# TABLE OF CONTENTS

Click a chapter/Section below to link directly:

**CHAPTER 1  ........ Functions, Procedures, and Organizations**

<table>
<thead>
<tr>
<th>SECTION ONE</th>
<th>..... ORGANIZATION / RANK DUTIES &amp; RESPONSIBILITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>SECTION TWO</td>
<td>..... CADET ADMINISTRATION ..................................</td>
</tr>
<tr>
<td>SECTION THREE</td>
<td>..... PERSONNEL ACCOUNTABILITY ................................</td>
</tr>
<tr>
<td>SECTION FOUR</td>
<td>..... DUTY ROSTERS ...........................................</td>
</tr>
<tr>
<td>SECTION FIVE</td>
<td>..... DISSEMINATION OF INFORMATION ..........................</td>
</tr>
<tr>
<td>SECTION SIX</td>
<td>..... WEAPONS ISSUE, TURN-IN, AND SECURITY ................</td>
</tr>
<tr>
<td>SECTION SEVEN</td>
<td>..... 4th CLASS CADET WITHDRAWAL PROCEDURES ..............</td>
</tr>
<tr>
<td>SECTION EIGHT</td>
<td>..... LUGGAGE STORAGE .........................................</td>
</tr>
<tr>
<td>SECTION NINE</td>
<td>..... BARRACKS SECURITY .......................................</td>
</tr>
<tr>
<td>SECTION TEN</td>
<td>..... BARRACKS LATRINE RESPONSIBILITY ......................</td>
</tr>
<tr>
<td>SECTION ELEVEN</td>
<td>..... CADET BILLETING ........................................</td>
</tr>
<tr>
<td>SECTION TWELVE</td>
<td>..... OVER, SHORT, AND DAMAGED REPORTS .....................</td>
</tr>
<tr>
<td>SECTION THIRTEEN</td>
<td>..... LIBRARY SERVICES .........................................</td>
</tr>
<tr>
<td>SECTION FOURTEEN</td>
<td>..... MESS HALL ................................................</td>
</tr>
<tr>
<td>SECTION FIFTEEN</td>
<td>..... HEAT INJURIES ............................................</td>
</tr>
<tr>
<td>SECTION SIXTEEN</td>
<td>..... MEDICAL SERVICES ..........................................</td>
</tr>
<tr>
<td>SECTION SEVENTEEN</td>
<td>..... ESSENTIAL TASK LIST &amp; UNIT STAT REPORTING ..........</td>
</tr>
<tr>
<td>SECTION EIGHTEEN</td>
<td>..... COMPANY DUTY TEAMS ....................................</td>
</tr>
<tr>
<td>SECTION NINETEEN</td>
<td>..... BARRACKS POLICE (CLEANINESS) SOP .....................</td>
</tr>
<tr>
<td>SECTION TWENTY</td>
<td>..... MARKING AND ENTERING CADET ROOMS .....................</td>
</tr>
<tr>
<td>SECTION TWENTY-ONE</td>
<td>..... ALL IN INSPECTIONS ....................................</td>
</tr>
</tbody>
</table>
CHAPTER 2 – Cadet Records & FERPA .................................
CHAPTER 3 – Academic Procedures .................................
CHAPTER 4 – Cadet Organizations, Club Sports, & 
             Religious Activities ........................................
CHAPTER 5 – Physical Effectiveness .................................
CHAPTER 6 – Athletic Teams & Cadet NCAA Athlete Activities........
CHAPTER 7 – Cadet Uniforms ...........................................
CHAPTER 8 – Leaves, Passes, Incentives & Privileges ............
CHAPTER 9 – Room Standards ........................................
CHAPTER 10 – Laundry Procedures ....................................
CHAPTER 11 – Discipline Procedures/ Punishments .............
CHAPTER 12 – Cadet 24 Hour Schedule & Schedule of 
             Bugle Calls ..................................................
CHAPTER 13 – The Citadel Training Manual .......................
CHAPTER 14 – Rank Selection and Cadet Evaluation ..............
CHAPTER 15 – Cadet Counseling & TAC Coaching ...............
CHAPTER 16 – 4th Class Sponsor Program ..........................

NOTE: CHANGES FOR AND DURING THE CURRENT AY ARE IN RED
1-1. PURPOSE. To provide guidance concerning cadet duties and responsibilities and establish administrative procedures for the Corps of Cadets.

1-2. COMMAND AND STAFF RELATIONSHIPS.

a. COMMAND. Command is the authority that a commander lawfully exercises over subordinates by virtue of rank and assignments. It includes the authority and responsibility for effectively using available resources for planning, organizing, directing and controlling the command unit to accomplish assigned missions.

1) The Commandant of Cadets is responsible to the President of The Citadel for the command and control of the South Carolina Corps of Cadets which is under the immediate command of the Commandant.

2) Regimental Tactical Officer: The Regimental Tactical Officer (RTO) is responsible to the Commandant of Cadets for the assignment, training, and operational control of assigned Battalion and Company Tactical Officers. The RTO is also responsible for the scheduling, training, and command and control of the Regimental Guard.

3) Company Tactical Officers: The Company Tactical Officers are responsible to the RTO for the direct supervision of Cadet Commanders and Subordinate Cadet Company Officers in the performance of their duties.

4) Active Duty Officers (ADOs): Active Duty Officers are administratively under special contract with the Commandant’s Department to perform specific duties in support of the South Carolina Corps of Cadet. ADOs are under operational control of the Battalion Tactical Officers.

5) Command authority within the Corps of Cadets is vested in Cadet Officers appointed by the Commandant with the authority of the President. The Cadet Regimental Commander commands the Corps of Cadets through subordinate (staff) Cadet Commanders at Battalion and Company level (chain of command).

b. STAFF. The primary purpose of a staff is to assist the commander in discharging the command responsibilities. To this end, each staff member is assigned staff responsibility for a particular portion of the commander’s responsibility. The staff officer works for the commander. In carrying out the commanders directives and policies the staff officer follows the five functions of staff work:

1) Facilitate and monitor the accomplishment of command decisions.

2) Provide timely and accurate information to the commander and subordinate units.

3) Anticipate requirements and provide estimates of the situation.
(4) Determine courses of action and recommend a course of action that will best accomplish the mission.
(5) Prepare plans and orders.

**NOTE:** A staff officer does not prescribe policies, basic decisions, or plans, for that responsibility rests with the commander. A staff officer must never usurp the prerogatives of command.

**COLLEGE ORGANIZATION**

1-3. DUTIES AND RESPONSIBILITIES.

a. **CADET OFFICERS AND NON-COMMISSIONED OFFICERS.** Cadet Officers and Non-Commissioned Officers are responsible for maintaining good order and discipline, instructing those placed under their command and for exercising proper leadership at all times. It is the duty of every Cadet Officer and Non-Commissioned Officer to support the authority of his or her superiors. Duty descriptions for each leadership position in the Corps of Cadets are listed in paragraph 1-4 below. Command and maintenance of good order and discipline rests with the ranking cadet present.
b. **LEADER’S ABSENCE.** A Cadet Officer or Non-Commissioned Officer who will be absent from an event scheduled for his or her unit retains responsibility for the event and must plan and organize accordingly.

1-4. **DUTY DESCRIPTIONS.** Below are the leadership positions in the Corps of Cadets and a brief description of their duties.

**REGIMENTAL HEADQUARTERS**

**Regimental Staff Diagram**

**REGIMENTAL COMMANDER**

**Cadet Colonel**

Commands the South Carolina Corps of Cadets consisting of approximately 2000 cadets organized into five separate battalions, including a regimental band and a salute gun battery (Palmetto Battery). Responsible to the Commandant of Cadets for the health, morale, welfare, academic proficiency, military training, intramural athletics, administrative efficiency, safety, and discipline of the Regiment.
REGIMENTAL EXECUTIVE OFFICER
Cadet Lieutenant Colonel
Serves as the Executive Officer for the South Carolina Corps of Cadets consisting of approximately 2000 cadets. Responsible to the commander for all administrative matters in the Regiment. Supervises the Regimental Staff to ensure strict compliance with administrative requirements. Keeps the commander and staff informed on all matters affecting the Regiment. Performs other duties as directed by the commander. Assumes command of the Regiment in the absence of the commander.

REGIMENTAL ACADEMIC OFFICER
Cadet Lieutenant Colonel
Serves as the primary staff officer for Academic matters for the South Carolina Corp of Cadets consisting of approximately 2000 cadets. Responsible for the planning, coordination and training required to conduct Fourth Class academic orientation. Ensures that the academic policies of the Office of the Dean of Undergraduate Studies are carried out in the Corps. Responsible for the accounting for and reporting of cadet attendance of the Fine Arts Program. Ensures that an appropriate atmosphere conducive to study is maintained in the barracks. Responsible for instructing the Corps, especially the Fourth Class, on proper study habits and where to seek help for academic problems. Communicates as necessary with the Dean of Undergraduate Studies to discuss academic problems within the Corps. Performs other duties as required.

REGIMENTAL RELIGIOUS OFFICER
Cadet Major
Serves as the Religious officer for the South Carolina Corps of Cadets consisting of approximately 2000 cadets. In close cooperation with the Chaplain to the Corp of Cadets, is responsible for informing the Corps on religious activities available on campus. Sets the example for religious life on campus by regularly attending worship services, participating in religious retreats and communicating effectively with the Corps on all aspects of religious activities. Provides informal counseling to members of the Corps. Performs other duties as required.

REGIMENTAL HUMAN AFFAIRS OFFICER
Cadet Major
Serves as the Human Affairs Officer of the South Carolina Corps of Cadets consisting of approximately 2000 cadets. Responsible for the overall management of the cadet human affairs education and training program to include maximum awareness of and compliance with federal, state and college regulations on issues of equal opportunity, hazing, and all forms of harassment. Keeps the commander informed of the status of the social climate within the Regiment. Promotes the various seminars, panel discussions and guest speakers scheduled during the year to educate the Corps about social issues. Serves on the College Coeducation Council and Human Affairs Committee. Responsible for the overall planning and organization of community service days and blood drives. Maintains liaison with The Citadel Ombudsperson to preserve awareness of potential human affairs problems within the Corps. Performs other duties as required.

REGIMENTAL ADJUTANT (S-1)
Cadet Major
Serves as the Adjutant for the South Carolina Corps of Cadets consisting of approximately 2000 cadets. Responsible for unit strength management and reporting, cadet administrative distribution system, duty rosters and Corps wide cadet details. Directly supervises the Regimental
Administrative NCOs and Clerks in their assigned areas of responsibility. Performs duties as directed by the Regimental Executive Officer. Keeps the Commander informed of all administrative actions affecting the Corps. Performs other duties as required.

REGIMENTAL PROVOST MARSHALL (S-2)
Cadet Major
Serves as the Provost Marshal for the South Carolina Corps of Cadets consisting of approximately 2000 cadets. Primary Staff Officer responsible for good military order and discipline, physical security and crime prevention. Responsible for coordinating with Director of Public Safety to assist in the enforcement of traffic control and cadet parking. Responsible for enforcing college rules concerning storage of contraband in cadet vehicles. Performs other duties as directed by the Commander.

REGIMENTAL OPERATIONS OFFICER (S-3)
Cadet Major
Serves as the Operations Officer for the South Carolina Corp of Cadet consisting of approximately 2000 cadets. Exercises direct supervision of the Regimental Operations Section consisting of the Regimental Operations Sergeant and Clerks. In coordination with the Commandant’s Department responsible for the planning, organization, training and operations of the Regiment. Prepares and publishes training programs and directives for the conduct of drill, parades, inspections, physical training. Responsible for evaluating effectiveness of training programs for drill, parades, inspections and physical training and provides feedback to the commander. Supervises the Heat Casualty Prevention Program. Coordinates with the Commandant’s Office in the distribution and management the fall training plan for the incoming Fourth Class. Performs other duties as required.

REGIMENTAL SUPPLY OFFICER (S-4)
Cadet Major
Serves as the Supply Officer for the South Carolina Corp of Cadet consisting of approximately 2000 cadets. Directly supervises the Regimental Supply NCO and Clerks in their assigned areas of responsibility. Responsible for issue and turn in individual clothing and equipment to cadets. Responsible for compiling and correcting Over, Short and Damage reports, to include responsibility for the appearance and reporting for plumbing, electrical and carpentry problems in the barracks. Coordinates with the manager of Central Supply on matters pertaining to the receipt and delivery of items to the Corps. Assists the Supply Manager in the receipt and storage of Fourth Class luggage. Conducts monthly mess council meetings. Performs other duties as required.

REGIMENTAL PUBLIC AFFAIRS OFFICER (S-5)
Cadet Major
Serves as the Public Affairs Officer of the South Carolina Corps of Cadets consisting of approximately 2000 cadets. Under the supervision of the Director of Public Affairs, coordinates public relations activities of the Corps. Assists Public Affairs in promoting positive publicity for The Citadel. Coordinates with the Office of the President, Protocol and Commandant’s office on all protocol activities requiring cadet details. Coordinates requirements of media escorts on campus. Organizes and assigns presidential aides and usher details for parades, Greater Issues speeches, and Athletic events. Performs other duties as required.
REGIMENTAL ITS OFFICER (S-6)
Cadet Major
Serves as the Information Technology Services Officer for the South Carolina Corps of Cadets consisting of approximately 2000 cadets. Acts as the interface between ITS and their representative for computer installations, lab facilities and cadet networking. Responsible for coordination of specialized training for the battalions. Responsible for ensuring cadet compliance with The Citadel computer usage policy. Responsible for coordination and issuing of computers to the regiment and maintenance of the battalion computer labs. Responsible for coordinating Fourth Class computer orientation.

REGIMENTAL SAFETY OFFICER (Assist S-2)
Cadet Captain
Serves as the Safety Officer of the South Carolina Corps of Cadets consisting of approximately 2000 cadets. Responsible for the overall management of cadet safety and well-being, to include maximum awareness of and compliance with federal, state and college safety regulations. Keeps the commander informed of the status of safety issues within the Regiment. Promotes the various training courses, seminars, panel discussions and guest speakers scheduled during the year to educate the Corps about safety issues. Maintains liaison with The Citadel’s Department of Safety & Risk Management to preserve awareness of potential safety hazards within the Corps. Performs other duties as required.

REGIMENTAL ATHLETIC OFFICER (Assist S-3)
Cadet Captain
Serves as the Athletic officer for the South Carolina Corps of Cadets consisting of approximately 2000 cadets. Responsible for cadet physical training and intramural programs. Maintains contact between the Department of Health, Exercise and Sports Science (HESS) and the Commandant of Cadets for all intramural and individual fitness matters. Coordinates with the Assistant Commandant for Operations and Training to conduct the monthly Cadet Physical Fitness Test. Monitors Cadet Athlete members’ adherence to published Cadet Athlete orders. Coordinates and conducts the Washington Light Infantry Competition. Performs other duties as directed.

REGIMENTAL ACTIVITIES OFFICER (Assist S-3)
Cadet Captain
Serves as the Activities Officer of the South Carolina Corps of Cadets consisting of approximately 2000 cadets. Responsible for coordinating with the Director of Cadet Activities, the Deputy Director and the Activities Coordinator on the organization, planning, and execution of all cadet activities programs. Chairs the Cadet Activities Advisory Committee and the Talent Show Committee and serves as a key member of the Spirit Committee and Fine Arts Committee. Performs other duties as required.

REGIMENTAL SPIRIT OFFICER (Assist S-3)
Cadet Captain
Serves as the Spirit Officer for the South Carolina Corps of Cadets. In that capacity works with the Commandant of Cadets and the Director of Cadet Activities to plan, coordinate and conduct spirit related activities for the Corps of Cadets. Serves as the chair of The Citadel Spirit Committee, Bonfire Committee, and the “Short Gray Line”. Plans and coordinates pep rallies, bonfires, cadet participation at sporting events, cadet trips for away sporting events and any other events planned by
the Spirit Committee. Under the direction of the Director of Cadet Activities. Performs other duties as required.

REGIMENTAL RECRUITING OFFICER (Assist S-5)
Cadet Captain
Serves as the Recruiting Officer of the South Carolina Corps of Cadets consisting of approximately 2000 cadets. Assist the Regimental Public Affairs Officer in coordinating with the Director of Admissions, supervising cadet-recruiting programs, and the overall supervision of the Weekend Visitor Program. Develops and trains unit recruiting teams. Performs other duties as required.

REGIMENTAL STAFF NON COMMISSIONED OFFICERS

REGIMENTAL SERGEANT MAJOR
Cadet Command Sergeant Major (CSM)
Reports directly to the Regimental Commander. Responsible for monitoring all activities, policies and performance and appearance of all cadets. Makes recommendations to the commander concerning the Corps. Enforces appearance and performance standards of individual cadets. Focuses on individual training of the Fourth Class and cadet NCOs and prospective NCOs. Ensures that subordinate NCOs understand and support the training priorities set by the commander. In coordination with the Commandant, conducts Primary Leadership Development Training (PLDT), Basic NCO Training (BNCOT), and Advanced NCO Training (ANCOT). Performs other duties as required by the commander.

REGIMENTAL ADMINISTRATIVE SERGEANT
Cadet Master Sergeant
Serves as the Administrative Sergeant for the South Carolina Corps of Cadets consisting of approximately 2000 cadets. Reports to and performs duties as directed by the Regimental Adjutant. Responsible for unit strength management and reporting, cadet administrative distribution system, duty rosters and Corps wide cadet details. Directly supervises the Regimental Administrative Clerks in their assigned areas of responsibility. Performs other duties as directed.

REGIMENTAL OPERATIONS SERGEANT
Cadet Master Sergeant
Serves as the Operations Sergeant for the South Carolina Corps of Cadets consisting of approximately 2000 cadets. Reports to and performs duties as directed by the Regimental Operations Officer. Directly supervises the Regimental Operations clerks. Coordinates with the cadet operations advisor in the Regimental Operations Center for administrative matters related to the Corps training missions. Responsible for the layout and marking of the parade ground for all ceremonies. Performs other duties as required.

REGIMENTAL SUPPLY SERGEANT
Cadet Master Sergeant
Serves as the Supply Sergeant for the South Carolina Corps of Cadets consisting of approximately 2000 cadets. Reports to and performs duties as directed by the Regimental Supply Officer. Responsible for accountability of all rifles assigned to the Corps of Cadets. Takes daily inventory of unassigned rifles in the Arms Room. Assists the Commandant’s supply personnel in the issue and turn in of weapons. Coordinates and assists in the issue and turn in of individual uniforms and equipment. Directly supervises the Regimental Supply Clerks in their assigned areas of
responsibility. Responsible for coordinating the work of all subordinate unit supply personnel. Serves as a member of the mess council. Performs other duties as directed.

REGIMENTAL HUMAN AFFAIRS SERGEANT
Cadet Master Sergeant
Serves as the Human Affairs Sergeant of the South Carolina Corps of Cadets consisting of approximately 2000 cadets. Assist the Regimental Human Affairs Officer in the overall management of the cadet human affairs education and training program to include maximum awareness of and compliance with federal, state and college regulations on issues of equal opportunity, hazing, and all forms of harassment. Monitors the status of the social climate within the Regiment. Promotes the various seminars, panel discussions and guest speakers scheduled during the year to educate the Corps about social issues. Assist in the overall planning and organization of community service days and blood drives.

REGIMENTAL RECRUITING SERGEANT
Cadet Master Sergeant
Serves as the Recruiting Sergeant of the South Carolina Corps of Cadets consisting of approximately 2000 cadets. Assist the Regimental Recruiting Officer in the overall management of the cadet-recruiting program and recruit sergeant training program. Monitors the status of the recruiting program within the Regiment. Assist in the overall planning and execution of Overnight Visitor Programs. Performs other duties as required

REGIMENTAL ACTIVITIES NCO/ SPIRIT SERGEANT
Cadet Master Sergeant
Serves as the NCO for the Regimental Activities and Regimental Spirit Officers. In that regard, assists both staff officers in the planning, coordination, and conduct of Activities and Spirit related events. Serves as a member of the Cadet Activities Advisory Committee, Spirit Committee, Bonfire Committee, and the Cadet Talent Show Committee, Serves as the Editor of The Guidon and assists the Director and Deputy Director in the conduct of social development training, Fine Arts programs, and coordinates cadet details for the Ring Ceremony and the 4th Class Recognition Dinner. Performs other duties as required.

REGIMENTAL ADMINISTRATIVE CLERKS
Cadet Corporal
Reports directly to the Regimental Administrative Sergeant and Adjutant. Responsible for preparation of the daily Corps strength report. Responsible for organizing and consolidating Corps mail for the Junior Officer of the Day and pick up of Regimental distribution twice daily. Primarily focuses on administrative matters, as directed. Involved in training and discipline only while under the supervision of a member of the chain of command. Performs other duties as required.

REGIMENTAL OPERATIONS CLERKS
Cadet Corporal
Reports directly to the Regimental Operations Sergeant and Operations Officer. Responsible for lay out and marking of the parade ground for all drills and parades. Responsible for preparation of the review jeep when required for parades. Maintains the General/Flag Officer Flags and acts as flag bearers as required. Primarily focuses on administrative matters concerning operations. Involved in training and discipline only while under the supervision of a member of the chain of command. Performs other duties as required.
REGIMENTAL SUPPLY CLERK/ARMORERS
Cadet Corporal
Under direct supervision of the Regimental Supply Sergeant. Responsible for preparation and conduct of daily inventory of unassigned rifles in the Arms Room. Assists in the issue and turn in of weapons. Assists in the issue and turn in of individual uniforms and equipment. Assists in the consolidation of outgoing battalion distribution and pick of incoming distribution daily. Primarily focuses on administrative matters concerning supply. Involved in training and discipline only while under the supervision of a member of the chain of command. Performs other duties as required.

REGIMENTAL SPECIAL STAFF

SENIOR CLASS PRESIDENT
Cadet Captain
Serves as the Senior Class President with duties as outlined in the Charters on file with cadet activities.

JUNIOR CLASS PRESIDENT
Cadet Master Sergeant
Serves as the President of the Junior Class with duties as outlined in the Charters on file with cadet activities.

CHAIRMAN OF THE HONOR COMMITTEE
Cadet Lieutenant Colonel
Serves as the Chairman of the Honor Committee with duties as outlined in the Cadet Honor Manual.

HONOR VICE CHAIRMAN FOR INVESTIGATIONS
Cadet Major
Serves as a Vice Chairman of the Honor Committee, specifically relating to policy, procedure, and conduct of investigations.

HONOR VICE CHAIRMAN FOR EDUCATION
Cadet Major
Serves as a Vice Chairman of the Honor Committee, specifically relating to educating the Corps on the Honor Code, including violations, interpretations, and Honor Court proceedings.

REGIMENTAL SEPARATE UNITS

The Commanders of these units report directly to the Regimental Commander.

REGIMENTAL BAND COMMANDER
Cadet Major
Commands the Regimental Band of the South Carolina Corps of Cadets consisting of approximately 150 cadets. Responsible for the health, welfare, academic proficiency, military training, intramural athletics, administrative efficiency, discipline, and morale of the band personnel and maintenance of unit equipment. Responsible for implementing and strict adherence to published college policies and regulations to include but not limited to The Blue Book and White Book. Responsible for the
planning, resourcing, supervision and safe execution of the band’s mission of providing salutes and honors at parades, and representing The Citadel at public events.

**PALMETTO BATTERY COMMANDER**  
**Cadet Captain**  
Commands the salute battery of the South Carolina Corps of Cadets consisting of approximately 50 cadets. Responsible for the health, welfare, academic proficiency, military training, intramural athletics, administrative efficiency, discipline, and morale of the battery personnel and maintenance of unit equipment. Responsible for implementing and strict adherence to published college policies and regulations to include but not limited to The Blue Book and White Book. Responsible for the planning, resourcing, supervision and safe execution of the battery mission of providing salutes and honors at parades, firing of the 6pdr cannon at football games, presentation of color guards and representing The Citadel at public events.

**BATTALION HEADQUARTERS**

**BATTALION COMMANDER**  
**Cadet Lieutenant Colonel**  
Commands a battalion of the South Carolina Corps of Cadets consisting of approximately 500 cadets. Responsible for the health, morale, welfare, academic proficiency, military training, intramural athletics, administrative efficiency, safety, and discipline of the company personnel.
Responsible for implementing and strict adherence to published college policies and regulations to include but not limited to The Blue Book and White Book.

**BATTALION EXECUTIVE OFFICER**  
*Cadet Major*  
Serves as the Executive Officer for a battalion of the South Carolina Corps of Cadets consisting of approximately 500 cadets. Responsible to the commander for all administrative matters in the battalion. Supervises the battalion staff to ensure strict compliance with administrative requirements. Keeps the commander and staff informed on all matters affecting the battalion. Performs other duties as directed by the commander. Assumes command of the battalion in the absence of the commander.

**BATTALION ACADEMIC OFFICER**  
*Cadet Major*  
Serves as the primary staff officer for Academic matters for a battalion of the South Carolina Corps of Cadets consisting of approximately 500 cadets. Responsible for the planning, coordination and training required to conduct Fourth Class academic orientation. Ensures that cadets assigned to the battalion carry out the academic policies of the Office of the Dean of Undergraduate Studies. Ensures that an appropriate atmosphere conducive to study is maintained in the barracks. Responsible instructing the battalion, especially the Fourth Class, on proper study habits and where to seek help for academic problems. Performs other duties as required.

**BATTALION RELIGIOUS OFFICER**  
*Cadet Captain*  
Serves as the Religious officer for a battalion of the South Carolina Corps of Cadets consisting of approximately 500 cadets. In close cooperation with the Regimental Religious Officer and Chaplain to the Corp of Cadets, is responsible for informing the battalion on religious activities available on campus. Sets the example for religious life on campus by regularly attending worship services, participating in religious retreats and communicating effectively with the battalion on all aspects of religious activities. Provides informal counseling to members of the battalion. Performs other duties as required.

**BATTALION HUMAN AFFAIRS OFFICER**  
*Cadet Captain*  
Serves as the Human Affairs Officer of a battalion of the South Carolina Corps of Cadets consisting of approximately 500 cadets. Responsible for the overall management of the cadet human affairs education and training program to include maximum awareness of and compliance with federal, state and college regulations on issues of equal opportunity, hazing, and all forms of harassment. Keeps the commander informed of the status of the social climate within the battalion. Promotes the various seminars, panel discussions and guest speakers scheduled during the year to educate the Corps about social issues. Responsible for the overall planning and organization of community service days and blood drives. Liaisons with The Citadel Ombudsperson and Regimental Human Affairs Officer to maintain awareness of potential human affairs problems within the battalion. Performs other duties as required.

**BATTALION HONOR REP**  
*Cadet Major*
BATTALION ADJUTANT (S-1)
Cadet Captain
Serves as the Adjutant for a battalion of the South Carolina Corps of Cadets consisting of approximately 500 cadets. Responsible for unit strength management and reporting, cadet administrative distribution system, duty rosters and Corps wide cadet details. Directly supervises the Battalion Administrative NCOs and Clerks in their assigned areas of responsibility. Performs duties as directed by the Battalion Executive Officer. Keeps the Commander informed of all administrative actions affecting the Corps.

BATTALION PROVOST MARSHALL (S-2)
Cadet Captain
Serves as the Provost Marshal for a battalion the South Carolina Corps of Cadets consisting of approximately 500 cadets. Primary Staff Officer responsible for good military order and discipline, physical security and crime prevention. Responsible for coordinating with Regimental Provost Marshall to assist in the enforcement of traffic control and cadet parking. Also acts as the unit Fire Marshall. Performs other duties as directed by the Commander.

