

The Fount

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Dean's Message:

Educating Principled Leaders

As we begin a new school year and welcome the class of 2011, I want to focus on leadership. The mission of The Citadel reads as follows:

The Citadel's mission is to educate and prepare graduates to become principled leaders in all walks of life by instilling the core values of The Citadel in a challenging intellectual environment.

Leadership is an area which is receiving considerable attention given recent failures in leadership at both the corporate and national level. In addition it has become a favorite topic in higher education with about 65% of colleges and universities mentioning it in their mission statement. Thus The Citadel is not unique in its interest in leadership. However, I believe The Citadel is unique in its total commitment to its mission. From day one, we stand up for the idea of leadership and are devoted to educating principled leaders.

First what is leadership? House (2004) defines leadership as the "ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members." Although there are many different definitions of leadership, they are all fairly similar in their emphasis.

How do we educate a leader? Some would argue that leaders are born rather than developed. For example Stanley Turecki (1985) states that our genetics and brain chemistry greatly determine who we are and who we become. Leadership, timidity, risk taking and other characteristics have a constitutional aspect according to his position. While there is some truth to this position, I would strongly argue that many of the characteristics of leaders are skills and behaviors which can be learned in the same ways as any other behaviors or skills are learned.

If we can teach leadership skills, what are some of the qualities of effective leadership to be taught? Effective leaders model the behavior they want others to demonstrate. We have learned that one of the best ways of teaching new skills is through modeling or demonstrating that skill to others. If you want to educate principled leaders provide them with models who demonstrate these characteristics. In order to educate principled leaders the faculty, staff and cadet leadership have to exhibit these skills. In my 16 years at The Citadel, I have come to appreciate how hard we attempt to meet this teaching objective.

Effective leaders have to be skilled in the task at hand. One of the purposes of a general education is to help students learn how to learn. As I look back on what I learned in college, most of the information is not as important as the specific skills I developed during this learning process. Academics at The Citadel is designed to be challenging and requires the development of these specific skills in learning to learn.

Leaders have to have initiative. They have to be able to initiate activities and to finish them. The responsibility given to students at The Citadel and the demands made on them in the classroom are designed to develop the initiative to start and finish whatever needs to be done.

Leaders have to have a certain amount of charisma. By charisma I do not necessary mean popularity although some writers would disagree. For example Franklin D. Roosevelt felt that much of leadership had to do with friendship. I believe that charisma in leadership involves others trusting the decision making ability of the leader and a belief that the leader has his followers' best interest in mind. Much of cadet life involves developing skills in working with others and looking after fellow students. Leaders know about their team members and where they stand. FDR once said that there was no lonelier feeling in the world than to think you are leading the parade and looking back and seeing that no one is following.

Leaders listen to what others say and not to just how they say it. Pfeffer and Sutton (2000) in their book The Knowing Doing Gap make an interesting point about how our society pays too much attention to the elegance with which someone speaks rather than to what they actually do. Good leaders listen for content and then look for action rather than simply focusing on the glitz of the statement.

Good leaders know themselves. They understand their limitations and strengths and are open to changing their mind based on new information – they do not see themselves as infallible. I think one of the most interesting ways that The Citadel teaches leadership is through teaching students to take orders. Sam Rayburn, former speaker of the House of Representatives, said that you cannot be a leader and ask others to follow you, unless you know to follow. The cadets certainly learn this part of leadership during their freshman year and throughout their college experience..

A good leader needs to know how to have the ability to encourage and nurture others. The support of a cadet for a cadet has gotten many of a discourage student through The Citadel. In addition I would like to think that the support of a faculty member for a student has done the same. Certainly I have heard from a number of alumni about how important the support of their roommate and/or a faculty member has been for them being able to make it through.

There is more I could say about the development of leadership skills at The Citadel but maybe I will come back to the topic at a later date. Until then think about the leadership skills you learned at The Citadel and about the fact that The Citadel does not just mention leadership in its mission statement. We stand up for this belief and try to live it. I'll end

with a quote from Bobby Kennedy about the importance of having an idea for which one is willing to stand. He made this statement in his speech following his last victory in the democratic primary in California - just minutes before his death.

