morning sweep detail—a squad-sergeant-directed cleaning session of the barracks galleries by the other eight.
cadets in my squad and me. This all took place before mandatory breakfast at 0715 and before my 0800 classes. Those days truly tested my resolve, but ultimately it never wavered, and I gained a seriousness of purpose I do not believe I could have achieved any other way.

That year, The Citadel also gave me a better understanding of my own capabilities. I had never been pushed to my limits before, so I had not known my own abilities and limitations. I think many, and maybe even most, young people were like me, untested and untried, and thus had no idea just how capable they are. They are like Theodore Roosevelt’s “cold and timid souls who know neither victory nor defeat.” This, however, certainly could not be said of a knob at The Citadel.

I will never forget Recognition Day, a day of intense physical activity and the culmination of freshman leadership development. Standing there that day, covered in dirt and sweat, held up by my friends on either side, I knew what it was to know victory because I had achieved it after nine long months of challenges. In that moment, I understood myself and my own abilities better than I ever had before, and I knew I could accomplish anything I set my mind to.

Beyond the unique and unparalleled opportunity of knob year, though, The Citadel has given me other great gifts. Like generations of cadets before me, I have made my life-long friends at The Citadel, classmates who have stood by and encouraged me the past two years. I have also been privileged to work with and learn from some of the greatest teaching talent in the country. My professors are brilliant academics as well as encouraging mentors. They care about me as a person and are always available to chat about everything from books to classes to life.

As a member of the Honors Program, I get even more personal contact with professors through the Oxford-style one-on-one tutorials we do as part of our honors classes. That personal connection between me and every professor I have had while at The Citadel has been an incredible gift, one which has genuinely helped to shape me academically.

The Citadel has also given me opportunities to excel outside the classroom. I have been involved in student government, written for the school newspaper, sung in the Chapel Choir, played bagpipes in the Pipe Band and traveled all over the country to participate in academic conferences and debates. Next year I hope to travel to Louisville to present original research at the Southern Regional Honors Conference, and I will also go to Washington, D.C., as part of a fellowship I’ve received through the Center for the Study of the Presidency and Congress.

I have not traveled just nationally, however. My academic pursuits have also taken me all over the world, from London to Paris to Venice to Addis Ababa.

My first time studying abroad as a cadet occurred the summer after my freshman year when I spent two months at Oxford. While there, I interacted with the top minds in British literature and made some tremendous connections. Academically, socially and personally, my time at Oxford was an experience I will never forget.

From there I backpacked through Europe for a couple of weeks—seeing Munich, Vienna, Venice, Rome and Paris—before heading to Tours, France, where I lived for a month as part of The Citadel’s Summer Study in France program. Living with a host family who spoke only French, I saw my language skills grow exponentially in those weeks. I also saw my waistline grow as I enjoyed the famous cuisine of France, home-cooked by my host mom, who made four-course dinners every night.

Without The Citadel, I never would have had these experiences. Not only were my professors key in helping me learn about opportunities, but they also helped me apply for the different programs in which I participated. I was even awarded funding to cover almost my entire summer through the generous support of the Star of the West Foundation, an organization that provides grants of up to $7,500 to dozens of cadets every summer to help fund study experiences abroad.
Although I returned to The Citadel in the fall of 2011 to enjoy life as an upper-class cadet, I could not resist the urge to travel and found myself on a plane bound for England last December.

I spent January through April of this year back at Oxford, where I studied leadership and British literature. I attended numerous debates at the Oxford Union, went to the symphony at the Sheldonian Theatre, conducted research in the world’s most famous library and visited the dozens of ancient pubs tucked throughout the city with my professors, tutors and new international friends to debate everything from religion to politics.

After a quick trip home in May to visit my family for two weeks, I boarded another flight for London, where I am taking classes and interning, reveling in the delights of one of Europe’s greatest cities. From stadium rock concerts to theatre shows in the West End, from symphony performances to debates in Parliament, I have thrown myself into soaking up all this city has to offer.

Following the completion of the London program on June 20, I will leave London for Africa, where I will spend six weeks performing humanitarian work with oppressed minority populations in Nigeria, Uganda, Ethiopia and, perhaps, even South Sudan. This experience will be an opportunity for me to see the reality of all the issues I have been researching for Lady Cox and HART and will, I believe, be an instrumental time in my development as a service-focused leader.

While this summer is quite different in many ways from last summer, it, too, is being funded by generous grants from the Star of the West Foundation, which seeks to fulfill its mission to broaden cadets’ horizons and opportunities by funding my classmates and me as we work, learn and travel all across the globe this summer. Several Citadel graduates working with humanitarian aid organizations in Africa have helped me plan my time there, so once again I find myself being enriched by my connections with The Citadel in ways I never could have imagined just two years ago.

As I look ahead to the end of the summer, I also look forward to the beginning of my junior year at The Citadel. As this magazine is being published, I will return to The Citadel as a platoon sergeant in my company, a role that will give me a great deal of responsibility. My freshman year was, in many ways, defined by my platoon sergeant, who was an inspiring leader. Now, as I prepare to take on that mantle myself, I hope to do him justice by fulfilling my role as a leader and helping ensure that the ten freshmen in my squad will finish their knob year better men and women than they were when they began. It is a great responsibility, but it is also another chance to test myself and push myself to grow as a leader.

Autumn 2010—it is amazing to think that was just two years ago. In this short time, I have changed in so many ways that I would barely recognize my former high-school self if we met today. My time at The Citadel has been a journey and a blessing, one which has shaped and formed me in the way it has shaped and formed so many who have come before me—generations of patriots and leaders who believe in higher ideals and who have pursued higher aspirations for themselves and for their world. It is a grand tradition in which I am only just beginning to partake, but I hope and believe it will guide me for the rest of my life as I seek to lead and serve the world as a Citadel leader.
Dr. Jim Hayes, ’60, and Dr. Jim Spann, ’58, dedicated their careers to saving lives. Now in retirement, they continue their passion for helping people, but now they offer their services free of charge... to the working poor.

