

# THE CITADEL



2009





## The Citadel Fund

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.

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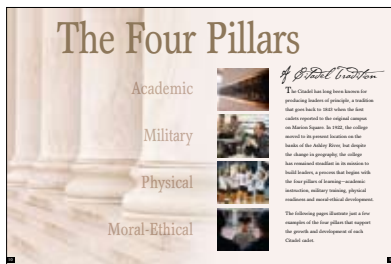
## 2 From the President

by Lt. Gen. John W. Rosa, USAF (Ret.), '73



## 4 In the News

by the Office of External Affairs



## 10 The Four Pillars

by Luis Barredo, '09; Darron Raines, '09;  
Katherine Pilhuj and Jennifer Adair; and  
Alex Johnson, '09



## 20 All that We Have Learning Through Adversity

by Delane Neuroth



## 22 Competing in the Global Village

Preparing Cadets for Fellowships

by Col. Albert E. Gurganus



## 26 Into the Wild: One Cadet's Journey of Realizing Leadership

by Matt Millard, '09



## 32 Inside Lesesne Gate

by Russell K. Pace



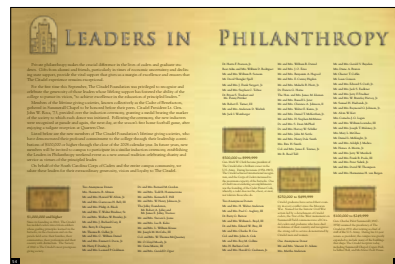
## 42 Leadership as Usual

by Jennifer Wallace



## 48 The Citadel Blueprint

by Mark Danes



## 54 Leaders in Philanthropy

by The Citadel Foundation



## 57 Society of 1842

by The Citadel Foundation

# From the President

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THE CITADEL 2009



This issue of *The Citadel* magazine celebrates several of the college's successes of the past year, and we are privileged to count among them many distinguished alumni from the time-honored South Carolina Corps of Cadets and The Citadel Graduate College, now in its 41st year.

You will read of the exciting career of Greg McWherter, '90, the newest commander of the Navy's Blue Angels. You will also read of how our cadets and graduate students participate in leadership development modules that give them the tools they need to excel in their chosen fields or in their military pursuits.

These stories and others like them illustrate the leadership qualities we strive to instill in all who pass through our gates. We are proud of every one of them.

At the same time, as we reflect on these accomplishments, we take this opportunity to look forward, pausing to define a strategic vision that lays a solid foundation for continued success in the coming years.

In the fall of 2008, a collaborative team embarked on an important journey to plan, shape and position the future successes of the college. During the past year, we conducted a campus-wide planning process that engaged the college community in a discussion of the institution's strategic goals and vision, culminating in a strategic growth plan known as The Citadel Blueprint.

We are confident that this set of strategic initiatives, which reflects thoughtful investigations and careful planning, synthesizes the most important aspirations and provides a firm foundation on which to set goals, establish benchmarks and express a clear vision and roadmap for our future.

Pursuing the goals laid out in the Blueprint will permit our distinctive institution to deliver undeniable value that advances The Citadel as a leading college in the South, while realizing our vision of achieving excellence in the education and development of principled leaders. You can read about this exciting plan on page 48.

We hope you enjoy this issue of *The Citadel*. We look forward to hearing from you in the near future.

A handwritten signature in black ink that reads "John W. Rosa".

John W. Rosa, '73  
Lieutenant General, USAF (Retired)  
President







## **We're No. 1! The Citadel named "best value" in the South**

The Citadel is the No. 1 best value among master's degree-granting colleges in the South, according to the 2010 best college rankings released by *U.S. News & World Report*.

In the category of institutions that award up to a master's degree, The Citadel is one of only two public institutions in the nation recognized in the "Great Schools, Great Prices" category. "The higher the quality of the program and the lower the cost, the better the deal," *U.S. News* said.

The ranking is based on the quality of The Citadel's academic programs, the net cost of attendance and the college's standing in other categories in the 2010 rankings. Those standings are:

- No. 2 best public institution in the South among those that award up to a master's degree.

***"In these tough economic times, it's important that families know The Citadel was recognized not only as among the best overall colleges and universities in the South, but also a best value."***

- No. 5 among all master's degree-granting colleges and universities in the South, both public and private.
- No. 26 best undergraduate engineering program.

"In these tough economic times, it's important that families know The Citadel was recognized not only as among the best overall colleges and universities in the South, but also a best value," said Brig. Gen. Samuel M. Hines, Jr., provost and dean of the college.



The engineering ranking is based on a peer survey of deans and senior faculty at institutions nationwide.

"We are delighted with our top rankings, but a more important proof of success is having students who want to attend," Hines said. "On Aug. 15, 721 freshmen matriculated—our largest class in 34 years. This level of enrollment is a powerful demonstration that families believe The Citadel provides the best preparation for meeting the challenges students will face."



## Mercado named commandant

Marine Corps Col. Leo A. Mercado, '79, joined the college in July as the new commandant of cadets.

"Col. Leo Mercado is a proven leader who will move The Citadel forward by setting high standards for the South Carolina Corps of Cadets," said Citadel President Lt. Gen. John W. Rosa. "He is deeply committed to the idea of principled leadership that is at the heart of The Citadel experience. And, as an alumnus, he understands the culture and traditions of The Citadel. I am proud to have him as a member of my leadership team."

Before coming to The Citadel, Mercado served as secretary of the General Staff at Headquarters Marine Corps in Arlington, Va. Additionally, he served as chief of staff at Marine Corps University, where he was responsible for 450 military and civilian personnel and an operating budget of \$25 million. He commanded the Security Battalion at Camp Pendleton, Calif.; served as chief of the military liaison team in Bucharest, Romania; commanded the First Recruit Training Battalion at the Marine Corps Recruit Training Depot at Parris Island; and served as aide to the president of the United States.



## CGC student swims 15 miles for cancer patients

Nancy Haynsworth, a 52-year-old Citadel Graduate College student pursuing a master's degree in health, exercise and sports science (HESS), swam across Long Island Sound Aug. 1 to raise money for cancer patients.

The Annual SWIM Across the Sound is a 15.5-mile course from Port Jefferson, N.Y.,

to Bridgeport, Conn. Wetsuits were not allowed in the 68-degree water.

Haynsworth, who was one of 15 solo swimmers in the competition, said The Citadel played a vital role in her marathon swim.

"The Citadel academic environment was a critical component in my training and success in the swim," said Haynsworth. "My knowledge of biomechanics, exercise physiology and sports nutrition—all of which I applied throughout the training and competition—came from my coursework and professors in the HESS program."

Haynsworth, the aquatics and fitness director at the Charleston Naval Weapons Station, completed the competition in nine-and-a-half hours. She is no stranger to open-water swimming. In June 2008, she completed the 12.5 mile Swim Across Key West in Florida.



## Class of 2013 breaks records

The Class of 2013 is already making a name for itself. With a record-breaking 2,363 applications, the class consists of 721 cadets who matriculated on Aug. 15, making it the largest entering class in 34 years.



"As all institutions face new and challenging forces in higher education, we are encouraged to see the largest applicant pool ever and one of the largest freshman classes in our history," said retired Marine Corps Lt. Col. John W. Powell, '77, director of admissions. "The high turnout for the Class of 2013 tells us there is strong demand for the unique educational experience at The Citadel, which is distinguished by our proven leadership development model."

Here's a look at the Class of 2013:

U.S. states represented	39	<b>Top 5 majors</b>	
Foreign countries	8	Business Administration	142
Women	39	Engineering	138
African American students	63	Criminal Justice	94
Total minority students	120	History	66
International students	13	Physical Education	58
South Carolina residents	332	<b>Top 4 states</b>	
Out-of-state and international students	398	South Carolina	332
SAT average	1090	Georgia	56
Average High School GPA	3.36	North Carolina	50
Top 25 percent of high school class	166	Florida	47

As freshmen, cadets first learn to be followers, so they can take on additional responsibility and leadership roles in succeeding years. Instruction in the best qualities of character, physical fitness, ethics, honor, integrity and courage through a disciplined military environment is what makes The Citadel experience unique.

## Chinese instruction and study abroad opportunities get big boost

More than \$200,000 in grant money is coming to The Citadel to support Chinese language instruction and create study-abroad opportunities in China for cadets who will be commissioned military officers upon graduation. The Citadel is a recipient of a \$201,726 Project GO grant from the Institute of International Education.

The Citadel's Department of Modern Languages, Literatures and Cultures began



offering a course in elementary Chinese in 2007, followed by an intermediate Chinese class in 2008. Beginning in the spring of 2010, two courses of Chinese language will be offered in the same semester. Courses in Chinese are open to all cadets, while the scholarship opportunity to study in China is intended for cadets who will enter the military upon graduation.

"This program is extremely beneficial for any young officer going on active duty after graduating from The Citadel because of the strategic nature of officers' future duties," said Col. Douglas Fehrmann, commanding officer of Air Force ROTC at The Citadel. "It is more important than ever that they have the tools to be exceptional leaders of principle, effective military officers and ambassadors in a global environment. Familiarity with foreign languages is an essential ingredient for our cadets' success."

Project GO is a Department of Defense-funded initiative bringing together the National Security Education Program, a dozen U.S. colleges and universities, the Defense Language Office, the Armed Forces and the Institute of International Education to promote global awareness and language proficiency among future military officers.

## Class of 2009 joins the Long Gray Line

The leadership journey for the Class of 2009 began a new phase May 9 with commencement exercises. The world's future military officers, doctors, leaders in business, lawyers and teachers were among the 449 cadets, nine active-duty military students and eight veteran students who graduated.

"I like to think our graduates toss their caps up in the air to show that when it comes to their future, the sky's the limit," said Citadel President Lt. Gen. John W. Rosa. "After the rigorous education and training they have received, Citadel graduates are prepared to take their places as principled leaders in business and the private sector, in public service and in the defense of our nation."



From the Class of 2009, approximately 172 cadets have been commissioned in the Army, Air Force, Marine Corps or Navy. They received a standing ovation from the McAlister Field House crowd.

This year also marks the 10-year anniversary of the first woman graduating from The Citadel. Women were first admitted in 1996, and Nancy Mace was the first to graduate in 1999. She now lives and works in Atlanta, Ga., and is the author of *In the Company of Men: A Woman at The Citadel*.

With the 29 graduates in the Class of 2009, 205 female cadets have now graduated from The Citadel. During the 2008-2009 academic year, women made up about 6.5 percent of the 2,100-member South Carolina Corps of Cadets.

U.S. Rep. John M. Spratt Jr., representative for the 5th Congressional District of South Carolina, delivered the commencement address to the Class of 2009.



## Basketball team posts 20-win season

By Jonathan Brick, '09

This year I was a part of the most successful basketball team in Citadel history. On paper, our record speaks for itself—we are the second team to post a 20-win season in the college's history, the first team in Citadel history to play in the post-season and, my personal favorite, the first team in 13 years to sweep the College of Charleston in the regular season.

I'm often asked what the turning point was. Was it the loss at South Carolina? Did we have a strong series of practices during winter break? Was it beating College of Charleston at home?

The turning point came more than three years ago when Coach Ed Conroy, '89, reported to The Citadel once more, this time as our head coach. I remember sitting down in the locker room for our first meeting with him. The message was clear—The Citadel would become a championship team.

As the culture of the team changed, we lost many players, and I lost teammates and friends. The new team started with what Coach Conroy called "the foundation"—a core group of players who were 100 percent committed to success. We were a group of athletes who did not weigh our words or measure the truth. We did not dwell on the past. Instead, we looked forward to the next opportunity to improve and demonstrate our passion. We wanted to be the hardest working team in Division I. There would be no turning back. Coach Conroy then brought to McAlister Field House what was probably The Citadel's largest recruiting class ever.