“Each time a man stands up for an idea, he sends a tiny ripple of hope”

House, R.M. (2004). Culture, leadership and organizations: The GLOBE study of 62 societies. Sage Publications, Thousand Oaks.

Pfeffer, J. & Sutton, R.I. (2000). The knowing-doing gap. Harvard Business School Press, Boston

Turecki, Stanely (1985). The difficult child. Bantam: New York.

Spotlight On:

South Carolina Cadet Medal of Merit

Cadet Capt. Douglas J. Schmid, Political Science major and a native of Arlington, Wisconsin, was awarded the South Carolina Cadet Medal of Merit, by the adjutant general of South Carolina. This award is presented to an outstanding first-class (senior) cadet who exemplifies the traits of leadership, scholastic achievement, conduct and participation in cadet and college activities.

The Lowcountry Writing Project (LWP), housed in the English Department, held its ninth annual Invitational Summer Institute this year. The 13 teachers in attendance, representing grade levels from elementary and middle through secondary and even college, shared proven classroom practices to help students both improve their writing and use writing as a learning tool.

The goal of the LWP is to improve student learning by improving the ways teachers use writing in the classroom; the Summer Institute is the primary means for training outstanding classroom teachers to be outstanding teachers of their peers as well.

Each day featured at least one demonstration of an innovative classroom practice that could be adapted to different disciplines and different grade levels. Topics included “Reading, Writing, and Rubrics,” “Improving Confidence with Prewriting Strategies,” “Blogging Across the Curriculum,” “Responding to Primary Sources through Song,” and “Visual Art as a Medium to Teach Writing.” Participants also designed classroom-based research projects to pursue during the upcoming school year, and they engaged daily in small-group and whole-class activities to help improve their own writing, practicing the strategies they could share with their colleagues and their students.

The LWP will continue to offer inservice programs throughout the school year, with Summer Institute graduates leading the programs. Plans for the 2007-2008 school year include graduate-level classes on Travel Writing, Creative Nonfiction Writing, and Writing Children's Books. Workshops are also available for individual schools or school districts.

A limited number of programs are available for students as well. Participants in the 2007 Young Writers' Camp will have a public reading in September at the Mount Pleasant Barnes and Noble, and an expanded summer camp is in the works for 2008.

NEWS FROM THE DEPARTMENTS:

English:

For the second year in a row, Assistant Professors Jason Solinger and Sean Heuston of the English Department coordinated and co-directed The Citadel's Summer in London Program, a six-week study-abroad program open to Citadel students and students from other area colleges and universities. Students took one of two English courses (either Major British Writers II or Anglo-Irish Literature) with Dr. Heuston and one of two elective courses (either Understanding Civilizations: Islam and the West or International Marketing) with British university lecturers while living and studying in London's Royal Borough of Kensington and Chelsea.

Cultural highlights of the program included seeing a performance of Shakespeare's *Othello* and participating in a special classroom session taught by a director at Shakespeare's Globe Theatre; spending two days visiting the Lake District of England (renowned for its literary connections and its natural beauty); visiting the British Museum and other major London museums; taking a literary London walking tour; visiting the Ismaili Centre, the Regent's Park Mosque, and other significant Muslim cultural centers in London; spending a weekend in Dublin, Ireland while studying Irish literature; and enjoying weekend home stays for individual students with volunteer host families in England, Scotland, and Wales.

In May, Professor Scott Lucas presented the paper "Spenser's Poetry and the Dream of the Godly Commonwealth" at the 42nd Annual International Congress on Medieval Studies at the University of Western Michigan. Later this year, Lucas will have three works appear in print. In September, his article on the contributors to the sixteenth-century political poetry collection *A Mirror for Magistrates* will be added to the on-line Reference Group section of the *Oxford Dictionary of National Biography*. In October, Lucas' article "The Visionary Genre and the Rise of the 'Literary': Books Under Suspicion and Early Modern England" will be published in the *Journal of British Studies* as part of a roundtable discussion of censorship practices in Medieval England. Finally, in December, Lucas' essay "Let None Such Office Take, Save He That Can For Right His Prince Forsake': *A Mirror for Magistrates*, Resistance Theory, and the Elizabethan Monarchical Republic," will appear in the scholarly collection *The*

Monarchical Republic of Early Modern England, published by the St. Andrews University Studies in Reformation History series.