BATTALION OPERATIONS OFFICER (S-3)
Cadet Captain
Serves as the Operations Officer for a battalion of the South Carolina Corp of Cadet consisting of approximately 500 cadets. Exercises direct supervision of the Battalion Operations Section consisting of the Battalion Operations Sergeant and Clerks. Responsible for planning, organization, training and operations of the Battalion. Prepares and publishes training programs and directives for the conduct of drill, parades, inspections, physical training. Coordinates with the Commandant’s Office in the distribution and management the fall training plan for the incoming Fourth Class. Performs other duties as required.

BATTALION SUPPLY OFFICER (S-4)
Cadet Captain
Serves as the Supply Officer for a battalion of the South Carolina Corp of Cadet consisting of approximately 500 cadets. Responsible for issue and turn in individual clothing and equipment to cadets. Responsible for compiling and correcting Over, Short and Damage reports, to include responsibility for the appearance and reporting for plumbing, electrical and carpentry problems in the barracks. Coordinates with organic company supply sergeants to ensure timely issue and turn in of items of individual clothing and equipment of the battalion. Conducts monthly mess council meetings. Performs other duties as required.

BATTALION ITS OFFICER (S-6)
Cadet Captain
Serves as the Information Technology Services Officer for a battalion of the South Carolina Corps of Cadets consisting of approximately 500 cadets. Acts as the battalion’s interface between ITS and their barracks representative for computer installations, lab facilities and cadet networking within that battalion. Responsible for assisting the Regimental ITS Officer in the coordination of specialized training for the battalion. Responsible for ensuring cadet compliance with The Citadel computer usage policy. Responsible for maintenance of the battalion’s computer lab. Responsible for assisting in the coordination of Fourth Class computer orientation. Performs other duties as required.
CADET NCAA ATHLETE TEAM CAPTAIN
Cadet Captain (See chapter 6, “Athletic Teams & Cadet NCAA Athlete Activities)

BATTALION ATHLETIC OFFICER (Assist S-3)
Cadet First Lieutenant
Serves as the Athletic officer for a battalion of the South Carolina Corps of Cadets consisting of approximately 500 cadets. Responsible for cadet physical training and intramural programs of the battalion. Maintains contact between the Regimental Athletic Officer, the Department of Health Education & Sports Science, and the Commandant of Cadets for all intramural and individual fitness matters. Coordinates and conducts the monthly Cadet Physical Fitness Test. Monitors Cadet Athlete members’ adherence to published orders. Coordinates. Performs other duties as directed.

BATTALION SPIRIT OFFICER (Assist S-3)
Cadet First Lieutenant
Serves as the Spirit Officer for a battalion of the South Carolina Corps of Cadets, consisting of approximately 500 cadets. Responsible for the organizing spirit related activities within the battalion. Serves as member of the Spirit Committee, Bonfire Committee, and the “Short Gray Line”. Works for the battalion commander but answers to the Regimental Spirit Officer in the planning and conduct of spirit events. Assists where required. Assists the Regimental Activities Officer, yearbook editor and newspaper editor in coordinating requirements within the battalion. Works with the Director of Cadet Activities.

BATTALION STAFF NONCOMMISSIONED OFFICERS

BATTALION SERGEANT MAJOR
Cadet Command Sergeant Major (CSM)
Reports directly to the Battalion Commander. Responsible for monitoring all activities, policies and performance and appearance of all cadets. Makes recommendations to the commander concerning the battalion. Enforces appearance and performance standards of individual cadets. Focuses on individual training of the Fourth Class and cadet NCOs and prospective NCOs. Ensures that subordinate NCOs understand and support the training priorities set by the commander. Supervises the battalion clerks. Responsible for the care, inventory, and storage of the battalion colors. Performs other duties as required.

BATTALION SUPPLY SERGEANT
Cadet Master Sergeant
Serves as the Supply Sergeant for a battalion of the South Carolina Corps of Cadets consisting of approximately 500 cadets. Reports to and performs duties as directed by the Battalion Supply Officer. Responsible for accountability of all rifles assigned to the battalion. Supervises the issue and turnover of weapons assigned to the battalion. Coordinates and assists in the issue and turnover of individual uniforms and equipment. Responsible for coordinating the work of all subordinate unit supply personnel. Serves as a member of the mess council. Performs other duties as directed.
BATTALION RECRUITING/ PAO SERGEANT
Cadet Master Sergeant
Serves as the Recruiting Sergeant of a battalion of the South Carolina Corps of Cadets consisting of approximately 500 cadets. Assist the Regimental Recruiting Officer in the overall management of the cadet-recruiting program and recruit sergeant training program. Monitors the status of the recruiting program within the Battalion. Assist in the overall planning and execution of Overnight Visitor Programs. Performs other duties as required.

BATTALION CLERK
Cadet Corporal
Under direct supervision of the Battalion Sergeant Major. Responsible for the preparation of the daily strength report. Organizes and consolidation of outgoing battalion distribution and pick of incoming distribution daily. Carries the battalion colors or marches in parade. Serves as Presidential Aides as required. Performs other duties as required.

COMPANY HEADQUARTERS

COMPANY COMMANDER
Cadet Captain
Commands a rifle company. Assisted by the Executive Officer and a staff which fulfills the functions of Academics, Athletics, Honor, Human Affairs, Regulations and Discipline (R & D), Supply Recruiting, Public Affairs, Clerk, and Armorer. Responsible for the health, morale, welfare, academic proficiency, military training, intramural athletics, administrative efficiency, safety, and discipline of the company personnel. Responsible for implementing and strict adherence to
published college policies and regulations to include but not limited to The Blue Book and White Book.

**COMPANY EXECUTIVE OFFICER**  
**Cadet First Lieutenant**  
Serves as the Executive Officer for a cadet rifle company. Responsible to the commander for all administrative matters in the company. Supervises the company staff to ensure strict compliance with administrative requirements. Keeps the commander and staff informed on all matters affecting the company. Supervises the Company duty team. Performs other duties as directed by the commander. Assumes command of the company in the absence of the commander.

**COMPANY ACADEMIC OFFICER**  
**Cadet First Lieutenant**  
Serves as Academic Officer for a cadet rifle company. Responsible for the academic proficiency in the company. Ensures that all applicable policies and regulations are enforced. Ensures that the appropriate academic environment is maintained especially during Evening Study Period. Maintains a record of academic status of cadets assigned to the company and keeps the commander informed of each cadet’s status.

**COMPANY HUMAN AFFAIRS OFFICER**  
**Cadet Second Lieutenant**  
Serves as the Human Affairs Officer of a cadet rifle company. Responsible for and acting as the company’s Human Affairs liaison while assisting the BN HAO in the overall management of the cadet human affairs education and training program to include maximum awareness of and compliance with federal, state and college regulations on issues of equal opportunity, hazing, and all forms of harassment. Keeps the Company Commander informed of the status of the social climate within the company. Responsible for informing the company about community service days and blood drives. Acts as the Company’s liaisons with The Citadel Ombudsperson, the Regimental HAO, and the Battalion HAO. Performs other duties as required.

**COMPANY ATHLETIC OFFICER**  
**Cadet Second Lieutenant**  
Serves as the Athletic Officer for a cadet rifle company. Responsible for unit athletic and physical training programs. Assigns eligible unit personnel to intramural teams. Maintains unit record of intramural participation. Maintains records of Cadet NCAA Athletes and club sport participants. Counsels cadets who are physically deficient and have fitness problems.

**PLATOON LEADER**  
**Cadet Second Lieutenant**  
Serves as a Platoon leader for a cadet rifle company. Responsible for the health, welfare, academic proficiency, military training, general efficiency, safety discipline and morale of the platoon. Performs other duties as directed by the Company Commander.
COMPANY NON COMMISSIONED OFFICERS

FIRST SERGEANT
Cadet First Sergeant
Serves as the senior non commissioned officer in a cadet rifle company. Advises and assist the commander in managing unit activities and exercises general supervision over assigned cadets. Advises and assists the commander in maintaining discipline and standards. Provides guidance to cadets on matters of leadership, military courtesy, personal appearance, and self-discipline. Ensures that all cadet NCOs set an appropriate example for subordinate cadets. Corrects conduct prejudicial to good order and discipline. Supervises care and upkeep of barracks area. Coordinates and schedules unit functions and duties, leaves and passes and other absences from duty.

REGULATIONS AND DISCIPLINE SERGEANT
Cadet Master Sergeant
Serves as the Administrative non commissioned officer in a cadet company. Responsible for the administrative tracking and posting of Performance Reports, ERWs, Class Absence Reports, Delinquency Reports, Consolidated Reports and Punishment Orders. Coordinates with the Company Commander and Company TAC to conduct a Discipline hour. Performs other duties as required.

SUPPLY SERGEANT.
Cadet Sergeant First Class
Serves as the supply sergeant for a cadet rifle company. Responsible for the issue and turn-in of individual clothing and organizational property within the company. Responsible for the Over Short and Damage reports. Submits and approves the daily work orders. Determines and assigns responsibility for all damage not due to fair wear and tear. Responsible for daily rifle accountability within the company. Assumes duties of the company First Sergeant in his/her absence. Performs other duties as required.

PALMETTO BATTERY OPERATIONS SERGEANT
Cadet Master Sergeant
Serves as the Operation Sergeant for Palmetto Battery. Responsible for the planning and execution of battery ceremonial details for public events. Coordinates with the Operations section of the Commandant’s Office to ensure that all requirements for on or off post ceremonial details are met. Responsible for training of unit personnel in ceremonial duties. Performs other duties as required.

PLATOON SERGEANT
Cadet Staff Sergeant
Serves as Platoon Sergeant for a cadet rifle platoon. Responsible for personnel accountability of the platoon. Directs and supervises the activities of the platoon’s squad leaders. Exercises general supervision over assigned cadets. Advises and assists the platoon leader in maintaining discipline and standards. Ensures that all cadet NCOs set an appropriate example for subordinate cadets. Corrects conduct prejudicial to good order and discipline. Keeps the platoon leader informed of all platoon activities and corrective actions taken.
**SQUAD LEADER**  
**Cadet Sergeant**  
Serves as a Squad leader of up to 10 cadets. Responsible for the accountability, drill, discipline, personal appearance and academic proficiency of all members of the squad. Ensures that proper standards of personal appearance and maintenance of individual equipment is maintained by all squad members. Ensures proper standards are met and maintained of each squad member prior to SMI to prevent squad members from getting demerits. Counsels members of the squad on their performance in such areas as conduct, attitude and academics. Keeps the Platoon Sergeant/Leader informed of any unusual problems of occurrences that arise.

**COMPANY HUMAN AFFAIRS SERGEANT/CORPORAL**  
**Cadet Sergeant / Corporal**  
Serves as the Human Affairs non commissioned Officer for a cadet rifle company. Assists the Human Affairs Officer in promoting a social climate of equal opportunity, fair treatment and awareness of social issues impacting the leadership development of the company. Serves as the commanders representative for complaints involving sexual or cultural harassment, assault or hazing. Assist in training the company in human affairs topics as designated by the Commandant. Serves as an extension of student services by referring cadets with academic, military, physical or interpersonal problems to the appropriate resource for help. Performs other duties as required.

**RECRUITING/ PAO SERGEANT/CORPORAL**  
**Cadet Sergeant / Corporal**  
Serves as the recruiting Non Commissioned Officer for a cadet rifle company. Assists the battalion Recruiting Sergeant and Admissions Office with recruiting activities and Overnight Visitors. Conducts Friday Campus tours as required for the Director of Public Affairs and Admissions Office. Performs other duties as required.

**ASSISTANT SQUAD LEADER**  
**Cadet Corporal**  
Serves as assistant squad leader for a squad consisting of up to 10 cadets. Under direct supervision of the Squad Leader assists with the accountability of squad members and conducts training and inspections of the squad. Has no unsupervised interaction with fourth-class cadets. Performs other duties as required.

**COMPANY CLERK**  
**Cadet Corporal**  
Serves as the clerk for a cadet rifle company. Under the supervision of the First Sergeant provides and maintains the administrative support for the company. Prepares the daily morning report. Maintains the unit bulletin board ensuring all relevant information is posted and current. Responsible for maintaining copies of all special orders, leave forms and overnight/weekend sheets. Tracks all administrative paperwork in and out of the unit. Serves as unit Guidon bearer or otherwise marches in parade.
COMPANY ARMORER CORPORAL
Cadet Corporal
Serves as the Armorer for a cadet rifle company. Assists the Supply Sergeant with the daily rifle counts. Assists with the physical inventory of rifles in the Arms Room as required. Maintains accountability of the unit rifle cleaning kits. Performs other duties as required.

PALMETTO BATTERY ARMORER CORPORAL
Cadet Corporal
Serves as the Armorer for a Salute Battery. Assists the Supply Sergeant with the daily rifle counts. Assists with the physical inventory of rifles in the Arms Room as required. Maintains accountability of the unit rifle cleaning kits. Responsible for supervising the preparation of the Salute Guns prior to parades or ceremonies. Responsible for the weekly cleaning of the Salute Guns. Responsible for ensuring that the M1860 Springfield muskets are clean and serviceable. Performs other duties as required.
2-1. **PURPOSE.** To establish guidelines and policies concerning administrative functions and requirements for the Corps of Cadets

2-2. **ADMINISTRATIVE RESPONSIBILITY.**

a. Commanders are responsible for the administrative efficiency of their units. At the Regimental and Battalion level, the Commander normally delegates this function to the Adjutant. At the Company level, this function is assigned to the Executive Officer.

b. The Cadet First Sergeant, assisted by the Company Clerk(s), performs the administrative work under the supervision of the Executive Officer. Administrative responsibilities include but are not limited to the following:

   1. Preparing the Strength/Status Report. This report is prepared in accordance with Section 3 of this manual. The original and one copy are forwarded to Regimental Staff and one copy is retained in the unit file.

   2. Pick up of unit mail at the Commandant’s Office between 11:30 and 12:00 hours and 16:30-17:00 Monday thru Friday.

   3. Maintaining current information on the unit bulletin board in accordance with Section Five of this Manual.

   4. Reporting absentees and late personnel at all unit formations.

   5. Reporting Cadets Absent Without Leave (AWOL)

   6. Informing Cadets who are in receipt of Punishment Tours and or Confinements.

   7. Preparation of Guard Rosters and all other Duty Rosters requiring details.

   8. Tracking and logging in all incoming and outgoing correspondence.
3-1. FORMATIONS.

a. Formations are held prior to any required event (i.e. drill, parade, lunch, retreat) to establish accountability of unit personnel. Cadet Commanders are not authorized to excuse any cadet from any required formation or event.

b. Squad Leader/Asst. Squad Leaders are required to account for all cadets assigned to their squad and report any absences to the Platoon Sergeant who in turn reports to the First Sergeant when directed to receive or render the report.

c. Squad Leaders will provide a written list, by name, of those cadets who are absent from the formation listing the reason for the absence if known, to the Platoon Sergeant.

d. Platoon Sergeants will consolidate the lists from their squads and forward them to the First Sergeant.

e. The First Sergeant will report to the Company Commander the number of cadets absent the formation. The First Sergeant will determine if a Performance Report will be issued concerning the absence after completing the procedures outlined in 3-3 and 3-4 below.

3-2. MUSTER FORMATIONS.

a. Muster formations are used to account for assigned cadets using the unit muster roll. These formations take place at the end of Summer Furlough, Christmas and Spring Breaks, and at any time directed by the Commandant.

b. The unit will be formed and the First Sergeant will conduct the muster by directing, “Company attention to Muster.” The First Sergeant will then call the roll using the current copy of the unit roster provided by the Commandant’s Office. As each cadet’s name is called they will step forward and say “Present.” The First Sergeant will visually check to ensure that each cadet is present and annotate on the roster those that are absent.

c. The first formation of every day will, for the purposes of accountability, be considered a muster formation. Every cadet who is not on Special orders or Emergency, Medical or other such leave that requires them to be off campus is required to be present at this first formation of the day.

3-3. REPORTING OF ABSENCES. In order to preclude unnecessary submission of ERWs, the procedures outlined below will be followed:
a. Cadet First Sergeants will determine if cadets reported as absent a required formation or event were authorized to be absent. This will be determined by the unit clerks who will check all approved leave or pass logs, Special Orders issued by the Commandant specifically authorizing the absence, whether the cadet is sick in the Infirmary or on Medical Pass. Duty NCOs and Division Inspectors will use the same procedures.

b. Cadet First Sergeants will prepare Performance Reports (PRs) on only those cadets who were determined not authorized to be absent a required formation or event.

c. Cadet Commanders are not authorized to excuse any cadet from any required formation or event.

3-4. ABSENT WITHOUT LEAVE.

a. Cadets who are not on campus and are not on Special Orders, Special Leave or Pass authorized by the Commandant are considered Absent Without Leave.

b. Cadets Absent Without Leave (AWOL) are reported to the Commandant of Cadets and an investigation initiated to determine facts concerning the AWOL.

c. The Officer in Charge (OC) and Assistant Commandant will be contacted immediately if a Fourth Class Cadet is reported AWOL.

d. Results of the investigation will be submitted to the Commandant’s Officer as soon as possible.

e. If the cadet is AWOL for more than 72 hours, the cadet’s rifle will be turned in to the Arms Room and an inventory of his or her personal effects will be conducted. These personal effects will be turned in to the Property Office for storage pending disposition instructions.

f. The Commandant’s Office will be notified upon return of AWOL cadets.

3-5. COMPANY DAILY STRENGTH/STATUS REPORT.

a. Strength/Status reports are submitted via email to the BN where a consolidated report will be emailed to the Commandant’s Office every Monday thru Friday. A duplicate copy will be sent to the Battalion Sergeant Major and Battalion/Company TAC.

b. The Strength/Status Report will be filled out as follows
   (1) Unit:
   (2) Date:
   (3) 4th Class Cadets: Number of Fourth Class Cadets assigned.
(4) Upper Class Cadets: Number of Upper Class Cadets assigned.

(5) Total Assigned Strength: Total Cadets Assigned.

(6) Special Leave: Number of cadets authorized to be absent on special leave granted by the Commandant.

(7) Off Campus Hospital: Number of cadets in an off campus hospital.

(8) AWOL: Number of Cadets Absent Without Leave and who are not physically on campus.

(9) Special Orders: Number of cadets who are on authorized Special Orders by the Commandant.

(10) Present for Duty: Total assigned strength minus 6 thru 9 above.

(11) XMD: Number of cadets Excused Military Duty.

(12) Infirmary: Number of cadets in campus infirmary.

(13) Other: Number of cadets absent formation.

(14) Name: Type/Reason: List each absent cadet by name and reason (i.e. AWOL, SL, SO, etc.)
4-1. PURPOSE. Duty rosters are kept for recording the duty performed by each cadet in an organization in order to make an equitable determination of duty assignments. A separate roster generally will be maintained for each duty requiring the detail of individuals. All assignments to detail, except authorized special duty details, normally will be made in accordance with applicable rosters. Duty rosters will be kept on **CC Form 35**.

Cadets responsible to establish and maintain Duty Rosters are as follows:

<table>
<thead>
<tr>
<th>Duty Roster</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regimental Staff Duty Officer</td>
<td>Regimental Adjutant</td>
</tr>
<tr>
<td>Regimental Guard\OD\JOD</td>
<td></td>
</tr>
<tr>
<td>Corps Unit Details</td>
<td></td>
</tr>
<tr>
<td>Battalion Unit Details</td>
<td>Battalion Adjutant</td>
</tr>
<tr>
<td>Battalion Staff Duty Officer</td>
<td></td>
</tr>
<tr>
<td>Barracks Fire Watch</td>
<td></td>
</tr>
<tr>
<td>Officer of the Guard (OG)</td>
<td>Company XO</td>
</tr>
<tr>
<td>Sergeant of the Guard (SG)</td>
<td>Company First Sergeant</td>
</tr>
<tr>
<td>Corporal of the Guard (CG)</td>
<td></td>
</tr>
<tr>
<td>Privates of the Guard (PG)</td>
<td></td>
</tr>
<tr>
<td>Company Duty Team</td>
<td></td>
</tr>
<tr>
<td>Company Sweep Detail</td>
<td></td>
</tr>
</tbody>
</table>

4-2. PREPARATION AND MAINTENANCE.

a. Dates will be entered as follows:

1. The “From” date will always be the date immediately following the “To” date on the previous roster and will be entered at the time the new roster is prepared.

2. The “To” date will always be the date of the last detail made from such roster and will be entered when the roster is closed.

3. Intermediate dates will be entered as details from the roster are made. No date will be entered for any day the detail was not made.

b. Duty rosters will contain the names of only those cadets required to perform the duty involved.
c. When a new duty roster is prepared, all the names will be entered alphabetically by rank by class. Subsequent names will be added at the foot of the roster.

d. A cadet’s name may be omitted or deleted from any duty roster whenever the cadet is excused from or not qualified to perform the duty concerned.

4-3. DETAILS FROM DUTY ROSTERS.

a. Generally, the cadet longest off the duty roster will be the next person detailed. When such cadet is not available, the person on the roster who is next longest off that duty will be detailed.

b. Whenever a person who has been detailed for a duty is unable to enter upon or complete the duty, the next person eligible on the applicable duty roster who is available will be detailed to perform or complete the duty. It is the responsibility of the Cadet Officer/NCO responsible for preparing the roster to assign replacements for cadets detailed to the duty.

4-4. POSTING DUTY ROSTERS.

a. Duty Rosters will be posted prior to the first day a detail is scheduled to occur. A duty roster is posted only for those days that a detail is selected. The procedures described in b and c below will be used on all duty rosters.

b. When a detail is made from a roster, all other cadets on that roster with the number of such details missed since the last time they were detailed, excluding any non-chargeable days. Non-chargeable days are those referred to in c.(1) below.

c. Whenever the duty roster is posted, the abbreviations below will be used to indicate those not available for detail. No other abbreviations are authorized.

(1) Those who are absent or otherwise not available because of leave, pass, special duty, temporary duty, XMD, or any other authorized reason not due to misconduct will be indicated by the letter “A.”

(2) Those eligible for detail on In-Season Cadet NCAA Athlete orders will be indicated by the letter “C.”

(3) Those eligible for detail that could not be selected because of previous detail or other duty will be indicated by the letter “D.”

(4) Those not available because of being absent without leave, under arrest, or otherwise not available as a result of their own misconduct will be indicated by the letter “U”.

(5) Whenever the abbreviation “A” is used the numbering sequence of days off will be interrupted. Whenever the abbreviations “C”, “D”, or “U” are used, the numbering sequence will continue and the appropriate number will be included with the abbreviation.

(6) Whenever an individual is not detailed and the appropriate abbreviation is used to indicate such, an annotation will be made on the back of **CC Form 35** indicating the reason (i.e. Special Leave (dates)).

### 4-5. DISPOSITION OF COMPLETED ROSTERS.

Duty roster files will be maintained until the end of the current academic year. Duty Rosters are an inspectable item. Persons detailed from a particular roster are authorized to view such rosters if a discrepancy in detailing is suspected.

### 4-6. DETAILS FROM UNITS.

Whenever practicable, details form units will be formed by taking units in turn according to one roster. (**CC Form 35** will be used listing unit’s designations in the place of individual names.)

### 4-7. EXAMPLE: figure 4-7 is a sample duty roster.

<table>
<thead>
<tr>
<th>RANK</th>
<th>Name</th>
<th>Nature of Duty</th>
<th>Organization</th>
<th>Month</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
</tr>
</thead>
<tbody>
<tr>
<td>C/SSG</td>
<td>ANDERSON</td>
<td>Sergeant of the Guard</td>
<td>Zulu Company</td>
<td>20</td>
<td>24</td>
<td>28</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>C/SSG</td>
<td>BAKER (5)</td>
<td></td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>C/SGT</td>
<td>BROWN, A.</td>
<td></td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>C/SGT</td>
<td>BROWN, D. (2)</td>
<td></td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>C/PVT2</td>
<td>ABLE (3)</td>
<td></td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>C/PVT2</td>
<td>ANDERSON (1)(6)</td>
<td></td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>C/PVT2</td>
<td>ANDREWS</td>
<td></td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>C/PVT2</td>
<td>JONES</td>
<td></td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>C/PVT2</td>
<td>BOYD (4)</td>
<td></td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

**Notes:**

1. C/PVT2 Anderson In Season Cadet NCAA Athlete Order #01 effective date 10 AUG 00 to 04 OCT 00
2. C/SGT Brown Detailed as Weekend Duty 01 SEP 00
3. C/PVT2 Able Conduct Deficient Transferred SO#04 effective 30 AUG 00
4. C/PVT2 Boyd Transferred in on SO#05 effective 05 SEP 00
5. C/SSG Baker Special Leave 14 SEP to 18 SEP 00
6. C/PVT2 Anderson Detailed for Parking Detail SO#12 effective 31 OCT 00

**Figure 4-7**
5-1. PURPOSE. The effective dissemination of information and instructions to all members of the Corps of Cadets is essential to effective administration.

5-2. VERBAL INFORMATION. Verbal Information and instructions must be issued through the chain of command, announced in the Mess Hall or over the Public Address System in the barracks.

5-3. MESS HALL ANNOUNCEMENTS. Announcements to the Corps in the Mess Hall are the responsibility of the Regimental Adjutant. Persons requesting announcements will forward the nature of the announcement to the Regimental Adjutant using CC Form 20.

5-4. WRITTEN COMMUNICATIONS. Written Information and instructions must be posted on the unit bulletin board so that all members of the company may easily read them.

5-5. UNIT BULLETIN BOARDS. The effectiveness of the bulletin board as a vehicle in the dissemination of information is dependant upon how the bulletin board is organized, posted, and maintained. Figure 5-5, below, shows how the bulletin board is organized. The bulletin board is divided into three sections:

a. PERMANENT: Information posted here is permanent in nature. Such Items include the Fire Evacuation Plan, Service Calls etc.

b. CURRENT: Information posted here includes such items as Commandant’s Memos, Regimental Memos, and Guard Rosters etc.

c. DAILY: Information posted here includes Punishment Orders, Daily Bulletins, and General Orders etc.

POSTING ITEMS. Items posted to the unit bulletin board will have the date and time affixed as to the time and date of posting. Company First Sergeants will ensure that the bulletin board is kept up to date.
DELINQUENCY LISTS. Delinquency lists are published on a weekly and monthly basis. Companies are provided with two copies; one to be filed and the other returned to the Commandant’s Office. Each cadet is required to initial both copies of the Delinquency List in indicating that they are aware of the posted offences. It is the cadet’s responsibility to apprise themselves of their status.

Figure 5-5

<table>
<thead>
<tr>
<th>BULLETIN BOARD ARRANGEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
</tr>
<tr>
<td>A2</td>
</tr>
<tr>
<td>A3</td>
</tr>
<tr>
<td>A4</td>
</tr>
</tbody>
</table>

A. CURRENT
1. Commandant’s Memos
2. Regimental Memos
3. Weekly Training Schedule
4. Parade Results

B. PERMANENT
1. Fire Evacuation Plan
2. Company Academic Tutor List
3. Religious Schedule

C. DAILY
1. Punishment Orders
2. Physical Deficient List
3. Daily Company Bulletin
4. Weekend Duty Roster
5. Guard Roster
-6-

WEAPONS ISSUE, TURN-IN, AND SECURITY

6-1. **PURPOSE.** To establish uniform procedures for the issue and turn-in of cadet rifles and ensure proper accountability for rifles at all times. Also to establish procedures for the safeguarding of Privately owned weapons.