Looking back on the 2007-2008 season, we faced many challenges. We had the youngest team in Division I, we had only two players with college experience, and early on one of those players suffered a season-ending injury. And, although we started five players who had no previous college experience, I noticed something I had not seen in years past. I was part of a team that seemed to have no plateau in its improvement. Great teams are those





that improve with every opportunity. With this team, I saw teammates who never stopped thinking they could get better.

As captain I tried to lead the young team the best way possible. I wanted to be an example for everyone to follow. I worked hard every summer with the coaches to improve my skills. I stayed after practice to get in extra shots. I also continued the tradition my dad and I held of shooting after a game.

We all came back in the summer, we all got in extra shots, and we all put in extra work. I started to believe.

My belief was not misplaced. When we began to win games in the 2008-2009 season, our confidence surged. We knew we were good, and we longed to compete. As we began to win consecutive games, we started to believe that we were the best. The feeling was contagious. We kept winning. At first, the college became engulfed with a basketball fever. Soon, it seemed as though the entire city of Charleston was enamored with the miracle season. Everywhere I walked on campus, people were yelling: "Great game last night!" and "That was the best college game I have ever been to!" or "When's the next home game?"

Each time, it made my day.

Then, as the season ended, people began to say, "We are proud of you."

Pride—from the Corps of Cadets, alumni and fans all across the nation in The Citadel Basketball Team—was the ultimate career-ending honor. Our fledgling squad had become a championship team.

*Jonathan Brick graduated summa cum laude in May with a bachelor's degree in business administration. He currently works in the membership department of his family's chain of health clubs in the Baltimore area.*

## Small Business Development Center opens on campus

Underscoring its commitment to the economic growth of the Lowcountry, The Citadel School of Business Administration has joined forces with the South Carolina Small Business Development Center to expand services to new and existing entrepreneurs in the Charleston metropolitan area.

"Small businesses are particularly troubled during an economic downturn, and we are pleased to be part of the long-term solution," said Dean Ronald Green. "The Citadel Small Business Development Center will provide an invaluable service to small businesses throughout the area and will be particularly important to those downtown."

The Small Business Development Center, a counseling partner of the U.S. Small Business Administration, helps people with small business start-up ventures and assists in the continued growth of small businesses with funding from federal, state and private funds.





# The Four

Academic

Military

Physical

Moral-Ethical



# Pillars



## *A Citadel Tradition*

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 mission to build leaders, a process that begins with the four pillars of learning—academic instruction, military training, physical readiness and ethical development.

The following pages illustrate just a few examples of the four pillars that support the growth and development of each Citadel cadet.



# Academic

By Luis Barredo, '09

**A cadet's interest in Mandarin takes him to Shanghai on a semester-long study of Chinese business, culture and history.**

**As soon as I tried reading the dinner menu, I realized that I wasn't going to understand a word unless I asked. Fortunately, I was sitting next to the Lingang mayor's translator. In a polite and noble way, he read all the specialties for the night, which included Chinese cabbage, lobster, pumpkin soup, a variety of fish soups and hairy crab, named for the hair on its pincers.**

As I struggled to open up my hairy crab, I noticed the mayor moving through the room greeting guests. With his perfectly combed hair, well-tailored business suit and expertise at making brief conversation bloom into laughter, he seemed like the star of the evening. He was lively and amiable—two essential skills of a successful businessman and a high-ranking government official in China.

Working his way toward me, the mayor demonstrated his respect by dedicating a drink of *baijiu*, a potent rice wine. As we finished our ceremonial shots, we smiled at each other. And before he could leave, I quickly reached for the bottle and poured another round. By doing this, I was honoring him and his convention, while thanking him for inviting me to be his guest. Impressed with my knowledge of Chinese business culture, he accepted my offer and coolly took a second drink. We were participating in a traditional Chinese business practice.

Because my marketing manager and I had been chosen to sit at the head table, we had the rare privilege of meeting many of the city's government officials. They wanted our company to invest in their city, and we wanted them to be aware of our company's services. After an exquisite 16-course dinner, I had exchanged business cards with government officials, possible clients and some competitors. What all of these honorary guests and hosts did not know was that I was just a 20-year-old college intern.

My interest in China began with mere curiosity and grew into a life-changing experience. My academic advisor and statistics professor, Col. Stephen Silver, announced that The



Citadel would be offering a three-week summer trip to China. After convincing my parents of the novelty of this opportunity, I was ready to travel halfway around the world with 13 other cadets, one graduate student and Col. Keith Knapp, the program's director and chair of the history department. Those three weeks sparked my interest in learning Mandarin, which in turn led me to pursue a minor in East Asian Studies. After taking an intensive semester of Mandarin and becoming more interested in China's role as a major economic player in the world, I decided to study abroad for a semester.

With 16 class credits and 20 internship hours per week, my life in Shanghai, China, was busy, fun and full of new learning experiences. I was fortunate enough to have had excellent language, history and business professors, as well as experienced mentors within my internship who provided me with a strong knowledge of the major differences between Chinese and American business practices, culture and history. As a student with an interest in international business, I found it imperative to understand the cultural variations in how countries conduct business and how to navigate those differences when making deals and ventures work for both parties. I found that China is a collectivist and hierarchal society, putting utmost importance on networking and negotiation skills. The United States, on the other hand, is a more individualistic and egalitarian society in which networking and negotiation skills are also important, but not overlaid by cultural sensitivities as they are in China.

During my semester in Shanghai, I lived with the Yu family—a 55-year-old father, a 54-year-old mother and a 23-year-old son, whose American name was Tony. The father worked for the government, the mother was a retired accountant, and Tony was a full-time student. Living with them gave me a true appreciation of life in at least one dominant region of China.

Eating breakfast and dinner with the Yu family on a daily basis improved my Mandarin, Shanghaiese and, best of all, my chopstick skills. Leisure activities, like watching television, reading the newspaper and surfing the internet made me aware of how much Chinese and Americans have in common. Invitations to weddings, extended family dinners and holiday gatherings gave me first-hand experience of how the Chinese celebrate with family, co-workers and friends.

Dinner is the main event during any celebration or business deal. After sharing good laughs over dinner with family members and colleagues of the Yu family, I am confident in my knowledge of their culture and can now relate to the Chinese in a way that books or lectures would not have taught me. The Yu family embraced me as a true member of their family, and they will always be in my heart as my second family.

Throughout my time in Shanghai, I was reminded of how much I love big cities and urban social life. After traveling to Beijing, Taiyuan, Hainan (the Hawaii of China), Hong Kong and Macau (the Las Vegas of Asia), I found China to be a desirable place to live and work. Overall, my three-and-a-half months in the country gave me intimate knowledge of a Chinese family, multinational business in Shanghai and the culture, customs and business practices involved in the professional and social lives of the citizens of one of the world's fastest growing economic leaders.

*Luis Barredo graduated from The Citadel in May with a degree in business administration and a double minor in Spanish and East Asian studies. He is currently working in South Gate, Calif., as a distribution center manager for MAERSK, the largest marine shipping company in the world, where he hopes to broaden his global experience by working in international ports such as Shanghai and Hong Kong.*





# Military

*By Darron Raines, '09 | Photos by Maj. Keith Ramsdell*

As I walked into the main room of the Horizontal Integration Facility at Cape Canaveral, I was amazed by the scale of the launch vehicle assembled on its side. Stretching about 16 stories tall and covered in orange insulating foam, the Delta IV rocket looked like a building laid sideways waiting for a trip into space. A little later outside, we saw a similar rocket being readied for launch. Although many civilian personnel assembled this rocket, it was the U.S. Air Force that was largely responsible for seeing that it was launched into orbit. I was a freshman at The Citadel, and as my eyes widened, this experience forever changed my life.

The Air Force detachment at The Citadel offers cadets the opportunity to travel to different Air Force bases every year. These base visits are a recruiting tool and help show cadets what members of the Air Force accomplish on a day-to-day basis. I was among those selected to travel to Florida to visit Patrick Air Force Base and Cape Canaveral Air Force Station. During the course of the weekend, we explored many of the 45th Space Wing's facilities and observed how the Air Force conducts its daily space operations.

On the bus ride back to The Citadel, I thought about what I had seen. The officers' professionalism at the base and in the detachment at The Citadel consistently impressed me. The extraordinary expertise that the Air Force has to assemble and launch the vehicles impressed me as well. And after seeing so many things that I found remarkable during my time at Cape Canaveral, I seriously considered accepting a contract with the Air Force. Looking back, I believe that the experience from that weekend as a freshman was the event that cemented my desire not only to become an Air Force officer, but to enter the Space and Missile Operations field.

After almost four years in Detachment 765, I believe that I have been well prepared for a career as an officer. The Citadel and the ROTC program foster values that make



cadets more capable of serving our country as officers. Living under The Citadel's Honor Code, "a cadet does not lie, cheat or steal nor tolerate those who do," instills a deep sense of integrity, which is essential to being a credible member of society and a credible officer. We learn through our Air Force instructors that maintaining this level of integrity is paramount in performing a mission and essential for demonstrating to our subordinates and superiors that we are good officers who are honest about the work we do.

By taking the Oath of Office on commissioning day, we make a commitment to put service before ourselves. In the Air Force wing, we begin by serving the Charleston community. Every semester cadets perform community service projects that range from building houses for Habitat for Humanity to spending time with veterans. Cadets in the Air Force wing learn that while simulating deployed operations in the woods is important for field tactics, community service can be just as important. Building relationships with the people in local communities by participating in service projects gives us an appreciation for the people we will serve as officers.

As future Air Force officers, we are expected to excel in all we strive to accomplish. Through classes, activities and training, the ROTC program helps us hone our skills as leaders so that we succeed not only as cadets but also as commissioned officers. All Air Force cadets attend leadership labs every Thursday; weekly classes immerse us in Air Force customs and courtesies, instructing us in how the Air Force operates. The cadets who participate in labs hold leadership positions within the cadet wing. These positions change every semester to simulate leadership in an Air Force environment. Through the labs we gain a better understanding of what is expected of us as commissioned officers.

As graduation neared and I prepared to take my Oath of Office, I remembered that weekend at Patrick Air Force Base and Cape Canaveral and marveled at how far I had come in four years. My future as an officer was cemented—The Citadel and the Air Force ROTC program had given me the tools that would enable me to succeed and achieve my dreams.

*Air Force 2nd Lt. Darron Raines graduated in May with a degree in English. He is currently stationed at Vandenberg Air Force Base, Calif., where he serves as a space and missiles officer.*







# Physical

*By Katherine Pilhuj  
and Jennifer Adair*

Like most young Americans, Jessica Nulton didn't know much about rugby when she came to The Citadel as a freshman; that is, until an upperclass cadet banged on her door and said, "This company's females play rugby!"

"I didn't know what would happen if I didn't," said Nulton, now a junior. "Now I love the game, I love my team, I love everything about it." While not all of the team's 18 players were recruited in such an unorthodox fashion, the sentiment is shared among members of the team.

The home games, often played on Summerall Field on Saturday mornings, draw a substantial crowd of cadets and staff who come to watch the fast-paced game, even if they do not completely understand the rules. Rugby is similar to football but with the important omission of forward passes.

"Because rugby is such a physical sport that requires immense team work, it brings everyone closer together by sharing a common experience," said Cadet Kaitlyn Burns.

The first conference team club sport for women at The Citadel, the rugby team is coached by James Grigg, deputy director of the physical plant and a former rugby player himself.

"Coach is the team!" said Nulton. "He keeps us all together and urges us to work with one another."