Driving onto Johns Island, S.C., is like taking a step back in time. The pace of life is slow on the rural barrier island that is separated from Charleston by the Ashley and Stono Rivers. Known for its agriculture, Johns Island is home to a host of wildlife that includes deer, coyotes, eagles and alligators. The rivers and marshes are abundant with fish and shellfish while tractors lumber along the two-lane roads that wind through the island. Yet belying the tranquility of the 84-square-mile island is economic hardship—more than 17 percent of the island’s 17,000 inhabitants live below the national poverty level.
In April 2008, the Barrier Islands Free Medical Clinic (BIFMC) opened its doors on Johns Island. Founded by Drs. Arthur Booth and Charlie Davis of Kiawah and Johns Islands, respectively, the clinic adopted a simple mission—to provide a free medical home and continuing primary healthcare to uninsured adults living or working below 200 percent of the poverty level on Johns Island as well as Wadmalaw and James Islands. Two months after its opening, Dr. Jim Spann, ’58, who served as chief of cardiology at Temple University Medical School in Philadelphia for 15 years and at the Medical University of South Carolina for 10 years, accepted the role of executive medical director. In 2009, at Spann’s request, Charleston native Dr. Jim Hayes, ’60, was recruited as a volunteer physician and now serves as chairman of the board.

For people like 60-year-old Michelle Fitzpatrick, a former medical sales representative from James Island, the clinic has been the answer to a prayer. When Fitzpatrick lost her job in late 2008 because of cutbacks, she found herself without insurance.

“It’s not the American way to admit you can’t keep up with the Joneses,” she said. “But after I visited the clinic, I learned what a remarkable place it was. I’ve been treated better at the Barrier Islands Clinic than I was at most doctors’ offices when I had insurance. I’ve been treated with dignity, respect and compassion.”
“There weren’t any regulations like we have now—Cousin Charlie would take me to operate with him in the middle of the night. I scrubbed up, held instruments to assist him and became fascinated,” said Spann. “‘If you want to be a doctor,’ Cousin Charlie said, ‘you want to go to The Citadel.’”

Spann took his cousin’s advice and found himself at the military college studying for a medical career.

“The Citadel deserves a phenomenal amount of credit for what it taught me,” Spann said. “Nobody needed to learn, ‘No excuse, sir,’” more than I did. They jerked a knot in me those first few weeks, and I figured it was either put up or boot it over the wall, so I put up and studied hard. That was because the traditions of discipline, hard work and acceptance of personal responsibility were emphasized. It was very clear cut—the responsibility for my actions was mine.”

According to Spann, the clinic is a free medical home and a medical advocate for its patients. The average cost for a primary care visit performed in an emergency room in South Carolina is $2,100. That same primary care visit at the Barrier Islands Clinic is $73.49, and the cost is absorbed by charitable funds.
The facility offers a weekly on-site orthopedic clinic, bi-weekly dermatology clinic, twice-weekly psychiatry clinic and monthly ophthalmology clinic. The clinic, which receives no state or federal funding, is staffed by only three full-time and two part-time employees and boasts more than 120 dedicated volunteers.

Working in the nonprofit clinic’s six examination rooms are 30 volunteer physicians, 25 volunteer registered nurses and 30 volunteer office staff. The clinic also relies on 13 volunteer interpreters to serve rural Johns Island’s large Hispanic population. In 2011, volunteer hours logged by 98 medical office staff, nurses and doctors numbered more than 8,600.

BIFMC is open to see patients five days a week in nine clinic shifts of three to four hours each. There are two to three physicians and nurses staffing each shift, yielding an average of 59 physician-patient contact hours per week. Clinic doctors prescribe low-cost generic medications whenever possible. If a generic substitute is not available, the clinic helps patients apply for free non-generic medications from the patient assistance programs of pharmaceutical companies.

There are 21 off-site subspecialty offices that see clinic patients as needed for free. Roper St. Francis Healthcare has been a partner with the clinic since its inception. When the major Charleston hospital system wrote a grant application, the clinic was awarded $300,000 from the Duke Endowment to be used over a three-year term from its opening in 2008. Last year Roper St. Francis donated its construction trailer to the clinic to more than double its administrative office space, resulting in savings of $3,500 in lease payments per year. Laboratory work, tests and imaging services for clinic patients are provided at no cost by Roper St. Francis. In 2011, the value of those services amounted to more than $600,000. And since its opening, the Medical Society of South Carolina has provided the clinic more than $260,000 in grants.

“They’ve been a Godsend,” said Hayes. “Roper St. Francis and the Medical Society of South Carolina make it possible for us to provide our patients with top quality services.”

“The recession has created an even greater need for our services,” said Spann. “We see patients with no insurance who are over the age of 18 and under the age of Medicare.”
The Bronze Star would become a metaphor for Hayes’ career. With a booming internal medicine practice that bridged 35 years, Hayes is well known in the Lowcountry medical community and beloved by his patients.

“He knows more people in town, and I think everybody in town was his patient,” said Spann. “He’s also a superb general internist with a great big practice, and he’s done a lot of great administrative work, including the alliance between Roper and St. Francis.”

In the 1980s and 1990s, when large healthcare corporations came on the scene, forming partnerships and forever changing the landscape of the medical industry, two hospitals with roots firmly established in early Charleston—Roper Hospital and St. Francis Hospital—became embroiled in a bitter competition. But instead of joining forces with one of the healthcare powerhouses as many expected, the two hospitals merged in 1998.

Hayes was born at St. Francis and saw patients at both hospitals. He was also chairman of the board of Roper, so it was only natural that he played an instrumental role in the behind-the-scenes negotiations that led to the historic merger.