6-2. **GENERAL.**

a. The M-14/ M-1/ Springfield 1903 rifles issued to each cadet are property of the U.S. Government and State of South Carolina. Cadets are responsible for the proper maintenance and accountability of the federal and state property issued to them while members of the Corps of Cadets. In the case of loss, damage or destruction, the cadet is required to make proper compensation and may be subject to disciplinary action.

b. All cadets (except in season Cadet NCAA Athletes) not authorized to carry a sword, will receipt for, care, and safeguard a rifle for the entire academic year.

c. Cadets may not draw a rifle unless they are in possession of a current cadet ID card and a weapons card furnished by the Commandant’s Arms Room.

d. Rifles will be issued, turned in and receipted for by serial number and butt number.

e. **The Corps of Cadets will not be released for furlough until the entire Corps has completed rifle turn in.**

f. All cadets will sign a statement to the fact that they have read and understand these procedures before being issued a rifle.

g. Cadets are required to report in writing any defects or damage found or noted in such property within 48 hours of issue. Failure to do so will result in the presumption that the item(s) was (were) issued in good condition.

h. The arms and equipment issued to cadets are not to be taken from the barracks except for duty purposes. No cadet may lend or exchange such items.

i. Cadets will immediately report the loss or disappearance of a rifle to the Cadet Company Commander, Supply Sergeant, Officer in Charge, Company Tactical Officer (BN Tac in his/her absence), and the Arms Room.

6-3. **CORPS RIFLE ISSUE.**

a. Cadets will report to the Arms Room at the designated time per the published order.
b. Rifles will be issued in butt number/serial number sequence.

c. The Regimental Supply Officer & NCO, Battalion Supply Officer & NCO, Company Commander, 1st Sgt., Supply Sgt., and Armorer will assist the Commandant’s Arms Room with the issue of rifles at the termination of furlough periods. The **Company TAC must also be present.**

d. Upon completion of rifle issue, the Cadet Regimental Supply Officer and NCO will assist the Commandant’s Arms Room to ensure all weapons are accounted for.

6-4. **CORPS RIFLE TURN-IN.**

a. Commanders will form their units prior to the designated time, per the published order, in rifle butt number order and report to the Arms Room.

b. The Regimental Supply Officer & NCO, Battalion Supply Officer & NCO, Company Commander, 1st Sgt., Supply Sgt., and Armorer will assist the Commandant’s Arms Room with the turn-in of rifles prior to the commencement of furlough. The **Company TAC must also be present.**

c. Upon completion of rifle turn-in, the Cadet Regimental Supply Officer and NCO will assist the Commandant’s Arms Room to ensure all weapons are accounted for.

d. The Corps of Cadets will not be released for furlough until all weapons have been accounted for.

e. Cadets who fail to turn-in their rifle during scheduled turn-in periods and do not have an authorized excuse are guilty of a Class II Offense.

6-5. **TURN-IN OF WEAPONS DURING OTHER THAN CORPS FURLOUGH OR LEAVE PERIODS.**

a. Cadets who are to be absent from for more than 72 hours will turn in their rifles to the Arms Room prior to departing campus. The Supply Sergeant, any time a cadet is absent for more than 72 hours and fails to turn in their weapon, will ensure the rifle is turned in to the Arms Room.

b. In the event that a cadet departs the campus without being processed through proper channels, the senior ranking cadet in the company will immediately recover the departed cadet’s weapon. The weapon will be accounted for on the Daily Inventory Form (**CC Form 61**) until the next duty day when it is to be turned in to the Arms Room.

6-6. **STORAGE OF PRIVATELY OWNED WEAPONS.**
a. It is a violation of South Carolina Law (Section 16-23-420) for a person to carry onto any premises or property owned, operated, or controlled by a private or public school, college, university, technical college, other post-secondary institution, or any publicly owned building a firearm of any kind, without the express permission of the authorities in charge of the premises or property. A person who violates the provisions of this section is guilty of a felony and, upon conviction, must be fined not more than five thousand dollars or imprisoned not more than five years, or both.

b. Cadets may, after obtaining written permission from the Commandant, store privately owned firearms suitable for target shooting or hunting on campus subject to the following:
   (1) All weapons will be registered with the College Armorer.
   (2) No ammunition will be stored on campus or in privately owned vehicles. The campus does not have the capability to store ammunition.
   (3) Cadets may temporarily store weapons with Public Safety during times that the Arms Room is not open.
   (4) No weapon will be fired on campus except at designated approved ranges and under the direct supervision of proper authority.
   (5) At no time may personal weapons be taken into cadet rooms or any building on campus other than public safety for authorized purposes.

6-7. CARE AND MAINTENANCE OF RIFLES.

a. All cadets issued a rifle assume responsibility for the rifle as soon as they take possession of it. Before leaving the Arms Room, each cadet will inspect the rifle to ensure that it is complete and has no broken parts. Defects must be reported to the Supply Sergeant immediately upon discovery. Once a cadet leaves the Arms Room with a rifle it is assumed that the rifle is defect free and the cadet is responsible for any damage.

b. Individual cadets are responsible for the care, maintenance and security of their weapons while in their physical possession. Each rifle will be locked in the rack of the cadet’s room except during drill periods, parades or when otherwise specifically authorized. Additionally, cadet rooms must be locked at all times as a matter of physical security per AR 190-11 if cadets are not present in the room.

c. After 2400 hours, Officers in Charge will conduct 100% check of rooms to see that the rooms are locked nightly. The results will be recorded in the OC Log each night. Performance Reports will be written for any rooms unsecured. An account of each company’s results will be published daily, weekly, and monthly.
a. No cadet will scrape, file, cut, paint, varnish or otherwise alter the physical appearance of any part of their rifle. No abrasive of any sort shall be used on any part of the weapon. Oil will be the only substance used in keeping the rifle in the proper condition.

b. Cadets will not pound their rifles on the ground.

c. Cadets with damaged government rifles or equipment will take them to the Commandant’s Supply for repair.

6-8. SECURITY PROCEDURES.

a. All rifles not issued to cadets will be maintained in the Arms Room.

b. A rifle inventory will be conducted twice daily Monday thru Thursday and once on Fridays whenever the rifles are in the possession of cadets. This inventory will be recorded on CC Form 61 and conducted by the respective Company Supply Sergeants/Armorer between the hours of 06:00-07:00 and 22:00-23:00 hours (Mon-Thurs) and 06:00-07:00 on Fridays. The completed form will be turned in to the Battalion Supply Officer or the OG who will then turn it over to the Regimental OD/JOD no later than 07:30 and 23:30 daily.

c. The Company Armorers will assist the Commandant’s Arms Room in conducting a physical inventory of all rifles that are maintained in the Arms Room by 16:00 Monday thru Friday.

6-9. ACTIONS TO BE TAKEN WHEN A WEAPON IS SUSPECTED OF BEING LOST OR STOLEN.

a. When a rifle is missing from its designated place, the cadet assigned the rifle will immediately notify the Company Commander and Supply Sergeant. The Supply Sergeant will notify the Battalion Supply Officer and the Officer of the Day. The Battalion Supply Officer will notify the Regimental Supply Officer, who will then notify the Coordinating Officer in Charge, The Regimental Provost Marshall, Public Safety, and the Assistant Commandant for Personnel and Logistics, Army Supply and the Commandant’s Arms Room. Public Safety (ext. 3-5114) will coordinate the search for the missing weapon. If a search of the barracks fails to uncover the missing rifle, the Commandant of Cadets and initial Professor of Military Science will be advised of the circumstances.

b. Any cadet who loses a weapon and fails to report the loss of that weapon or fails to do the utmost to find that weapon is guilty of a Class I Offense.

c. Any cadet who fails to secure their weapon in accordance with current instructions is also guilty of a Class I Offense.
FOURTH CLASS CADET WITHDRAWAL PROCEDURES

7-1. PURPOSE. To provide guidance in the event a Fourth Class Cadet desires to withdraw from The Citadel.

7-2. INFIRMARY USE BY OUTPROCESSING CADETS
   a. When a cadet has completed his/her out-processing checklist (as described below), or made the decision to out process from The Citadel, he/she will continue to sleep in the barracks and eat in the Dining Hall until physically departing the campus.
   b. If an out-processing cadet is an inpatient in the Infirmary, due to a current medical condition, he/she will sleep and eat in the Infirmary until the medical condition is resolved, then return to the barracks until departing The Citadel.

7-3. GENERAL. Cadets who for some reason desire to withdraw from The Citadel should make their intentions known to the Cadet Company Commander through The chain of command. Efforts should be made on the cadet level to deter any cadet’s departure and build a desire in the cadet to remain a member of the Corps.

7-4. WITHDRAWAL PROCEDURE.
   a. If the company chain of command is unsuccessful in retaining the cadet, the commander will initiate the withdrawal process by having the cadet to fill out CC Form 97. Once the cadet’s portion is completed, the cadet wishing to withdraw will be escorted (CC Form 97 in hand) to be interviewed by:
      (1) The Cadet Company Commander
      (2) The Company Tactical Officer
      (3) The Battalion Tactical Officer- BN Officer will telephone the cadet’s parents with the cadet present to ensure their permission is obtained. The results of this conversation will be annotated on CC Form 97 or in an attachment if more room is needed.
      (4) The Chief of Staff or Assistant Commandant- If requested from the Chief of Staff or Assistant Commandant, The cadet may be directed to visit one or more of the following: CARE, Chaplain, Infirmary, Team Coach, PMS, PAS, PNS (scholarship cadets)
      (5) The Office of the Provost
      (6) The Executive Assistant to the President
      (7) The Admissions Office
      (8) The Registrar’s Office
   b. Each counseling level will interview the cadet in depth to determine the reasons for the cadet’s proposed action and explain clearly the implications of withdrawal to the cadet and the cadet’s family. Ever effort should be made to deter an impulsive or irrational withdrawal and to motivate the cadet to overcome any problems. Each counselor will complete the appropriate section of CC Form 97 and forward to the next individual in the chain (see interview list above).
   c. The Registrar will provide the withdrawing cadet with a yellow clearance card and instructions for clearance. The escort will remain with the clearing cadet until the out-
processing is complete. When the out-processing has cadet has cleared all activities on the
card and the final signature has been obtained from the Commandant’s Office, they are no
longer considered a cadet.
d. The withdrawing cadet may terminate this process at any time.

7-5. DISPOSITION OF PERSONAL BELONGINGS. The following actions will be initiated and
or completed during out-processing.
a. Any unused items of uniform will be turned back in to the Cadet Store for refund.
b. Unused supplies in original packaging will be returned to the Cadet Store for refund.
c. New books without any markings will be turned back to the Cadet Store for refund.
d. When available but unable to dispose of personal belongings, the out-processing cadet must
complete **CC Form 22** “Out-Processing- Consent in Absence”
e. Withdrawing cadets who cannot take all of their possessions with them upon departure and need
to make arrangements to ship their items must complete **CC Form 23**, “Inventory of Personal
Belongings”. Items on the form will only include those belongings that are being shipped. This
form will be witnessed by another cadet and photocopied. One copy will remain with the out-
processing cadet and the other copy will be turned in to central supply at the time the boxes are
dropped off.

7-6. ACTIONS TO BE TAKEN IN THE EVENT A CADET IS UNAVAILABLE OR AWOL.
a. In the event a cadet is discharged from the hospital and determined unable to do the necessary
clearing, or if a cadet goes AWOL and does not return, the Company Supply Sergeant and a
witness assistant will inventory
and turn in the cadet’s equipment and administratively clear
the cadet through channels.
   (1) The Supply sergeant and a witness assistant will make an inventory of all personal
   items and record this inventory on **CC Form 23**. This form will be prepared in
triplicate.
   (2) The Cadet Store will examine items to determine which items can be returned to
stock and will issue a credit to the account of the departed cadet.
   (3) All remaining items will be sent to the Supply and Property Office to be shipped to the
   cadet’s home. The Supply and Property Office will contact the cadet’s parents
for disposition instructions. The original copy of the inventory will be furnished to
the Property Officer; the second copy will be kept by the Company First Sergeant and
the third copy will be given to the Commandant’s department for retain in file.

7-6. 4TH CLASS SEMESTER COMPLETION REQUIREMENTS.
a. Every incoming cadet (except those who have completed an entire 4th Class year at another
military college) is required to complete an entire 4th Class year at The Citadel. 4th Class cadets
must successfully complete a Fall Semester before being eligible to return for the Spring
semester. This cadet classification is not associated with academics, only knob credit.
b. 4th Class cadets are given a semester worth of knob credit if:
   (1) He/she leaves after Parent’s Day during the Fall Semester (Note: Leaving before Parents Day
results in no 4th Class credit and the cadet will not be eligible to return until the following Fall
Semester of the next academic year).
c. (2) He/she leaves after Corps Day during the Spring Semester (Leaving before Corps Day results
in no 4th Class credit but, because the cadet has already successfully completed the 1st Semester 4th
Class requirements, he/she may return the following Fall or Spring).
Cadet begins outprocessing

SupSgt & 4th Classman inventory gear

4th Classman takes inventory to cadet store, turns in gear & cadet store marks off items that are returned

4th Classman returns with corrected inventory and Cadre/TAC make copy of inventory for:
1) TAC records,
2) Commandant’s Dept,
3) 4th Classmen retains original

4th Classman departs campus

4th Classman departs without checking out – HAT & SupSgt inventory 4th class gear

SupSgt takes inventory and gear to cadet store, turns in gear and cadet store marks off items that are returned

SupSgt returns with corrected inventory and Cadre/TAC make copy of inventory for:
1) TAC records,
2) Commandant’s Dept,
3) Original mailed with items to 4th classman

Remaining items taken to warehouse and shipped to 4th classman
LUGGAGE STORAGE

8-1 PURPOSE. To establish guidelines and procedures for the preparation for and removal from storage of cadet luggage.

8-2 PREPARATION FOR STORAGE.

a. Luggage will be prepared for summer storage at The Citadel. Luggage, trunks and other property stored in boxes (plastic containers are not allowed) may be stored in the Central Warehouse at the risk of the owner. The Citadel assumes no liability for items stored in the Warehouse.

b. Bicycles, fans, or sports equipment will not be stored in the Warehouse.

c. Cadets will personally bring their items to the warehouse, properly tagged. Upon arrival at the warehouse, tags will be checked and each cadet will be informed where to take the luggage for storage.

d. Items for storage will not be picked up from the barracks quadrangles.

e. Cadets may store one footlocker or trunk and two suitcases or boxes or any combination not to exceed four items total. Storage boxes 24”x 15”x 20” are sold by the Cadet Store and the Central Warehouse. The Supply Manager must approve any other size box.

f. Method of tagging:
   (1) Yellow tag – Trunks and footlockers only.
   (2) White tag- Suitcases and cardboard storage boxes.
   (3) Tags will be completely filled out and left intact. No sections will be detached. Upon deliver to the warehouse, the bottom stub will be detached and given to the Supply personnel. Extra tags may be obtained form Central Supply Warehouse.
   (4) Cadets will print their last name and initials on all four sides of boxes to be stored.
   (5) Mothballs or flakes should be used if woolen garments are placed in storage.

8-3. REMOVAL FROM STORAGE.

a. Cadets desiring to remove luggage form storage will present a Citadel ID card to remove items from the warehouse. Baggage tags will be removed at that time.

b. Cadets are authorized to keep this luggage in their rooms during the last two weeks of each school year in preparation for departure. Only one small overnight bag is authorized in rooms at other times.

a. No personal footlockers trunks or boxes of any type will be stored in cadet rooms.
9-1. COMMAND RESPONSIBILITY.

a. The primary responsibility for barracks security belongs to the cadet chain of command and the cadet guard detail. This responsibility however, devolves to the cadet company commanders, cadet division inspectors, and the cadet occupants of the rooms.

b. The security of the barracks to include all rooms and common areas is a command responsibility.

9-2. PUBLIC SAFETY. Final responsibility for the security of the barracks rest solely with the Director of Public Safety. The Public Safety Officers will have access to all rooms at all times in the performance of their duties. Should they desire to search a room, a search warrant will be required and issued. Searches performed under the auspices of the Director of Public Safety will be in conformance with the laws of the State of South Carolina.

9-3. REPORTING OF SECURITY BREACHES. All cadets are responsible for reporting breaches of security to the Director of Public Safety through the Public Safety Officers at Lesesne Gate (3-5114). Additionally, all cadets will report these same incidents through the cadet Chain of Command.
10-1. **GENERAL.** The cleanliness and supplies stock of barracks latrines is the responsibility of the contract maintenance personnel.

10-2. **CADET RESPONSIBILITY.**

   a. Cadet Commanders are responsible for inspecting latrines and reporting any repairs or replacement of items such as light bulbs, leaking faucets, etc. Cadet Commanders of units indicated below will include on the OS&D report the results of items indicated in (a) above.

   **(1) First Battalion**
   
<table>
<thead>
<tr>
<th>Company</th>
<th>Responsibility</th>
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<tbody>
<tr>
<td>A</td>
<td>All Latrines in Company Area</td>
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<td>B</td>
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   **(2) Second Battalion**
   
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<tbody>
<tr>
<td>E</td>
<td>South Latrines on Divisions 1 &amp; 3 &amp; Stairwells</td>
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<td>F</td>
<td>North Latrines on Divisions 1 &amp; 3 &amp; Stairwells</td>
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<td>South Latrines on Divisions 2 &amp; 4 &amp; Stairwells</td>
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<td>Band</td>
<td>All Latrines in Company Area</td>
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   **(3) Third Battalion**
   
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   **(4) Fourth Battalion**
   
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(5) **Fifth Battalion**

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<td>V</td>
<td>All Latrines in Company Area</td>
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b. At no time will Cadet Commanders require Cadet Fourth classmen to clean any latrine facility.

10-3. **EMERGENCY REPAIRS.** Cadet Commanders are responsible for reporting emergency repairs required:

(1) During Normal Duty Hours  The Commandant’s Office  
(2) During Non Duty Hours  The Public Safety Office or the OC.
11-1. **PURPOSE.** To establish guidance for the billeting of cadets in barracks rooms.

11-2. **ROOM ASSIGNMENT.**

   a. **Room Assignment.** Cadets normally room with members of their own class and organization (company/staff). Exceptions to this policy are only made with the approval of the Battalion TAC.” If an underclass cadet is required to live with a senior cadet, due to space requirements, the senior does not lose his/her senior room privileges. If a senior chooses to live with an underclass cadet the senior loses his/her senior room privileges.

   b. Units will be assigned to barracks by the Commandant. There will be no changes to rooms assigned within battalions/companies.

   c. Commanders will normally assign two cadets to a room.

   d. A Cadet Officer with roommate will be assigned to a room in each divisional area.

   e. First Class Cadets should not room with underclass cadets. However, if this cannot be avoided and the First Class Cadet is authorized to exercise senior TV privileges.

   f. **NO CADET WILL ROOM ALONE WITHOUT PERMISSION OF THE COMMANDANT’S OFFICE.**

   g. Cadets will assume responsibility for their assigned room and contents by completing and signing **CC Form 106** (Room Responsibility). This form is available in the Arms Room in Jenkins Hall. See paragraph 12-6 for instructions for filling out this form.

11-3. **FOURTH CLASS ROOM ASSIGNMENT.** Cadet Commanders will make every effort to assign Fourth Class Cadets to rooms using the following guidelines.

   a. Fourth Class Cadets with “like” majors will be billeted as roommates.

   b. Fourth Class Cadets who smoke will be billeted as roommates. If this cannot be done, the rules for tobacco use outlined in the Blue Book will be followed.

   c. **FOURTH CLASS CADETS WILL NOT BE BILLETED WITHOUT A ROOMMATE.**

11-4. **AUTHORITY TO CHANGE ROOMS.** Cadet Commanders will obtain prior written permission from the BN TAC before authorizing a cadet to change rooms. All cadets, before changing rooms, will conduct an inventory IAW (instructions in paragraph 11-6).

11-5. **ROOM ORDERLY.**

   a. Each occupant present for duty will rotate the duties of room orderly in turn. The tour will last for one week beginning at noon meal formation on Monday. If the room orderly is sick in the Infirmary or otherwise absent, the next cadet in turn assumes the duties of room orderly.

   b. The cadet assigned as orderly will place a printed name tag with their name in the name card holder on the inside door frame at the beginning of their tour of duty.
c. The general police of the room, care of all common property, and the good order of the room is the responsibility of the room orderly. Each cadet is responsible for their own bed, press, half-press, desk and other purely personal furniture and articles.

d. Orderlies of alcove rooms are responsible for the police of the corridors leading from the galleries to their rooms.

e. The room orderly will report any OS&D items to the Supply Sergeant.

11-6. PROPERTY ACCOUNTABILITY/Inventory IAW

a. Property accountability is a command responsibility that is transferred through command levels to the individual cadet.

b. The general police of the room, the care of all common property, and the good order of the room rest with the room orderly. All cadets are responsible for their own bed, presses, desk, and other personal furniture and articles. Cadets will be held financially responsible for any loss or damage not identified on the initial room inspection sheet. If a cadet is moved in the course of an academic year, he/she must have closed out the inventory of the room he/she is leaving and have a new inventory of the room he/she is moving in to. TACs must be notified and approve any moves within the Battalion. Orderlies of corner rooms are responsible for the proper police of corridors leading from the galleries to their rooms.

c. The Regimental Commander assumes responsibility for the barracks from the Commandant by signing for all barracks and furniture assigned to the barracks. The Regimental Commander, through his/her representative the Regimental Supply Officer, sub receipts the barracks to each individual Battalion Commander who in turn, through their individual Battalion Supply Officers, signs the individual rooms and furniture to each Company Commander. The Company Commanders, through their supply sergeants, signs each room and its contents to each room occupant. The individual room occupants then become pecuniarily liable for the room and its contents.

d. Each occupant of a room in the barracks makes a joint inventory with the unit Supply Sergeant of the general condition of the room, the individual furniture in the room, and any items issued such as brooms, dustpans and trashcans. The results of this inventory are annotated on CC Form 106 (get form from Arms Room in Jenkins Hall).

e. Three copies of this form will be completed and maintained. The individual cadet will retain one copy of this form; the unit Supply Sergeant will retain one copy; and one copy will be forwarded to the Commandant’s Supply Specialist.

f. Each occupant upon signing this form becomes pecuniarily (financially) liable for damages that occur to the room and contents.
12-1. **PURPOSE.** To establish guidelines and procedures for submission of Over Short and Damaged Reports.

12-2. **GENERAL.** Over, Short and Damaged Reports (OS&D) are used to report overages, shortages, and/or damage in the barracks or cadet rooms.

12-3. **RESPONSIBILITY.** Cadets are responsible for ensuring the OS&D Reports are submitted in a timely manner for their area. Cadets are limited to only their barracks for reporting problems.

12-4. **PROCEDURE FOR SUBMITTING OS&D REPORTS.** For submission instructions, see the following document, “Work Order Process for OS&D’s in the WebTMA System.”
Work Order Process for OS&D’s in the WebTMA System

Created by Jonathan D. Lewellyn, June 2013. Revised August 2013 – JDL.

1. Cadet submits a **Work Request** through The Citadel’s link to WebTMA.
   a. Cadet must complete all required fields for submission.
   b. An e-mail will be sent to the requesting Cadet, letting him/her know that the request has been submitted.

2. The Work Request is filtered to the attention of Supply SGTs and TAC Officers of the barrack named on the Work Request via a “Tab” in TMA specific to the barrack named.

3. The Work Request must be approved by a Supply SGT and/or TAC Officer.
   a. The “Status” on the Work Request must be updated to communicate the approval.
   b. **If the OS&D is deliberate, the Cadet CWID and NAME must be input into the “Action Requested” section of the request.**
   c. An e-mail will be sent to the requesting Cadet, letting him/her know that the request has been approved.

4. The Work Request is reviewed by the PPLT Facilities Coordinator and/or a Division Chief.
   a. The request is processed to a **Work Order** and filtered to the PPLT Shop(s) for completion.

5. The Work Order is filtered to Work Order status via a “Tab” in TMA specific to the barrack named.
   a. An e-mail will be sent to the requesting Cadet, letting him/her know that the request has been processed to a Work Order.

6. The Work Order is completed by the PPLT Shop(s).
   a. The order is filtered out of the Work Order “Tab”.
   b. An e-mail will be sent to the requesting Cadet, letting him/her know that the order has been completed.
   c. **If the OS&D is deliberate, the Cadet will be charged through the financial close-out process of the Work Order.**
Logging into WebTMA

1. Go to www.webtma.net/login.aspx

2. Enter your Login ID (provided), Password (provided), and Client (The Citadel).

3. Click “Login”
What you will see...

1. Two “Tabs”
   a. “Tab” named specific to your barrack, followed by “REQUESTS”
   b. “Tab” named specific to your barrack, followed by “WOs” (Work Orders)

2. The “REQUESTS” tab holds Work Requests specific to your barracks, submitted by Cadets residing in your barracks.
   a. This tab also holds requests you have approved.

3. The “WOs” tab holds Work Orders specific to your barracks.
   a. These orders have been (first, approved by you) reviewed by the PPLT Facilities Coordinator and/or a Division Chief.
   b. These orders have been filtered to the PPLT Shop(s) for completion.
Approving a Work Request

1. Under your barrack’s “REQUESTS” Tab, double click a request.

2. Click “Edit” on the toolbar.
   a. IF the OS&D is NOT deliberate, skip “b.” and go to “3.”
   b. IF the OS&D IS deliberate, ensure the following:
      i. Type “DELIBERATE” in the “Action Requested” field.
      ii. The Cadet CWID is entered into the “Action Requested” field.
      iii. The Cadet NAME is entered into the “Action Requested” field.
      iv. Go to “3.”

3. In the “Status” field, click the drop down arrow and select “TAC Approval” or “Supply SGT Approval”.

NOTE: Approved Work Requests will be held in the “REQUEST” Tab until they are reviewed by the PPLT Facilities Coordinator and/or a Division Chief and processed into a Work Order.
Submitting a Work Request – TACs and SSGTs

1. In Lesesne Gateway, click on the “Campus Life” tab.
   a. Find and click “Submit a Physical Plant Work Request”.

2. Click on “WEBTMA”

3. Enter the appropriate information in the required fields.
   a. Make sure you are as specific as possible about the action you are requesting.
   b. Make sure you enter the appropriate account number, when applicable, in the “Action Requested” field.
   c. IF the OS&D IS deliberate, ensure the following:
      i. The Cadet CWID is entered into the “Action Requested” field.
      ii. The Cadet NAME is entered into the “Action Requested” field.

4. Click “Submit”

NOTE: The Work Request you submit will appear in your “REQUESTS” Tab through your WebTMA account. You can approve your own Work Request.
Submitting a Work Request – CADET

1. In Lesesne Gateway, click on the “Campus Life” tab.
   a. Find and click “Submit a Physical Plant Work Request”.
2. Click on “WEBTMA”.
3. Enter the appropriate information in the required fields.
   a. Make sure you are as specific as possible about the action you are requesting.
   b. *IF the OS&D IS deliberate, ensure the following:*
      i. The Cadet CWID is entered into the “Action Requested” field.
      ii. The Cadet NAME is entered into the “Action Requested” field.
4. Click “Submit”
Changing Your Password

1. Click “File” on the toolbar.
   a. Select “Personal Info” from the menu.
2. Click “Edit” on the toolbar.
   a. Change and confirm your new password.
3. Click “Save” on the toolbar.
Inputting Work Requests – Troubleshooting

If you are receiving error messages when attempting to input Work Requests via the Campus Life tab in Lesesne Gateway, the issue can be marginalized in the following manner:

1. Open your internet browser. Click on the “gear” OR “tools” icon in the upper right-hand corner.

2. Select “Internet Options” at the bottom of the menu.

3. Select the “Privacy” tab.
3. Click the “Advanced” button.
4. Check the boxes for “Override automatic cookie handling” and for “Always allow session cookies”. Both “Accept” bubbles should be filled under first and third-party cookies. Click “OK”.
Accessing your TMA Account – Troubleshooting

If you are having trouble accessing your account in TMA, your browser is most likely blocking your account as a “pop-up”. You will need to “always allow” this pop-up from TMA through your browser. This process varies dependent on the browser you are using.

**Internet Explorer**

Click on the “More” function and follow the “pop-up blocker” selections available to you.