This emphasis on unity pushed the team to a winning streak in the fall of 2008. "We had a really good team first semester with many players who knew the game and who have been playing forever. Teamwork was outstanding; we all kept each other motivated. Off the field we sometimes got together and practiced, learning to turn toward one another for everything. The winning streak motivated us to keep playing and to help each other out on and off the field," said Nulton.

But the team also endured hardships. Two years ago, three players were involved in a car accident returning from a rugby tournament at Furman University in Greenville,



S.C. The car carrying them rolled over twice. “Thankfully they were all wearing their seatbelts,” said Nulton. “We almost lost some of our sisters that day, but thank God, they made it okay. I’ve never seen people pull together so fast.”

The team members develop unique relationships not only with their fellow cadets but also with other rugby teams in their league. “Rugby is such a social sport,” said Burns. “It builds camaraderie among other teams, and you really get to know and make friends with your competitors.” The team has developed especially close relationships with the women on the College of Charleston’s rugby team as well as Charleston’s city team.

Beyond players of rugby, the team has also reached out to other groups on campus. Last December, the team organized and sponsored a campus tournament that benefited the U.S. Marine Corps’ Toys for Tots program, collecting donations and converting more than a few new rugby fans.

While the rough and tumble sport may not be for everyone, The Citadel Women’s Rugby Team has learned that a few bruises and bumps are well worth enduring to be part of something special.

“Look where you are!” Grigg always shouts out during games.

“It’s a constant reminder to look behind you to see how far you have come and to look ahead to see what obstacles lie in your path,” said Nulton. “Where you stand on the field among your teammates is crucial because they can support you and get you where you want to go. That’s what ‘Look where you are’ means on the field, but it’s a profound motto to use in rugby and in life.”

*Katherine Pilhuj and Jennifer Adair both joined The Citadel Department of English faculty in 2008 and serve as faculty advisors to the women’s rugby team.*





# Moral-Ethical

*By Alex Johnson, '09,  
and Maj. Chris Fudge*

Five students sit around a table: a Citadel graduate student, two Citadel cadets, a cadet from the United States Military Academy at West Point and a cadet from North Georgia College and State University. They are discussing the practical applications of leadership strategies at the college level as well as in the world of business. And, as The Citadel extends its competitive positioning, anchored by its vision to “achieve excellence in the education of principled leaders,” the discussion takes on new relevance domestically and internationally.

The lively conversation piques everyone’s interest because the members of the group quickly realize that they are each assessing their individual leadership effectiveness and translating these concepts into actions and relationships.

“When you discuss leadership at the college level, you do not always understand that what you are learning this minute will affect your ability to lead others in the business world,” explains the graduate student. “Each of you will reach your full potential as leaders when you transfer the leadership practices that you acquire during your four years of college and integrate them into your civilian or military life.”

As the conversation evolves, the students address the competitive process for acquiring cadet rank at their respective schools. The students consider the idea that some administrations may give more noteworthy positions to less qualified cadets in an effort to balance the leadership opportunities in each company.

“If people are qualified, then they are qualified; if they’re not, then they shouldn’t be given a leadership position; it’s that simple,” contends a Citadel cadet, selected to serve as a company first sergeant—one of the highest leadership positions a cadet can achieve as a junior.

“If the most qualified people for the job are all clustered in one company, and



they earned rank, then the administration should try to find a way to give them leadership positions, possibly in another company, rather than giving rank to those who have not earned the leadership position,” observes the North Georgia cadet. “If the best people for the job are all in one company, and they can get the job done, then give it to them; they’ve earned it.”

The West Point cadet sums it all up, “It’s about who can get the job done. That’s what matters, nothing else.”

“Getting the job done” was clearly what mattered this year at The Citadel’s second annual Principled Leadership Symposium, during which approximately 100 delegates from nearby universities, senior military colleges and federal service academies met to engage in sustained discussions of leadership concepts across various disciplines.

Participating institutions included the University of North Carolina at Chapel Hill, Virginia Tech, Texas A&M, the United States Military Academy and the United States Air Force Academy. Sponsored by the Krause Foundation of Los Altos Hills, Calif., and Rita and Steve McManus, ‘64, this annual event was created to nurture The Citadel’s reputation as an institution firmly committed to leadership development.

The symposium takes place on Corps Day weekend, the anniversary of the college, and gives rising junior and senior cadet leaders, who are hand-selected to participate, an opportunity to apply the lessons they learn in their leadership roles. The 2009 symposium assembled exemplary students to foster leadership development using keynote speakers and roundtable discussions with small groups that were given controversial leadership topics to debate and present to other delegates.

Keynote speakers and panelists represented leadership positions from various professions, prompting students to identify underlying themes that are inherent in both military and civilian management. Presentations were given by Lt. Gen. Benjamin C. Freakley, commanding general of the U.S. Army Accessions Command; South Carolina Supreme Court Justice John Kittredge; J. Pete Mitchell, former chief operating officer of Global Aeronautica, LLC; and South Carolina U.S. Senator Lindsey O. Graham.

“It was interesting to see how military and civilian perspectives work together,” said a student from the University of North Carolina. “The roundtable discussions demonstrated how open-mindedness is necessary to being a successful leader.”

This year’s leadership symposium allowed students a welcome opportunity to further develop character and personalize their leadership styles. And, in keeping with the symposium’s theme, Principled Leadership: Foundations for Excellence, the symposium reinforced, in Cadet Zach Holliday’s words, “the importance of values and characteristics that are essential components of leadership.”



This year’s symposium opened with a Greater Issues speech given by Lt. Gen. Benjamin C. Freakley, commanding general of the U.S. Army Accessions Command.

“If it’s to be, it’s up to me,” Freakley said to the leadership participants who appreciated his succinct analysis of the key components of leadership, referred to as the *Seven Keys to Leadership*:

1. Know your stuff.
2. Be a leader of character.
3. Take care of your troops.
4. Be optimistic—it counts.
5. Display marked energy despite exhaustion.
6. Show loyalty to the decision, in thought and deed.
7. Demonstrate determination.

In addition, Freakley explained three tests to set the standard for personal behavior:

1. Could I explain this decision to my family?
2. Could I explain this action to my soldiers and my peers?
3. If this ran on the front page of the newspapers, would the American people be proud of my decision?

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Marine 2nd Lt. Alexander Johnson graduated May 2009 with a degree in English and minor in Spanish. He is currently attending The Basic School in Quantico, Va. He intends to begin law school in fall 2010 at Case Western Reserve University in Cleveland, Ohio, and hopes to practice military law in the JAG Corps.

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Maj. Chris Fudge was a moderator for the 2009 Principled Leadership Symposium roundtable discussions. She serves as the assistant to the associate provost for academic affairs.



**When Citadel Graduate College student Delane Neuroth signed up for Capt. Dena Garner's class, Accommodating Persons with Disabilities, in the department of health, exercise and sport science, she had no idea that her field experience assignment with the Special Olympics would alter the way she looked at life.**

I volunteered for the Special Olympics because I believe that it is in giving that we receive. Of course, I selfishly knew I would feel better about myself at the end of the day. But, the truth is, I did not feel better. I felt worse. That early spring Saturday during the annual Special Olympics South Carolina Mid-winter Games held on The Citadel campus, I faced a

“everything” was useless. A child’s jump for joy accompanied by a smiling face became everything. These children are gifted, but gifted in very special ways. The athletes’ words and expressions can make a person’s heart swell like the Grinch’s on Christmas morning. The Special Olympics participants were elated for merely stepping onto the court.



# Learning Through Adversity

Photos by Russ Pace and Josia Strong

harsh reality: I take everything in my life for granted. What's more, the Special Olympics changed my definition of "everything."

Before the Special Olympics, my definition of everything was utterly materialistic. If asked, I could easily list things I have not truly appreciated in my life—a gas-guzzling SUV, a touch-screen cell phone, a college education, a closet full of clothes and shoes, and an attic filled with what was once the latest Barbie Corvette and Easy-Bake Oven. I would not think to mention my independence, health, limb functionality, cognitive development or anything that we routinely depend on but rarely consider in such assessments.

Working with the athletes that day abruptly humbled me. I realized my previous definition of

I saw one father pick up his daughter who was confined to a wheelchair. He carried her to one of the outdoor events that involved kicking a ball into a net. While holding her, he helped her kick the ball. With the obvious minimal use of her lower limbs, she beamed for simply being able to participate, and her father looked as if he were on the verge of tears.

Inside, the young men in the weightlifting competition were as thrilled as the girl and her father. Astonishingly, they were benching and power cleaning hundreds of pounds. In spite of their handicaps, these men exhibited superior strength and skill. It was evident that they were proud of their accomplishments as well as those of their competitors. They were enthusiastic participants who demonstrated



excellent sportsmanship. After each attempt, a generous round of applause followed from the supportive crowd as well as each competitor. If given the choice, I would want these men in my corner.

Regardless of a person's opinions or religious views, no one can dispute that he or she has been given a chance at life. Some, however, are better equipped than others. People with disabilities may have difficulties with something as simple as standing up, kicking a ball, or shooting a basketball, but with a little assistance and determination, they strive for the best quality of life they can achieve. The Special Olympics offers such individuals the rare opportunity to discover just how much they can accomplish.

Often, we get too wrapped up in the latest economic developments, Hollywood's celebrity gossip, the Academy Awards, our favorite television contest, an overflowing inbox, or maybe the weekend sale at Target.

There are dozens of reality shows on television boasting millions of viewers. Yet we don't seem to have a better grasp of reality than we did before.

After volunteering for the Special Olympics, I know that reality is understanding that all children need our help, regardless of their mental and physical abilities. Positive experiences, inspiring role models and a favorable self-image are essential tools for building a better world. How can we get involved in influencing the next generation? By educating ourselves and



Participation, however, is key, not just the outcome. Competitors can take part in individual competitions, like badminton or power lifting, or they can join a team, like five-on-five basketball. Either way, they are recognized for what they already are—winners!

In today's society that celebrates conspicuous consumption and instant gratification, it is easy for people to lose sight of what is truly important.

getting involved, we become more aware of what we can offer people around us, and less mindful of the things we think we want or need. These amazing athletes are joyful and grateful. Every one of them can help us to redefine "everything."

*Charleston native Delane Neuroth is currently pursuing a master's degree in teaching physical education.*





# COMPETING IN THE GLOBAL VILLAGE: PREPARING CADETS FOR FELLOWSHIPS

By Col. Albert E. Gurganus

“Embrace your opportunity, be open to new thinking and stay flexible,” guest speaker Andrew Jones, ‘07, urged five rapt cadets seated at the seminar table on a bright winter afternoon. “And bear in mind that intellectual engagement and cultural awareness are universal virtues always in demand.”

His parting advice resonated with the select group of eager, young scholars. They lingered to chat with Jones long after the lecture ended. His, to be sure, was the voice of vibrant, recent experience—experience to which they each aspired. Their conversation concluded with handshakes, smiles and the exchange of cell phone numbers.

Starting in October 2007, Jones held a Fulbright Research Grant to study the German ecumenical movement inspired by Pope John Paul II’s controversial 1980 visit. After two productive semesters at the world’s first Protestant college, the venerable Philipps-Universität Marburg in west-central Germany, Jones returned to the Lowcountry to begin the discernment year required of candidates for priesthood in the Episcopal Church. On a Wednesday in mid-February, he spoke of his Fulbright experience for the fellowships preparation seminar.

“If only there had been such a course three years ago!” Jones said to the class of fall 2009 cadet applicants for Fulbright, Marshall, Rhodes and Truman scholarships. “At that time, we drafted our personal statements and project proposals on the fly, stealing time as best we could. The ink was still wet when the campus review panel opened the packets.”