After the alliance was formed, the Medical Society of South Carolina, which founded Roper Hospital in 1852 with a bequest from Col. Thomas Roper, became the majority shareholder of Roper St. Francis Healthcare. The fourth oldest organization of its kind, the Medical Society was founded in 1789 to improve the quality of healthcare for the people of the Lowcountry.

“The merger allowed both hospitals to retain the principles upon which they had each been founded,” said Hayes, “and at the same time, offer better healthcare and state-of-the-art services.”
The Barrier Islands Free Medical Clinic is operating on those same principles.

The clinic’s patients are mostly the working poor. The low-cost, volunteer-run medical care that the clinic provides is an asset to the community, mitigating the impact of poverty by providing primary care and treating chronic diseases such as diabetes, hypertension, coronary disease and depression. By the end of 2008, the clinic averaged 103 patient visits per month. By the end of 2011, the average number of patient visits had grown to 379 per month—a 268 percent increase in three years. It has now provided approximately 17,000 free patient visits.

More patients meant increased costs. By the end of 2009, a decline in donations and grants due to the weakened economy left the clinic with a shortfall of $86,000. Fortunately, in 2010, the Bishop Gadsden Retirement Community, which selects a different charity to support every year, chose BIFMC to receive the proceeds from its annual charity auction. The one-time grant of $105,000 saved the year.

The clinic’s current fundraising activities include an annual golf tournament, a beer and wine festival, as well as a community-wide We Care appeal. While raising much-needed operational funds, the campaign also evokes a sense of community by reminding the Lowcountry that its patients are their neighbors.

Michelle Fitzpatrick is no exception.

In July, after several calls from BIFMC nurse Wanda Lefler-Weart urging her to schedule her annual mammogram, Fitzpatrick went to the Roper St. Francis facility. The results showed an abnormality, and subsequent tests revealed cancer. As this magazine goes to print, Fitzpatrick will undergo surgery to remove the cancer.

“I truly believe that Barrier Islands Free Medical Clinic saved my life,” she said.

With early detection and the perseverance of Spann, Hayes and all of the other volunteers and donors who support the clinic, Fitzpatrick’s prognosis is good.

“There but for the grace of God go I,” quoted Spann. “It’s a wonderful privilege working with people here who are giving so generously of their time and effort and talent—to be able to facilitate that—it’s not work, it’s a privilege.”

For more information on the Barrier Islands Free Medical Clinic, go to bifmc.org.
Inside Lesesne Gate

Photography by Russ Pace

A well-known figure in black pants and a black shirt with one camera slung over a shoulder and another in front of his face, Citadel Photographer Russ Pace is always looking at campus through a lens—Parents’ Day, Homecoming, the Christmas Candlelight Service, Corps Day, Graduation. And he’s around on uneventful days, too, when the sun creeps up over the chapel and then later when it sinks behind Second Battalion, when reveille is played in the morning and when taps is played after lights out, when cadets hustle to class and when they march to lunch, when the sun shines and when it rains. With 26 years and more than 600 parades under his belt, his pictures tell The Citadel story in a way that words cannot.
In an oppressive region of the world where the sun burns fiercely and violent extremism rages, Air Force Lt. Gen. David Goldfein recognized that scores of Citadel graduates have been heroically serving their country under his command. To highlight their service and the institution that molded them into the leaders they are today, he shares some of their stories.

As U.S. Central Command’s lead airman, I am honored to serve with experienced and disciplined teammates here in the Middle East, where temperatures are already topping 130 degrees. Citadel graduates, as they have done in every conflict our great country has faced since the Mexican-American War, continue serving valiantly as an important part of Operation Enduring Freedom. It is with both sadness and respect that we remember the 17 Citadel graduates who made the ultimate sacrifice to their country over the last decade of conflicts in Iraq and Afghanistan.

I can tell you that The Citadel legacy of developing principled leaders who are capable, who have a sense of duty and a willingness to serve shines through in every aspect of our joint and coalition team. Following are just a few stories of their service to our nation. You will be proud of these dedicated airmen when you read about them—I know I am.

Capt. Jonathan Lester, Class of 2002, is a C-130H aircraft commander and squadron executive officer with the 746th Expeditionary Airlift Squadron in Southwest Asia. His unit supports ground operations in a variety of ways, such as conducting aeromedical evacuations, airlifting cargo, making humanitarian airdrops in the Gulf and resupplying remote locations. Jon’s military heritage runs deep. His father served 26 years in the Army, and his grandfathers both served in the Air Force. One was a decorated P-47 pilot; the other, an Army infantry soldier who later transitioned to the Army Air Corps and received a Silver Star for gallantry in action in Normandy on D-Day. Jon is humbled to be able to serve his country, and he is proud of the contribution he is making. His path to serve did not follow the traditional route. After graduation, he worked as a business account executive but soon realized his true calling as an Air Force officer flying C-130s. He has traveled throughout the world, flying critical medical evacuation missions, multiple-ship airdrops and airdrops over the Persian Gulf and Gulf of Oman.
Maj. David (Milton) Leaumont, Class of 1996, is the 380th Air Expeditionary Wing Weapons Officer deployed to Southwest Asia. A B-52 navigator by trade with almost 1,700 flight hours under his belt, he leads tactics and training for F-15C, F-15E and F-22 fighters, ensuring that pilots train effectively to handle a vast array of threats. He also supports intelligence collection platforms such as the E-3, U-2 and RQ/EQ-4s. Milton serves in our great military to protect the freedoms afforded us through the American way of life. He chose to attend The Citadel because of the discipline the institution instills. Since graduating, he has had unique experiences and seen quite a bit of the world. In Southwest Asia, he works closely with our partner nations who, like Americans, show great pride in their way of life. He has found that Southwest Asian culture focuses on maintaining relationships, whereas Americans focus on completing tasks. Working with host nation members requires getting to know people, which initially might seem counterproductive, but in the long run, proves worthwhile. A former great leader in Afghanistan who understood this concept exceptionally well was Gen. David Petraeus, who said culture can be a crucial element of military intelligence.