**Google Chrome**

Google Chrome should prompt you toward the “pop-up blocker”. Follow the “pop-up blocker” selections available to you.
13-1. **PURPOSE.** To provide guidance for the Use of Daniel Library.

13-2. **GENERAL.**

   a. The Library is open to all cadets during academic hours and at such times specifically authorized or posted in the library lobby.

   b. Books and other library materials are not to be taken from the library without being properly charged to the cadet using them at the circulation desk.

   c. Periodicals, reference books and government documents are for in library use only and may not be borrowed.

   d. The cadet borrowing material is responsible to return it in the same condition and promptly notify the library of loss or damage.

   e. Notices that items are overdue or that are to be returned have the force of orders. Items will be returned to the library within the specified time.

   f. The Library Offices and work areas are off limits to cadets unless specifically authorized.

   g. Smoking is not permitted in the library.

   h. Visiting, escorting, use of radios, sleeping etc is not authorized anywhere in the library.

   i. Librarians will not answer mess facts. Only those items listed in the Fourth Class Manual are authorized to be used as mess facts.
14-1. PURPOSE: To provide guidance on mess hall procedures and duties of the cadet Mess Council. This guidance is in addition to the policy outlined in the Blue Book.

14-2. SENIOR CADET RESPONSIBILITY.

   a. The senior cadet officer present will be in charge of the Mess Hall and will preserve order and enforce mess regulations.

   b. The Regimental Commander will divide the Mess Hall into sections corresponding to battalions, companies and training mess area. The senior cadet of each battalion and company will assist the senior cadet officer in charge of the Mess Hall and will be in immediate command of the cadets in their assigned section. Each Company Commander will assign cadets of the company to tables. The senior cadet at training tables assigns cadets thereto and has the same responsibility as the Company Commander.

   c. On weekends, the ranking cadet present is designated the Senior Cadet. The senior officer or noncommissioned officer will sit at the head of the table and will be responsible for the proper and orderly conduct of cadets at the table. They will also be responsible for the observance of mess regulations.

   d. See the Blue and Red Books for details on proper mess regulations.

14-3. REGIMENTAL MESS COUNCIL. A Mess Council is established each year to assist and improve the day-to-day dining services to the Corps of Cadets. The Regimental Supply Officer is the senior cadet in charge of this council. Refer to the Blue Book for the composition and purpose of the Mess Council.

14-4. BATTALION MESS COUNCIL.

   a. Each Battalion will establish a Mess Council consisting of the Battalion Supply Officer (Chair) and the Supply Sergeants of each company sized elements. This Battalion council will assist the Regimental Council in carrying out its responsibilities.

   b. Each Battalion Mess Council will meet monthly during the week following receipt of the projected Monthly Master Menu. This meeting will review mess operations for the precious month and formulate suggestions for improvements in mess operations. These suggestions will be presented to the monthly meeting of The Citadel Mess Council.
14-5. COMPANY MESS COUNCIL.

a. Each Company sized element will establish a Mess Council under the direction of the Company XO. This Council will consist of the XO, Supply Sergeant and one member form each class.

b. This mess council will meet within two days of receipt of the projected Monthly Master menu.

c. Each cadet will have the opportunity to complete **CC Form 15A** (Mess Hall Evaluation Questionnaire). The purpose is to:
   1. Determine Problems
   2. Receive Recommendations
   3. Recommend Menu Changes

d. The Supply Sergeant will compile the results of these meeting and present this input to the Battalion Mess Council.

14-6. DAILY OPERATION PROCEDURES. In the daily operation of the Mess, the following procedures will be adhered to:

a. Any cadet having a complaint or suggestion regarding the menu, the quality or quantity of food being served, sanitary standard or the service will make a complaint to the Supply Sergeant, who will refer complaints to the Battalion Supply Officer.

b. The Battalion Supply Officer will immediately forward the complaint to the Regimental Supply Officer who will take up the matter with the Director of Food Service for action. If the food is improperly prepared or insufficient, the Mess Carver will register the complaint at the time of the occurrence to the senior official on duty in the Mess Hall.

14-7. MESS CARVER DUTIES

a. Mess Carvers are responsible for the table manners and general decorum of each cadet assigned to their mess.

b. No cadet will serve as Mess Carver who has not attended the Mess Carver Certification Class.

c. Mess Carvers will be a Cadet Officer, First Class Privates, or Junior Sword Bearers.

d. Mess Carvers on Fourth Class Mess tables will be a Cadet Officer who has attended Mess Carver Certification Class and has been certified by the Commandant as a Mess Carver.

e. Mess Carvers will adhere to the rules and regulations found in the Blue, Red, and White Books concerning Mess Hall Procedures.
15-1. **PURPOSE.** To prescribe responsibilities and procedures to assist in the prevention and treatment of heat injuries.

15-2. **GENERAL.**

a. Working in a hot environment can cause dehydration, muscle cramps, exhaustion and collapse. Heat injuries, which can potentially pose a severe threat to life or have permanent disabling effects, occur when inadequate preventive measures have been employed. Continual supervision by leaders, commanders and coaches during all phases of training operations and sport practice sessions, combined with other preventive measures, will assist in the prevention of heat injuries without precluding mission effectiveness. Failure to execute heat prevention measures in nothing less than the complete shirking of a commander’s responsibility for the health and welfare of subordinates.

b. The following indicates recognition factors for the three basic categories of heat injuries.

   (1) **Heat Cramps:** Excessive sweating, muscle cramps of the arms, legs and or/abdomen, and thirst.

   (2) **Heat Exhaustion:** Headache; weakness or faintness; loss of appetite or nausea; cool, clammy skin; and dizziness.

   (3) **Heat Stroke:** High body temperature; hot dry skin; faintness; dizziness; confusion; headache; nausea; seizures; unconsciousness; convulsions or delirium; and lack of pulse. ONSET MAY BE SUDDEN.


15-4. **RESPONSIBILITIES**

a. Commandant of Cadets – Has overall responsibility for the implementation of the heat injury prevention program.

b. Assistant Commandant for Operations & Training – Provides staff supervision of program and provides recommendation to the Commandant on modifications to training based on heat category code.

c. Tactical Officers and Cadet Chain of Command – will ensure the following:
   
   (1) Subordinates have received instructions and are knowledgeable concerning the various heat injuries and proper first aid measures.
   
   (2) Adequate amounts of water are always available, and being consumed liberally.
(3) Close observation and supervision of cadets is accomplished with respect to any symptoms of heat injury.

(4) That during cadre, each new cadet receives three full and complete meals daily, and sufficient rest. Cadets will be advised to avoid “ice cold” drinks while still sweating, salt foods in moderation, keep headgear on while in direct sun and avoid over consumption of sweets.

(5) That new cadets going on sick call are not in any way tampered with or required to do any physically strenuous activities.

15-2 SPECIFIC INSTRUCTIONS

a. Beginning mid August and continuing throughout the hot weather months, the Citadel Trainer will provide Wet Bulb Globe Temperature (WBGT) readings to the Assistant Commandant each morning with the initial reading at 0900 and each time the reading changes. A current reading will be provided immediately prior to Spirit Runs as indicated on the Friday Training Schedule.

b. Whenever a reading is obtained which falls into heat categories 1 thru 4 (see chart below), the trainer will immediately inform the following agencies/activities in such order:
   (1) Officer of the Commandant (3-6925 or 3-4849)
   (2) The Cadet OD or JOD (219-4104 or 219-4135)
   (3) Office of the Athletic Director (3-5030)
   (4) HESS / Department of Health Education and Sports Science (3-6847)

c. The OD/JOD will, upon notification of the heat category, fly to appropriate flag on the flagpole in front of Grimsley Hall. Upon issuance of a heat category, alert the Assistant Commandant who will issue instructions regarding modifications to the training schedule and heat injury preventative measures to be implemented. Guidance on prevention measures is provided below:

d. The general guidelines listed below will be used as preventive measures to be implemented for each heat category.

HEAT CATEGORY (WBGT) PREVENTIVE ACTIONS

<table>
<thead>
<tr>
<th>Category</th>
<th>WBGT Range</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Category I – 82.0 - 84.9 (Green)</td>
<td>Normal activities will continue except:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(1) Rest periods will be increased.</td>
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<tr>
<td></td>
<td>(2) Consumption of water will be encouraged.</td>
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</tr>
<tr>
<td>Category II – 85.0 – 87.9 (Yellow)</td>
<td>Actions for heat category I apply and additionally:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(1) Classes will be moved out of direct sun to shady locations.</td>
<td></td>
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<tr>
<td></td>
<td>(2) Double-timing will cease.</td>
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<tr>
<td></td>
<td>(3) Fatigue shirts and trousers will be unbloused; all other closing will be worn loosely.</td>
<td></td>
</tr>
<tr>
<td>Category III – 88.0 – 89.9 (Red)</td>
<td>Actions for category I and II apply and additionally:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(1) All other strenuous physical exercise will cease.</td>
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</tr>
<tr>
<td></td>
<td>(2) Fatigue shirts will be removed unless in an air-conditioned facility.</td>
<td></td>
</tr>
</tbody>
</table>
(3) All personnel will be required to drink at least one cup of water every half hour.

**Category IV – 90 and above (Black)**  
**Actions for categories I thru III apply and in addition:**

(1) All military drill periods will either be canceled, or moved to indoor facilities.

(2) Formation marching will be at the route step, and pace reduced.

(3) All other training will be moved to air-conditioned facilities, to the fullest extent possible, if not, only fully ventilated facilities will be utilized.

**e.** Whenever heat category II is reached, the Regimental Operations Officer, in conjunction with the Assistant Commandant, will, after examining the training requirements for that day, coordinate for the potential use of all indoor facilities on campus needed for a given activity. Therefore, if or as soon as heat category IV is reached, cadets can immediately be moved to these indoor locations.

**f.** In the event a heat injury is diagnosed, the following actions will immediately be executed:

<table>
<thead>
<tr>
<th>Diagnosed Injury</th>
<th>Immediate First Aid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heat Cramps</td>
<td>Remove to cool or shady area; massage extremities; loosen clothing; have the casualty drink on canteen of cool water, observe condition of the eyes and skin closely; return to training only if cramping ceases, all body signs appear normal, but monitor closely.</td>
</tr>
<tr>
<td>Heat Exhaustion</td>
<td>Remove to cool, shady area with good air circulation; loosen or remove clothing and equipment; remove boots; lay casualty down with head level or lower than feet; have casualty slowly drink liberal amounts of cool water; pour water on and then fan casualty if it is a very hot day; evacuate to the Infirmary, then notify the Commandant.</td>
</tr>
<tr>
<td>Heat Stroke</td>
<td>Notify Infirmary immediately and evacuate as soon as possible; LOWER BODY TEMPERATURE AS QUICKLY AS POSSIBLE, by applying cool or ice water to the entire body, avoiding nose or mouth; fan patient constantly to promote cooling of body by evaporation of applied water; remove clothing and equipment. Do NOT attempt to make casualty drink fluids; move immediately to cool shady area, then to the infirmary; THIS IS A LIFE THREATENING SITUATION.</td>
</tr>
</tbody>
</table>
MEDICAL SERVICES

16-1. GENERAL.

a. General acute care and inpatient medical services are available to all cadets at The Citadel's Mary Bennett Murray Memorial Infirmary. The Infirmary is open 24 hours/day during the academic year. The Sports Medicine Department provides outpatient orthopedic care and rehabilitative services for all cadets in the Infirmary and in the Seignious Hall athletic training facility (Training Room).

b. Upon arrival at the Infirmary, cadets must report to the receptionist or duty nurse and sign in on both the clipboard and the computer. Cadets will then be seated in the waiting room until called by the nurse. Cadets with 0800 classes, quizzes, etc., must make this fact known to the nurse upon signing in. To the extent possible, these cadets will be seen immediately after any emergencies.

c. Any cadet who considers himself too ill to go to class must report to the Infirmary and sign in; otherwise he/she will be marked absent from class, formation, etc. The verbal excuse, "I was too sick," from a cadet who has not signed in at the Infirmary will not be accepted. If a cadet needs assistance in getting to the Infirmary, he/she can obtain transportation from the JOD. Cadets who are seriously ill or injured and unable to walk may call Citadel Public Safety for transport to the Infirmary.

d. After leaving the Infirmary, a cadet must report to whatever class or duty is in progress, regardless of the time remaining for that duty period. A cadet who must go by his room to pick up equipment or materials required for that duty is allowed twenty minutes maximum for that purpose.

e. Upon arrival at class or other duty, the cadet presents his Infirmary Slip to the instructor or Officer in Charge, who then enters the time of arrival for duty and signs his/her name. Cadets taking more than 20 minutes from Infirmary to duty location will be reported late or absent from duty.

f. Cadets reporting to the Infirmary after Sick Call hours will receive care from a nurse practicing under standard medical protocols. Cadets with conditions requiring evaluation and care by a physician will be deferred until the next scheduled Sick Call period or referred to the Emergency Room of a local hospital. Transportation will be provided by Public Safety to and from the Emergency Room. Emergency transport will be provided by EMS; urgent transport will be provided by the Citadel Courier (0830-1600), or Pubic Safety (1600-0830), and will be arranged by the Infirmary staff.

g. For security reasons, the Infirmary entrance is locked at 2200 each night. However cadets requiring urgent care can ring the front door bell and the nurse on duty will let them in.

h. A cadet who has been admitted to the infirmary as an in-patient must obtain permission (Class Status) from the Infirmary staff before leaving the Infirmary for any reason. He/she must report the departure and return times, along with destination, on the infirmary sign-out sheet. Upon entering the barracks or leaving The Citadel campus, the cadet must report departure / return to the Officer of the Guard or his representative.

i. Except in cases of emergency occurring while on leave or furlough, a cadet may not arrange for or receive professional treatment from doctors or other health care practitioners without the knowledge of the Citadel Surgeon.

j. Applications for Charleston Medical Pass (local area) or Medical Leave (over 50 miles or overnight) for non-emergency, off-campus medical or dental treatment must be approved by
The Citadel Surgeon. Cadets receiving medical care from an off-campus provider must report the treatment to The Citadel Surgeon. Reports must include diagnosis, procedures, prescribed medications, and recommendations for duty restrictions, if any.  
k. Cadets marked in a status other than “Duty” are required to report back to the Infirmary for re-evaluation as ordered by the physician or nurse.  
l. Cadets will not release any medical information (diagnosis, medications, etc.) regarding the illness or injury of another cadet without the affected cadet’s permission. The Infirmary staff is prohibited from releasing medical information about a cadet to anyone without the cadet’s express, written permission.  
m. Visitation:

16-2. SICK CALL.  

a. Cadets requiring Sick Call services should report to the Infirmary or Training Room (Seignious Hall) at the time prescribed in the Schedule of Service Calls. Extended Sick Call hours in the Infirmary are 0630-1100 and 1230-1430, Monday through Friday. The physician and nurse practitioner are available for care during Sick Call hours. After daily Sick Call and on weekends, treatments by a registered nurse are offered for minor ailments and injuries (Nurse Clinic). More serious conditions may require referral to a local emergency room or deferral to the physician/nurse practitioner at the next Sick Call.  
b. Sports Medicine provides an orthopedic clinic in the Infirmary for all cadets at 0700, Monday through Friday. The Citadel’s orthopedist/sports medicine physician offers a clinic in the Infirmary on Monday and Friday mornings at 0700. The Seignious Hall training facility (Training Room) is open from 0800-1730, Monday through Friday, for cadet athletes and for designated non-athletes requiring orthopedic rehabilitative services.  
c. Cadets reporting to the Infirmary or Seignious Hall for medical care are required to inform the Cadet Chain of Command.  

16-3. VISITATION  

a. During Initial Freshman Training the Infirmary is much busier than usual, so only unit commanders, first sergeants/sergeants major, and human affairs officers are permitted to visit freshman inpatients. These visitors must report to the front desk of the Infirmary, tell the receptionist/nurse who they want to visit, and wait while a nurse escorts the freshman from the ward to the dining room or waiting room for a visit.  
b. During the regular year, following initial Freshman Training, any cadet may visit an inpatient cadet between the hours of 14:00 and 20:00 daily (regular visiting hours). Visitors must report to the front desk, tell the receptionist/nurse who they want to visit, and wait while a nurse escorts the patient from the ward to the dining room or waiting room. Visitors are not permitted to walk onto the ward because of privacy and infection control restrictions.  

16-4. DISPOSITIONS OTHER THAN DUTY.  

a. Cadets with certain medical or surgical conditions may require duty restrictions for optimal recovery. Dispositions “other than duty” are ordered by the Infirmary staff or Sports Medicine staff, as needed. These dispositions are indicated by abbreviations; e.g., XMD or SS. Some cadets with conditions that are expected to require restricted duty for an extended period are granted Temporary Duty Status (TDS) along with the duty restriction(s); e.g., TDS with XMD, or TDS with SS, until (date).
b. XMD (Excused Military Duty). Not required to perform ANY military duty. XMD includes XPT, X-Brace, X-Run, X-Push-Ups, X-Pull-Ups, X-Sit-Ups, X-Rifle, and X-Instrument. XMD prohibits participation in inspections, parade, drill, rifle manual, rapid gallery walking, driving the stairs, sweep detail and all other military duties. However XMD does NOT include X-Uniform. The XMD cadet must report for all company formations. After the unit report of absentees is received by the first sergeant, the XMD cadet then falls out and proceeds individually to his/her destination. XMD status will not normally exceed 21 days; if it does, the physician will generally grant TDS status along with XMD (see below).

c. XPT (Excused Physical Training). Not required to perform any physical training (running, push-ups, sit-ups, “driving the stairs” or “knobby walking”). Must report in PT uniform to observe scheduled PT instruction.

d. X-Push-Ups, X-Pull-Ups, X-Sit-Ups and/or X-Run. Excused from performing push-ups, pull-ups, sit-ups, or running during the designated period. X-Run also prohibits fast walking (“knobby walking” at 120 paces per minute) and “driving the stairs” (rapid stair-climbing/descending in the barracks without holding handrails).

e. XR (Excused Rifle) or XI (Excused Instrument). Excused from carrying a rifle or musical instrument, but cadet must march with the unit for all activities other than parades or ceremonies.

f. XC (X-Cover). Excused from wearing a uniform cap or hat. While on XC restriction, cadet may not leave campus except for approved medical appointments.

g. XU (X-Uniform). Cadet will wear the standard PT uniform in lieu of the duty or leave uniform. While on XU status, the cadet cannot leave campus except for approved medical appointments.

h. SS (Soft Shoe). Cadet will wear tennis shoes in lieu of duty shoes or boots. When on SS restriction, cadet may not leave campus except for approved medical appointments.

i. X-Brace. Not required to come to a brace during the designated period.


k. X-Shave. Excused from shaving with bladed or standard electric razor during the designated period, usually two weeks. Must keep beard neatly trimmed with electric clippers to a uniform length no longer than 1/4 inch for the period of the restriction.

l. X-SitCon. Will not sit Confinements or receive credit for them.

m. RIR (Rest In Room). A cadet may be given RIR status for up to 24 hours at a time; RIR must be renewed each day to remain in force. While on RIR status, the cadet is excused from all military and academic duties, including formations, and may remain in bed. RIR is the equivalent of inpatient admission to the Infirmary and is restricted to upper classmen with selected medical conditions.

n. R (“Restricted”) designation: “R” added to any of the above other-than-duty status designations restricts the cadet to the campus. This generally applies to cadets who are placed on excused duty which prevents marching on a Friday afternoon; cadets are restricted to campus for the entire weekend.

o. TDS (Temporary Disability Status). A cadet is placed on TDS Status when his/her medical condition requires a medical excuse from duty for an extended period of time. TDS must always be accompanied by the actual duty restriction; e.g., TDS with XMD/XPT, or TDS with XI. The expected recovery time required to warrant placing a cadet on TDS will vary with the particular disease or injury and with the duties, training, or classes the cadet will be required to miss. Thus an illness such as “sore throat” with an anticipated five-day recovery time would not warrant TDS. However, rehabilitation after knee surgery will take weeks for recovery and warrants TDS. Only the Citadel Surgeon, or his designee, places cadets on TDS status. A cadet placed on TDS will not be subject to review by the CAT (Campus Assessment Team) except under unusual circumstances. See 16-4, below.

p. All Cadets placed on other-than-duty status must observe the following:
Cadets on XU, XC, and Soft Shoe are prohibited from leaving campus until they are released to wear the standard leave uniform.

(2) XMD and XPT cadets must serve confinements in lieu of walking punishment tours at the rate of two confinements for one tour. XR and XI cadets will walk tours without a rifle.

(3) XMD, XR, XI, XC, XU, and SS cadets must place their rooms in MRI order for SMI inspections, but will not stand personal and room inspection during SMIs.

16-5. CAMPUS ASSESSMENT TEAM

The Campus Assessment Team (CAT), formerly known as the Medical Review Board (MRB), is a multidisciplinary team which evaluates a cadet’s ability to perform required cadet activities in light of identified medical, surgical, or mental health conditions. The CAT may approve requests for a voluntary Medical Discharge or recommend that the President impose an involuntary medical discharge on a cadet who is unable to fully participate in The Citadel program for a protracted period of time.

a. Permanent CAT Members:
   (1). Associate Provost for Academic Affairs (Chair)
   (2). Assistant Commandant for Discipline
   (3). Citadel Surgeon
   (4). Director of Citadel Counseling Center
   (5). Director of Academic Support Center
   (6) Representative from Public Safety

b. Ad hoc members:
   (1). Chaplain
   (2). Chief, Public Safety
   (3). Director of Admissions
   (4). Director of CARE (sexual assault and harassment counseling)
   (5). Ombudsperson
   (6). Battalion and/or company tactical officers
   (7). Company academic advisor
   (8). Faculty academic advisor
   (9). Athletic coach or campus club advisor
   (10). Dean of The Citadel Graduate College

c. Triggers for CAT review of cadets on TDS:
   (1) The CAT will review the medical status of a cadet on TDS when:
      a. Temporary disability lasting longer than anticipated for a particular illness or condition; or
      b. Illness or condition preventing the cadet from participating in required activities for an excessively long period of time, thus interfering with the Citadel experience.
   (2) The CAT recommends one of two options after review of a TDS cadet’s condition:
      a. Continuation in cadet status, with or without subsequent CAT review, or
      b. Medical discharge from the Corps of Cadets.

d. Triggers for CAT review of cadets not on TDS:
   (1) Fourth-class cadets who have missed more than 30% of the fourth-class cadre training period are reviewed by the CAT to determine if the cadet will be recommended for medical discharge.
   (2) Upper-class cadets, and fourth-class cadets after the fourth-class cadre training period, will be reviewed by the CAT under the following conditions:
(a) Excessive visits. Any upper-class or fourth-class cadet who is not on TDS and who accumulates more than 21 Infirmary contacts, or other medical/dental visits, during a single semester will be considered for referral to the CAT to determine if they should receive a Medical Discharge.

(b) Excessive excused duty. Any upper-class or fourth-class cadet not on TDS who accumulates more than 21 days of excused duty (XMD, XPT, etc) during a single semester will be considered for referral to the CAT to determine if they should receive a Medical Discharge.

16-6. INFIRMARY REPORTS.

a. The Infirmary maintains a computer log showing the date, time-in, time-out, and duty status for each cadet who reports to the Infirmary.

b. The log is forwarded to the Commandant’s Department at 0600 and 1500 each duty day, Monday through Friday, during the academic year, for accountability purposes. No personal medical information (diagnoses, treatment, etc.) is included on the log.

16-7. SPECIAL MEDICAL AND DENTAL SERVICES.

a. Appointments for routine dental work, eye examinations, etc. should be made during Summer, Thanksgiving, Christmas, Spring furlough periods whenever possible.

b. In cases of emergency, several medical facilities in the Charleston area provide emergent/urgent care beyond that available in the Infirmary. The Infirmary staff will arrange for emergency transportation by EMS ambulance, or urgent transportation by the Citadel Courier or Public Safety, to a local emergency facility.

c. If the services of a local medical specialist or dentist are required, the Infirmary staff will schedule an appointment for the cadet. The Infirmary can usually obtain same-day appointments from local physicians, dentists, podiatrists, optometrists, etc. Alternatively, cadets or their families may make their own appointments; however they must inform the Infirmary of the appointment date & time at least 48 hours in advance so that a Medical Pass or Medical Leave can be approved. Non-urgent appointments will not be made for Friday afternoons except under extraordinary circumstances.

16-8. CHARLESTON MEDICAL PASS (LOCAL MEDICAL / DENTAL REFERRAL).

a. Cadets requiring local medical or dental referrals must report to Sick Call to discuss the condition requiring a referral with the Citadel Surgeon, who can then treat the condition at the Infirmary or authorize a Medical Pass.

b. The Infirmary staff then arranges an appointment with a Charleston area physician, dentist, or other provider. Appointments are not made during classes, drills, parades/ceremonies if at all possible.

c. On the day of the appointment, the cadet reports back to the Infirmary and signs out on Charleston Medical Pass. Cadets requiring transportation by the Citadel Courier must report to the Infirmary early enough to get to the destination 15 minutes before the scheduled appointment.
d. After arrival for the appointment, the cadet will ask the treating physician/practitioner to record the diagnosis, treatment, restrictions, and follow-up recommendations on the bottom of the Charleston Medical Pass. The cadet then returns the Pass to the Infirmary so that appropriate medications can be dispensed, restrictions entered, etc.

16-9. MEDICAL LEAVE.

a. The Citadel Surgeon determines whether or not a cadet qualifies for Medical Leave. If a cadet requires treatment by a medical provider located at least 50 miles from campus, or requires overnight convalescent leave due to injury, illness, or a surgical procedure, the Citadel Surgeon will sign a Special Orders request for Medical Leave. The Commandant’s Department must approve all Medical Leaves.

b. Sick or injured cadets confined to the Infirmary (in-patients) are generally not eligible for weekend or general leave. Under special circumstances, the physician may grant Medical Leave (limited off-campus leave with responsible family or host family members).

16-10. CADET ILLNESS DURING PARADES.

a. Cadets who are too ill to participate in parade will report to the Infirmary, where they will be evaluated and a duty determination will be made. All cadets placed on excused duty (XMD, XPT, etc) on Friday afternoons will be restricted to campus for the remainder of the weekend. Cadet commanders are not authorized to excuse cadets to stay in their rooms because of illness.

b. Cadets previously placed on excused duty (XMD, XR, etc.) will meet the company parade formation, and then observe the parade from the reviewing stands.

c. Cadets who get sick after Adjutant’s Call for parade will fall out of parade formation and report to the Infirmary after informing their chain of command. Sports Medicine will provide golf cart transportation if the cadet is unable to walk. After treatment, a duty determination will be made at the Infirmary.

d. Cadets who feel weak or dizzy during parade may fall out of formation with the assistance of no more than two other cadets, and move discretely to the rear of the formation next to the Avenue of Remembrance, where they will lie down in the shade. Once the ill cadet feels better, they will be transported by Sports Medicine golf cart or escorted on foot to the Infirmary. After treatment, a duty determination will be made at the Infirmary.

e. If a cadet loses consciousness during parade, they will be carried to the rear of the formation and transported by Sports Medicine golf cart to the Infirmary. After treatment, a duty determination will be made at the Infirmary.

16-11. MALINGERING.
Malingering is defined as "feigning sickness or injury to avoid duty or work." Cadets who fail to give the physician or nurse full and accurate information concerning their condition in order to evade classes or other duties shall be considered as malingering and will be returned to duty. Cadets discovered to be malingering repeatedly may be referred to the Commandant’s Department for possible board action.

16-12. PRESCRIPTION DRUGS.
All cadets taking medications prescribed by an off-campus physician must report them to The Citadel Surgeon. Cadets who have reported their controlled, prescription medications will be cleared in the
event of a “positive” result on a random urine drug screen. Cadets are prohibited from providing another cadet with prescription medication which has been prescribed for him/her.