The new crop of candidates agreed on the seminar’s benefits. Noah Koubenec, a double major in political science and Spanish, as well as a contender for The Citadel’s second Truman



Scholarship in five years, remarked on the difficulty of drafting a proposal to redress an ineffective government policy. "I can't imagine pulling together a credible application without significant guidance. Just knowing what to expect in the national interview boosts confidence."

English and biology major Brian Burnley, whose interest is bioethics, concurred. "Settling on which of your credentials or experiences to highlight in the personal statement is hard if you're guessing at what this or that selection committee values. I have a better feel for it now."

The seminar is but one service provided by the new fellowships office in its first full-fledged year. Initiated in May 2006 by joint initiative of the president, provost, honors program director and interested faculty from several departments, the Office of Fellowships identifies and prepares superior students for national and international fellowships. Its director serves as campus representative for various granting agencies, disseminates information, advises student candidates, collects applications, schedules interviews and certifies nominees.

During the 2007-2008 academic year, the office operated with a limited mandate and no budget. Nonetheless, the first contingent of applicants in its charge achieved results. Two senior cadets notched grants:



one Fulbright English teaching assistantship to Germany and one U.S. Department of State Critical Language Scholarship in Turkish at the American Research Institute in Ankara, Turkey. Last year, the success continued when senior French majors John Marcus and Julius Siler won English teaching grants sponsored by the French Ministry of Education. To take up the position in Montpellier, France, Marcus deferred by a year a graduate scholarship at the University of Colorado.

"Teaching English in a French school is a major step toward my doctorate and an academic career," he said. "The practical experience there will make me a better instructor of French here." Certain internships and volunteer work with international relief organizations also fall under the Office of Fellowships' purview, especially if the applicants have requisite language skills or technical expertise that they want to put into practice and strengthen.

Senior Alex Byham chose to broaden her horizons and enhance her resume by applying for a two-year stint in the Peace Corps. "I wanted a break from school," she said, "but I also wanted a challenge to test the skills I've learned at The Citadel."

Despite its recent formation, the Office of Fellowships builds on a history of institutional

success. In the last two decades, cadets have claimed Truman, Fulbright, Department of State, Congress-Bundestag, Rotary and Max Kade awards to pursue graduate study, language immersion and professional development at select institutions worldwide. Dedicated individual faculty helped groom competitive applicants. Those recipients have forged distinguished careers in the professions, public service and business. Among them are three former Fulbright scholars: David Smith, '92, Andrew Brooks, '06, and John Alexander, '03. Smith is currently a professor at East Carolina University; Brooks, a defense intelligence analyst in Washington, D.C.; and Alexander, a managing auditor for ExxonMobil's refining and supply division.

The Office of Fellowships assists students by matching their expertise and interests to the appropriate opportunity. Whereas the Truman Scholarship goes to accomplished students intent on careers in government

fellowships. Critical to the process is early identification of potential candidates. Experienced faculty in each department find and help advance emerging talent. Promising candidates get help in cultivating their areas of expertise by the Star of the West International Summer Scholarship, affording travel, advanced study, independent research and field experience. The 2009 International Summer Scholars pursued projects in Belize, Costa Rica, El Salvador, Germany, India, Mexico, South Africa and Spain. There are many people who have committed to the vision of a fellowships office on campus. When it comes to producing competitive candidates for the major grants, it takes a village.

Senior Ryan Keiper, a civil engineering major, used his summer scholarship to travel to Isla Mendez, El Salvador, where he worked on a water purification project mounted by Water Missions International, Engineers Without Borders and the Yale School of Public Health.

## **The Office of Fellowships assists students by matching their expertise and interests to the appropriate opportunity.**

or public service, Fulbright grants for research and teaching abroad require proficiency in the language of the host country. The Boren Scholarship and the U.S. Department of State Critical Language Scholarship fund study of languages rarely taught at American colleges and universities. Rhodes, Marshall and Gates Cambridge scholarships promote graduate degree work at British universities. The vast array of granting agencies, their missions and application procedures can be daunting for undergraduates, however outstanding, who are already balancing such demands as double majors and extracurricular activities, which often include holding cadet rank, editing student publications and organizing service projects in the community.

Several factors contribute to producing the pool of solid candidates. A rigorous core curriculum, nationally prominent degree programs, individualized honors tutorials, sponsored internships and munificent grants for summer study abroad prepare The Citadel's top students to vie with peers from the nation's most renowned schools for elite graduate

The experience shaped his application for Fulbright, Marshall and Rhodes scholarships. Health, exercise and sport science major Natalie Obst spent her summer in Mumbai, India, studying traditional ayurvedic medicine. She is convinced that the combination of yoga, meditation and specialized diet has applications to quality, low-cost public healthcare in post-industrial Western societies. Obst has applied for a Fulbright Research Grant to continue her research in India. Both students were among the five present at Andrew Jones's talk.

Students interested in pursuing a graduate fellowship learn early in the process that competition for the awards is fierce. The Marshall Scholarship received 982 endorsed applications for 40 awards in 2009. Last year there were 16 applicants for three Fulbright research grants to Venezuela. The Office of Fellowships nominated a Spanish major with stellar class rank and impressive prior study in Bolivia, Spain and Venezuela. Although he did not make the cut, there was nothing more he could have done at this stage of his academic career to prepare himself. Undergraduate



**Students interested in pursuing a graduate fellowship learn early in the process that competition for the awards is fierce. The Marshall Scholarship received 982 endorsed applications for 40 awards in 2009.**

seniors frequently find themselves in the mix with master's-level candidates.

Then there are unexpected setbacks. Last year's candidate for a Fulbright English Teaching Assistantship in Chile was informed that the Chilean government had cut the program. Despite the disappointments, there is often a beneficial fallout of an unsuccessful fellowship application. The applicant to Venezuela was admitted to renowned graduate programs at Georgetown and Colorado. He has accepted a scholarship at Boulder, and he may well reapply for the Fulbright in a year or two.

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**Located in Bond Hall 159, the Office of Fellowships welcomes queries, comments and visits from interested alumni. The director can be reached at [al.gurganus@citadel.edu](mailto:al.gurganus@citadel.edu) or 843.953.5023. Alumni in a position to host student interns whose work might bolster their fellowship applications are especially encouraged to make contact. Please check the office's website ([www.citadel.edu/fellowships](http://www.citadel.edu/fellowships)) under the link "Host an Intern!" for biographical sketches of aspiring candidates.**



*Col. Al Gurganus is the founding director of the Office of Fellowships. He was named to a three-year term in June 2008 after logging two years of preparatory organizational work as director-designate. The former head of the Department of Modern Languages held undergraduate and graduate scholarships to Germany and counts himself a true believer in the value of the experience. He personally advised half a dozen Citadel German majors in successful bids for Fulbright scholarships.*



*Cadet Ryan Keiper on task with Water Missions International and Engineers Without Borders in Isla Mendez, El Salvador, May 2009.*



*Hillary and Andrew Jones, '07, visit Berlin during his Fulbright year in Germany, 2007-08.*



*Col. Gurganus (kneeling) next to Drew Brooks, '06, on an archaeological survey in Turkey, summer 2005.*

*John Lathers, '08, recipient of a Department of State Critical Language Scholarship in Turkish, sees Rome on spring break from Johns Hopkins' School of Advanced International Study in Bologna.*



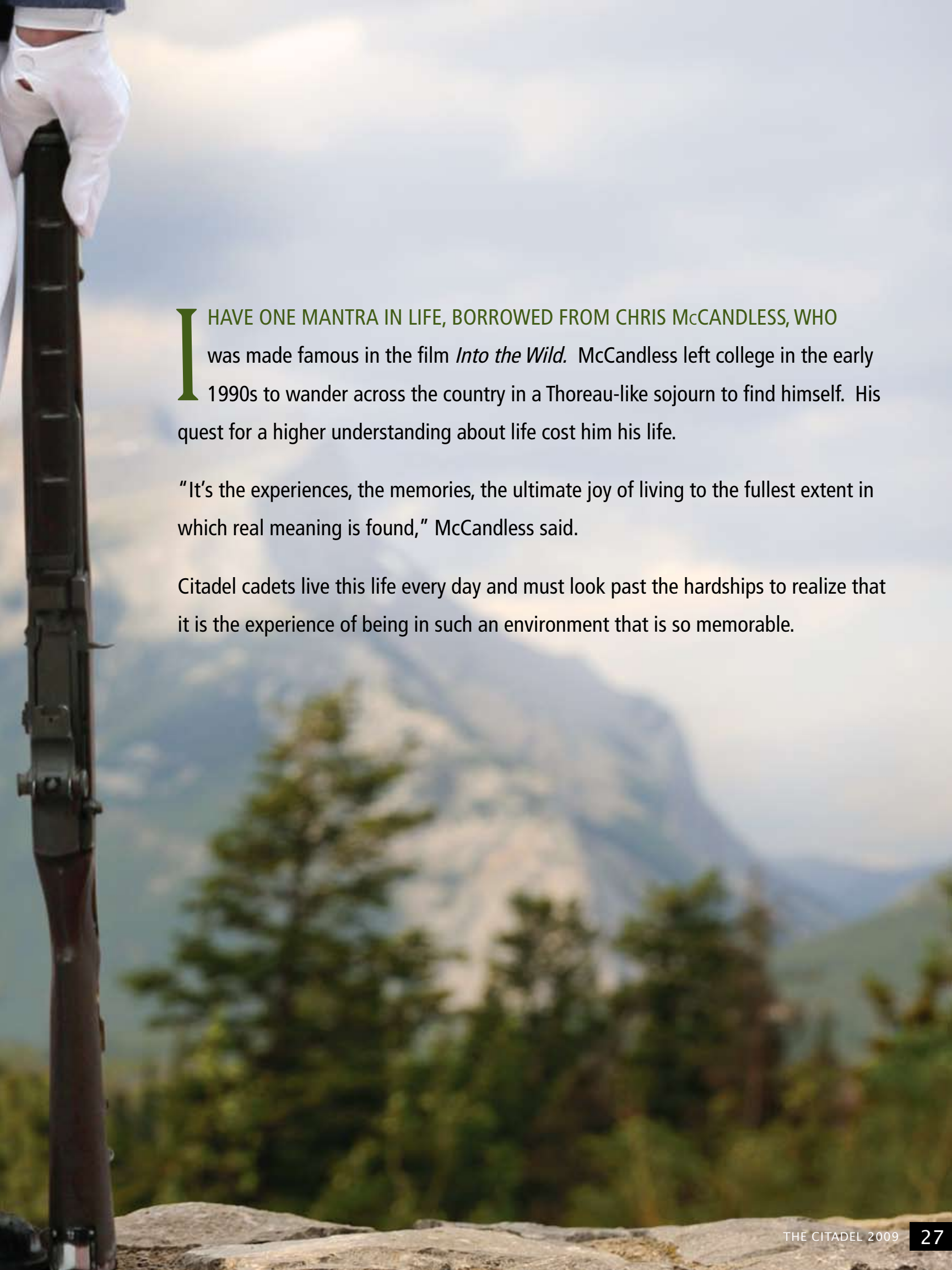
A person in a white military uniform stands on a rocky outcrop. The uniform includes white trousers, a white belt, and white gloves. The person's legs are the central focus, with their feet in black shoes. The background is a scenic view of a mountain range under a cloudy sky, with green trees in the foreground.

# Into the Wild

**One Cadet's Journey of  
Realizing Leadership**

By Matt Millard, '09





**I** HAVE ONE MANTRA IN LIFE, BORROWED FROM CHRIS McCANDLESS, WHO was made famous in the film *Into the Wild*. McCandless left college in the early 1990s to wander across the country in a Thoreau-like sojourn to find himself. His quest for a higher understanding about life cost him his life.