Maj. Brian Ellis, Class of 2001, is deployed to Southwest Asia as an engineer attached to Special Operations Command Central Forward Headquarters, engaging with host nations and managing construction efforts across U.S. Central Command’s installations in support of special operations forces. He plans, programs and oversees construction with the support of the host nation. He has fond memories of times spent with his classmates at The Citadel, especially the Summerall Guards and Mike Company. It was at The Citadel that he decided to pursue a military career. Every day of service for Brian means new life lessons and rewarding opportunities. At The Citadel, Brian was not sure if he would focus on design or engineering first. In the military, he did not have to choose. He learned that in the military they are the same. We are all faced with complex issues that demand effective leadership, followership, open communication, cultural respect, teamwork and technical expertise to resolve. These lessons have shaped Brian into a better officer and engineer.
Col. Terry Bullard, Class of 1993, is the commander of the 24th Expeditionary Field Investigative Squadron, Air Force Office of Special Investigations (AFOSI), in Southwest Asia. He leads more than 200 people in counter-threat operations, counterintelligence support to force protection, and criminal and fraud investigations through 11 field offices in nine nations. His squadron is responsible for protecting U.S. Air Forces Central Command and U.S. government activities from terrorist, insurgent and foreign intelligence threats that could obstruct operations. Terry, now on his fifth deployment, is proud of the role his squadron plays in ensuring that installations remain safe and operational. Whether he is countering terrorist and insurgent threats in Iraq or working major criminal investigations in the United States, being an AFOSI special agent has given him the opportunity to confront challenging issues in remote parts of the world. Terry and his wife recently welcomed a new baby girl into their family, which he experienced via Skype. He marvels at how well his three sons have kicked in to help while he has been away for the year.

Maj. J. Michael Earl Jr., Class of 1991, is the chief nurse of the 651st Expeditionary Aeromedical Evacuation Squadron at Kandahar Airfield, Afghanistan. He leads flight nurses and medical technicians who provide care for wounded, injured and sick military members. His squadron transports patients from Southern Afghanistan to Bagram Airfield, where they are sent back to the United States for follow-up care. A few years after graduating from The Citadel, he decided to pursue nursing, serving as an aeromedical evacuation nurse in the 315th Airlift Wing reserve unit for nine years before transferring to active duty. Meeting and caring for our wounded and sick warriors has been the most remarkable experience of his life—the courage of our troops and civilians never ceases to amaze him. Mike encourages his airmen to perform at the highest level while caring for our military. In 1989, when Hurricane Hugo hit Charleston, Mike was a member of The Citadel football team. Instead of evacuating, he remained in storm-ravaged Charleston. In between practices the team assisted in the cleanup efforts. Eventually, as the campus was restored, Mike became impressed with what can be accomplished when a small group is fully committed to a common goal.

Capt. Derek St. John, Class of 2003, is an instructor and evaluator pilot with the 22nd Expeditionary Air Refueling Squadron at the Manas Transit Center in Kyrgyzstan. As a KC-135 tanker operator, he sees first-hand how critical air refueling, and particularly his tanker’s ability to leverage combat air power through the process, is to the success of the mission. He remembers his father, an Army intelligence officer, driving him around the flight line in an old-school Jeep to sit in the cockpit of the OV-1 Mohawk. A self-proclaimed Army brat, he grew up hearing his father’s war stories about calling in close air support from AC-130 gunships. These stories inspired him to make the most out of his airframe’s capabilities to help ensure the safe homecoming of our troops. Recalling The Citadel, he fondly remembers walking across the parade field to get ready for the Friday afternoon graduation parade and telling his parents he received a slot to attend Air Force pilot training. But the memory that will always resonate with him most is his commissioning day, when his father swore him in as an Air Force officer.
**Lt. Col. Andrew Ruth, Class of 1995,** is the deputy commander of the 451st Expeditionary Maintenance Group at Kandahar Airfield, Afghanistan. He oversees more than 800 airmen responsible for 110 aircraft supporting tactical airlift, close air support, intelligence, surveillance and reconnaissance, command and control, and airborne data link missions in Afghanistan. He joined the Air Force simply because he wanted to defend his country. But 9/11 fueled a sense of duty into a passion for service. In the days after the twin towers fell, he saw the writing on the wall—ground commanders were going to rely heavily on the Air Force’s capabilities. That observation has been a driving force in his continued service. He wanted to pass along the lessons he learned over the years to those coming behind. His experience at The Citadel has guided his career and his duty to his country. This former member of Kilo Company has carried his company’s motto—duty, pride, honor—throughout his career.

**Maj. Michael Quirk, Class of 1995,** is the intelligence advisor to the Afghan Air Force Kabul Air Wing. As the advisor, he provides his Afghan counterpart insight into best practices in the areas of intelligence personnel and resource management, data management, prioritization and dissemination. He also manages the Afghan Air Force Basic Intelligence Course, where Afghan, U.S. and contract instructors teach Afghan intelligence personnel the tenets of the support they provide to air operations. His father, an advisor in South Vietnam from 1970 to 1971, instilled in him a great sense of patriotism. Growing up in Europe during the Cold War, he listened to his father’s stories about working with the Army of the Republic of Vietnam. Language and cultural immersion with foreign troops held great appeal to him and led him to volunteer for the advisor position. While the current state of security has complicated relationships with foreign counterparts, Mike has still been able to share meals, teach and learn with Afghans whom he counts as his friends.
Maj. Paul Prosper, Class of 2001, is an Airborne Warning and Control System (AWACS) liaison officer deployed to the Combined Air and Space Operations Center in Southwest Asia. He is in charge of the team that supports the E-3 Sentry, the premier airborne command and control weapon system in the world. AWACS provides friendly forces an accurate, real-time picture of the battlefield. This sight picture gives a critical situational awareness of friendly, neutral and hostile activity, battle management of allied theater forces, all-altitude and all-weather surveillance of the battle space and early warning of enemy actions. The E-3 supports air-to-ground operations while providing direct information needed for interdiction, reconnaissance, airlift, and close air support for friendly ground forces. As a child, Paul always had an interest in the military and airplanes. As an adult he defends the constitution of his country by conducting sensitive missions that have a positive international impact. Being held to a higher standard of excellence and the gratification of putting service before self, for Paul, is an awesome feeling. I couldn’t agree more.