16-13. SIGN IN (RESTRICTED CADETS).

a. Any cadet with confinements or tours who receives “Rest In Room” status and is confined to bed is not required to sign Restriction Sheets in the guard room during con/tour periods. They are advised to inform the Company duty NCO responsible for the Restriction Sheets of their status to limit confusion.

b. Cadets other than those on “Rest in Room” with confinements or tours and medical dispositions other than duty must sign the Restriction Sheets.

16-14. EMERGENCY PROCEDURES.

a. Serious Injury or Illness Requiring Transport to a Hospital:
   (1) Any injury with possible damage to the neck or spine; e.g., motor vehicle accident or fall from more than 10 feet. **Do not move a cadet with a suspected neck injury.**
   (2) Severe difficulty breathing
   (3) Any injury resulting in loss of consciousness lasting for more than a few seconds. **Do not move an unconscious cadet.**
   (4) Profuse bleeding from an open wound.
   (5) Inability to walk with assistance to a vehicle (car, golf cart) for transport to the Infirmary.
   (6) Suicide or homicide attempt; anyone talking about attempting suicide or homicide.

b. Action to be Taken: **Call Public Safety** at 3-5114 (on campus phone) or (843) 953-5114. Give the dispatcher the type of injury/illness and the location of the cadet(s) and request an ambulance. **DO NOT call Infirmary for assistance, as this may slow the EMS response. Public Safety will call EMS, then notify the Infirmary and Sports Medicine staffs, the TAC, etc.**

c. Sports Medicine is on scene with golf cart(s) for all cadet training and athletic activities. They will respond to any related injuries or illnesses (sprains, fractures, dislocations, or heat problems, etc.) during normal duty hours Monday through Friday from 0800 to 1800. They will assess and transport cadets to the Infirmary, or engage EMS, as necessary.
17-1. **PURPOSE.** To provide guidance on the development of Regimental, Battalion, and Company Essential Task Lists and Unit Status Reporting.

17-2. **GENERAL.** Effective training results from a sound analysis of the unit’s mission and its ability to accomplish that mission. The mission of The Citadel is “to educate and develop our cadets to become principled leaders in all walks of life by instilling the core values of The Citadel in a disciplined and intellectually challenging environment.” The Citadel Experience is built upon The Citadel’s core values and is integrated across the four pillars of Academics, Military, Moral-Ethical, and Physical Effectiveness. These four pillars will be used to form the following Mission Essential Task List (METL) for each cadet company:

a. Produce principled leaders in the academic pillar
b. Produce principled leaders in the military pillar
c. Produce principled leaders in the moral-ethical pillar
d. Produce principled leaders in the physical effectiveness pillar.

17-3. **TASK LIST DEVELOPMENT/ASSESSMENT/PLANS.**

During April, each company TAC and cadet company commander will assess the company’s performance in each of these four tasks as either T (trained), P (needs practice), or U (untrained) and develop a plan for continuous growth. They will then brief the assessment and plan to the battalion TAC for approval. The out-going cadet company commander will be responsible for this action, but the in-coming company commander will be an active participant.

During April, each out-going cadet company commander, with the support of the TAC and in-coming company commander, will brief the Commandant or his representative on his company METL. The battalion TAC will schedule this event and all companies in the battalion will give their briefing in the same meeting. The battalion commander will provide battalion trends at the beginning and concluding remarks at the end. Each company will plan on a fifteen minute presentation using the prescribed slide template. Archives of post briefs are available at the Leadership Programs website.

During Leadership Week, the company TAC will brief the cadet company commander on any developments and new guidance that has been generated over the summer, and the company commander will then use the updated METL assessment as part of her company expectations brief. This METL assessment provides a basis for any subsequent planning of training.

For additional Information, refer to Chapter 1 of the How to Train at The Citadel manual or contact the Assistant Commandant for Leadership Programs.
18-1. **PURPOSE.** To provide guidance and establish polices for the Regimental/Battalion/Company Duty Officer and Teams. The Duty Team System is an extension of the cadet chain of command and provides the Regimental Commander with a means of maintaining command and control during periods when the regular chain of command is not present. It further incorporates a system for managing the cadet disciplinary system.

18-2. **GENERAL.** The purpose of the Regimental/Battalion/Company Duty Team System is to maintain cadet accountability and weapon security during periods of General Leave. The Duty Team is the commander’s representative during periods of General leave and other times when the traditional chain of command is not present. The Duty Team is responsible for the proper serving and documentation of punishments and restrictions during periods when punishments or restrictions are served. The Duty Team is also responsible for the Barracks Fire Watch on a rotating basis as assigned by the battalion adjutants. The Duty Team performs other duties as required.

18-3. **THE DUTY TEAM.**

a. The Duty Team consists of:

   (1) **Regimental Staff Duty Officer.** A cadet officer of the regimental staff or a battalion executive officer detailed by the Regimental Adjutant, designated as the Regimental Duty Officer charge of and responsible for the supervision and actions of the Regimental Duty Teams. The RS.DO is the Regimental Commander’s representative and has operational cognizance and supervision over the Duty Team System when the corps is not in a duty status (i.e. General Leave). The SDO reports to the Regimental Commander.

   (2) **Battalion Staff Duty Officer.** A cadet officer on battalion staff or a company executive officer, detailed by the Battalion Adjutant, who is responsible to the Battalion Commander for ensuring that the Company Duty Teams are present and are conducting the supervision of punishments and restrictions properly. Conducts the battalion punishment accountability formation as outlined in the Regimental Guard instructions. The BN SDO reports to the Battalion Commander and the Regimental SDO as required.

   (3) **Company Staff Duty Officer.** A cadet company officer, detailed by the Executive Officer, responsible to the Company Commander for the proper execution of the Company Duty Team. The Company Duty Officer is the commander representative during non-duty times. The Company SDO reports to the Bn SDO as required.

   (4) **Company Staff Duty NCO.** A cadet NCO, detailed by the First Sergeant and responsible to the Company Staff Duty Officer for conducting All-In checks and rifle counts. The Duty NCO is also responsible for ensuring conduct deficient cadets are serving punishments and restrictions properly.

   (5) **Cadet Charge of Quarters.** A third class cadet detailed by the First Sergeant and designated the Cadet Charge of Quarters. The CCQ is responsible for the accountability of each cadet in the company by checking Special Leave forms, Special Orders, Weekend/overnight sheets and Emergency Leaves. This information is obtained from the company clerks. The CCQ performs other duties as required but is not authorized to conduct All-Ins.
b. The Duty Team tour of duty begins at 0700 hours Friday until 0700 hours the following Friday.

c. There is a Duty meeting of the Staff, Battalion, and Company Duty Personnel at 0630 every Friday, to take accountability and to receive specific instructions. The Regimental Provost has Staff responsibility with the Regimental Adjutant as support.

18-4. DUTIES OF THE DUTY TEAM (See Duty Team INSTRUCTIONS Forms 1-18-A & 1-18-B, below)

a. **Weapons Security and Rifle Counts**
   (1) Ensure no weapons are left outside rooms or unattended.

b. **Mess**
   (1) The Company Duty Officer will conduct the evening mess formation for fourth class cadets Monday thru Thursday. The Battalion Duty Officer conducts the battalion formation. This is a Retreat formation, followed by a march to Dinner -- it is not Fourth Class training time. Company Duty Officers supervise the formation and then march the 4C to Coward Hall. Fourth Classmen will take their seats in the designated area of Coward Hall, and the Duty Officer sits in the upper class area.

c. **Supervision of Cadet Punishments and Restrictions**
   (1) The Battalion/Company Duty Officer will ensure that an announcement is made to inform all cadets having punishments in the upcoming tour/confinement period of their having punishments. This announcement will be made at every Wednesday and Friday noon formation.

   (2) The Battalion Duty Officer will conduct an accountability formation at the beginning of each punishment period outlined in the 24-hour schedule on the Quadrangle. The Company Duty Teams and all cadets present to serve punishments will be accounted for.

d. **Confinements (See Form 1-18-C, below)**
   (1) The Duty Team will ensure that cadets serving confinements have a sign reading “CONFINEMENTS” in large letters on their door. The Team will also enforce the rules concerning sitting of proper confinements and inspect the rooms of these cadets at least once an hour. Cadets not complying with the requirements will be given no credit for that hour’s confinement.

   (2) A muster formation will be held in front of the company letter at the commencement of the punishment period on Wednesday, Friday and Saturday where the Duty Team will inspect the cadets serving confinements. Each cadet serving confinements reports to the company Duty Team in proper uniform and signs the confinement sheet and returns to their room to serve the confinement. A cadet's signature on the confinement Sheet certifies that they understand their confined status.

   (3) At the end of each 50 minute confinement period, indicated by the bugle Steele, the confined cadet reports to the Duty Team and signs the confinement sheet for the previous 50 minute confinement period. By signing the confinement sheet at the place indicated, the cadet is certifying that they were present in their room during the previous confinement period, unless excused by proper authority, which will be annotated in the remarks section.

   (4) Confinements are served on Wednesday at 1500, 1600, and 1700; on Friday at 1900, 2000, and 2100; and on Saturday at 1400, 1500, 1600, 1900, 2000, and 2100. Optional Sunday 1400, 1500,
1600, and 1700 is available for in season Cadet NCAA Athletes and for those who were unable to serve their confinements earlier in the week – but not to exceed 12 confinements. The maximum number of confinements served per week is **12**.

e. **Restrictions (See Form 1-18-D, below)**

1. Restriction to the limits of the campus is imposed on cadets who are Conduct Deficient. The limits of the campus for cadets on restriction include Johnson Hagood Stadium, the Lockwood Property, College/Riley Parks, and The Citadel Alumni Facilities when in use by The Citadel or when The Citadel is participating in an event. Restricted cadets may leave the campus only if placed on Special Orders or if granted a Special or Emergency Leave.

2. Conduct Deficient cadets are required to sign restriction sheets (*Form 1-4, below*) in their respective Duty Team Room during the last 10 minutes of each hour of restriction. This requirement is intended as a check that restricted cadets remain on campus during their restriction. Company Duty Teams will report as AWOL, cadets who fail to sign in within the specified time period. Cadets must be in proper uniform when signing restrictions. Mixed uniforms are not authorized.

3. Restriction sign-in is required on Wednesday from 1500 until 1850, Friday from 1700 to 0050, Saturday from 0800 to 0050, Sunday 0800 until 1950. Cadets serving confinements and tours do not sign the restriction sheet for the hours they are serving confinements and tours. Their signatures on those sheets certify that they were at their designated place of duty. Once tours and confinements periods are over, these cadets start signing the restriction sheets.

4. A cadet’s signature on the Restriction sheet certifies that they did not leave the confines of The Citadel campus as defined above for the previous period indicated. Cadets may sign out for authorized activities on campus. Destinations other than assigned barracks are indicated in the remarks section of the restriction sheet. To facilitate this, the cadet will sign the restriction sheet for the first hour and draw a line through to the hour they will return and indicate their designated location (e.g. Deas Hall, Capers Hall, Library etc.) in the remarks section. Upon return to the barracks they will sign the block indicating the time of return at the end of that hour. Cadets will not sign ahead or back on the restriction sheet to indicate their presence.

5. Cadets are to proceed directly to and from the location they have indicated on the restriction sheets.

6. The Company Duty Team is responsible for ensuring the restriction, tour and confinement sheets are turned into the Battalion Adjutant, who will ensure proper completeness prior to forwarding them to the Battalion TAC NLT 0800 Monday and Thursday mornings.

7. The Duty Team will maintain control of the confinement/restriction sheets in a designated room and properly account for cadets signing in for restrictions. Sheets will not be hung on bulletin boards or outside a door. Duty Officers will be held accountable for lost or improperly completed punishment sheets. The Duty Team Officer will ensure that every cadet sitting confinements is check at least once by a member of the Duty Team each hour. Cadets found not sitting confinements in accordance with the procedures outlined in the blue book will receive no credit for that punishment period.

8. In addition to cadets on punishment restriction, the Duty Team is responsible for ensuring all cadets that are Excused Military Duty (XMD), Excused Drill (XD), Excused Rifle (XR), Excused Physical Exercise (XPE), Excused Physical Training (XPT), Excused Instrument (XI), or Excused Uniform and who are marked “Restricted” by the Infirmary, are restricted to campus, i.e., not on General Leave.

9. The Duty Officer will ensure that all cadets not present for punishment of restriction, and are not authorized to be absent, are reported as AWOL. The Duty Officer will sign the PR.
(10) Regimental and Battalion Staff Members serving confinements/restrictions are the responsibility of the first letter company in their respective battalions. The Clerks of these companies are responsible for coordinating confinement/restriction information with the appropriate staff Command Sergeant Major and company Duty Team.

(11) Punishment/Restriction Sheets will be completed and turned in to the battalion Adjutant NLT 2230 on Wednesday and Sunday nights, who will ensure they are properly signed and completed, prior to giving them to the Battalion TAC by 0800 the next morning.

f. Tours (See Form 18-E, below)

(1) A tour is 50-minute period during which a cadet must march on the Quadrangle at 120 steps per minute with a rifle at right or left shoulder arms while in duty uniform with white waist plate and gloves.

(2) Tours are walked on Wednesday at 1500, 1600, and 1700; on Friday at 1900, 2000, and 2100; and on Saturday at 1400, 1500, 1600, 1900, 2000, and 2100. Optional Sunday at 1400, 1500, 1600, and 1700 is available for in season Cadet NCAA Athletes and for those who were unable to serve their tours earlier in the week- but not to exceed 12 tours. The maximum number of tours served per week is 12.

(3) Cadets having both tours and confinements will serve tours first.

(4) The Company Duty Team will hold a muster formation in front of the company letter at the commencement of the punishment period on Wednesday, Friday and Saturday where they will inspect the cadets serving tours. Each cadet serving tours reports in proper uniform with rifle and signs the tour sheet. A cadet's signature on the tour sheet certifies that they understand the requirements for tours. The cadet will then take their tour sheet and report to the Officer of the Guard who will maintain custody of the tour sheet for the punishment period.

(5) At the end of each 50-minute tour period, indicated by the bugle steele, the cadet reports to the OG and signs the tour sheet for the previous 50-minute tour period. By signing the tour sheet at the place indicated, the cadet is certifying that they were present on the quad during the previous tour period, unless excused by proper authority, which will be annotated in the remarks section.
COMPANY DUTY TEAM GUIDELINES
FOR CONFINEMENTS AND TOURS AND RESTRICTION

UNIT________                                     DATE_______

PRIOR TO TURNING IN CON/TOUR SHEETS, COMPLETE AND INITIAL THE FOLLOWING:

____ Ensure that a member of the Duty Team checks those cadets sitting cons and walking tours each hour.

____ Ensure that of two accountability formations are held once at the beginning of punishments and once at the end. (i.e. Wednesday at 15:00 and 18:00)

____ The Duty Officer will initial the appropriate block for each cadet serving confinements at the accountability formation at the end of the confinement hour. For cadets who will not receive credit for the confinement the letters NC and the Duty Officer’s initials will appear in the appropriate block.

____ The Officer of the Guard will initial the appropriate block for each cadet serving tours at the accountability formation at the end of the tour hour. For cadets who will not receive credit for the tour, the letters NC and the Officer of the Guard’s initials will appear in the appropriate block.

____ If an individual does not appear to sign in on restrictions, look for them. If they are not found after a reasonable Duty Team attempt, initiate a PR on each individual who is verified as UA.

____ Sign the signature block on both the cons and tour sheets.

____ Return the forms to the Bn Adjutant NLT 0800 the next duty day.

_____ 0800 on Thursday or ____ 0800 Monday.

INCORRECTLY SIGNING ANY BLOCK COULD BE AN HONOR VIOLATION! PLEASE BE ACCURATE.

NOTE: Failure to comply with any of the above instructions may result in a PR for Improper Performance of Duty Team.

Print and Sign Name below.

DUTY TEAM:
Senior/___________________________________________/____________________________
Junior/_________________________________________/____________________________
Sophomore/_____________________________________/____________________________

(Duty Teams Form 1-18-A) INSTRUCTION FORM
INSTRUCTIONS FOR COMPLETING PAPERWORK

The Senior on the Duty Team will be held responsible for his/her Team. The Senior will personally check all Duty Team paperwork at the end of each day. At the bottom of each page, sign and print your name when checked. Note the date and time you made the check.

The Senior will insure that on the first page of the restrictions sheet, the names of all Duty Team members are clearly printed at the bottom of the page. Class, room number, phone number, as well as “CIT” number will be annotated by each name.

Anytime “CPS” is annotated on any sheets, the Special Order number will be noted at the end of the line in the right side margin. Special Orders are found by going on the Web to The Citadel Home Page, clicking on “Corps of Cadets”, Clicking on “Commandants Department”, clicking on “Special Orders”, clicking on “Search”, then click on “Continue”. Enter the last name of the Cadet in question. All of that Cadet’s Special Orders will appear. Read the ones that cover the appropriate dates. Click on that date. Find the Cadet’s name and read the requirements of the order. To help find the name you can use the “find” feature in MS Word. This is found in the EDIT drop down menu.

The Battalion Staff Duty Officer will personally review these sheets with the Senior from each unit prior to accepting them. This will ensure when the sheets get to the TAC level they have been reviewed twice for correct entries, Special Orders research, and appropriate PR attached.

The PR’s attached must be complete to include initials and “CIT” numbers. When a PR is written, write “PR” at the end of each line on the tour, confinement, or Restriction Sheets.

If a Cadet fails to sign the confinements or Restrictions Sheet after the first hour, a Duty Team member will go to that Cadet’s room and remind them. A clear note will be left on the chair in the room if the Cadet cannot be located. This note will require the Cadet to report to the Duty Team senior.

ABSENCE CODES

AC – Scheduled Class/Lab  I- Infirmary
CPS- Corps Practice  SO- Special Order
EL – Emergency Leave  SL- Special Leave
F- Furlough  UA- Unauthorized Absence
G – Guard/Duty Team

(Duty Teams Form 1-18-B) INSTRUCTION FORM
CONFINEMENTS

My signature below certifies that I understand that I am in a Conduct Deficient status having received a specified number of confinements. A confinement is a 50-minute period during which I am confined to my room in duty uniform with white waist plate. No visitors are allowed and I am only authorized to participate in academic activities while confined.

<table>
<thead>
<tr>
<th>NAME</th>
<th>CWID NO.</th>
<th>BAL</th>
<th>SIGNATURE</th>
<th>DATE/TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cain AN</td>
<td>00123456</td>
<td>100</td>
<td>[Signature]</td>
<td>[Date/Time]</td>
</tr>
</tbody>
</table>

My signature below certifies that I have completed the confinement as stated above for the period indicated. Signatures will be made during the last ten minutes of every hour.

<table>
<thead>
<tr>
<th>TIME</th>
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<th>REMARKS</th>
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<tr>
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(Duty Teams Form 1-18-C) SAMPLE CONFINEMENT SHEET
RESTRICTIONS

My signature below certifies that I understand that I am in a restricted status and not authorized to leave the confines of The Citadel campus to include Johnson Hagood Stadium, the Lockwood Property, College/Riley Parks, and The Citadel Alumni Facilities when in use by The Citadel or when The Citadel is participating in an event.

NAME  CWID NO.  BAL  SIGNATURE______________________________DATE/TIME_________________
Cain AN  00123456   100

My signature below certifies that I did not leave the confines of The Citadel campus as defined above for the previous period indicated. Destinations other than my assigned barracks are indicated in the remarks section. Signatures shall be made during the last ten minutes of every hour.

<table>
<thead>
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<th>REMARKS</th>
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(Duty Teams Form 1-18-D) SAMPLE RESTRICTION SHEET
TOURS

05/23/2013
Alpha Company

The following cadets are in a conduct deficient status having received a specified number of
punishment tours. A tour is 50-minute period during which a cadet must march on the
Quadrangle at 120 steps per minute with a rifle at right or left shoulder arms while in duty
uniform with white waist plate and gloves. They are not allowed to carry on a conversation with
any cadet unless in an official capacity. The Officer of the Guard will initial the appropriate
block below during the roll call at the end of the hour certifying that the cadet was present on the
quadrangle marching tours for the indicated period.

<table>
<thead>
<tr>
<th>NAME</th>
<th>CWID NO.</th>
<th>BAL</th>
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<tbody>
<tr>
<td>Aaron, J.E.</td>
<td>00123455</td>
<td>1000</td>
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<tr>
<td>Brown A.E.</td>
<td>00123655</td>
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<td>Cain, T.F.</td>
<td>0012365</td>
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<td>Fox, D</td>
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<td>Indigo, C</td>
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<tr>
<td>Koru, K</td>
<td>0012365</td>
<td>80</td>
</tr>
<tr>
<td>Lima, B</td>
<td>0012365</td>
<td>1</td>
</tr>
<tr>
<td>Micas, M</td>
<td>0012365</td>
<td>50</td>
</tr>
</tbody>
</table>

Officer of the Guard Signature: __________________________ Date __________

Printed Name

*(Duty Teams Form 1-18-E) SAMPLE TOUR SHEET*
19-1. **PURPOSE:** To provide guidance on Barracks Police (Cleanliness) and establish responsibility

19-2. **GENERAL:** Cleanliness of the Barracks is a Command Responsibility.

19-3. **COMMAND RESPONSIBILITY**

(1) **The Regimental Commander** is responsible for the overall appearance of all barracks.

(2) **The Battalion Commanders** are responsible for the overall appearance of their assigned Barracks.

(3) **Company Commanders** are in turn responsible for the appearance of their assigned unit areas, to include the quadrangle, galleries, stairwells, sally ports, and outside areas directly adjacent to their portion of the barracks. They also share responsibility with adjoining company commanders for those common barracks areas between their companies (i.e., elevators, and latrines). These common areas are the primary responsibility of The Citadel’s contracted janitorial services and commanders will ensure through coordination with the janitorial service that these areas remain in a high state of cleanliness.

19-4. **THE GUARD TEAM:** The members of the Battalion Guard, as representatives of the Regimental and Battalion Commander, will continuously ensure the proper police of the quadrangle and areas directly adjacent to the barracks. (This statement implies that the OG will ensure that the companies of the battalion continuously ensure the police of their areas.)

19-5. **INDIVIDUAL CADETS.** Cleanliness of the Barracks and the Common Areas of the Campus are not only a Command Responsibility, but also an Individual Cadet Responsibility.

a. Members of the Corps of Cadets will not litter. Littering is wrong and is contrary to good order and discipline in any military organization.

b. All Cadets will stop and police litter on campus whenever it is encountered.

c. Each cadet will maintain the cleanliness and order of his/her cadet room.

   (1) Dirt, dust and trash from rooms will not be swept onto the gallery. Dirt, dust and trash will be swept into the dustpan located in each room, deposited in the room trashcan, which will be emptied into the large trashcans on the gallery.

   (2) All spent smoking material will be disposed of in suitable trash containers, ensuring that any lighted material is extinguished.
(3) Spent smokeless tobacco products (i.e., dip and chewing tobacco) will be disposed of in suitable containers so as not to litter or deface campus property particularly the barracks walls, galleries, and quadrangles. The spitting or discarding of these materials into anything other than an appropriate receptacle is strictly forbidden. Cadets will be required to clean it up or pay for the cleaning.

(4) Cadets will take extreme care, in the barracks and other facilities on campus, when using products that may cause permanent staining (i.e., sole and heel enamel and other similar products). These products will not be utilized in any initiation ceremonies, or the celebration of birthdays. Particular attention must be given to barracks walls, galleries, quadrangles, latrines, and room floors; cadets will be required to clean it up or pay for the cleaning.

(5) Commanders will ensure that this policy is known and understood by all members of the Corps of Cadets. Commanders will also ensure that all members of the chain-of-command enforce the policies contained herein. A copy of this memorandum will also be permanently placed on each company bulletin board.

19-6. COMMAND PROCEDURES TO ENSURE BARRACKS CLEANLINESS.

a. Police calls

(1) Commanders will ensure that their unit area and the outside of the barracks adjacent to the unit area are clean and in a high state of police prior to cadets departing the barracks for class at 0750 hours Monday through Friday. This same police call will be conducted prior to the first formation following breakfast on Saturdays, and prior to the 0900 hour Church Call on Sunday.

(2) Commanders will ensure a quick but effective police call is also conducted immediately prior to the lunch formation.

(3) Commanders will ensure that a third police is conducted prior to the 1955 hours all-in checks Monday – Friday and Sunday. On Saturday this police call will be conducted prior to taps.

(4) The company chain-of-command and the guard will monitor the police throughout the duty day and take corrective action as necessary.

(5) During periods of General Leave commanders will ensure that the company duty team organizes, conducts and supervises the police calls as described above.

b. Fourth Class Cadets will normally be used for the above mentioned general police calls. However, when violations to regulations occur (i.e., dip/chew spit on the gallery or quad, or cigarette butts disposed of on the quad, gallery, or a window sill) Fourth Class Cadets will not be utilized by police what is obviously a violation by an upper-class cadet. In these instances only Upper Class cadets will be used to correct the deficiency. Further, Fourth Class Cadets will also not be used to clean up after an Upper Class cadet who gets sick in the barracks. That cadet and his/her classmates will clean the area concerned.
20-1: MARKING DOORS: There will be no additional signs or marking used to differentiate cadets belonging to any group other than by the name tags which will be a standard color, by class, for all cadets.

20-1: ENTERING CADET ROOMS: The procedures for entering a cadet’s room are:

A. When on Official Duty
   a. Knock on the door and await a response.
   b. If no response, knock on the door again and await a response.
   c. If no response crack the door open and announce, “All Clear?”
   d. If still no response enter the room.

B. When Visiting (Unofficial)
   a. Knock on the door and await a response.
   b. If no response, knock on the door again and await a response.
   c. If No response-Leave
21-1. GENERAL. All-In inspections are conducted:

a. Sunday through Thursday from 1950 to 2000 for ESP. Cadets must be in their assigned rooms NLT 1950 or properly signed out to an authorized location. The Officer of the Guard closes the Barracks Gates during this period. Division Inspectors and Assistant Division Inspectors conduct these All-Ins.

b. Sunday through Thursday at 2300 for taps. Barracks Gates are locked. Division Inspectors and Assistant Division Inspectors conduct these All-Ins.

c. Friday and Saturday at 2400 for the end of fourthclass general leave and 0100 for the end of upperclass general leave. The Officer of the Guard closes the Barracks Gates at 2400 and locks them at 0100. Company Duty Team Officers and NCOs conduct these inspections.

21-2. Once the Barracks Gates are closed, Cadets are not authorized to depart the barracks until the ESP All-In inspection is completed. No Cadet is authorized to depart the barracks once the gates are locked without authorization of the Officer in Charge (OC).

21-3. To not report a cadet AWOL, the All-Ins inspector must visually see the cadet in his assigned room and receive the appropriate response, or verify the cadet is in an authorized status on the current sign-out report. The All-In inspector will instruct Cadets who are present for the All-In inspection but who are still signed out to sign in.

21-4. If cadets are unable to sign-out due to a Lesense Gateway outage, the OG/SOG will initiate a manual sign-out roster at the guard post.

21-5. All-Ins will be conducted in the following manner:

a. The Inspector will knock on the room door and announce “All-In?”.

b. The Room occupants will open the door and the inspector will visually confirm their presence. The room occupants will also give the appropriate response from the following:

   **All In**  Indicating that all cadets assigned to that room are present.

   **All Right**  Indicating that at least one cadet assigned to that room is present and the others are known by the individual giving the reply to be in an authorized status.