"It's the experiences, the memories, the ultimate joy of living to the fullest extent in which real meaning is found," McCandless said.

Citadel cadets live this life every day and must look past the hardships to realize that it is the experience of being in such an environment that is so memorable.



When I arrived at The Citadel, I found myself immersed in a very strange world. I quickly noticed on the first day that everything was different from what you would expect of an ordinary college experience. There was a formality to the gleaming campus reinforced by the presence of the serious upperclassmen in their crisp uniforms. Even the sun, with scorching temperatures in the upper 90s, seemed unforgiving. I remember my father jokingly asking an angry-

looking supply sergeant if we would be charged for the hole in the wall of my room. And I remember the sergeant's sideways grin, seeming to record my name for future attention.

I knew it was going to be a long year.

As I held onto the fleeting moments with my parents before their departure, I was mindful of the scanning eyes of upperclassmen who I imagined were watching my every move. With these last goodbyes ironically staged next to a dumpster, I turned away from the sheltered existence I knew, only to step into a new world, a world few understand.

By the last day of that long, long year, my new classmates and I had grown considerably wiser and had managed to live through the grueling regimen of our freshman year. Recognition Day began early, at 0500. I remember it was, as usual, a hot day, but the last day in a year of exertions and untold experiences. The tense but exhilarating feeling gnawing inside of me was surely felt by the entire class of 2009. And in those last moments some 12 hours later, my friends and I stared through teary eyes back into the eyes of the upperclass cadets—eyes that were unrelenting only a few

months earlier. Their eyes, too, were teary and revealed that they shared our elation at having made it through the year.

The Citadel is undoubtedly an extraordinarily difficult college to attend.

But as I write this in the last days of my senior year, I realize how hard it is to leave. It is what you learn from these experiences that makes life worth living. One of the most enduring of these experiences took place slowly during my tenure as a cadet. I had come to The Citadel with the hope of becoming an officer in the U.S. Army. I chose The Citadel for its reputation of molding high







school graduates into leaders. But one of the goals that I worked for three years to obtain was never to be realized. As a freshman, sophomore, and junior, I had voluntarily gone to extra Army physical labs, hoping it would pay off with an Army contract. The last time was just before Christmas break my junior year when an instructor, who asked me to stay after class, echoed

the ash heaps of this dead dream, I realized that one of the ways I could serve others was by passing on the lessons of my tenure as a cadet and the life-lessons I have subsequently learned.

One of those hard-learned lessons is always to humble yourself. As a senior, I have been a company commander responsible for 100 cadets. Though

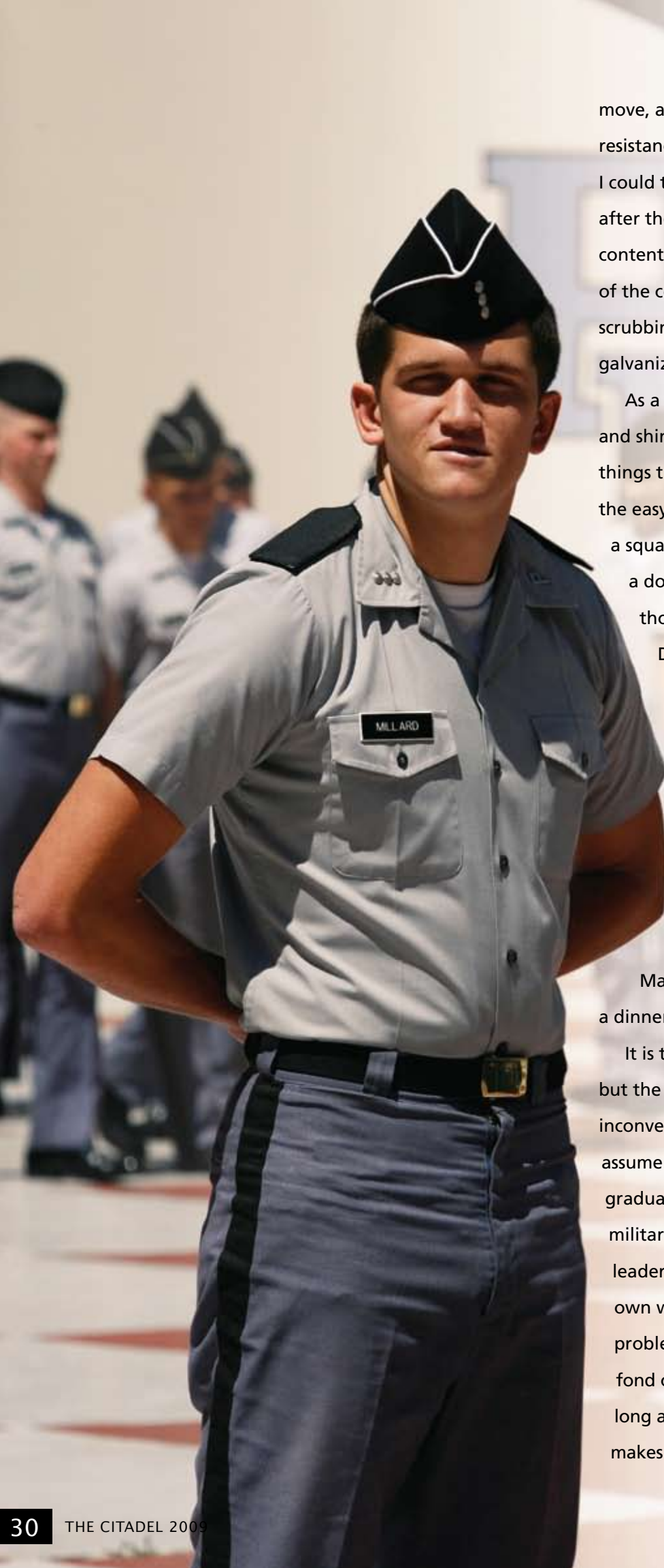
**By the last day of that long, long year, my new classmates and I had grown considerably wiser and had managed to live through the grueling regimen of our freshman year.**

what I had heard so many times before—the Army had denied my application. But I never quit trying. Even during my senior year, I frantically wrote letters to politicians, anxiously grasping at any opportunity. My face and voice must have worn on the administrative staff who had to deal with my medical waivers.

Before reporting to The Citadel, I was diagnosed with a genetic eye disorder that disqualified me. From

commanders and seniors are permitted more privileges, such as rolling chairs (yes, even after four years, it does seem odd to call a rolling chair a privilege), I chose not to have one. Instead, I found the most decrepit chair in the battalion so that another cadet would be able to have a newly reupholstered chair.

I was once forced to restrict cadet leave because the barracks needed to be cleaned. It was an unpopular



move, and because I knew it would be met with resistance, I chose to perform the most humiliating job I could think of—cleaning the bathrooms. Emerging after the much-needed scrubbing, I found the cadets content and busy cleaning the barracks. The sight of the company commander on his hands and knees scrubbing the walls of a bathroom was enough to galvanize the cadets in the company to do their part.

As a freshman, menial tasks like memorizing facts and shining shoes or buckles taught us that doing things the right way brings rewards, whereas taking the easy route leads to failure or dissatisfaction. As a squad corporal and sergeant directly in charge of a dozen freshmen, I made it my mission to make those cadets in my charge the highest performing.

Distinguishing between those freshmen who made a whole-hearted effort yet failed and those who succeeded but put little effort into their tasks became crucial to understanding people and their motivations. The Citadel has also taught me the valuable lesson that as you accept more responsibility, you must be willing to sacrifice privilege.

“The world is run by tired men,” Marine Maj. Kevin Jarrard, a 1995 Citadel graduate, said at a dinner one night this year.

It is true that leading is both lonely and painful, but the rewards more than compensate for the inconveniences. Cadets learn this truth when they assume positions of leadership, and more so later as graduates when they enter the workforce, join the military or continue their education. To be successful leaders, it is crucial they have the skills to assess their own weaknesses and determine how best to address problems. When I first came to The Citadel, I was not fond of push-ups. I am about 6’1” and have extremely long arms. I’m also on the skinny side. My frame makes for good running, but not for doing push-ups.





As a freshman, I quickly learned that I had better learn to embrace this symbol of cadetdom. To correct my weakness, I would do push-ups in my room on my own to keep myself awake while studying. Finding a way in which to push yourself further every day makes you stand out. And when you're successful, the challenge then becomes to serve others and not be self-interested.

At The Citadel, while academics are the highest priority, much of the life-skills training for leaders occurs outside the classroom. Interactions with others—good and bad leaders, roommates, friends, administrators—

The final lesson I learned came courtesy of a 1961 graduate, Col. John Lackey, a retired Army officer and the former assistant commandant of cadets, who taught a class on military leadership. In the three classes I took with him, there was always a twinkle in his eye and a grin on his face as on every Citadel graduate's face when discussing how it was "back when I was a knob."

"There exists good and evil in this world. The challenge in this world is for good to triumph over evil," he said.

He explained to us that The Citadel teaches you to understand what's wrong in the world around you and

**"The world is run by tired men," Marine Maj. Kevin Jarrard, a 1995 Citadel graduate, said at a dinner one night this year.**

provide valuable applicable knowledge. In my four years, I have learned to be diplomatic, moving beyond the petty arguments with roommates about keeping the room clean. Even the casual roughhousing we engaged in promoted bonding between my classmates and me. This comradeship is perhaps the greatest thing The Citadel has to offer. When I entered as a freshman cadet on August 13, 2005, I was unaware that in such a short period of time I would be responsible for so many others. As my other classmates and I advanced in rank and experience, we gained the necessary skills to become leaders, and we learned how to relate to those around us.

gives you the tools to meet these challenges so they become positive experiences.

The experiences I gained at The Citadel in a mere four-year stint are memories worth remembering for a lifetime. It was more than a traditional academic experience—it was an education in life that is invaluable. The challenge now is to serve others by passing these lessons on so that they may build still further on these ideals.

*After graduating in May with a double major in English and political science, Matt Millard biked from Charleston to San Francisco. The trip took a little more than two months. He is currently in Guntersville, Ala., where he plans to work in his family's steel business.*



# 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 over 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 24 years and almost 600 parades under his belt, his pictures tell The Citadel story in a way that words cannot.







































# Leadership as Usual

by Jennifer Wallace

**“The biggest thing The Citadel does is teach you that there is something more important than you as an individual. Your classmates rely on you; you rely on them. That sense of team applies across the board in everything you do in life.”**



Cmdr. Greg McWherter, '90, returned to the South Carolina Lowcountry in May for the annual Beaufort Air Show at the Marine Corps Air Station and took a moment to talk about how The Citadel taught him the value of teamwork and prepared him for his career as a leader and a naval aviator. Now that almost 20 years have passed since his graduation from the military college, McWherter is the commanding officer of the Blue Angels, the U.S. Navy Flight Demonstration Squadron. But the “boss,” as the commander is called, still believes that teamwork is key to success.

"If you had a table full of Blue Angels, you would have a hard time telling who the boss is," said Lt. Mark Swinger, who holds the No. 4 pilot slot. "There are no one-way conversations. The door is always open. He listens to us."

Growing up in Atlanta, McWherter always knew that he wanted to be a naval aviator, and The Citadel was a calculated part of his plan to reach that goal.

Scott McMurray, who shared a room with McWherter as a junior, still maintains a close friendship with his former roommate. "His dreams were on the walls of his room at home—posters of F-14s and F/A-18s. Greg

recent of only 33 commanding officers in the history of the Blue Angels.