These amazing Citadel graduates are just a few of the thousands serving bravely throughout the world in defense of our nation. The important missions they are leading in the Middle East continue to keep America safe from our enemies today and help forge a brighter tomorrow. Honor, leadership, courage and pride were key attributes of not only our country’s founders, but The Citadel’s forefathers as well. It is these modern-day Citadel graduates who carry such traits forward whenever and wherever duty calls.

Lt. Gen. David Goldfein is the commander of U.S. Air Forces Central Command, Southwest Asia. As the air component commander for U.S. Central Command, he is responsible for the Coalition Forces that develop contingency plans and conduct air operations in a 20-nation area of responsibility covering Central and Southwest Asia. He is a 1983 graduate of the U.S. Air Force Academy.
“‘This I regard as history’s highest function: to let no worthy action be uncommemorated, and to hold out the reprobation of posterity as a terror to evil words and deeds,’” said former Secretary of Education William J. Bennett, referencing the Roman historian Cornelius Tacitus. “‘Let the good not be forgotten, but the evil be condemned.’”

Bennett spoke to Citadel students and guests at the Fifth Annual Principled Leadership Symposium about the importance of the study of history in the making of leaders.

“Prepare the mind, prepare the body. Push it. Learn what you can know and know what you can love,” said Bennett. “Leaders—great leaders have grasp. Grasp is a developed muscle.”

Sponsored by the Krause Center for Leadership and Ethics, the symposium drew more than 200 students and advisors from 33 different colleges and universities to discuss important contemporary moral and ethical issues of leadership. This year’s symposium focused on honor, integrity and moral courage—important values, not only in leadership, but in life.

Several speakers made up the roster for this year’s symposium, including former professional football player and founder of Coach for America Joe Ehrmann and Vietnam veteran and founder of Operation Warrior Reconnect Dave Roever. Medal of Honor recipient Maj. Gen. Patrick H. Brady spoke on the importance of leadership in the military.

In addition to the speakers, Citadel students and delegates from other institutions participated in small, informal round-table discussions about issues of the day as well as topics discussed by leaders in their presentations.

“The symposium was a great way to interact with students from other schools and explore new ideas and philosophies of leadership,” said Cadet Matthew Myers. “It also showed the same students our way of life and approach to leadership at The Citadel.”
“Prepare the mind, prepare the body. Push it. Learn what you can know and know what you can love,” said Bennett. “Leaders—great leaders have grasp. Grasp is a developed muscle.”

Each of the delegates experienced the opportunity to engage with leaders of various backgrounds about the importance of honor, integrity and moral courage. Delegates also expanded their knowledge and skills by exploring different styles of leadership, challenging their own assumptions of leadership styles and expanding their perspectives.

Not only did the symposium focus on the values of honor, integrity and moral courage, but it also demonstrated how The Citadel’s Leader Development programs educate and train principled leaders as an integral part of the curriculum.

The first Principled Leadership Symposium was held in 2008, and each year since then, it has grown to include more speakers, leaders and young men and women who wish to advance their leadership learning.

In support of The Citadel’s vision, the Krause Center for Leadership and Ethics coordinates a college-wide program to enhance leadership development and ethical growth. Funded by a generous endowment from Bill Krause, ’63, and his wife, Gay, the Krause Center is a growing, multi-faceted organization dedicated to improving The Citadel experience that prepares cadets for life after graduation. For the past several years, the Krause Center has been successful in establishing and reshaping activities, training procedures and integration efforts across the campus to support the leadership development and ethical growth of the Corps of Cadets and civilian students.

Through the Krauses’ vision, cadets and delegates were able to learn from the examples of great leaders like Eisenhower, who served as the supreme commander of the Allied Forces in Europe during World War II. It was Eisenhower who ordered that the horrendous events of the Holocaust be recorded. He wanted to guard against future efforts to deny that the Holocaust ever happened.

“He was a smart guy,” said Bennett. “He had grasp.”
Surrounded by many watching eyes, I struggle to keep my gaze set on an arbitrary point ahead. Ignore the heat beating down, the pervasive humidity and the growing stain of sticky sweat on my shirt. Board the bus and pack myself back with the others on this overbooked expedition. The beautiful landscape outside the window does little to make up for the requisite weariness of traveling, a distinctive lack of air conditioning, and the lingering smell of dirt, urine, and men in need of washing. Sleep comes in uncomfortable waves of short length. Before I know it, I am being ushered off the safety of the bus into the most unfamiliar of environments. That’s when the *déjà vu* sets in.

I was not a meek knob being welcomed back from The Citadel beach house by the Corps—I was a junior stepping off the bus into the heart of Africa, possibly the only *muzungu* (white person) in the entire province of one of the most impoverished nations on earth.

As the motorbike taxi driver weaved around holes and dips in the dirt road to the village, I remember reflecting on exactly how far away I was from home. The total travel time was 40 hours, give or take, depending on weather, traffic and goats in the road. The notion that I had felt far from home as a knob was almost laughable now.

The experience paralleled knob year in many respects, except that this time I was armed with those survival instincts honed during that year of passage. Endurance, for constructing mud-brick houses on days that seemed to drag on. Composure under pressure, for carefully refusing to pay a bribe at a police checkpoint. Vigilance, for keeping an eye out for pickpockets while on leave in the nearby city of Ngozi. A dash of residual paranoia, thrown in for good measure.