   **Not All Right**  Indicating that the status of one or more cadets assigned to the room is unknown to the cadet giving the report and/or that unauthorized persons are present.
c. A cadet may give a report only for the cadets assigned to his/her room. "All Right" is incorrect if unauthorized personnel are present.

d. The inspector will check all cadets not found to be present in their rooms to see if they are on the current sign-out roster. Depending on unit SOP, the inspector can obtain this report himself at https://155.225.6.185/signout/reports/reports.jsp or the Admin Clerk or Company Duty Team Officer can have a copy available for him to use. The inspector will record the names of all cadets who were not visually verified as being physically in their assigned room and are not properly signed out as well as those who are reported as “not all-right” on CC Form 2A and initiate a PR for Absent All-Ins for each cadet.

e. The Admin Clerk (Sunday through Thursday) or Duty Team Officer (Friday and Saturday) will then take the CC Form 2A and the PRs (if any) to the OG who will verify that the report and PRs are correctly filled out. The JOD will collect the reports and PRs from each battalion OG.

f. Because All-Ins are a health and welfare check as well as an accountability one, if no one responded to the All-In inspector’s knock and the room occupants are not on the sign-out roster, the Admin Clerk or Duty Team Officer will tell the OC the room number and the OC will use his/her master key to enter the room and ensure the cadet is safe. If the cadet is visually verified as being in his room, he/she will be recorded as present on the All-In report. If the cadet is found to be in some sort of distress, the OC will take appropriate action.

g. The Admin Clerk or Duty Team Officer will immediately notify the Company Commander of any cadets reported AWOL and not found present during the OC safety check. The Company Commander will notify the TAC.

h. Companies will follow their individual SOPs and Commandant’s Department policies for actions to take when a cadet is reported AWOL.
Below are the 1st Division cadets not visually verified as being present or accounted for on the sign-out report. (If none, write the word “NONE.” A signature is still required.) Their PRs are attached.

<table>
<thead>
<tr>
<th>Name</th>
<th>CWID</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<tr>
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</tr>
</tbody>
</table>

Printed name of person conducting inspection
Signature of person conducting inspection

Below are the 2nd Division cadets not visually verified as being present or accounted for on the sign-out report. (If none, write the word “NONE.” A signature is still required.) Their PRs are attached.

<table>
<thead>
<tr>
<th>Name</th>
<th>CWID</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

Printed name of person conducting inspection
Signature of person conducting inspection

Below are the 3rd Division cadets not visually verified as being present or accounted for on the sign-out report. (If none, write the word “NONE.” A signature is still required.) Their PRs are attached.

<table>
<thead>
<tr>
<th>Name</th>
<th>CWID</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Printed name of person conducting inspection
Signature of person conducting inspection

Below are the 4th Division cadets not visually verified as being present or accounted for on the sign-out report. (If none, write the word “NONE.” A signature is still required.) Their PRs are attached.

<table>
<thead>
<tr>
<th>Name</th>
<th>CWID</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Printed name of person conducting inspection
Signature of person conducting inspection

I verify that this form is filled out completely and the appropriate PRs for the individuals listed above are attached. If cadets were initially reported AWOL and later found to have been present in their room by the post-all ins OC safety check, I have crossed off their names and signed my name beside the annotation.

Printed Name of Officer or Sergeant of the Guard
Signature of Officer or Sergeant of the Guard

CC Form 2A (Revised October 23, 2014)
**Vignette Training for Taps All-ins**

**Scenario Room #1**

The All-ins inspector knocks and a cadet opens the door. One cadet is present. The other cadet is authorized absent by being signed out on special orders. The present cadet knows his roommate is signed out on special orders.

**Response to Scenario #1**

The present cadet responds “all right.” The All-Ins inspector writes down the missing cadet’s name and verifies it against the sign-out log in the clerk’s room. No further action.

**Explanation for Scenario #1**

The response “all right” indicates “that at least one cadet assigned to that room is present and the others are known by the individual giving the reply to be in an authorized status.”

**Scenario Room #2**

The All-Ins inspector knocks, no one answers, the door is locked. Both cadets are signed out special leave.

**Response to Scenario #2**

The All-Ins inspector writes down both names and verifies them against the sign-out log in the clerk’s room. No further action.

**Explanation for Scenario #2**

The cadets are authorized based on being signed-out.

**Scenario Room #3**

The All-Ins inspector knocks, no one answers, the door is locked. Both cadets are in bed asleep and stay that way.

**Response to Scenario #3**

The All-Ins inspector writes down both names and checks them against the sign-out log in the clerk’s room. He finds neither is signed out so he records their names and CWIDs on CC Form 2A and writes PRs for AWOL All-ins. When the clerk carries the CC Form 2A to the OG/SOG, he notifies the OC of the room number and the OC does a safety check in that room. The OG/SOG does not submit the CC Form 2A to the JOD until this check has been performed. The OC finds the cadets are safe so no further safety or disciplinary action is necessary. This means that no PR is submitted and the OG/SOG crosses out those cadets’ names from the CC Form 2A and signs his name next to the annotation.

**Explanation for Scenario #3**

Accountability and safety has been verified by visual means.
Scenario Room #4

The All-ins inspector knocks and a cadet opens the door. Both cadets are present and respond “all-in.”

Response to Scenario #4

The All-ins inspector moves to the next room.

Explanation for Scenario #4

The response “All-In” indicates “that all cadets assigned to that room are present.”

Scenario Room #5

The All-ins inspector knocks and a cadet opens the door. His roommate is AWOL and he knows it.

Response to Scenario #5

The cadet responds “not all right.” The All-Ins inspector writes down the missing cadet’s name and after verifying he is not signed out, records him as AWOL on the CC Form 2A and writes a PR for AWOL All-Ins. He also notifies the company commander who then executes the company policy for a missing cadet.

Explanation for Scenario #5

The response “not all-right” indicates “that the status of one or more cadets assigned to the room is unknown to the cadet giving the report and/or that unauthorized persons are present.”

Scenario Room #6

The All-Ins inspector knocks and a cadet opens the door. He thinks his roommate is in the computer lab.

Response to Scenario #6

The cadet responds “not all right.” The All-Ins inspector writes down the missing cadet’s name and after verifying he is not signed out, records him as AWOL on the CC Form 2A and writes a PR for AWOL All-Ins. He also notifies the company commander who then executes the company policy for a missing cadet. Even if the cadet is shortly found, the PR goes forward and he can ERW it.

Explanation for Scenario #6

In order to respond “all right,” the cadet must know the other cadet is in an authorized status. The computer lab is not an authorized location during taps All-Ins. The response “not all-right” indicates “that the status of one or more cadets assigned to the room is unknown to the cadet giving the report and/or that unauthorized persons are present.”

Scenario Room #7

The All-ins inspector knocks and a cadet opens the door. His roommate just left and told him he was going to take a shower.

Response to Scenario #7
The cadet responds “not all right.” The All-Ins inspector writes down the missing cadet’s name and after verifying he is not signed out, records him as AWOL on the CC Form 2A and writes a PR for AWOL All-Ins. He also notifies the company commander who then executes the company policy for a missing cadet. Even if the cadet is shortly found, the PR goes forward and he can ERW it.

**Explanation for Scenario #7**

In order to respond “all right,” the cadet must know the other cadet is in an authorized status. The latrine is not an authorized location during taps All-Ins. The response “not all-right” indicates “that the status of one or more cadets assigned to the room is unknown to the cadet giving the report and/or that unauthorized persons are present.”

**Scenario Room #8**

The All-Ins inspector knocks and a cadet opens the door. He and his roommate are present. So is another cadet who is studying with them.

**Response to Scenario #8**

All cadets respond “not all right.” The All-Ins inspector writes a PR on the visiting cadet for visiting during unauthorized times (Code 385) and proceeds to the next room.

**Explanation for Scenario #8**

The response “not all-right” indicates “that the status of one or more cadets assigned to the room is unknown to the cadet giving the report and/or that unauthorized persons are present.” A cadet may give a report only for the cadets assigned to his/her room. "All Right" is incorrect if unauthorized personnel are present.

**Scenario Room #9**

The All-Ins inspector knocks and a cadet opens the door. His roommate was AWOL for ESP All-Ins and is still AWOL.

**Response to Scenario #9**

In addition to the normal procedures for a cadet AWOL for All-Ins, the All-Ins inspector reports the situation to the company commander who notifies the tac who notifies the Commandant. If the company commander or tac cannot be reached, the All-Ins inspector takes the necessary action to get notification to the CoC who notifies the Commandant.

**Explanation for Scenario #9**

The Commandant CCIR policy requires that the Commandant must be notified immediately whenever a cadet misses two consecutive accountability formations.

**Scenario Room #10**

The All-Ins inspector knocks and a cadet opens the door. He and his roommate are present. So is one of the cadet’s mentee knobs.
Response to Scenario #10

All cadets respond “not all right.” The All-Ins inspector writes a PR on the mentor for “upper class Cadet allowing a Fourth Class Cadet to enter room after Taps” (Code 324), orders the knob back to his room, and proceeds to the next room.

Explanation for Scenario #10

The response “not all-right” indicates “that the status of one or more cadets assigned to the room is unknown to the cadet giving the report and/or that unauthorized persons are present.” A cadet may give a report only for the cadets assigned to his/her room. "All Right" is incorrect if unauthorized personnel are present.
A. ANNUAL FERPA NOTIFICATION TO STUDENTS

In accordance with the current amendments to the Family Educational Rights and Privacy Act (FERPA), The Citadel will publish an Annual Notice to students under FERPA. The Citadel’s FERPA policy is published in the College Catalog. Additional questions regarding a student’s rights under FERPA may be addressed to the Office of the Registrar or to The Citadel’s Privacy Officer.

FERPA affords students at The Citadel with the following rights:

1. The right to inspect and review their individual educational record within 45 days of the receipt of a written request submitted to the custodian of the record. The Citadel will make arrangements for access and notify the student in writing of the time and place where the record may be inspected. If the records are not maintained by The Citadel official to whom the request was submitted, that official shall advise the student of the correct official to whom the request should be addressed.

2. The right to request the amendment of the student’s educational records that the student believes to be inaccurate or misleading. The student must clearly identify the part of the record he or she wants changed, and specify why it is inaccurate or misleading. If the custodian does not agree to amend the record, the custodian will notify the student of the decision and advise the student of his or her right to a hearing regarding a request for amendment. Additional information concerning the hearing procedure will be provided at that time.

3. The right to consent to disclosure of personally identifiable information contained in the student’s educational records, except to the extent that FERPA authorizes disclosure without consent.

One exception which permits disclosure without consent is disclosure to Citadel officials with legitimate educational interests. At The Citadel, this exception includes only those members, individually or collectively, acting in the student’s educational interest. These members include the Board of Visitors, the Faculty, and personnel in the Offices of the President, Provost, Associate Provost, Registrar, Associate Dean of the College of Graduate and Professional Studies, Vice President for Finance and Business Affairs, the Commandant of Cadets, and Academic Support Service such as OASIS and Writing and Learning Strategies. This exception includes certain students who assist the above individuals in the performance of their official duties and responsibilities. Legitimate educational interests include those who have an official need to review an educational record in order to fulfill their professional responsibility.

Directory information as defined in the College Catalog may be released without the student’s consent unless the student signs a written objection at the beginning of the academic year. Students who object to the release of directory information should file their written objection notice in the Office of the Registrar within the first two weeks of the Academic year.
The Citadel will not release information from a student’s educational record to the student’s parents unless the student has agreed to the release or unless the parents produce written notice that the student appears as their dependent in their most recent Federal Tax return.

4. The right to file a complaint with the U.S. Department of Education concerning alleged failure by The Citadel to comply with the requirements of FERPA. Complaints should be addressed to: Family Policy Compliance Office, U.S. Department of Education, 600 Independence Avenue, SW, Washington, DC 20202-4605.

B. RESPONSIBILITIES OF THE CITADEL’S APPOINTED PRIVACY OFFICER:

1. To coordinate all Citadel policies and practices concerning the Family Educational Rights and Privacy Act (FERPA), the Health Insurance Portability and Accountability Act (HIPAA) of 1996, and the Gramm-Leach-Bliley Act of 1999. He is also responsible for all policy matters dealing with all requests for documents made to The Citadel under either the South Carolina Freedom of Information Act or the Federal Freedom of Information Act.

2. To conduct training for faculty, staff, and students as required based on requests from Vice Presidents in the area of confidentiality of student records.

3. To monitor compliance and render reports at The Citadel with the provisions of federal and South Carolina statutes and regulations, and Citadel policies and regulations dealing with the confidentiality of student records.

4. To hear complaints from students, parents, or others concerning areas dealing with the confidentiality of student records.

5. To remain current on the latest information available concerning federal and state laws as they pertain to the confidentiality of student records and for the dissemination of this information to the campus community in a timely manner.

6. PERIOD OF APPOINTMENT: Appointments will be for one entire Academic Year, unless superseded or revoked.

C. 2009-2010 CITADEL POLICY ON THE CONFIDENTIALITY OF STUDENT RECORDS

The Citadel complies with the Family Educational Rights and Privacy Act (FERPA), which affords students certain rights with respect to their educational records. These rights include the following: the right to inspect and review their records; the right to request an amendment of their record if they believe it is inaccurate or misleading; the right to consent to disclosures of personally identifiable information contained in their educational records, except to the extent that FERPA authorizes disclosure without consent (outlined in the Annual Notification of Student Rights under FERPA); and the right to file a complaint with the US Department of Education concerning alleged failures by The Citadel to comply with the requirements of FERPA.

The Citadel will not permit access to or disclosure of any information from a student’s educational record to anyone outside the institution without the written consent of the student, except in compliance with the provisions of federal and South Carolina state laws and regulations. Parents of students who qualify as dependents, as defined in Internal Revenue Service (IRS) standards, may
receive certain information from their student’s records. The parent must first verify the tax status information, and the student must agree to the release of information to the parent.

Effective with the Fall Semester 2004, The Citadel accepts signatures authorizing consent in electronic form. A student using an electronic signature must provide The Citadel’s custodian for the record being requested with sufficient information to identify the sender as the student and assurance that the electronic signature indicates the student’s consent to the release of information.

Within The Citadel community, only those members individually or collectively acting in the “legitimate educational interest” of the student are permitted access to information from student educational records. Persons with a legitimate educational interest are those who have an official need to review a student’s record in order to fulfill their assigned professional responsibilities at The Citadel. These members include: The Citadel’s Board of Visitors, the faculty, and selected personnel in the following departments/offices: the President, Provost, Deans, Registrar, Counseling Center, Writing Center, the Office of Access Services, Institution and Support (OASIS), Vice President for Finance and Business Affairs, Vice President for Communication, Director of Athletics, and Commandant of Cadets.

The Provost (for academic records) and the Commandant of Cadets (for disciplinary records) may give specific cadets or other students, by virtue of their cadet duty positions or work-study/graduate assistant status, limited access to the educational records of other students. These students must first attend a FERPA briefing (tailored to the type access that the cadet will be granted) given by the college’s Privacy Officer or his representative. These students will also sign a Statement of Understanding before being provided access to other students’ educational records.

The Citadel has designated the following items as “Directory Information” which Citadel officials may disclose without prior written consent unless the student has submitted a written request to the Office of the Registrar not to release directory information pertaining to him or her:

1. Student’s name
2. E-mail address
3. Local and permanent addresses, telephone numbers
4. Date and place of birth
5. Class schedule and class absence status
6. ROTC affiliation
7. Cadet rank and cadet organization
8. Semesters of attendance
9. Anticipated date of graduation, enrollment status (full or part-time), date of admission, date of graduation
10. Citizenship and residency
11. Major and minor fields of study
12. Photograph
13. Whether or not the student is currently enrolled, classification (freshman, etc.), and his/her duty status
14. Type of degree being pursued, degrees, honors and awards received (including Dean’s List and Gold Star status, scholarships, and fellowships)
15. Weight and height of members of athletic teams and whether the student has participated in officially recognized activities and sports sponsored by The Citadel

The Citadel reserves the right to deny a student the right to inspect the following records: Parents’ financial records, confidential letters of recommendation requested by the student for which the student has waived access (students may request the names of those who have submitted confidential recommendations), and documents revealing non-directory information about other students (such as class rolls).

The Citadel is required by federal and South Carolina laws and regulations to protect the privacy of the Protected Health Information (PHI) of students and their medical treatment records. PHI includes information that identifies the student and relates to a student’s past, present, or future physical or mental health information. As a matter of policy, no information related to the medical treatment or condition of a student will be released to a third party without the written consent of the student or, in limited circumstances, in response to a validly issued subpoena or court order.

The Citadel will, as a matter of policy, disclose to the alleged victim of any crime of violence the results of any student disciplinary hearing or faculty/staff disciplinary hearing conducted against the alleged perpetrator of such a crime. Both the accuser and the accused shall be informed of the outcome based on an alleged sexual offense. This policy is in compliance with the provisions of the “Student’s Right to Know and Campus Security Act of 1990” and amendments to FERPA.

The Citadel may also disclose to the parent of any student under the age of 21, with or without the student’s consent, any violation by the student of Citadel policy or local, state or federal law concerning the use of alcohol or drugs. This disclosure may be to parents “without regard to whether or not the student is a dependent under IRS Tax rules.” The decision on whether or not to notify the parent will belong to the Commandant of Cadets.

Students at The Citadel must adhere to the following procedures to exercise their rights under FERPA:

1. The student should submit a written request to the Registrar, dean, head of the academic department, or other appropriate official who is the custodian of the record that they wish to review and inspect. The Citadel official will make arrangements for access within 45 days after receiving the request and notify the student of the time and place the records may be inspected. If the official to whom the request is submitted, does not maintain the records that official shall advise the student of the person to whom the request should be addressed.

2. Students may ask The Citadel to amend a record that they believe is inaccurate or misleading. They should write to The Citadel custodian for the record, clearly identify the part of the record they want changed, and specify why it is inaccurate or misleading. If the official decides not to amend the record as requested by the student, the official will notify the student of the decision and advise the student of his or her right to a hearing regarding the request for amendment. The student will receive additional information on this process when he or she is notified of the right to a hearing.

3. Students who object to the release of their directory information must submit that request in writing to the Registrar. Requests will be processed within 24 hours of receipt.
4. Students may file a complaint with the US Department of Education concerning alleged failures by The Citadel to comply with FERPA. The name and address of the office that administers FERPA is:

   Family Policy Compliance Office
   US Department of Education
   600 Independence Avenue, SW
   Washington, DC 20202-4605

   Anyone who has questions concerning this policy or The Citadel’s procedures concerning the release of educational information under FERPA or South Carolina State laws or regulations should contact The Citadel’s Privacy Officer. Information on contacting the Privacy Officer will be provided in the Annual Notification to Students and on The Citadel’s website. Students who have complaints concerning their privacy rights are also encouraged to visit or contact The Citadel’s Privacy Officer. The Privacy officer may be reached by e-mail as follows: privacy.officer@citadel.edu or by phone at (843) 953-5252.

D. MEMORANDUMS AND SPECIAL ORDERS CONCERNING FERPA AND STUDENT RECORDS CAN BE FOUND ON THE “COLLEGE MEMORANDA” PAGE ON THE COMMANDANT’S WEBSITE.

E. FORMS
1. **HEALTH INFORMATION RELEASE FORM**

**RELEASE AUTHORIZATION FOR MEDICAL AND HEALTH INFORMATION**

Realizing that I am not required to divulge personal information about myself, I, __________________________, voluntarily authorize __________________________ to release information about me concerning my personal medical and health information that I voluntarily provided to the following individual(s):

__________________________

Relationship: (e.g.) squad leader, platoon leader, 1sgt, company commander, mess carver,

The purpose for this release is as follows: The maintenance of good health and welfare of the named cadet during the transition into the cadet corps during the period of training cadre through ________________________ (specify termination date).

The following medical/health information may be released to the individual(s) listed above:

*Initial in the space provided for all items that apply*

- [ ] Special dietary concerns __________________________

- [ ] Prescribed medications that may result in adverse medical reactions

- [ ] Current or past illnesses or injuries

- [ ] Other information as specified below:

__________________________

I understand that I am providing this information about my health voluntarily. I further understand that the person to whom I am providing this information is bound by confidentiality to the extent that I request. And, that I am providing this information freely without any fear of coercion. I further understand that there is no penalty for failing to provide this information. This is not an honor statement.

__________________________

Cadet Signature and Date
3. FERPA RELEASE

RELEASE AUTHORIZATION FOR EDUCATIONAL RECORDS AND INFORMATION

I, ____________________________, voluntarily authorize The Citadel to release information from my Citadel educational record that is under its custody to the following individual(s):

__________________________________________________________________________

Relationship: __________________________________________________________________

The purpose for this release is as follows: To provide information concerning my Citadel records to answer his inquiry on my behalf.

The following educational information may be released from my file to the individual(s) listed above (initial in the space provided for all items that apply).

- [ ] Items from my educational and disciplinary records to include the results of any honor trial or disciplinary hearing or board where I was the accused.
- [ ] Unrestricted access to provide educational information from my file to include the answering of any questions about me as it relates to my academic progress and/or record.
- [ ] Provide only my end of semester grades.
- [ ] Provide my mid-term and end of semester grades only.
- [ ] Professor's observations of my class performance and progress within the following courses:

  __________________________________________________________________________

- [ ] Any and all grades within the following courses:

  __________________________________________________________________________

__________________________________________________________________________

STUDENT'S SIGNATURE

__________________________________________________________________________

DATE
4. INFIRMARY RELEASE FORM

INFIRMARY INFORMATION RELEASE FORM

I understand that I am NOT required to divulge personal medical information, also known as Protected Health Information (PHI). I also understand that the Infirmary staff is prohibited by State and Federal law from providing my PHI to any third party without my expressed, written permission.

I voluntarily authorize The Citadel Infirmary Staff to provide MEDICAL INFORMATION, the times of my INFIRMARY VISITS, my DUTY STATUS (full-duty, bed-rest, admitted to Infirmary, sent to local hospital, etc), and my DUTY RESTRICTIONS (XMD, XPT, X-Uniform, etc) to the officials or persons below. This release applies to the INFIRMARY ONLY and does not include information concerning the COUNSELING CENTER, mental health referrals, or mental health information.

Release of MEDICAL INFORMATION is already BLOCKED to some College officials (preprinted “X”s in the first column, below) who do not have a need to know. I UNDERSTAND THAT I MAY BLOCK ACCESS TO ADDITIONAL INFORMATION BY PUTTING AN “X” IN THE APPROPRIATE BLOCK(S). EXCEPT WHERE RESTRICTED WITH AN “X”, MY SIGNATURE ON THIS FORM AUTHORIZES RELEASE OF INFORMATION TO THE OFFICIALS / PERSONS, BELOW, ON A NEED-TO-KNOW BASIS.

**NOTE: Failure to provide “INFIRMARY VISIT” times, “DUTY STATUS”, or “DUTY RESTRICTION” information to officials of the College may result in (1) reports of absence and/or (2) reports of disciplinary infractions.

<table>
<thead>
<tr>
<th>OFFICIALS/PERSONS AUTHORIZED ACCESS TO INFORMATION</th>
<th>BLOCK “MEDICAL INFORMATION” (Diagnosis, meds, etc)</th>
<th>BLOCK “INFIRMARY VISITS” (Time-in, time-out)**</th>
<th>BLOCK “DUTY STATUS” (Bed-rest, admitted, local hospital, etc) **</th>
<th>BLOCK “DUTY RESTRICTION” (XMD, XPT, etc) **</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Office of the President</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Office of the Provost</td>
<td>X</td>
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<tr>
<td>3. Office of the Commandant</td>
<td>X</td>
<td></td>
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</tr>
<tr>
<td>4. My Professors</td>
<td>X</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>5. Company/Battalion TACs</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>6. Chaplain(s)</td>
<td>X</td>
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</tr>
<tr>
<td>7. Company Commander, 1st Sgt, Clerk</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Platoon &amp; Squad Leader/Sgt, Human Affairs Officer/Sgt</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>9. Other Cadets</td>
<td>X</td>
<td></td>
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<tr>
<td>10. Medical Review Board</td>
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<tr>
<td>11. Citadel General Counsel</td>
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<tr>
<td>12. Local Sponsor Family</td>
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<tr>
<td>13. Parent / Guardian</td>
<td></td>
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</tbody>
</table>

EXPIRATION: I recognize that I may withdraw my approval of voluntary access to the above information at any time without fear of retaliation or retribution by reaccomplishing this form. This authorization for release remains in effect for the entire period of my enrollment at The Citadel unless revoked by me or by my personal representative.

_________________________   _________________________________
Printed Name     Signature      Date

CIT # ___________________________ Cadet Company

Back to Menu
5. **CHAIN OF COMMAND FERPA NOTICE**

**ACADEMIC YEAR 2009-2010**

**CADET LEADER’S STATEMENT OF UNDERSTANDING OF RESPONSIBILITY UNDER THE FAMILY EDUCATIONAL RIGHTS AND PRIVACY ACT (FERPA)**

I ___________________________ understand that by virtue of my position as a cadet ________________ (your position in the cadet chain of command), I have been identified by the Commandant of Cadets to have a legitimate educational interest in certain aspects of the educational records of cadets placed under my responsibility. In the conduct of my duties, I may have access to records and information that provide individually identifiable educational information, the disclosure of which is prohibited by the Family Educational Rights and Privacy Act (FERPA) of 1974, as amended, and/or other federal and state laws. I fully understand that the intentional disclosure by me of this information to any unauthorized person could subject me to criminal and/or civil penalties. I further acknowledge that such willful or unauthorized disclosure also violates The Citadel’s policy, and could constitute grounds for disciplinary action, including my immediate removal from this leadership position, regardless of whether criminal or civil penalties are imposed.

I acknowledge that on __________________________ (dd/mm/yyyy), I received a briefing from __________________________ (name and title) that outlined the basic provisions of FERPA and my responsibilities to safeguard the confidentiality of the information to which I have access.

<table>
<thead>
<tr>
<th>DATE</th>
<th>NAME (PRINTED)</th>
<th>ORGANIZATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

**SIGNATURE ____________________________**

<table>
<thead>
<tr>
<th>RECORD GRANTING</th>
<th>ACCESS</th>
<th>LIMITATIONS</th>
<th>OFFICIAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disciplinary File</td>
<td>YES</td>
<td>NO</td>
<td>Access (initial)</td>
</tr>
<tr>
<td>Academic Records</td>
<td>YES</td>
<td>NO</td>
<td>Limited to information voluntarily provided by subordinates</td>
</tr>
<tr>
<td>Medical Records</td>
<td>YES</td>
<td>NO</td>
<td>Duty Status ONLY unless subordinate(s) voluntarily provide(s) written release that identifies this individual as having his/her permission to the information specified on the release.</td>
</tr>
<tr>
<td>Counseling Center</td>
<td>NO ACCESS AUTHORIZED UNLESS PATIENT SIGNS WRITTEN RELEASE that identifies this individual as having his/her permission to the information specified on the release.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* ACCESS will NOT be granted unless the Tactical Officer, as a representative of the Commandant, initials the block(s) that authorizes the cadet access to the identified information. ACCESS is restricted to those records of subordinates under the command / responsibility of the cadet leader identified on this form. If the cadet changes duty positions or is no longer in a leadership position, then his access to the educational information of his former subordinates will automatically be removed.

**THIS COMPLETED FORM WILL BE RETAINED IN THE CADET’S COMMANDANT’S FILE UNTIL SUPERSEDED.**
6. ACADEMIC OFFICER FERPA NOTICE

CADET ACADEMIC OFFICER’S STATEMENT OF UNDERSTANDING OF THE FAMILY EDUCATIONAL RIGHTS AND PRIVACY ACT

I ___________________________ understand that I have been granted access to certain academic records and information by virtue of my position as a cadet ACADEMIC OFFICER. I further understand that the Provost has granted me access to certain academic records and information of other students that contains individually identifiable information, the disclosure of which is prohibited by the Family Educational Rights and Privacy Act (FERPA) of 1974, as amended and certain South Carolina statutes.