As commander, McWherter is the flight leader of the six demonstration pilots and the three Marine pilots for the C-130 transport plane, nicknamed "Fat Albert," that carries the Blue Angels' gear from show to show. In addition to the pilots, the team includes an events coordinator, an administrative officer, a maintenance officer, a flight surgeon, a public affairs officer, a supply officer and a team of enlisted Navy and Marine Corps support and maintenance personnel.

## "If you had a table full of Blue Angels, you would have a hard time telling who the boss is."

came to The Citadel with a mission, and he never lost sight of that goal."

Even along the way of his carefully laid-out plan, McWherter, a civil engineering major, exhibited the characteristics of a leader. "People would look to him for the largest things and the smallest," said McMurray. "Whether it was help with calculus or naval navigation, he was never too busy to help anyone. Leadership always came naturally to him."

As a cadet, McWherter took advantage of all that the military college had to offer, playing soccer, achieving Gold Stars for academic success semester after semester, serving as second battalion provost marshal, and absorbing valuable lessons.

"The Citadel teaches you time management. As an 18-year-old, I was stressed for the first time in my life. I was stressed about studying for all my engineering courses, getting my shoes shined and making sure my bed was made. I applied these time management skills in flight school immediately after graduating from The Citadel. I applied them in every fleet school squadron, I applied them as a Top Gun instructor, I applied them as a commanding officer of a fleet squadron. Those lessons that you learn as part of The Citadel experience never change."

Only an elite group of pilots has a commanding officer's resume, which includes 3,000 tactical jet flight hours and command of a tactical jet squadron. Selected by the chief of naval air training and a panel of former commanding officers, McWherter is the most

"The Blue Angels team is more than just six pilots. We've got 130 sailors and Marines that make this organization run," said McWherter. "They fuel our jets, they fix our jets, they make sure our seats are safe and our canopies are clean. And the big name on this team is trust. Unlike anywhere else I have been in my life, I don't even preflight my jet. It is done for me. It is done for me, and I know they are doing it right."



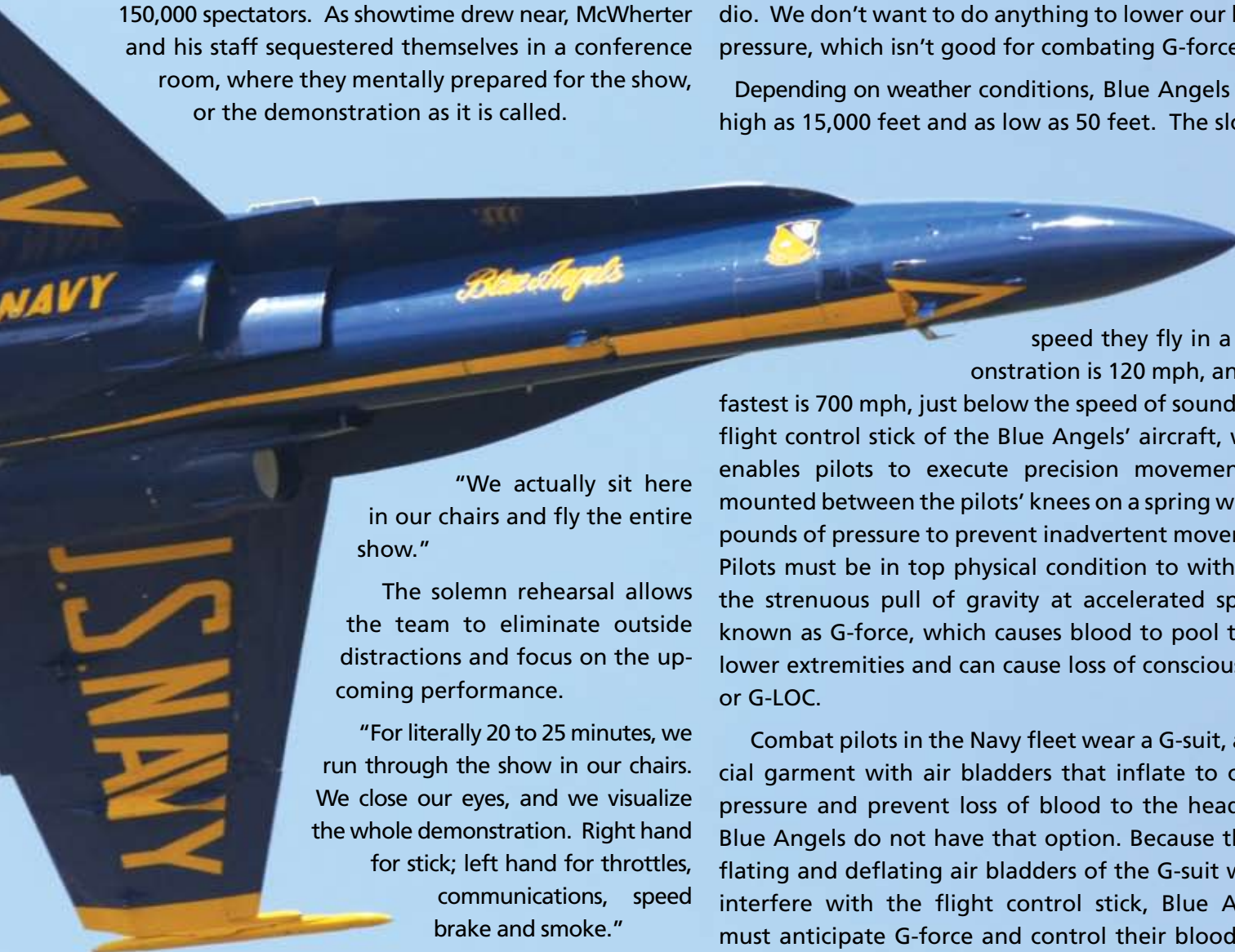




The Blue Angels' performance was the star attraction of the two-day Beaufort Air Show that attracted 150,000 spectators. As showtime drew near, McWherter and his staff sequestered themselves in a conference room, where they mentally prepared for the show, or the demonstration as it is called.

"We work out six days a week. It's primarily weight with some cardio mixed in, but not a whole lot of cardio. We don't want to do anything to lower our blood pressure, which isn't good for combating G-forces."

Depending on weather conditions, Blue Angels fly as high as 15,000 feet and as low as 50 feet. The slowest



"We actually sit here in our chairs and fly the entire show."

The solemn rehearsal allows the team to eliminate outside distractions and focus on the upcoming performance.

"For literally 20 to 25 minutes, we run through the show in our chairs. We close our eyes, and we visualize the whole demonstration. Right hand for stick; left hand for throttles, communications, speed brake and smoke."

Behind the precision maneuvers spectators see at an air show is a team of focused pilots undergoing a strenuous workout. To prepare for the arduous demonstration schedule, pilots follow a strict weight and cardiovascular exercise regimen.

speed they fly in a demonstration is 120 mph, and the fastest is 700 mph, just below the speed of sound. The flight control stick of the Blue Angels' aircraft, which enables pilots to execute precision movements, is mounted between the pilots' knees on a spring with 40 pounds of pressure to prevent inadvertent movement. Pilots must be in top physical condition to withstand the strenuous pull of gravity at accelerated speeds, known as G-force, which causes blood to pool to the lower extremities and can cause loss of consciousness, or G-LOC.

Combat pilots in the Navy fleet wear a G-suit, a special garment with air bladders that inflate to create pressure and prevent loss of blood to the head, but Blue Angels do not have that option. Because the inflating and deflating air bladders of the G-suit would interfere with the flight control stick, Blue Angels must anticipate G-force and control their blood flow through muscle contractions known as the Hick technique. Pilots say the word "hick" every three seconds, closing off their airways and bearing down as they pronounce the K, which increases chest pressure and maintains blood flow to the heart and brain.

**"No matter who you are, where you come from or what your situation is in life, Greg has the ability to make you feel that you are the one on stage."**

Winter training in El Centro, Calif., sets the stage for the year's grueling schedule.

"We isolate ourselves for two-and-a-half months in the desert, and we fly six days a week, two times a day."

To master the flight control stick, training begins with a stick that has 10 pounds of pressure, gradually moving to a 40-pound spring.

"We literally have pilots who go through training and can't straighten their arms out. We have pilots who wake up in the middle of the night with their hands clenched closed. Some sleep with their hands taped to a board so their fingers don't cramp up at night. You get soreness, you get growths on your hands because it's so demanding."

Maintaining optimum health is a must. Because it takes hundreds of hours to train a pilot to fly the demonstration, the Angels do not have a substitute pilot.

"If you're not working out and you're not eating right, you will crush the team. If I get sick, the team doesn't fly. If No. 3 gets sick, the team flies but with an empty spot. Staying healthy and staying in shape is a must."

Since their first show in 1946, the Blue Angels have performed aerobatic maneuvers for more than 427 million fans. The team performs almost every weekend from March through November. Several days before a show, Fat Albert departs the team's headquarters in Pensacola, Fla., for the show site, carrying a crew of maintenance and support staff along with all of the equipment needed for a performance. The demonstration pilots each fly their own jet, the Boeing F/A-18, to the show site. A \$21 million supersonic jet, the F/A-18 weighs about 24,500 pounds.

As the No. 1 pilot, McWherter leads the diamond formation, flanked by pilots 2 and 3, with the No. 4 pilot bringing up the rear. In perfect formation, the jets







**“When the young boy who has been waiting an hour to have his photo taken finally gets to meet the commander of the Blue Angels, he feels like Greg has been waiting all day to see him.”**

are at times a mere 18 inches apart as they execute maneuvers like barrel rolls and formation loops.

In between the diamond passes, the solo pilots, pilots 5 and 6, demonstrate the performance capacity of the F/A-18 with maximum performance turns, rolls and high speed passes. Flying toward one another at a combined speed of 900 miles an hour with great clouds of smoke streaming from their exhausts, they give the illusion that they are about to collide, but in reality they are 100 feet apart. During the last part of the show, the solo pilots join the diamond to perform maneuvers in the delta formation.

The Saturday performance was a success. Afterward, excited fans waved from behind the ropes of the flight line, clamoring for autographs as McWherter and his team greeted the public.

The team had performed flawlessly once again. McWherter breathed a sigh of relief.

“No matter who you are, where you come from or what your situation is in life, Greg has the ability to

make you feel that you are the one on stage,” said McMurray. “And he genuinely feels that way. When the young boy who has been waiting an hour to have his photo taken finally gets to meet the commander of the Blue Angels, he feels like Greg has been waiting all day to see him.”

For McWherter, meeting the crowd is not just an obligation, it’s a pleasure. “As much fun as flying a demonstration is, I think the best part of the job is actually meeting the folks afterward. That’s what we are here to do. Ultimately, in 5, 10, 15 years, I’m not going to be able to do this job, but someone that I influence today may be able to do it.”

Indeed, perhaps among the crowd is a future Citadel cadet, a Naval aviator in the making, a Blue Angel even, whose walls are covered in posters of F/A-18’s and whose dreams of soaring through a cloudless blue Carolina sky are sparked by McWherter’s team’s performance.... For Cmdr. Greg McWherter, it’s just leadership as usual.







*“With the challenges we face as an institution, the Blueprint gives us clear focus on the institutional advancement priorities that will position The Citadel for a strong and distinctive future. All colleges and universities have been managing new competitive pressures, which have become compounded by unprecedented funding challenges. This new strategic plan will guide our operational decisions, energize our growth and boost our reputation internationally.”*

Lt. Gen. John W. Rosa, '73, USAF (Ret.), President, The Citadel



# THE CITADEL Blueprint

## The Strategic Plan for Educating Principled Leaders

### THE CITADEL SHAPES ITS FUTURE

As challenging as the economy has been, recent reports indicate that institutions and corporations that have taken steps during the last 18 months to institute dynamic changes and fuel innovative growth will likely see their organizations rebound more readily during the next decade.