Cadet Nick Slater of Lawrenceville, Ga., spent much of his summer in Africa, performing humanitarian relief work in a hospital in Uganda before returning to Burundi, where he spent the summer volunteering with the Great Lakes Outreach development organization.

A Star of the West Summer Scholar and a recipient of travel funding from The Citadel Foundation through the School of Humanities and Social Sciences, Slater has traveled extensively on several continents, studying and volunteering in France, Saudi Arabia, Canada and Switzerland in addition to Burundi and Uganda.

A senior currently serving as academic officer for the newly activated Victor Company, Slater shares his unique perspective on how his international travels as a cadet have expanded his worldview.

*Knob Knowledge Transcends Borders* by Cadet Nick Slater
The days were long, but the weeks were short. As time passed, I became accustomed to the local community. The daily ritual of brick-making formed a bond of solidarity between the Batwa villagers and me, despite the language barrier. My work attire of long pants, tall socks, and combat boots began to feel as standard as a cadet uniform. The compulsory two hours of singing and dancing before the sermon at church service each Sunday even reminded me of our weekly parades. I memorized short phrases of Kirundi and bits of Burundian history as if they were knob knowledge. My standard greeting became a trifecta of a handshake, a gripping of the forearm to show honor and respect, and the word *ahmahoro* (peace). It was actually a little difficult to return to the salute and greeting of the day when I returned for cadre.

I began to appreciate the underlying, endearing qualities of the nation. An industrial work ethic, where a 30-minute walk to work before sunrise and a hard day's labor is expected. An intrepid mettle that is undaunted by automatic weapons yet fearful of canines of any size. Tempered optimism, based not on cool statistics but rather on a tenuous rumor spread from village to village that tomorrow's sunrise is brighter than yesterday's sunset.

The strength of community is even more infectious than the mosquitoes. In spite of its imperfections, loving the land and its people is simply a foregone conclusion.

Despite the tropical climate and exotic flora and fauna, Burundi is not typically characterized as a paradise. Unconcealed poverty and a deficiency of good hotels are not a particularly palatable combination. Yet, in this country left by the world to oscillate in the twilight between war and peace, I strangely felt the sense of serenity that only home can provide. This feeling would be utterly unfamiliar if not for the obvious analog. The Citadel is similarly not a paradise. It is worn, rugged and sometimes even hostile. Yet once you get past that exterior sallyport, you find a community united by common experience. There is the necessary reliance on your classmates, a comparable pride in local customs, and, despite current difficulties, optimism that life will be better after graduation.

Just as Burundians are unlikely to recognize their own patriotism amidst daily hardship, so too do the majority of cadets refuse to recognize their own love for this institution during our annual cycle of duties, inspections and parades.

What truly distinguishes both worlds are the intangibles—the ideals and motivations of the people in them. By no means do I think that this connection is unique to Burundi. I can offer it as a definitive example because of the strong Citadel connection to the locale. For a country the size of Maryland and farther in distance than Afghanistan, the number of alumni that have traveled through Burundi is somewhat astonishing. Both of my visits to the country were orchestrated by a Citadel graduate who was living and working in Bujumbura, Olivia Perry-Smith, '05. I have also met other grads in-country—Lt. Col. Jim Near, '77, and Rosita Navarro, '07—and have heard the exploits of others who visited before me. For me there was no better evidence of this surprising connection than my experience on one Sunday afternoon while I was sitting outside a coffee shop in the center of town. I was reading a book and periodically glancing at the people walking down the street. I spotted a Burundian man, clearly in his Sunday best, walking down the street wearing a creaseless Citadel duty shirt complete with collar insignia for a Bravo senior private.

This is my experience, thus far, in translating The Citadel experience into the hard realities of the world—it is not the stability of daily essentials, finances or even security for an individual that determines the strength of a community. The true character of a community comes from its moral structure and an atmosphere of shared reliance. So those of us graduating can break out into the world, confident of our own ability to have a meaningful impact.

Cadet Nick Slater will graduate in May with a dual major in political science and biology. A recipient of the Rotary Ambassadorial Global Scholarship, he will spend the 2013-2014 academic year studying global health at Trinity College in Dublin, Ireland.
This year, we are pleased to recognize a new group of philanthropic leaders who form the Order of the Tartan. The Scottish tartan, a woolen cloth woven in a distinctive pattern of plaid, has long served as a symbol of loyalty and association with a particular region, family or clan. The Citadel’s Order of the Tartan is composed of those loyal donors who have given consecutively to the college each year for 25 years or more. The Citadel Foundation’s newly introduced loyalty giving program recognizes consecutive donors beginning at the five-year mark, with additional recognition offered at 10, 15, and 20 years. At each milestone, donors receive a tartan-patterned lapel pin corresponding with their number of consecutive years of giving. Upon reaching the 25th year, these loyal donors receive their tartan sash and are officially inducted into the Order of the Tartan at the Leaders in Philanthropy ceremony.

In September, The Citadel Foundation hosted its fourth annual Leaders in Philanthropy induction ceremony, celebrating the generosity of those donors whose lifelong support allows the college to pursue its vision of achieving excellence in the education of principled leaders.

Members of the college’s lifetime and legacy giving societies, known collectively as the Cadre of Benefactors, gather each year in Summerall Chapel to be honored in front of their peers. We celebrate these individuals for their profound commitment to the college, as expressed through their leadership giving of estate gifts or cumulative contributions totaling $100,000 or more by the close of the preceding calendar year.
The steadfast donors listed below were inducted as the inaugural class of the Order of the Tartan. The Citadel Foundation proudly welcomes these individuals and all of our new Leaders in Philanthropy, who joined their peers in this annual tradition celebrating charity and service as virtues of the principled leader.