History:

Several members of the **Department of History** engaged in special projects and research over the summer. **Professor Keith Knapp** organized and taught a Maymester course in China for thirteen students from The Citadel. He also conducted research in Nagoya, Japan for a forthcoming book and presented a paper at the International Convention of Asian Scholars in Kuala Lumpur, Malaysia. **Dr. Jennifer Speelman** attended the North American Society for Oceanic History's annual meeting and conducted research on the Charleston Naval Yard at the Southeastern Branch of the National Archives in Atlanta. **Professor Marcus Cox** participated in the Harvard Institute's Higher Education Management Development Program in Cambridge, Massachusetts. **Professor Katherine Grenier** attended the American Historical Association's workshop for directors of graduate programs. **Professor Kyle Sinisi** presented a paper at the Seventh International Conference on Military Geology and Geography in Quebec. **Dr. Michael Barrett** also presented a paper at that meeting and conducted research in Germany on a book project. And **Professor David Preston** visited the Canadian National Archives in Ottawa where he examined material for his forthcoming book on American Indians during the colonial era.

Modern Languages:

The spring 2007 issue of *El Cid*, the national refereed journal of The Citadel's chapter of Sigma Delta Pi, the National Collegiate Hispanic Honor Society, was published online on May 20. Mr. Kevin Jack (Spanish minor) served as Copy-Editor for this 19th edition.

Travis Zane Hutchins (B.A., German, '05) has taken his master's in German at the University of Colorado and will teach next year at Korea's model Daegu English Village.

Garrison Groh (B.A., Spanish, '04) has finished his J.D. at Ohio Northern University and has just been accepted into the U.S. Army's JAG School in Charlottesville, Virginia, where he will begin a three month program in February 2008 before moving to his permanent duty station (TBA).

Brandon Hall (B.A., Spanish, '04) has been accepted into the dual degree J.D./M.S.I.C.P. program at Valparaiso University. He currently works as a Health Services Manager for Houston/Hillcroft and Astrodome in Texas.

Charles S. Knisley (B.A., Spanish, '06) is currently enrolled in the M.A. program in Spanish at Middlebury College in Vermont; this fall he will head to Madrid, Spain, to continue his graduate studies with the same program.

Drew Lee Brooks (B.A., German, '06) returns this fall from his Fulbright year in Cologne to begin graduate work in German at the University of Pennsylvania.

Cadet Jonathan Poole (Spanish major) has been accepted into the University of Virginia's prestigious study abroad program in Valencia, Spain, where he will study during the fall of 2007.

On April 20, 2007, Jared Newman (Spanish major), Chapter Vice-President of Sigma Delta Pi at The Citadel, was a panelist in the Sigma Delta Pi Informative Session at the Kentucky Foreign Language Conference where he presented on the activities of his award-winning chapter. In April, Jared received the national Gabriela Mistral Award, granted by the National Collegiate Hispanic Honor Society for an outstanding chapter member of Sigma Delta Pi.

The following students are the inaugural recipients of the 2007 American Society of the French Legion of Honor summer scholarships: John Marcus, Parker Chapman, Derek Williams, Michael Lowe, Joseph Quinlivan, Andrew Harris, Charles Flanagan, Jessie McKay, Bobby Steinbach and Jessica Park.

Cadets Joseph Stewart and John Lathers both received Citadel Scholarships for study in France during the summer of 2007.

Daniel Steve Villarreal (B.A., Spanish, '76) is currently studying beginning Mandarin Chinese at the Mandarin Training Center of National Taiwan Normal University in Taipei, Taiwan. He is also working on his Ph.D. in Foreign Language Education at the University of Texas at Austin.