In our case, The Citadel has a particularly sharpened vision for the next three years, and beyond.

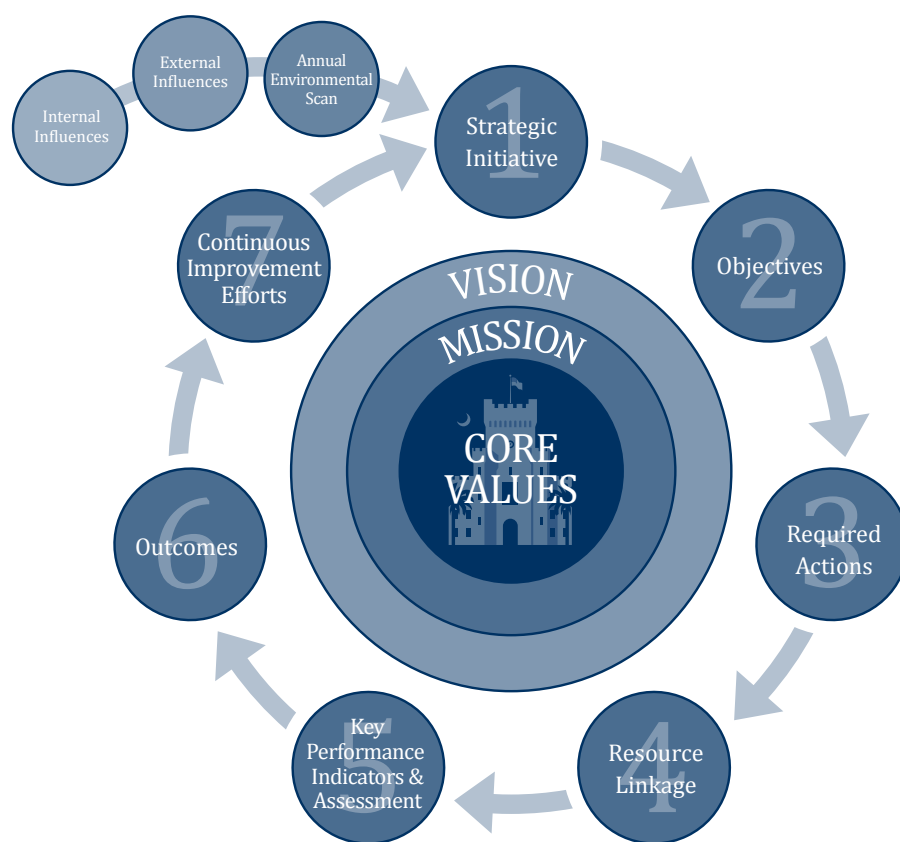
In June of 2009, The Citadel Board of Visitors voted unanimously to approve a new, carefully constructed strategic plan, The Citadel Blueprint, which became effective in August 2009. With clearly stated priorities, the newly adopted plan will significantly enhance the college's facilities and programs.

“As we see more of our funding eroded by the strain of economic pressures across the state and country, we must take steps to control our destiny,” said Rosa. “That means we need to take responsible and innovative steps to fund our programs and facilities. I’m proud to say, there is growing interest in The Citadel’s future because of the bold and necessary steps we are taking to advance our vision of achieving excellence in the education of principled leaders.”

**THE BLUEPRINT** gives the college the ability to gain vital competitive ground by defining a strategy that enables The Citadel to marshal our unique competitive advantages. Furthermore, The Citadel will increase its prominence and reputation as the foremost institution for educating principled leaders. The carefully distilled plan also focuses our decision-making and clearly articulates our forward trajectory.

As a time-honored institution with a profound legacy, we see only a vibrant future for The Citadel. In that vein, we have set certain tangible milestones in place by which to measure our success. The prevailing vision of the campus three years out includes several measurable objectives:

- *Enrollment in the Corps of Cadets will be stable and include 2,135 cadets, with higher proportions of females and minorities than today.*
- *Graduate College enrollment will increase by 25 percent.*
- *The cadet commissioning rate will increase by 5 percent.*
- *The transformed leadership minor curriculum will consistently achieve the highest levels of student enrollment; 100 percent of cadets will produce electronic leadership and career planning portfolios.*
- *60 percent of each graduating class will report obtaining a job before commencement.*
- *Our four-year graduation rate will consistently exceed 60 percent.*
- *The Citadel's endowment amount per student rating will be among the top 10 public comprehensive institutions in the country.*
- *Eighty percent of students will have a commission, an attractive job offer or admission into a graduate program within three months of graduation.*



*This figure shows the comprehensive methodology The Citadel administration, faculty and staff are following to research, manage and monitor the strategic planning process from research to implementation and assessment.*



After a thorough process of assessment and refinement, the strategic plan was distilled to eight initiatives to be managed during a three-year process. Following is an outline of the Blueprint initiatives and primary objectives.



## 1 Develop principled leaders in a globalized environment

The Leader Development Model is a multi-faceted process infused with leadership learning unlike any other higher education institution in the country. To refine its integration throughout The Citadel experience, the college will enhance the leadership minor curriculum, advertise the leadership minor campus-wide and to prospective students and embed leadership learning in academic programs. Our leader development objectives aim to:

- ***Integrate the Leader Development Model into academic programs***
- ***Fully develop the Krause Leadership Center and expand its reach***
- ***Implement a comprehensive leadership assessment model***
- ***Promote a spirit of selfless service throughout the Corps of Cadets***
- ***Integrate career planning into the campus culture***



## 2 Enhance the learning environment

Preparing young people today to enter the military and civilian workforce ready to lead and add value is

rich in new challenges and opportunities. The formula for enhancing the educational experience at The Citadel is clear and vital: investing in strategic campus innovations will enhance the learning environment and elevate our students' global competitiveness. The common goals of these pathways promote academic programs of excellence and distinction within each academic school and give us the chance to develop a more competitive presence in adult and graduate education. Among other pursuits, the plan guides us, in particular, to:

- ***Enhance student retention***
- ***Create academic programs of excellence and distinction within each school***
- ***Enhance the position of the college as a regional leader in adult and graduate education***



## 3 Strengthen the college through institutional advancement

During the next three years, The Citadel will refine and integrate the channels of funding for programs so that our strategic direction is clearly understood by all of our constituents and certainly by our benefactors. We will:

- ***Expand endowment funding to support programs of excellence***
- ***Increase the financial independence of the athletics program***
- ***Actively engage The Citadel Foundation in a greater partnership to increase philanthropic support***



## **4** *Develop the student population*

The Citadel has an exciting opportunity to deliver to the world well-prepared young leaders for the military and various sectors of industry. Citadel students entering the work force after graduation are increasingly meeting employers who want to hire graduates with a more diversified learning base that includes world experience. Graduates today are immediately thrust into a globalized environment. While many traditional college graduates are not well equipped to excel with the discipline and focus that are required by business or service sectors, the college strives to enroll a diverse community of leaders whose members share a common Citadel experience. This initiative requires us to:

- ***Expand enrollment in The Citadel Graduate College***
- ***Develop a comprehensive marketing strategy to position The Citadel competitively***
- ***Expand the veteran population***
- ***Expand student diversity and sustain an enrollment of 2,135 in the Corps of Cadets***
- ***Institute a routine early warning process to help students succeed academically***



## **5** *Enhance the facilities and technological support for the campus*

We must position The Citadel to capitalize on opportunities and create synergies between technologies and physical structures as well as facilitating a master landscape plan that builds connections across the campus and projects the most appreciable image for the public. To succeed, we will:

- ***Develop a refined campus master plan to guide strategic decisions***

- ***Develop a feasibility study and construction plan for a new Capers Hall***
- ***Renovate Daniel Library***
- ***Decrease campus-wide deferred maintenance***
- ***Implement a unified digital campus***
- ***Enhance the Cadet Information System***
- ***Connect to S.C. Light Rail and Internet 2***
- ***Develop online education capabilities to support teaching and learning***



## **6** *Improve institutional effectiveness*

In this era of increasing accountability at all levels in higher education, The Citadel is taking measurable steps to demonstrate student achievement and the use of assessments in our improvement efforts. We will:

- ***Foster a culture of assessment and continuous improvement within the campus community***
- ***Automate the strategic planning, assessment, accreditation and program evaluation processes***
- ***Increase awareness of sustainability and environmental issues and adopt best practices to manage them***



## **7** *Ensure the college has the leadership and talent to accomplish these strategic initiatives*

The quality of the leadership, learning and service environment depends on the knowledge and skills of our faculty and staff—our most vital assets. Efforts to enhance the quality of The Citadel experience must, therefore, include the continuous, measurable development of our employees. Our plans call for us to:

- ***Recruit and retain a diverse faculty and staff***
- ***Expand the number of qualified personnel able to coach, teach, train and mentor units and individuals across the Four Pillars***
- ***Establish a faculty enhancement program***



- *Develop a technology-based professional development program to enhance the skills of The Citadel's administrative workforce*



## 8 *Provide outreach to the region and serve as a resource in its economic development*

One of the more exciting and publicly visible changes in the culture of The Citadel will be our growing commitment to economic development, organizational partnerships and community-based service, as demonstrated by engagement in a wide spectrum of outreach and volunteer activities. We will:

- *Coordinate institutional outreach and economic development activities*
- *Expand partnerships with business and community organizations*
- *Develop specialized research and training programs for public, private and nonprofit organizations*

In all cases, the individual project details include specific actions and measurable steps that will demonstrate the achievement of each initiative and justify the investment and anticipated outcomes.

"Today's climate presents a rare moment for The Citadel to demonstrate its own leadership qualities," said Rosa. "In times of crisis and challenge, corporations and institutions have difficult choices to make. But, those who clear hurdles with an unshakeable eye on success are the ones to evolve through innovation and creativity. They refuse to stop seeking solutions and demonstrate new value for constituents."

And, being named "Best Value in the South" by this year's *U.S. News & World Report* national college rankings is a rewarding endorsement as we embark on an exciting new path of enhancement. The Blueprint points the way.

*To learn more of the details of the plan or to download the Blueprint, please visit The Citadel website at [www.citadel.edu](http://www.citadel.edu) or contact Mark Danes at 843.953.3722 or [mark.danes@citadel.edu](mailto:mark.danes@citadel.edu).*





# LEADERS IN

Private philanthropy makes the crucial difference in the lives of cadets and graduate students. Gifts from alumni and friends, particularly in times of economic uncertainty and declining state funding, provide the vital support that gives us a margin of excellence and ensures that The Citadel experience remains exceptional.

For the first time this September, The Citadel Foundation was privileged to recognize and celebrate the generosity of those leaders whose lifelong support has fostered the ability of the college to pursue its vision, "to achieve excellence in the education of principled leaders."

Members of the lifetime giving societies, known collectively as the Cadre of Benefactors, gathered in Summerall Chapel to be honored before their peers. Citadel President Lt. Gen. John W. Rosa, '73, presided over the induction ceremony, granting a medal bearing the marker of the society to which each donor was initiated. Following the ceremony, the new inductees were recognized at parade and again, the next day, at the season's first home football game, after enjoying a tailgate reception at Quarters One.

Listed below are the new members of The Citadel Foundation's lifetime giving societies, who have demonstrated their profound commitment to the college through their leadership contributions of \$100,000 or higher through the close of the 2008 calendar year. In future years, new members will be invited to campus to participate in a similar induction ceremony, establishing the Leaders in Philanthropy weekend event as a new 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 leaders for their extraordinary generosity, vision and loyalty to The Citadel.



## **\$1,000,000 and higher**

Since its founding in 1842, The Citadel has molded cadets into citizen-soldiers whose guiding principles learned in the barracks, in the classroom and on the parade field serve their families, their communities, their professions and their country with distinction. The Society of 1842 is The Citadel's most prestigious giving society.