On behalf of the South Carolina Corps of Cadets and the entire campus community, we salute these individuals for their extraordinary generosity, vision and lifelong loyalty to The Citadel.

### 2012 ORDER OF THE TARTAN INDUCTEES

| Mr. and Mrs. Ward Abbett, ’66 |
| COL and Mrs. Robert S. Adden, ’44 |
| Mr. and Mrs. Charles M. Aiken, ’56 |
| Mr. and Mrs. Charles M. Aiken, Jr., ’87 |
| Mr. and Mrs. Gregory L. Allcut, ’66 |
| Col and Mrs. John S. Allison, ’43 |
| Mr. and Mrs. Carl H. Anderson, Sr., ’60 |
| Mr. and Mrs. Hampton G. Anderson, III, ’54 |
| Lt Col and Mrs. Robert E. Andrews, ’54 |
| Mr. and Mrs. Roger A. Attanasio, ’57 |
| Mr. and Mrs. Lee A. Ashe, ’64 |
| Mr. and Mrs. A. Wayne Augustine, ’69 |
| Dr. and Mrs. Robert E. Babbb, III, ’66 |
| MG and Mrs. Arthur H. Baiden, III, ’62 |
| Mr. and Mrs. Vollie C. Bailey, III, ’76 |
| Mr. William O. Baker, Jr., ’52 |
| Mr. and Mrs. James R. Baldwin, ’65 |
| Dr. Barry G. Bartow, ’63 |
| Mr. Oliver C. Bateman, ’48 |
| Mrs. Gerald V. Baysden, ’71 |
| Mr. and Mrs. John H. Bearden, ’68 |
| COL and Mrs. Theodore S. Bell, ’42 |
| Lt Col Bradley A. Bellacicco, USAF, Ret., ’76 |
| Mr. and Mrs. James L. Belefe, ’66 |
| Mr. and Mrs. Norman Berlinsky, ’55 |
| Mr. and Mrs. Jack K. Berry, ’53 |
| LTC and Mrs. David P. Beshlin, ’82 |
| Mr. and Mrs. Donald B. Blackmon, ’70 |
| Mr. John H. Boinerus, ’51 |
| COL and Mrs. Hobby J. Bomar, Jr., ’56 |
| Mr. J. Sidney Boone, Jr., ’66 |
| Mr. and Mrs. James C. Borden, ’65 |
| Mr. and Mrs. Albert Boyt, Jr., ’54 |
| Mr. and Mrs. Frank J. Brand, II, ’78 |
| Dr. and Mrs. Edward W. Bray, III, ’65 |
| Lt Col and Mrs. Roger C. Brent, ’80 |
| Mr. and Mrs. Douglas W. Bridges, ’68 |

| BG and Mrs. Ernest D. Brockman, Jr., ’67 |
| The Honorable and Mrs. Alban E. Brooke, ’53 |
| Dr. and Mrs. Carroll S. Brown, ’64 |
| COL and Mrs. Robert F. Brown, ’68 |
| Mr. and Mrs. F. Carey Budsds, ’73 |
| Mr. Mark H. Burky, ’71 |
| COL and Mrs. Boyce B. Burley, III, ’75 |
| Lt Col and Mrs. Leslie D. Burnett, ’59 |
| Mr. and Mrs. Russell T. Burney, Jr., ’65 |
| Mr. and Mrs. J. Arnold Burrell, ’64 |
| Mr. and Mrs. Stephen N. Butler, ’68 |
| Mr. and Mrs. William A. Byrd, Sr., ’72 |
| Mr. and Mrs. W. Curt Campbell, ’74 |
| Mr. and Mrs. William M. Carpenter, Jr., ’58 |
| Mr. and Mrs. Elton K. Carrier, ’65 |
| The Honorable William M. Catote, Jr., ’66 |
| COL John H. Cawley, Jr., USA, Ret., ’55 |
| COL and Mrs. A. Lee Chandler, ’44 |
| Dr. and Mrs. Jack W. Chandler, Jr., ’52 |
| Mr. and Mrs. J. Kenneth Charles, Jr., ’49 |
| Mr. and Mrs. Maitland S. Chase, III, ’60 |
| Mr. and Mrs. Jim M. Cherry, Jr., ’61 |
| Mr. and Mrs. Philip C. Clayton, Jr., ’53 |
| Mr. and Mrs. Donald R. Coates, ’68 |
| Mr. and Mrs. Charles F. Coffey, III, ’66 |
| Mr. and Mrs. George F. Consuegra, ’66 |
| Mr. and Mrs. Paul J. Coté, ’79 |
| Mr. and Mrs. Grover S. Croft, ’77 |
| Lt Col and Mrs. William R. Culbreth, Jr., ’79 |
| Mr. and Mrs. Joe A. Culbreth, ’54 |
| Dr. and Mrs. James R. Curtis, ’75 |
| Mr. and Mrs. John E. Damon, ’43 |
| Mr. and Mrs. R. Mark Dana, ’66 |
| Mr. and Mrs. Jackson H. Daniel, Jr., ’66 |
| COL and Mrs. Robert A. Daniel, ’49 |
| Mr. and Mrs. William R. Daniel, ’59 |
| Lt Col and Mrs. Harry L. Darby, ’52 |
| Mr. and Mrs. John C. L. Darby, ’85 |
| MAJ and Mrs. Timothy M. Davidson, ’87 |
| Mr. and Mrs. William S. Davies, Jr., ’64 |
| Mr. Harry F. Davley, Jr., ’55 |
| Dr. and Mrs. Alfred G. Dawson, ’70 |
| Maj and Mrs. Jan W. de Graaf, ’55 |
| Mr. and Mrs. Donald F. Deese, ’71 |
| Mr. and Mrs. Duncan C. Delhey, ’75 |
| Mr. and Mrs. John P. Dennis, ’60 |
| LCDR and Mrs. Edward J. Derst, III, ’74 |
| Mr. and Mrs. G. Steele Dewey, III, ’67 |
| Mr. and Mrs. James L. Dodson, Jr., ’55 |
| Mr. and Mrs. Patrick W. Dougherty, ’69 |
| Mr. and Mrs. Philip J. DuBose, ’65 |
| Lt Col and Mrs. Albert C. Duc, ’51 |
| COL and Mrs. Mark A. Dungan, ’82 |
| Mr. Henry L. DuRant, Jr., ’87 |
| Bishop and Mrs. Charles F. DuVall, ’57 |
| Mr. and Mrs. Boncil L. Dykes, ’52 |
| Mr. and Mrs. Scott E. Dyer, ’80 |
| Dr. and Mrs. Albert E. Eads, Jr., ’59 |
| Mr. O. Perry Earle, III, ’36 |
| Mr. and Mrs. Merle L. Ebert, Jr., ’70 |
| LTC and Mrs. Timothy D. Edman, ’87 |
| Mr. and Mrs. John S. Edwards, Jr., ’64 |
| Mr. A. Gaillard Ellison, Jr., ’39 |
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Representing the Order of the Tartan at the 2012 Leaders in Philanthropy induction ceremony was Frederick J. Whittle, ’80, who has demonstrated his deep loyalty and abiding love for his alma mater by making a gift each year for the last 33 years... every single year since he graduated.