I also understand that The Provost has determined that I have a legitimate educational interest in having access to this confidential information on those other cadets who are assigned to the unit for which I am responsible. I acknowledge that I fully understand that the intentional disclosure by me of this information to any unauthorized person could subject me to criminal and/or civil penalties imposed by law. I further acknowledge that such willful or unauthorized disclosure also violates The Citadel’s policy and could constitute just cause for disciplinary action including my immediate removal from the academic officer position regardless of whether criminal or civil penalties are imposed. I understand that it is my responsibility to safeguard and secure any and all documents that I have in my possession that contains FERPA protected information concerning other students. I also understand that I am personally responsible for any unauthorized re-disclosure of the information in my possession.

I understand that I am not permitted access to the academic records of those cadets who are not in my unit. I understand that if I change my cadet position of responsibility as an Academic Officer for any reason that I automatically lose access to the academic records of other cadets. I also understand that I will immediately surrender to proper authority any written information obtained from other student’s educational records that I have in my possession. If my change of position involves new responsibilities over other cadets, then I will execute a new form before being granted access to that information.

By my signature below, I also acknowledge that I have received a briefing on FERPA and that I fully understand its content as it pertains to my position as an academic officer.

____________________  __________________________    _______________________
Position                                                             Organization                        Date of FERPA Briefing

DATE  Access Granted   Name Printed                        Signature

Access granted by: __________________________       Date: ________________________
Access terminated by: ________________________     Date: _________________________

This document will be signed in duplicate. The cadet Academic Officer will retain a copy and the second copy will be retained by the Office of the Provost.

26 July 2007
7. COUNSELING CENTER RELEASE

Counseling Center               (843) 953-6799
203 Richardson Avenue              (843) 953-6344, Fax

Authorization for Release of Information

Client Name: ___________________________________________________________________________
Date of Birth: ____________________________  SS#: _________________________________________
I give authorization and permission to:
Name/Title: ____________________________________________________________________________
Address/Phone Number: __________________________________________________________________
To:  Release to _____  Obtain from _____  Exchange with _____
Name/Title: ____________________________________________________________________________
Address/Phone Number: __________________________________________________________________

Information regarding my medical/psychological treatment

Purpose of Release: ______________________________________________________________________
Information to be released/obtained:
_____ Intake and psychosocial history               _____ Psychiatric consult/evaluation materials
_____ Treatment summary including diagnosis     _____ Psychological testing/evaluation materials
_____ Discharge summary                _____ Other ________________________________

Restrictions: ___________________________________________________________________________

This consent for release of information expires within ninety days, unless otherwise indicated, and may be revoked in writing at any time. Any release of information made between the time authorized and the time revoked shall not constitute a breach of confidentiality. Date this release expires: ____________________

Reproduction of this authorization is as authentic as the original signed authorization.

I, the undersigned, hereby acknowledge that I have read this authorization prior to its execution and fully understand the nature of the release.

Client signature: ________________________________________ Date: ___________________________
Parent/Guardian (if under 18 yrs. old): _______________________________________________________
Witness signature: ______________________________________ Date: ___________________________

To recipient of release: This information has been disclosed to you from records protected by Federal confidentiality rules (42 CFR Part 2). The Federal rules prohibit you from making any further disclosure of this information unless further disclosure is expressly permitted by the written consent of the person to whom it pertains or as otherwise permitted by 42 CFR Part 2. A general authorization for the release of medical or other information is NOT sufficient for this purpose. The Federal rules restrict any use of the information to criminally prosecute any alcohol or drug abuse patient.
A. ACADEMIC BUILDINGS

1. Cadets will enter and leave academic buildings in an orderly manner.
2. Consumption of food and beverages and use of tobacco products in academic buildings are prohibited except in areas designated by the Building Coordinator. Cadets will not bring food or beverage of any type into classrooms.
3. Cadets will not loiter in halls or on stairways of academic buildings.
4. Elevators on campus are off limits to all cadets, except those who are XMD, and whose XMD slip specifically allows elevator use.
5. Blazer and PT uniforms are not authorized in Academic buildings, including Bond Hall.

B. ACADEMIC CLASSIFICATION

1. Cadets are classified academically as freshman (4A, 4B), sophomores (3A, 3B), juniors (2A, 2B), or seniors (1A, 1B).
2. Classifications 4A, 4B, 3A, and 3B are based on the total number of hours earned at The Citadel or approved for transfer to The Citadel from another accredited institution or through the Advanced Placement (AP) Program, International Baccalaureate Program (IBP), or College Level Equivalency Program (CLEP).
3. Classifications of 2A and 2B are based on hours earned from the sources just described. Freshman and sophomores are required to attend at least one approved Fine Arts performance each semester. The completion of this requirement will be verified before the academic classification of 2A (first semester, junior status) is approved. In addition, cadets are required to demonstrate computer competency either through completing an approved computer science course or by passing the Computer Competency Test offered by Information Technology Services. The completion of this requirement will be verified before the academic classification of 2A is approved.
4. Classification of 1A or 1B is based on hours earned and successful completion of the following portion of the Core Curriculum Requirement for his/her major:
   - All English (4 Courses: ENGL 101/102/201 and ENGL 202 or 215 or 218 or 219)
   - All mathematics (2 Course Sequence, depending on the student's major: MATH 104/105 or MATH 104/106 or MATH 105/106 or MATH 106/107 or MATH 131/132)
   - All History (2 Course Sequence: HIST 103/104 or HIST 105/106)
   - One Year of Science (2 Semesters of the same science with associated labs)
   - One Year of Language (2 Semesters of the same language if the major requires a language)
5. The hours required for each classification in each academic major are listed on The Citadel’s webpage. Follow the links under “Academics” to “Registrar” to “Cadet Classifications.”
6. No exceptions will be made to the minimum requirements for each academic classification.

C. CLASS NUMERALS. Regardless of their academic classifications, members of the Fourth Class will wear the numeral 4 throughout the freshman year. Cadets who have completed the Fourth Class year will wear class numerals 3, 2, or 1, with cadets who have completed their Fourth Class years wearing the numeral 3 even if their academic classification is 4A or 4B. Cadets are authorized to wear the numerals 2 or 1 only if
their academic classifications are respectively 2A or 2B and 1A or 1B. Current academic classifications are available on PAWS, and cadets are expected to abide by these classifications. Cadets wearing unauthorized class numerals will be charged with “unauthorized assumption of class privileges.”

D. CLASS PRIVILEGES.

1. While in the Fourth Class year, cadets are eligible only for freshman class privileges regardless of their academic classifications. Otherwise, cadets are eligible only for the class privileges of the academic classification for which they have qualified. That is, cadets who wear the numeral 3 because they have completed the Fourth Class year, but are classified as 4A or 4B, are eligible only for freshman class privileges. Cadets classified 2A or 2B are eligible only for junior class privileges, and cadets classified 1A or 1B are eligible for senior class privileges. To receive the class privileges for which they are eligible, cadets must have earned a cumulative GPR that makes them Academically Proficient, must be Conduct Proficient, and must be Physically Proficient. In addition, to be classified 1A or 1B, the cadet must also have completed the following portion of the Core Curriculum requirement:

   - All English (4 Courses: ENGL 101/102/201 and ENGL 202 or 215 or 218 or 219)
   - All mathematics (2 Course Sequence, depending on the student's major: MATH 104/105 or MATH 104/106 or MATH 105/106 or MATH 106/107 or MATH 131/132)
   - All History (2 Course Sequence: HIST 103/104 or HIST 105/106)
   - One Year of Science (2 Semesters of the same science with associated labs)
   - One Year of Language (2 Semesters of the same language if the major requires a language)

2. No exceptions will be made to these requirements—academic classification, Academically Proficient, Conduct Proficient, or Physically Proficient. Current academic classifications are available on PAWS, and cadets are expected to abide by these classifications. Cadets taking unauthorized class privileges will be charged with “unauthorized assumption of class privileges.”

E. APPEARANCE. Uniforms will be properly worn, and customs and courtesies will be observed at all times. The blazer uniform and PT uniform may not be worn in any academic building at any time. The PT uniform may be worn in Deas Hall while participating in physical activities.

F. CLASS ABSENCES AND LATES.

1. Absences and “lates” will be reported by the professor.
2. If a cadet is more than 15 minutes late for any class, the professor may mark that cadet as absent, since a significant portion of class will have been missed.
3. Cadets reported for sleeping in class will receive "Neglect of Academic Duty", that carries a punishment of 10 demerits and 20 confinements.

G. CLASS ATTENDANCE POLICY.

1. The cornerstone of undergraduate education is communication between the teacher and the learner, and at The Citadel, class attendance is also a duty in cadet life. From reveille at 0645 until taps at 2300, the cadet's day is quite full. However, during the period Monday through Friday, less than 20% of the time is designated for classes and laboratories, and these experiences are not to be missed.

2. Class attendance is of higher priority than other normal activities. Although it is acknowledged that cadets must miss classes for certain authorized reasons, every effort will be made to keep these absences to a minimum. This philosophy on mandatory class attendance must guide the scheduling of athletic events and connected travel, special events and ceremonies, contract physical examinations, daily and special guard duties, and special leaves. Certain medical and personal emergencies will also require the
missing of scheduled classes. Should it be necessary to miss a class for any reason, the student will normally notify his/her professor at least 24 hours in advance. If it is impossible to notify the professor in advance of an absence, the cadet must notify the professor immediately after the absence occurs. The cadet will be responsible for all material covered in his/her absence. Assigned tests and laboratories are mandatory and take precedence over all other duties or activities.

3. When a cadet misses a class or laboratory, that absence is reported by the instructor through the electronic Class Absence System (CAS). If that absence is the result of an officially approved Special Leave, Special Order, or Infirmary Visit, the electronic CAS will automatically excuse the absence. If the absence is not excused by the CAS, it is the responsibility of the cadet who has missed a class or laboratory to report to his/her Cadet Academic Officer the reason for the absence and provide appropriate documentation. In specific instances when appropriate documentation is provided, the Cadet Academic Officer has authority to excuse the absence. Otherwise, the absence is unexcused. If an absence is not cleared within seven (7) days, it will be processed automatically as unexcused. The consequences for unexcused absences are listed in below. Once an absence is processed as Unexcused, only the Battalion Tactical Officers have the authority to change the absence to Excused. This is done only based on documentation provided by the cadet that was not available during the period when the Cadet Academic Officer was responsible for processing the absence or when the Cadet Academic Officer did not have the authority to excuse.
H. ABSENCE FROM CLASSES FOR GUARD DUTY.

1. All members of the Guard are directed to attend classes when their guard schedules permit.

2. Members of the Guard will not be absent from a scheduled test or laboratory and will not be excused from submitting assignments on time.

3. Freshmen on Guard will be allowed to attend classes whenever possible.

4. No cadet will be allowed more than 4 class absences due to guard. Any absence over four that is attributed to guard will be considered an unexcused absence.

5. When a cadet presents “Guard” as the excuse for not attending class, he/she must document the failed effort to make those alternate arrangements that would have permitted him or her to attend class.

I. CLASS CALL. Class Call will be sounded by the Bugler of the Guard over the PA system at 5 minutes before the hour.

J. CLASSROOM PROCEDURES.

1. All cadets will be in their prescribed classrooms at the proper time. Any cadet who enters after this time will be reported late unless excused by the professor.

2. If a class changes physical location during the course of a class period (e.g., Chemistry laboratory sections, etc.), cadets failing to appear at the new site will be reported for “intentionally leaving class/formation without authority.”

K. ABSENCE OF PROFESSOR. After ten minutes, if the professor is absent from class, a member of the class will report this absence to the associate dean/department head or the school/department secretary while the class awaits instruction. Cadets will not leave classrooms until properly dismissed by the professor or associate dean/department head.

L. COURTESIES IN THE CLASSROOM.

1. Cadets are encouraged to participate in classroom discussions and to ask questions of the professor. The classroom environment is open and informal and designed to enhance the learning process.

2. Distinctions between cadet class and rank are inappropriate during academic discussions.

3. Cadets are expected to be alert and attentive at all times.

4. Cadets may only leave a class with the professor's permission.

5. Common courtesies are expected at all times, and should the President enter a class, at any time, cadets will stand until he asks them to be seated.
6. Raincoats and overcoats will be properly hung up outside the classroom if hooks or racks are provided.

M. EXAMINATIONS AND TESTS.

1. TEST (quiz) means those scheduled or impromptu tests given on days when cadets meet regularly scheduled classes during the semester.

   1. Assigned tests are mandatory, and such tests takes precedence over all other duties and responsibilities.
   2. When a cadet misses a test or quiz for an authorized reason and the absence and reason are properly reported to the instructor, make up arrangements may, at the discretion of the instructor, be made. However, if the absence and reason are not properly reported to the instructor or if a test or quiz is missed for an unauthorized reason, there is no expectation that make up arrangements will be made. Whether the absence is excused or unexcused, the decision regarding a make-up test is the instructor’s.
   3. Cadets will be allowed to leave the test room only with the approval of the instructor.
   4. Before a test (scheduled or impromptu) begins, all cadets will place all academic materials such as books, notes, etc., in a location specifically designated by the professor. Materials will be closed or folded in a manner so as not to give aid to anyone taking the test.

2. FINAL EXAMINATION (end-of-the-semester examination).

   a. The final examination is a critically important part of each course offered at The Citadel, and to assist the student in planning for these academic events, the schedule for each final examination period is published early in each semester.
   b. Each examination period begins with a Reading Period, and Reading Periods are scheduled throughout the examination period. These periods are not intended to provide the student all the time needed to prepare for a final examination, but are intended to provide periods of study free of other responsibilities and distractions. The barracks and campus assume an atmosphere of "ESP" during these periods. Cadets are not permitted to take General Leave during a Reading Period and may take General Leave or a Charleston Pass during other times in the examination period only if the cadet has no examination the following day.
   c. Since no conflicts are possible, make-up examinations should not be necessary. Any examination which must be missed due to an emergency should be rescheduled after the regularly scheduled examination and not during a Reading Period, during ESP, or on a Sunday. Should such rescheduling not be possible, the instructor should award the grade of "I," and the examination should be scheduled during the first week of the next semester. Conflicts with travel arrangements do not constitute an emergency and will not justify rescheduling an examination.
   d. Except for materials specifically authorized by the professor, no textbooks, notes, charts, tables, etc., will be brought to the building in which the examination is to be held. No handbooks or manuals will be brought to the examination which contain information other than that printed by the publisher in the particular edition or volume.
   e. Cadets will be allowed to leave the examination room only with the approval of the instructor.

N. GRADING PROCEDURES. Policies and procedures for grading and graduation can be found in The Citadel Catalog.

O. HOMEWORK. Cadets are responsible for preparing, in accordance with the guidelines established by the professor, all outside work and submitting it on the due date unless specifically excused by the professor or The Citadel Physician. Cadets will properly prepare themselves for all subjects prior to reporting to class.
P. **PLAGIARISM.** Plagiarism is the act of using someone else's work or ideas as one’s own, without giving proper credit to the source. Plagiarism is a cheating violation of the Honor Code. In order to establish uniform practices in all academic departments for preparation of work performed outside the classroom, the following guidelines will be used.

1. All papers, reports, senior essays, theses, or other written work performed outside the classroom for which a grade will be received will be the individual's work and is subject to the limitations imposed by the definition of plagiarism. (Cf. Webster's New International Dictionary, Third Edition: To plagiarize is defined as "to steal and pass off as one's own the ideas or words of another" and "to commit literary theft: present as new and original an idea or product derived from an existing source.") Please note that the mere changing of a few words of another is not in itself enough to prevent plagiarism.

2. Words taken from the work of another and incorporated as a part of a written report will be clearly indicated as a quotation and properly documented. (The method of documentation will be prescribed by the instructor.) The source of any material directly quoted must be clearly identified. If students have been in any way influenced by a book or article which they do not quote, paraphrase, or use in substance, they must acknowledge that influence in some manner, either in the body of the paper or in a list of references. Students should be guided primarily by a sense of honesty and secondarily by common sense. The professor is likely to be able to distinguish easily between the professional knowledge and style of an author and those of a college student.

3. If material is not directly quoted but is used in substance, proper credit must be given to the source in accordance with accepted practices (at a minimum: author, title, and page number.)

4. In the preparation of book reports, all quotations and materials used from the book must be properly indicated by quotation marks and/or citations, even though only one source was consulted in the preparation of the report.

5. All students are enjoined to familiarize themselves with the above instructions. If there are any questions concerning the meaning of this information, it is the student's responsibility to obtain clarification from his/her professor or associate dean/department head. It is the responsibility of the individual professor to provide instructions regarding when joint efforts are permitted on homework, laboratory assignments, computer programs, or other assigned work; but in the absence of specific instructions to the contrary, work is to be done independently.

6. Plagiarism is cheating, and, as such, is a violation of The Citadel's Honor Code for the Corps of Cadets.

Q. **VISITING FACULTY QUARTERS.** Cadets are permitted, with the approval of the faculty member concerned, to visit faculty quarters on campus during ESP to obtain assistance in studies. All cadets, regardless of class, will sign in and out through their guardrooms.

R. **MANDATORY STUDY PERIOD (MSP) RETENTION AND ACADEMIC ENRICHMENT PROGRAM.** The MSP Retention and Academic Enhancement Program focuses on freshmen and sophomores with a 1.5 CUM GPR and below. The program also focuses on freshmen who have earned fewer than 12 hours and sophomores who have earned fewer than 36 hours. In addition, students returning from academic discharge attend these sessions. Special attention is given to learning strategies workshops as well as individual writing and learning strategies tutorials. Toward meeting student needs in these areas, the Writing and Learning Center monitors study sessions (Tuesday and Thursday evenings) and presents weekly learning strategies enrichment activities as well as content-area tutorials to assure its efforts are in concert with objectives of other academic departments and the college’s Quality Enhancement Plan.

S. **STUDY PERIODS.** Company Commanders are held responsible for enforcing study periods. They will not allow company administrative work to disturb the sanctity of a study period or involve fourth class cadets. The Officer of the Day and Junior Officer of the Day, in coordination with the Regimental and Battalion Academic Officers will patrol the barracks, academic and athletic buildings, Mark Clark Hall, and the Library to ensure that a proper academic atmosphere is maintained during study periods.
1. **Morning Study Period (MSP)** for Fourth class cadets is defined as the period from 0800 to 1150 on Mondays, Wednesdays, and Fridays, and from 0800 to 1050 on Tuesdays and Thursdays. MSP is a period during which quiet will be maintained in the barracks to facilitate studying. Division inspectors are authorized to conduct morning room inspections (MRI) during this period, but will do so quietly and with minimum interference to cadets studying. No upper-class cadet may enter a fourth class cadet’s room during MSP except for academic matters or MRI.

2. **Afternoon Study Period (ASP)** for Fourth class cadets is defined as the period from 1300 to 1600 on Mondays through Thursdays, and 1300 to 1500 on Fridays. During this period, Fourth Class cadets will be focusing on academic work, and upper-class cadets will ensure that quiet is maintained in the barracks to facilitate this studying. No organized "Fourth class company activities" will take place (e.g., painting, supplementary drill, PT runs, etc.). Scheduled Intramurals are authorized. No upper-class cadet may enter a fourth class cadet’s room during ASP except for academic matters such as tutoring or academic counseling.

3. **Evening Study Period (ESP)** is not just a period of time; it is a state of the campus that is observed each evening, Sunday through Thursday, from Call to Quarters until reveille the next morning. During these periods, cadets of all classes--first semester freshmen through second semester seniors--are expected to be in their rooms or some other approved study area, in a proper uniform, and studying. Within the scope of the following parameters, cadets are free to create their own individualized study environment. It is the responsibility of the Cadet Chain of Command to maintain the appropriate barracks environment for study during ESP.
   a. On Sunday through Thursday evenings, neither General Leave, Weekend Leave, nor Charleston Passes may extend beyond 2230 for any class.
   b. All campus areas other than approved study areas are off-limits during ESP.
   c. Specifically, cadets will not be permitted to use recreational or laundry facilities during ESP.
   d. Cadets will be in a proper uniform during ESP, and the PT uniform is not a proper uniform outside the barracks during ESP.
   e. Except in cases of emergencies, cadets will not be permitted to have visitors during ESP.
   f. Watching TV or listening to music during ESP is a senior class privilege, but if done in such a manner as to disturb the atmosphere of ESP, those privileges will be denied.
   g. During ESP, cadets will be permitted to participate in on-campus activities only with the permission of the Associate Vice President for Academic Affairs. For such college-sponsored events as Fine Arts performances and athletic events, general announcements will be made. For events sponsored by an academic department or other Citadel sanctioned organization, participation will be authorized through Special Orders.
   h. During ESP, cadets will be permitted to participate in off-campus activities only through the Special Leave or Special Order process.
   i. Evening study period is a quiet time in the barracks for ALL cadets and is reserved for the pursuit of academic excellence. No Upper-class Cadet may enter a Fourth Class cadet's room during ESP except for academic matters such as tutoring or academic counseling.

T. **BATTALION TUTOR PROGRAM.**

1. Company Academic Officers will maintain a Battalion Tutor List and will coordinate the tutoring and record keeping process (times, places, etc.) for their companies.

2. When tutoring is taking place in a cadet's room, a sign will be posted on the door stating "Tutoring in Progress."
3. Tutoring takes place in half hour blocks.

4. Cadets who have attained an A or B in a subject may be selected to tutor in that subject area by the Company Academic Officer at the beginning of the semester. This list may not be enlarged during the semester, and other requirements, such as a minimum cumulative GPR, may be added by Company Academic Officers to ensure appropriate tutor selection.

5. For each half hour spent tutoring, a tutor may earn Outstanding Performance of Duty (OPD).

6. Tutors may not schedule more than 8 tutoring sessions a week, nor may they schedule more than 2 tutoring sessions per day.

7. Tutoring forms (ACADEMICS FORM 2-A, below) will be signed by the Company Academic Officer, the student, and the tutor and will be used to keep records based on the Honor Code.
CADET TUTORING FORM

From: ______________________ (cadet)
To: The Assistant Commandant for Personnel and Logistics
Via: (1) Cadet Unit Academic Officer
     (2) Cadet Unit Commander
     (3) Battalion TAC Officer

1. Request merit credit for tutoring listed below:
   Cadet Tutored   Date     Hours
   (Name/Signature)   Tutored   Tutored

   ____________________________________________  ____________  __________

   ____________________________________________  ____________  __________

   ____________________________________________  ____________  __________

   ____________________________________________  ____________  __________

Cadet’s Signature ____________________________________________ Date __________

Academic Officer’s Signature ________________________________ Date __________

Cadet Commander’s Recommendation: Approve  Disapprove
   Signature ____________________________________________ Date __________

Company TAC Recommendation:  Approve  Disapprove
   Signature ____________________________________________ Date __________

Battalion TAC Recommendation:  Approve  Disapprove
   Signature ____________________________________________ Date __________

Assistant Commandant:  Approved  Disapproved
   Signature ____________________________________________ Date __________

(Academics Form 2-A) CADET TUTORING FORM
I. PURPOSE: To provide a uniform system for establishing and operating cadet clubs, associations, societies, organizations, and other groups and to align their operation with The Citadel’s Guide for the Leader Development Program. Non-compliance with these procedures may result in dissolution of the campus organization or disciplinary action. Citadel clubs are extracurricular in nature but will ultimately provide student learning outcomes and leadership development.

II. POLICY
A. ORGANIZATIONAL PROCEDURE:
   1. In order to be an officially sanctioned Citadel club or organization, the following criteria must be met:
      a. At least 10 members.
      b. All members must be Citadel students.
      c. An advisor who is a Citadel staff or faculty member or a non-Citadel volunteer approved by the Campus Club Coordinator (CCC), athletic club coordinator for club sports, or campus chaplain for religious organizations.
   2. FORMS/ANNEXES: Annex A (charter), Annex B (volunteer form), and Annex C (ethical principles) are available at the Cadet Activities webpage. All organizations must complete Annex A. The club/organization whose advisors are not Citadel employees (e.g., club sports coaches and campus ministry leaders only) must complete Annexes B and C as well. Appropriate annexes submitted to the CCC before 1 October each year or before any official activity can occur.
      a. Official activity includes:
         i. Requesting special orders or having an event put on the training schedule.
         ii. Requesting meals or any other campus resource.
         iii. Referring to the organization as having any sanctioned affiliation with The Citadel.
   3. Each club, organization, etc. must follow these rules:
      a. The regulatory cadet seasonal leave uniform will be worn whenever the club has an off-campus function or activity. Exceptions may be approved on an as-needed basis by the Commandant of Cadets.
      b. There will be no overnights given for being a member of a club. If an overnight is to be taken, special leave must be issued or cadet leave must be taken. Cadets wishing to attend an off-campus club activity with an overnight must request leave from their TAC.

B. ADVISOR:
Department heads will furnish faculty advisors for those organizations falling under their jurisdiction. In the event that an organization is not sponsored by a department or does not currently have an advisor, the interested cadet can contact the CCC for advice in securing an advisor, but the ultimate responsibility for securing an advisor remains at the cadet-level. Advisors serve as consultants and educators to the organizations and students they advise.
   1. Requirements:
      a. Completion of two training sessions on Lesesne Gateway and then maintaining currency. Clery Act and Title IX trainings must be completed before charter documents are submitted NLT 1 October. If not, the club will no longer conduct
any official activities. These three training sessions and their recertification requirements are:

1) Clery Act & Crime Reporting (CA) annually PageUp
2) Title IX (TIX) annually PageUp
3) Darkness to Light (D2L) Page Up

a. All trainings are on Lesesne Gateway. To access the D2L, CA and TIX online trainings, please follow these steps:
   1) Log into Lesesne Gateway.
   2) Click the Employee tab.
   3) Once there, scroll down to the PageUp Portal.
   4) Within the PageUp box, click on Performance Management and log in.
   5) Once in, click on My Community.
   6) Click on Learning Library.

b. Provide experiential learning opportunities and leadership development for members of the club.

c. Ensuring the club complies with college policies including those concerning the use of Citadel facilities must be booked through The Citadel EMS program. http://ems.citadel.edu/VirtualEms/. These policies are available on The Citadel Policies, Procedures, Regulations, and Forms webpage. Those of particular importance include Memorandum 7-110, Political Activities on Campus; Memorandum 2-22, Religious Activities; and Memorandum 6-704, Use of Citadel Facilities.

d. Regular review of Chapter 4 – Clubs/Organizations & Class Officers, of The White Book. This is a living document which changes periodically. This document can be found on the Cadet Activities website as well as the Commandant’s page under Cadet Regulations.

e. Ensuring members and officers meet eligibility requirements.
   i. Must hold minimum GPA of 2.0.
   ii. Is academically, militarily & physically proficient. If not, he/she will not be eligible to be put on special orders.
   iii. Any other requirements listed for said club.

f. Reporting any changes to charters or officers that occur during the school year to the CCC.

g. Providing financial oversight per paragraph III.

h. In addition to promoting the specific Student Learning Outcomes associated with the organization, the advisor is responsible for contributing to the members’ leader development as articulated in the Guide for the Leader Development Program. Specifically, advisors will complete the Club Leader Development Report for each cadet officer at the end of the academic year. The advisor will also make SPOT reports as necessary to provide feedback on the leader development of any club member. The Club Leader Development Reports and SPOT Reports forms are available on the Cadet Activities webpage. Advisors will submit completed forms to the CCC who will maintain one copy in the organization’s file and forward another to the cadet’s TAC.

i. In addition to the documents required by the CCC, advisors may be required to submit reports specified by the Chaplain of the Corps of Cadets; the Chair of the Department of Health, Exercise & Sports Science, an ROTC Department; or other Academic Department; or national headquarters as required.

j. Submission of special orders for any meeting or event.

k. Ensure attendance at any and all club/organization meetings, especially when special orders are issued.
3. Responsibilities of Advisors: The advisor is required to:
   a. Be a knowledgeable resource.
   b. Share valuable input into policy and program development.
   c. Interpret university policies and regulations.
   d. Provide continuity.
   e. Is a good role model for students

4. Guidelines for effective advising include:
   a. Preparing experiential learning opportunities throughout the AY.
   b. Instill leadership development in all aspects of the club, even to those who do not fill a leadership position within the club.
   c. Helping the group develop goals and plans of action.
   d. Knowing the group and its unique needs.
   e. Being available and approachable.
   f. Providing appropriate feedback.
   g. Sharing in the group’s experiences!