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## \$500,000 to \$999,999

Gen. Mark W. Clark became president of The Citadel after a brilliant career in the U.S. Army. During his tenure (1954-1965), The Citadel achieved international recognition, and the Corps of Cadets increased to the maximum capacity of the barracks. One of Clark's most enduring accomplishments was the founding of the Cadet Honor Code, whereby a cadet does not lie, cheat, or steal, nor tolerate those who do.

### Two Anonymous Donors

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## \$250,000 to \$499,999

Citadel graduates have served their country in every conflict since the Mexican War. Named for the historic Civil War action led by a detachment of Citadel cadets, the Star of the West monument on Summerall Field commemorates all Citadel cadets and graduates who have died in defense of their country and recognizes the strong call to service demonstrated by Citadel men and women.

### One Anonymous Donor

Mr. and Mrs. Vincent D. Adams  
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## \$100,000 to \$249,999

Gen. Charles Pelot Summerall (1867-1954) assumed the presidency of The Citadel in 1931 after retiring as chief of staff of the U.S. Army. During his 22-year tenure as president, the campus was greatly expanded to include many of the buildings that shape The Citadel footprint today, including Summerall Chapel, Capers Hall, LeTellier Hall, and McAlister Field House.

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# Society of 1842

Since its founding in 1842, The Citadel has excelled at preparing leaders of principle with a passion for selfless service. Countless alumni and friends who share the college's values and vision have given generously throughout their lives to serve their college, their community and their country.

Private donors play a vital role in shaping The Citadel's future. The Society of 1842, the college's most prestigious lifetime giving society, recognizes those leaders whose bold vision and generous support provide the resources and direction required to advance the forward march of the Long Gray Line.

Members of the Society of 1842 have made a substantial commitment of personal resources to ensure The Citadel's success in achieving excellence in the education of principled leaders. Their investment in the future of the college demonstrates that charity and service are true virtues of the principled leader.

In the following pages, several members of the Society of 1842, donors who have given \$1 million or more, share their inspiring accounts of why they chose to give so generously to The Citadel.





“Though not a Citadel graduate, I am proud to support an institution with such an excellent reputation for preparing both principled leaders and world-class engineers.

Sophia and I first visited The Citadel's campus in 2008 at the urging of my colleague and business partner, Eric Bailey, '84. We were immediately impressed with the leadership component of the college's undergraduate program and particularly the discipline and dedication we observed among the members of the South Carolina Corps of Cadets.

Throughout my career, I have been associated with engineering programs at some of the country's major universities. Never before have I seen academic preparedness equally matched with the physical fitness and disciplined action so clearly evident in Citadel cadets.

The promising young students who choose to undertake the challenges and opportunities offered at The Citadel are well equipped to become prominent leaders in their field.”

*Dr. Bernard M. Gordon  
Chairman, NeuroLogica Corporation  
Danvers, Mass.*

“Humanities and Social Sciences Dean Al Finch was right when he remarked, ‘We prepare you not for a job, but for life.’ Through the years what I have gained from The Citadel has been evidence of exactly that.

My involvement began as a show of appreciation toward those who taught, counseled and mentored me as a cadet: Capt. Dick Moore, coach of the rifle team, and his wife, Betty, who mothered us through; Col. Anger, chair of the history department; and Col. Mason, the physics professor who piqued my interest in science and threw down the gauntlet when he observed, ‘It's a good thing you're a history major because you'd never graduate if you were in the sciences!’

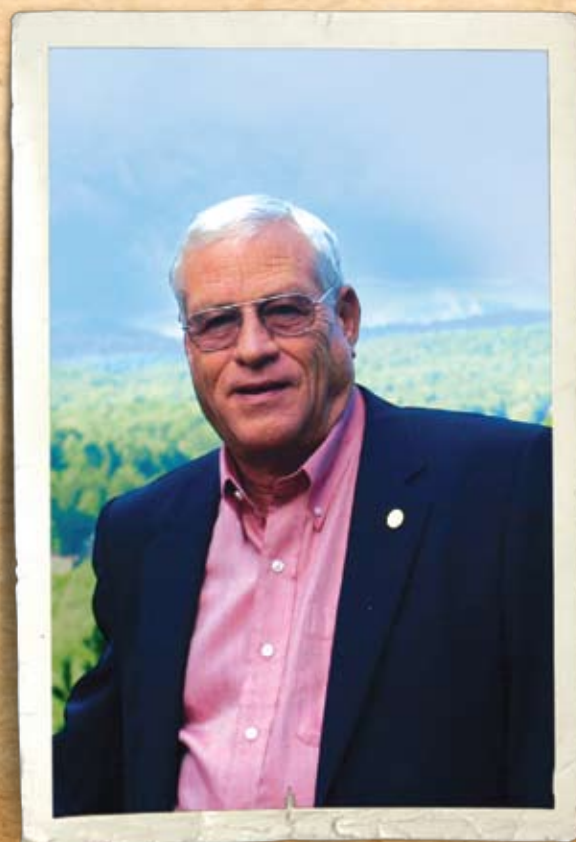
As it turned out, the discipline and values instilled by The Citadel made it possible for me to make the leap from history to science and, in particular, to the study of viral genetics, for which I shall always be grateful.

Upon my selection to the board of the School of Humanities and Social Sciences, I was immediately impressed with the vast improvements, enhanced opportunities and new areas of study offered today. The school is advancing with time, constantly upgrading in all areas. As a result, the needs of The Citadel increase while the funds provided by the state decrease. My mind quickly moved to observe that we must not simply maintain today's standards, we must continue to move upward and improve.

A noted scientist in Canada, now a member of Parliament, once said to me, ‘I cannot believe that The Citadel has only 2,000 students, for everywhere I go worldwide, I meet a graduate who is in a position of responsibility, a leader in his field. What an amazing college you attended.’

My goal, in whatever small ways I can, is to enable The Citadel to remain the ‘amazing college’ I attended and love to this day.”

*Dr. Wallace W. “Skipper” Brawley, Jr., Ph.D., D.Sc., '62  
Spartanburg, S.C.*





"I have a passion for The Citadel. It began when I was 15 years old when my father brought me to The Citadel campus while visiting other colleges. Not long into that visit, I said to myself, 'I'm coming here!'"



From that day forward, The Citadel has been an integral part of my life. Marilyn and I met and married in Charleston, and our son Steven is a member of the Class of 1990. Naturally, my feelings for this extraordinary institution run deep, and from this source springs my profound commitment to The Citadel, its ideals, the Corps and its future.

The impetus for my involvement is based on the call to give of my time, talent and treasure. With this as a guide, I serve on two Citadel advisory boards, one spiritual and one secular. On both, I attempt to share my business acumen and experience as well as provide financial support, and I encourage fellow alumni to do the same. I believe strongly in both of the programs in which I am involved and, therefore, have chosen to fund endowments and scholarships that will benefit, in perpetuity, generations to come as well as the cadets of today.

It is a great joy to see the ongoing impact of these gifts through the eyes of scholarship recipients reflected in the student interns working in our company, and evident in the growth and quality of our School of Business Administration. I feel honored to be a conduit through which support flows to sustain this institution and enable it to provide the leaders of principle that our country needs. And through these efforts, I've come to realize what a profound privilege it is to be a member of the timeless Long Gray Line."

*Mr. Gerald D. "Gerry" Ogier, '65*  
*Chairman of the Board and Partner, Contra Vest, Inc.*  
*Orlando, Fla.*

"As a Charleston resident for most of my life, I am proud to count The Citadel among my extended family. This small, special college is certainly not for everyone, but for the right students, it offers a unique experience that prepares graduates to face each challenge and seize every opportunity that life offers.

Attending The Citadel as a veteran student following my service in the U.S. Navy, I was impressed by the *esprit de corps* that emerged among my class, resulting from the relatively small size of the college and the extraordinary experiences we all shared.

In the spirit of friendly competition, I am pleased to have established and endowed awards to celebrate both the first and second honor graduates at commencement each year. As the Class of 1950's second honor graduate myself (having missed the top spot by seven thousandths of a percentage point!), I feel that the highest academic achievers among the Corps merit some recognition, particularly given the challenges Citadel cadets face both in and out of the classroom.

It fills me with pride to know that my support will, in some way, enhance the long-term success of The Citadel. Our country depends upon the leaders of honor and integrity that this institution produces."

*Mr. David Shingler Spell, '50*  
*Charleston, S.C.*





# Why?

...Because out of an average of **2,100 cadets**, roughly **66%** will apply annually for need-based financial aid.

...Because our nation **needs** principled leaders who act with **integrity** and **inspire others!**

...Because state funding has declined from **40%** to approximately **13%** of total college revenue during the last 15 years.

...Because **alumni participation** is an important factor in college **rankings** nationwide.

...Because every gift **impacts** every student on campus every day.

...Because my **support is needed** now more than ever.

...Because the economy is tough but **The Citadel family is tougher.**

**Why...**  
Why wouldn't I?





## The Citadel Needs You

This year, your gift is more important to The Citadel than ever before. In these turbulent economic times, our beloved institution is depending on gifts from Citadel family members like you to meet the rising cost of providing a first-rate education to its students. As of June 2009, only \$12.3 million of The Citadel's \$87.9 million annual operating budget will come from state funding, leaving tuition and private philanthropy to fill the remaining gap.

Most importantly, with more families struggling to provide their children a quality education, The Citadel is counting on loyal supporters to help fund the scholarships that are so critical to our cadets' futures.



## Current Students Need You

"As a first-generation college student, I wanted to strive to get as much from college as I could, and The Citadel has allowed me to do that. The Citadel has shaped me into the person I am today. I have learned and continue to learn a lot about myself by being a member of the Corps of Cadets.

If not for financial scholarships and assistance, I would be unable to attend The Citadel."

*Cadet Christopher White  
Ninety Six, S.C.*



## Every Dollar Counts

Regardless of the size of your gift, The Citadel appreciates your partnership and does not take your support for granted. We recognize that there are many worthy causes, but we also know that the need for principled leaders is critical for our country right now.

The Citadel strives to recruit, educate, train and graduate students who are highly motivated to resolve the demanding problems facing our country. Your investment in such students allows us to produce cadets and graduates who are capable of tackling such challenges.



## Where Your Gift is Needed

Your annual contribution to The Citadel Fund directly affects the quality of our cadets' and graduate students' educational experience. As you know, it costs more to educate a cadet than tuition alone can provide.

Annual gifts to The Citadel Fund allow us to sustain our current level of excellence as we pursue new opportunities such as academic program enhancements, technology upgrades throughout campus, new cadet activities and much needed renovations to our historic 176-acre campus.

## Will You Join Us?

For generations Citadel alumni and friends have stepped forward to invest in the future and make The Citadel experience possible. Now is the time for us to return the favor, to use the power and bond of The Citadel family, and make the same commitment to empower the next generation of Citadel graduates.

## Tell Us Why

Please take an opportunity to stop by our website at

**[www.citadel.edu/tcf/why](http://www.citadel.edu/tcf/why)**

and see WHY others are joining you in giving back!

As we kick off our 2009 Citadel Fund WHY Campaign, we'd like to ask you not only to join us in making a gift to The Citadel Fund, but also to share with us your WHY story. WHY did you choose The Citadel? WHY does it hold a special place in your heart? And last but not least, WHY are you choosing to give back today?

We asked a cadet donor WHY he's already giving back...



"As a graduating senior in 2009, I realized that The Citadel had been giving to me for four years now. This year, I've decided to start my journey of giving back."

*Matthew Earls, '09  
Shelby, N.C.*



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