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57
This year, as we close the first, three-year phase of our strategic planning process, the Blueprint, we initiate the actions declared in the next strategic plan, the LEAD Plan 2018.

Why “LEAD?” It's what we do: Leadership Excellence and Academic Distinction.

The theme of this plan also aligns with our upcoming campus communications campaigns and the activities of The Citadel Foundation—all of which spring from the mission of principled leadership development. Our collective strategic planning procedures are carefully designed to ensure the success of the institution and that of our graduates.

During the fall of 2011, a team of faculty, staff and campus leadership began the important process of defining, shaping and positioning the future successes of the college. The campus asked and studied the question: How do we want to be perceived in five to 10 years?

To answer this question, the college engaged the campus community in a discussion of the institution’s strategic goals and vision, culminating in the LEAD Plan 2018, The Citadel’s strategic plan.

“This planning document communicates The Citadel’s priorities and lays the foundation for a successful fundraising effort that

will propel the institution to new heights of academic and leadership prominence,” said President Lt. Gen. John W. Rosa. “Building on the Blueprint and in step with our mission and core values, the LEAD Plan 2018 includes the top priorities for The Citadel. We are confident that these strategic initiatives capture the highest aspirations of our campus community and provide a solid foundation for setting goals, establishing benchmarks and expressing a clear vision and roadmap for our future.”

The LEAD Plan 2018 is structured along the same eight strategic initiatives as the Blueprint, but the specific action items and performance metrics that track our progress have been advanced. Readers can view the plan in its entirety at citadel.edu/theleadplan2018. The LEAD Plan 2018 also includes an end-state: Strengthen The Citadel into a nationally recognized college for the education and development of principled leaders.

As we take stock of the last few years, The Citadel’s strategic planning empowered the college to face historic economic hardships and grow while other institutions of higher education were forced to cut programs. The Citadel has clearly navigated the new landscape and realized innovations. Innovation in curricula and program growth. Innovation in service to our students and families. Innovation in facilities. Innovation in developing new regional partners in industry and the Lowcountry community. In true Citadel fashion, the college faces each challenge and emerges stronger.

“During the next six years, we will implement the objectives and actions of the LEAD Plan 2018 to achieve our institutional objective to be more competitive on the national stage. And to demonstrate full accountability for all of our constituents, this plan is grounded by specific key performance indicators that serve as our tangible performance targets,” said Brig. Gen. Sam Hines, provost and dean of the college. “Pursuing this vital effort will permit us to deliver distinct value that advances The Citadel as the foremost institution in the South for educating and developing principled leaders.”

We are extremely proud of The Citadel in 2012, particularly as we embrace new challenges and considerations of national leadership building to the November election. Our mission is as relevant today as it has ever been, and the country’s call for principled leadership grows ever stronger—the proof is in the numbers. The college matriculated 779 freshmen on Aug. 11, the largest class in more than 50 years and the sixth straight year that The Citadel has matriculated more than 700 incoming freshmen. Our graduate college also remains strong, providing vital workforce support to South Carolina’s diversified industries with expanding programs in education, business administration, science, engineering, project management and homeland security.

We invite you to visit the college in person or online and share in our pride. If you have ideas about our strategic direction, we would be honored to discuss them with you.

Here’s to the next 170 years....
Based on the principles of Leadership Excellence and Academic Distinction (LEAD), The Citadel is embracing its future with a bold vision that is supported by a clear and measurable plan...The LEAD Plan 2018.

The new six-year strategic growth plan for the college builds on the success of the three-year Blueprint that was completed in 2012. As the name says, this next cycle of focused growth and advancement is on a six-year timeline.

The LEAD Plan 2018 establishes a definitive strategic end-state for 2018: to strengthen The Citadel into a more widely appreciated college of national prominence known for its special mission to support the education and development of principled leaders worldwide.

We invite your support and participation... To realize this powerful vision requires the collective efforts of everyone in The Citadel community. Our success in achieving the goals of each of the eight initiatives will be due to the team work of our families, alumni, students, faculty, staff, patrons and friends of the college.

- Develop Principled Leaders in a Globalized Environment
- Enhance the Learning Environment
- Strengthen the College Through Institutional Advancement
- Develop the Student Population
- Enhance the Facilities and Technological Support for the Campus
- Improve Institutional Effectiveness
- Ensure the College has the Leadership and Talent to Accomplish these Strategic Initiatives
- Provide Outreach to the Region and Serve as a Resource in its Economic Development

Please join us to usher in our strong future!

Read The LEAD Plan 2018 by visiting www.citadel.edu/theleadplan2018