Professor Al Gurganus's article "Typologies of Repetition, Reflection, and Recurrence: Interpreting the Novella in Goethe's Wahlverwandtschaften" will be published in this summer's edition of Goethe Yearbook. He returns from research leave in August to direct The Citadel's new Office of Fellowships, established to prepare the college's select students for postgraduate awards.

Dr Susanne Wagner, Visiting Assistant Professor of German at The Citadel in '06-'07, has accepted an appointment at Agnes Scott College in Atlanta; Dr. Amrita Das, Visiting Assistant Professor of Spanish from 2005-2007, will begin a new position in August 2007 as Assistant Professor of Spanish at the University of North Carolina-Wilmington; Mr. David Rust, Adjunct Professor of Spanish since 2000, has departed The Citadel for a new residence with family in Alabama. We wish Professors Wagner, Das and Rust the very best in their future endeavors. They will be sorely missed at The Citadel.

Dr. Del Mastro authored the 2nd edition (July 2007) of the Sigma Delta Pi Chapter Adviser Handbook.

On June 15, the 6th issue of Decimonónica was published. Professor Del Mastro is founding Co-Director of this refereed, online journal of 19th century Hispanic cultural production.

Professor Del Mastro participated in the Association of College Honor Societies Board Meeting in Chicago on June 14-16, 2007.

Dr. Guy Toubiana has been promoted to Full Professor effective August 16, 2007.

Professors Guy Toubiana and Cathy Jellenik directed the April 2007 issue of Le Gaulois Littéraire, a French student journal that published the works of 28 different Citadel students.

Dr. Katya Skow facilitated a workshop called "Extended Role-Plays in Business German" for the annual SC-AATG (American Association of Teachers of German) meeting on Saturday, April 21, at Wofford College.

At the 60th Annual Kentucky Foreign Language Conference (April 19-21, 2007), Dr. Zane U. Segle presented his study "(Re)imagining Ramadan: The Significance of Festival Discourse in Pérez de Hita's Guerras civiles de Granada." At the same conference, Professor Del Mastro presented his paper "Fetishism and Identity in Laforet's Nada" and organized and chaired two sessions: 1) The Sigma Delta Pi Informative Session; 2) "Contemporary Spanish Women Writers."

Dr. Del Mastro directed the spring 2007 issues of *Entre Nosotros* (No. 49), the national journal of Sigma Delta Pi, and *El Cid* (No. 19), the refereed student journal of The Citadel's Chapter of Sigma Delta Pi.

At the 31st annual meeting of the Philological Association of the Carolinas, held March 22-24 at Myrtle Beach, Dr. Al Gurganus read "The Fight over a Voice: Molding the Wilhelmine Proletariat through Journalism," Dr. Cathy Jellenik presented her study "Ernaux's Event" and Dr. Katya Skow presented her paper "Of Superweibern, gemieteten Männern, and Champagner-Diäten. Hera Lind and the New German Frauenroman."

Dr. Alan Cambeira will be returning to the department in August 2007 as Assistant Professor of Spanish.

Mrs. Yan Cao will be joining the department in August 2007 to teach Elementary Chinese I and II (101 and 102) in the fall semester and the newly adopted, Intermediate Chinese I and II (201 and 202) in the spring 2008. Cadets may now take Chinese at The Citadel to satisfy their core curriculum foreign language requirements.

Political Science/Criminal Justice:

Cadet Douglas Schmid was presented with the CFAF/Colonel Myron C. Harrington Award by Jim Hodges, Charleston Foreign Affairs Forum president. Schmid is a native of Arlington, Wisconsin.

Psychology:

Dr. Steve Nida delivered a paper presentation titled, “Time-Out: A Comprehensive Review of the Literature” at the 79th Annual Midwestern Psychological Association Meeting in Chicago, IL on May 3 - 5, 2007. Also at this meeting he served as a panelist in the APA Academic Career Workshop titled, “Entering the Academic Marketplace: Advice from Experts”.

On June 18, at the Center for Human Science, in Chapel Hill, N. C., Dr. Nida delivered a presentation titled, “Interdisciplinary Perspectives on Heading an Academic Department”.