5. Functions of Advisors
   a. Maintenance functions include those activities that help the group exist, such as interpreting policies, sharing information about resources, and serving as the validation signature when necessary.
   b. Group growth functions are designed to help the group become more effective in progressing towards its goals through leadership development opportunities.
   c. Program content functions include those behaviors which help the group achieve higher levels of self-actualization through pointing out new perspectives
   d. And providing ideas for new programs.

6. Tasks for Advisors: The 5 tasks for the initial development of an organization or the re-evaluation of a student group include:
   a. Determining the need for the organization.
   b. Identifying support.
   c. Obtaining a source of income.
   d. Ensuring effective student leadership.
   e. Developing methods of system maintenance.

C. CAMPUS CLUB COORDINATOR (CCC)
   1. Duties include:
      a. Keeping records of all club annexes, leadership reports, and other documentation.
      b. Maintaining a current list of all sanctioned clubs of that academic year that assigns each club to the one of the four pillars: Academic, Character, Fitness, and Military.
      c. Maintaining all leadership transcripts on all club leaders (president, vice-president, secretary, treasurer). These forms can be found on the Cadet Activities website.
      d. Maintaining a status roster of each advisor’s required Clery Act & Crime Reporting (CA), Title IX (TIX), Darkness to Light (D2L) and Club Advisor (AT) training.
      e. Keeping the Commandant informed of any new clubs and significant changes to existing ones.

III. FINANCIAL MATTERS:
   A. FUNDRAISING:
      1. All club or organization fundraising must be approved by the CCC on behalf of the Commandant.
      2. The Request to Hold a Fundraising Event form is available on the Cadet Activities webpage.
3. The requesting organization must submit the form to the CCC for approval no later than three business days before the event. The organization must have a copy of the approved fundraising form present at the event. The CCC will maintain another copy of the form in the organization’s file.

4. Should a club wish to use any Citadel logo or mark (see attached Annex A) on a product they wish to sell, the club must:
   a. Contact The Collegiate Licensing Company (CLC) at https://citadelbookstore.ignitecx.com/ for official Citadel gear or products. CLC is the only company licensed to produce any item with a Citadel logo or mark. Should a club decide to go with another promotional company, Citadel logos or marks may not be used as licensing will be violated.
   b. These logos and marks are included in Annex A of this document.

5. Any logistical support required for the event such as a room or tables will be coordinated separately by the requesting organization through the Mark Clark Building Manager, Assistant Commandant for Operations and Training, or other appropriate office.

B. FINANCIAL REPORTS AND ADMINISTRATIVE FUNDS:
   1. The organization’s treasurer will issue receipts for all funds received and spent, either in the form of dues from members or funds received from other sources such as fundraisers and provide a copy to the advisor.
   2. All expenditures must be approved by club advisor.
   3. Club advisor will conduct an annual review of the organization’s financial records which will include all funds received and how they were spent, the beginning-of-the-academic year balance, and the end-of-the-academic year balance.
   4. The advisor will give a copy of the review to the CCC at the end of the end of fall and spring semesters.

IV. LUNCH MEETINGS.
   A. Club lunch meetings may only be held on either Monday or Friday.
   B. All cadet lunch meeting attendees must be on special orders submitted by the club advisor a minimum of 7 days prior.
   C. Each club may have a maximum eight lunch meetings per semester. If a group or organization can show that their meetings provide experiential learning and leadership development, exceptions can be made.
   D. If box lunches are to be served, Food Service Requests (FSR) must be put in 7 days prior to the meeting. The proper FSR request form must be used. To acquire said form, contact Sodexo catering at 843-953-6951.

V. PROCEDURES FOR CLUB PATCHES:
   A. A list of club patches approved for wear on the field jacket is located in Chapter 7, Uniforms. Requests for new patches or changes to existing patches will be submitted to the CCC for approval by the Commandant. The request must include a JPG file and a statement from the advisor recommending approval.
   B. Requests for club patches may be submitted to the CCC by the club advisor only. Advisor approval must be included in the submission.
   C. For a club patch to be approved, the club must have been chartered and active club for THREE [3] consecutive years.
   D. Club patches may be no larger than 4”x4”.

4
E. Before designing a patch, check with The Citadel tailor shop and cadet store to see if there are any patches already in stock.

F. If the Commandant approves the new design, the club leader with coordinate with the Tailor Shop or an outside source to produce the patch and make it available to authorized cadets. All costs associated with the creation of a new design and purchase of the patch will be the responsibility of the club.

G. Cadets requesting a patch be sewn on their field jacket must report to the Tailor Shop with the request form found in Chapter 7. The cost of adding the patch to the field jacket is included in the cadet’s tuition under alteration fee.

VI. CLASS OFFICERS:

A. Nominations will be taken during weeks 2 & 3 in March. Elections will take place the first 2 weeks in April and the winners will be announced within 24 hours of the closing of polls.

B. Cadets desiring to run for Vice-President, Secretary or Treasurer must possess a 2.0 cumulative GPA and be a member of their academic class. Those running for President must possess a 2.5 cumulative GPA and must academically be a member of their class.

C. To be nominated for the class position of President, Vice-President, Secretary or Treasurer, the individual must complete and return a Nomination Petition with 30 nomination signatures before their name can be placed on the ballot. The Nomination Petition is available from the CCC Office (MCH, room 211) and must be returned to the CCC NLT 1 week prior to the elections.

D. During the second semester, members of the rising sophomore class will hold elections for President, Vice-President, Secretary, and Treasurer. Winners of those elections hold their positions through second semester of the following year when another election is held. Members of the rising junior class will hold elections for the same positions but, the winners will hold their positions for life or until otherwise determined by their alumni class.

E. Each candidate will electronically supply a write up photo on themselves at least 1 week prior to the election date.

F. The CCC is responsible for announcing, conducting, and certifying cadet class elections.
   1. Elections will be run through Institutional Research for the designated classes.
   2. Voting results will be made available for those running to see once the winners are announced.

G. Each class has the option to recruit a Citadel faculty or staff member to serve as their advisor. If this option is selected, the class President will submit the name of the advisor to the CCC upon identification of the advisor and his/her agreement to serve.

H. Class officers may determine if their class should have company and/or battalion representatives.
   1. To fill the vacant position of company or battalion representative position, an election in that company or battalion will pick a new representative.

I. The duties of Class Presidents include regularly meetings with the CCC to serve as class liaison to the Office of Cadet Activities, being a member of the Senior Club committee, representing their class to the President, Commandant and Regimental Commander, and assigning and supervising the duties of other class officers.

J. Impeachment Proceedings
   1. To call for Impeachment of an individual member of that class’s officers must call for a vote of no confidence.
      a. The accuser must show logged reports to prove his case of no confidence.
      b. The accused has the right to rebut any reports brought before him/her.
   2. Cases for impeachment that are grounds for immediate dismissal as a class officer are:
      a. Class I offenses: If the class officer is charged with a Class I offense, the member will be asked to step down until the findings of the Commandants board have been released. If
found not guilty of a Class I offense, the member will be allowed to re-assume their position.

b. Honor Violations: If charged with an honor violation and it goes to trial, that member of class officers will agree to step down willingly from his/her position until the verdict has been reached. If he is declared innocent he/she will be allowed back on the BOD with all privileges.

3. The filling of empty class officer positions will be voted by other members of that class’s officers in that class by a 2/3 majority vote. The remaining class officers have two options
   a. A member of the remaining class officers will take that newly empty position and a new member voted in by their class.
   b. A new election to fill the empty position will be voted upon by their class.

K. SOPHOMORES. The newly elected sophomore class student government officers are responsible for:

1. Recognition Day Dinner. Held on the Monday after Recognition Day. They will coordinate with the Commandant’s Operations and Training Section. The previous year’s freshmen officers are expected to assist them in their planning.

2. Ring Walk-Through. The sophomore class officers will serve as readers or ushers for the ceremony and will be present for the entire ceremony. Duties will be assigned by the Department of Cadet Activities prior to the event.

L. JUNIORS. The sitting junior class student government officers are responsible for:

1. Ring Walk-Through. The junior class officers will serve as readers or ushers for the ceremony and will be present for the entire ceremony. Duties will be assigned by the Department of Cadet Activities prior to the event.

2. R. B. Pitts Memorial Award. The junior class officers will conduct elections in the spring semester of each academic year to choose the winner of said award. The class officers will be in charge of getting the names of nominees from each battalion. The names will be given to Cadet Activities NLT 1 March and they will run the elections thorough Institutional Research. This award is given in memory of Cadet Ruben B. Pitts III, Class of 1963, to the second class cadet who is selected by classmates as showing the greatest concern for the well-being of others. Elections will be run and completed before 1 April. The junior class president will give the name of the winner of the election to the Assistant Commandant for Operations and Training Section NLT 1 April.

3. Ring Chairman. Before the end of each academic year, the junior class government officers will choose a rising senior to serve as the Ring Chairman for the following year and give the individual’s name to the CCC as well as the ring coordinator in the Alumni Office. The Ring Chairman is responsible for getting the company commanders and others to send the ring coordinator any information they need as quickly as possible. The Ring Chairman signs invitation letters and introduces the ring presenters at the ring presentation (the event on Friday afternoon during Parents’ Weekend where the seniors get their rings). The Ring Chairman has a brief part in the senior dinner. He/she is also the 4th one in line at the “ring walk through” to walk through the ring.

M. SENIORS. The sitting senior class student government officers are responsible for:

1. Ring Walk-Through. The senior class student government president will second be second in line to walk through the ring at the ceremony.

2. Commencement. The senior class student government president will give the graduation speech for his class. He or she will work with the Provost’s office to find out the requirements.
   a. Should the senior class president complete his/her academic requirements in December rather than the following May, his successor will give the class president commencement address.
1) Exception: If the senior class president has served as class president for his/her sophomore, junior and senior years, the decision to allow the class president to give the commencement address will be made by the class vice-president, secretary and treasurer.
CHAPTER 5 – PHYSICAL READINESS
# TABLE OF CONTENTS

**PURPOSE OF PHYSICAL FITNESS AT THE CITADEL**

<table>
<thead>
<tr>
<th>Physical Fitness Requirements</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical Fitness and Academic Performance</td>
<td>1</td>
</tr>
<tr>
<td>The integrated theory of performance management</td>
<td>2</td>
</tr>
<tr>
<td>Introduction to the Commandant’s Physical Readiness Program (CPRP)</td>
<td>2</td>
</tr>
<tr>
<td>ACSM/ACE Basic Elements of physical Fitness</td>
<td>2</td>
</tr>
</tbody>
</table>

**ORGANIZATION OF THE PHYSICAL READINESS PROGRAM**

| Commandant’s Physical Readiness Program Manager | 2 |
| Regimental Athletic Officer | 4 |
| Company and Battalion Athletic Officer | 3 |

**ATHLETIC OFFICER**

| Minimum Qualifications | 4 |
| Training and Certification | 5 |
| Dismissal from the Program | 5 |

**COMPONENTS OF THE PHYSICAL READINESS PROGRAM**

<table>
<thead>
<tr>
<th>STANDARDS OF MEDICAL FITNESS</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admission Standards of Medical Fitness</td>
<td>5</td>
</tr>
<tr>
<td>Readmission &amp; Sustainment Standards of Medical Fitness</td>
<td>6</td>
</tr>
<tr>
<td>Screening Process for Admissions/Readmissions</td>
<td>6</td>
</tr>
<tr>
<td>Screening Process for Sustainment Standards</td>
<td>6</td>
</tr>
</tbody>
</table>

**FOURTH CLASS PHYSICAL FITNESS AND ASSESSMENTS**

| Fourth Class Physical Training | 7 |
| Fourth Class Fitness Assessments | 7 |
| Body Composition Screening | 7 |
| Citadel Physical Fitness Test (CPFT) | 7 |
| Physically Deficient Status | 7 |

**CORPS PHYSICAL READINESS AND ASSESSMENTS**

| Citadel Physical Fitness Test (CPFT) | 8 |
| Citadel Physical Fitness Test – NCAA Athletes | 8 |
| Identification of Corps Athletes | 8 |
| Testing of Corps Athletes | 8 |
| Film Crew and Managers | 8 |
| Body Composition Screening Corps of Cadets | 8 |
| Body Composition Screening – NCAA Athletes | 8 |
| Identification of Corps Athletes | 8 |
**PHYSICAL DEFICIENCY**

- Commandant’s Physical Deficiency Report
- Notification Counseling Required
  - Not in compliance with body composition standards
- Class Privileges
  - General Leave
  - Wednesday General Leave
  - Extended General Leave
- Leadership in Physically Deficient Status
  - Cadre in physically deficient status
  - Leadership in physically limited status
  - Athletic Officers in physically deficient status
- Senior Cadets in Physically Deficient Status
  - Ring Presentation
  - Graduation / Long Grey Line Parade
  - Recognition Day
  - Previous Graduates Participating in Ceremonies
- Senior Cadets on Physically Limited Status (XPT/XMD)

**PHYSICAL REMEDIATION PROGRAM**

- Cadet Action Plan (Body Composition)
- Medical Evaluations
- Temporary Medical Conditions & Body Composition
- Temporary Medical Conditions & CPFT
- Remediation & Physical Fitness Training
- Reporting and Attendance
- Dismissal
- XPT Cadets and Physical Fitness training
- Unexcused Absences from Physical Fitness Training
- Athletic Officers Duties
  - Periodic Assessments
  - Periodic CPFT Assessments
  - Periodic Body Composition Assessments
  - Physical Proficiency Glide Path
  - Body Composition Glide path
  - CPFT Glide path
- Release from the Physical Remediation Program
- Physical Remediation Program Failures
  - Physical Fitness Program Failures
  - Body Composition Program Failures
  - Campus Assessment Team

**CAMPUS ASSESSMENT TEAM**
Campus Assessment Team Board ................................................................. 27

REGIMENTAL PHYSICAL FITNESS TRAINING .............................................. 28
  Physical Fitness Training Plan ................................................................. 28
  Execution of Training ............................................................................ 29
  Attendance ................................................................................................ 29
  Profile & Remedial Physical Training .................................................... 29
  Cancellation of Physical Training .......................................................... 29

PHYSICAL FITNESS CONDUCT AND SAFETY GUIDELINES ....................... 29
  Physical Fitness Uniform ....................................................................... 30
  Heat Index ............................................................................................. 30
    White Flag Conditions ........................................................................ 30
    Yellow Flag Conditions ..................................................................... 30
    Red Flag Conditions .......................................................................... 30
    Black Flag Conditions ...................................................................... 30
  Inclement Weather ................................................................................ 30
    Cancellation Policy and Procedures .................................................. 30
  Off Campus Individual Physical Fitness ................................................. 31

INTRAMURAL SPORTS PROGRAM ................................................................. 31

ROTC PHYSICAL FITNESS TRAINING PROGRAM ........................................ 32

DUTY STATUS DEFINITIONS ..................................................................... 32
  Temporary Disability Status [TDS] ......................................................... 32
  Excused Military Duty [X-MD] ............................................................... 32
  No Physical Training [X-PT] .................................................................. 32
  No Running [X-Run] ............................................................................ 33
  No Push-Ups [X-PU] ............................................................................ 33
  No Sit Ups [S-SU] ................................................................................ 33
  No Uniform [X-Uniform] ..................................................................... 33

TABLE OF ANNEXES
This version of Chapter 5 of the White Book regulation does not include billet changes to the Athletic Officer position. Once the billet changes are approved and made, the White Book will be updated with the proposed change of Title to Physical Readiness Officer.
PURPOSE: The Mission of the Citadel: The mission of the Citadel is, “To educate and prepare graduates to become Principled Leaders in all walks of life by instilling the core values of The Citadel in a challenging intellectual environment.” To accomplish this mission, The Citadel uses a Leader Development Model that is built upon proficiency and character development within four keys areas of Academics, Military Training, Moral & Ethical principles, and Physical Readiness. These Proficiencies form the 4 pillars that not only support and guide the development of the Principled Leader, but they are also the bedrock of the unique Citadel Experience. The Citadel Experience challenges every cadet both physically and intellectually through the integration and infusion of leadership learning outcomes that provide a unique cohesive experience, where leadership, performance training, and academic coursework mutually reinforce one another and produce a leader who is prepared lead and perform at high levels, under modern stresses, over prolonged periods.

A. Physical Fitness Requirements: The Physical Readiness Program (PRP) of the Citadel not only preserves the rich history and traditions of the college, but it also forms the bedrock of company and individual discipline that supports and advances modern leadership principles. The college’s unique model adheres the concepts of Military Leadership, Discipline, Academic and Physical Fitness standards.

(1) Physical Fitness and Academic Performance: Studies have shown that there is significant correlation between an individual’s level of fitness and their academic and Leadership achievements.¹ As a result, both military and corporate leadership models are now recognizing the importance of physical fitness.

fitness in their principled leader development model as seen by the adoption of the “The Military Athlete” or “The Corporate Athlete” concept in their leadership training models.

(2) **The Integrated Theory of Performance Management:** Previous leadership development models focused only upon the leader’s cognitive capacity (from the head up) to determine high performance. Modern leadership theories recognize that leaders are in fact “corporate” athletes who must address the body, the mind, the emotions, and the spirit through a performance triad model to avoid compromising leadership performance.²

*The Performance Triad:* The performance triad focuses on the key critical areas of rest, physical activity, and nutrition to promote individual resiliency and to achieve heightened academic and leadership performance that is sustainable over time. *(Fig 1.1)*

(3) **ACSM/ACE Basic Elements of Physical Fitness:** Many Fitness organizations such as the American College on Sports Medicine (ACSM) and the American Council on Exercise (ACE) have identified 5 basic elements that lead to overall fitness. The Commandant’s Physical Readiness Program uses these elements as the core to physical training and assessments. These areas include:

- Cardiovascular Endurance
- Muscular Strength
- Muscular Endurance
- Cardiorespiratory Fitness
- Flexibility

(4) **The Commandant’s Physical Readiness Program (CPRP):** The CPRP is designed to advocate and promote a culture shift that encourages every cadet to develop the mindset to optimize individual health in order to improve academic and leadership performance. By focusing on improved academic performance and the basic elements of physical fitness, the CPRP is designed to support the Citadel’s Principled Leader Development Model by teaching and coaching cadets in the 3 critical areas of the performance triad. To do this, the CPRP utilizes a variety of physical training activities, assessments, and educational opportunities combined with physical fitness leadership opportunities, intramural activities, and other fitness opportunities that support and reinforce the College’s mission “to educate and prepare graduates to become principled leaders.”

5-2 ORGANIZATION OF THE PHYSICAL READINESS PROGRAM (CPRP): The Commandant’s Physical Readiness Program is the Citadel’s proponent agency for physical readiness training, testing, and doctrine development. The CPRP is operated by the Commandant’s Physical Readiness Program Manager (CPRPM) who facilitates the development of concepts, doctrine, techniques, procedures, organization designs, material requirements, training programs, training support requirements, as they relate to the Citadel’s physical readiness certification requirements outlined in the Citadel’s physical effectiveness “Class Outcomes” statements.

A. Commandant’s Physical Readiness Program Manager (CPRPM): The CPRPM serves as the Commandant’s subject matter expert in Physical Readiness practices and procedures. The CPRPM is responsible for the establishment and administration of an effective and efficient physical readiness program. Using U.S. military and fitness industry’s best practices, the CPRPM will ensure that physical fitness practices and methods are effective, safe and designed to support the Citadel’s physical effectiveness pillar of the Principled Leader Development Model.

(1) The CPRPM is responsible for the overall development, training, and execution of the Athletic Officer (AO) Trainer Course. This course trains nominated cadets to operate as both a company and an individual physical fitness trainer/mentor and to provide physical readiness subject matter expertise to cadet commanders regarding physical fitness doctrine and safe practices. This course is specifically addressed under the AO training manual.

(2) The CPRPM is responsible for providing the Commandant subject-matter expertise in support of college’s oversight role of the Physical Fitness Pillar that supports the collective Leader Development Model. Specifically, the CPRPM clarifies College policies, regulations and instructions provided by The College/Commandant as they relate to the Corps of Cadets Physical Readiness Training Program.

(3) The CPRPM provides subject-matter expertise and records maintenance assistance to TACS, Cadet Commanders, Company Leaders/AO’s through an experienced-based working knowledge of theories, principles, techniques, and methodologies of physical education, exercise physiology, biomechanics, nutrition and weight management as they relate to the physical fitness training of cadets. The CPRPM assists companies in the development of specialized and focused physical fitness activities and training programs.

(4) The CPRPM trains, mentors, and utilizes cadet AO’s to promote standardization of the Commandant’s Physical Readiness Program throughout the Corps of Cadets. The CPRPM ensures that the physical readiness policies and practices are carried out through the use of command policies and procedures and proper physical fitness concepts. The CPRPM is the point of contact for the components of the Physical Readiness Program addressed under this regulation. The CPRPM will ensure that the results/status of physical readiness requirements and events are reported IAW established procedures.
B. **Regimental Athletic Officer/NCO:** The CPRPM will select a Regimental Athletic Officer (R-AO) and a Regimental Athletic NCO (RANCO) who will assist in the execution and supervision of the Physical Readiness Program. These cadets will report directly to the CPRPM and are responsible for ensuring that companies comply with physical fitness training standards. The R-AO will also assist the CPRPM in execution of the physical readiness program. The R-AO will also coordinate company intramural participation through Health, Exercise, Sport Science (HESS).

C. **Battalion and Company Athletic Officers:** Each Battalion/Company will appoint an Athletic Officer to manage the company level physical readiness program. This cadet must have successfully completed the Athletic Officer Certification course or be enrolled in the course once the academic year commences. The role of the Athletic Officer is to be the subject matter experts to their Company Commanders, TAC Officers, and Cadets in the area of physical readiness. They will assist the R-AO in the planning and execution of the physical readiness program among their assigned battalions and companies. Battalion and company AO’s must maintain strict certification requirements for continued service as an AO. Minimum qualifications and certification requirements can be found in the Athletic Officer Selection, Training, and Certification Manual. Failure to meet these certification criteria will subject the AO to being excused from the program by the Program Manager.

5-3 **COMPANY ATHLETIC OFFICER (AO):** The AO serves as the physical readiness subject matter expert to their cadet commanders, TAC officers, and their company as well as the primary point of contact (POC) between their company and the Health, Education, Sports, Science (HESS) department for intramural sports participation. AO’s are responsible for ensuring company compliance with physical readiness standards for assessments, certifications, and physical readiness records maintenance. AO’s are required to be physically fit and have demonstrated leadership qualities.

A. **Minimum Qualifications:** In order to be considered for selection to the Athletic Officer program, an individual cadet must have the following minimum qualifications.

- Must have passed and maintained certification from the Athletic Officer Training Course provided by the Commandant’s Department.
- Must have passed the most recent CPFT with a minimum of 240 and 80 points in each event.
- Must meet body composition standards
- No history of major conduct violations
- Must not have a history of consistent physical fitness deficiencies
- Must be able to pass the AO certification course.
- Must maintain their individual AO certification

B. **Athletic Officer Training and Certification Records:** The CPRPM will maintain training and certification records of all trained Athletic Officers in the Corps of Cadets. These records will be maintained IAW Chapter 2 “Cadet Records & FERPA” of this regulation.
C. Dismissal from the AO program: The Athletic Officer position carries with it a high degree of responsibility. Failure to follow minimum standards of training and/or safety guidelines can have a severe and negative impact on the Corps of Cadets and can also bring discredit upon the College itself. To ensure that the Physical Readiness Program follows acceptable practices of the fitness industry, The CPRPM will immediately revoke certification for AO’s who fail to follow the safety guidelines and training guidance. Dismissal from the program will bar a cadet from serving as a AO for the rest of the academic year. A cadet may reapply to the program the following year however; they must complete the entire training program over. A second dismissal permanently bars the cadet from serving as a AO.

5-4 COMPONENTS OF THE PHYSICAL READINESS PROGRAM: The Citadel’s unique Leader Development Model incorporates physical readiness as an individual pillar to leadership development. This development model distinguishes the Citadel experience from other college academic programs by combining academic development with military training, moral and ethical development, and physical proficiency to produce Principled Leaders ready to lead in both a military and corporate environment. To facilitate and support this development model, the commandant’s department has instituted the Commandant’s Physical Readiness Program as a means to facilitate this learning outcome. The CPRPM is responsible for the oversight and administration of the various individual components of the physical readiness program. These areas include, but not limited to, the following:

- Standards of Fitness for Admission and Retention in the Corps of Cadet
- Fourth Class Physical Fitness Program
- The Corps Physical Proficiency Assessments
- Citadel Physical Fitness Test & Body Composition
- Physical Proficiency Standards
- Injured or “Profiled” Cadet Reconditioning Program
- Regimental Physical Training
- Other Physical Fitness Activities

5-5 STANDARDS OF MEDICAL FITNESS: Cadets and cadet recruits are required to meet and maintain certain standards of medical fitness. The College uses Army Regulation (AR) 40-501, “Standards for Medical Fitness”, and AR 600-9, “The Army Body Composition Program” as primary guides to assess the medical fitness for admission, readmission, and sustainment standards of the Corps of Cadets.

A. Admission - Standards of Medical Fitness: Applicants for admission to the Citadel are required to meet medical standards for admission into the Corps of Cadets. The College uses Chapter 2 of Army Regulation (AR) 40-501, “Standards for Medical Fitness”, and AR 600-9, “The Army Body Composition Program” as primary guides to assess a prospective cadet’s ability to endure the rigors of the fourth class system and military training without incurring unnecessary health risks associated with prior medical conditions.

B. Readmission/Sustainment - Standards of Medical Fitness: If an applicant has previously been admitted to the Corps of Cadets and has gone through the fourth class
(4C) matriculation process, they will be considered a “Readmit” applicant. Readmit applicants must meet the sustainment standards required under the Standards of Medical Fitness and the Citadel’s Body Composition Standards for their particular age group in order to be readmitted into the Corps of Cadets. The Citadel uses standards and procedures outlined in AR 600-9, “The Army Body Composition Program” as the primary guide for assessment standards and procedures. Applicants for readmission to the SCCC are expected to meet upper class height and weight standards at the time of application for readmission. (Appendix “A”) Readmit applicants who do not meet these standards can gain readmission by meeting the Citadel body composition standards of Maximum Allowable Body-Fat Content (MABF%). All screening and testing will be conducted in the manner outlined in this chapter.

C. Screening Process - Admission and Readmission: Initial and readmission applicants to the Corps of Cadets will undergo a medical screening by the Citadel surgeon to assess their medical fitness for participation in the Corps of Cadets. This screening will include a body composition analysis of the applicant’s height and weight. If the applicant does not meet the maximum allowable weight for height standards, they will undergo a body fat screening.

(1) Body-fat analysis is determined by the method outlined in AR 600-9 (circumference measurements). The Citadel does not accept BMI, caliper measurements, immersion, or other body-fat measurement techniques for admission or readmission purposes.

(2) Applicants for readmission will be provided a data sheet and can ask their local physician (MD or DO) to record selected body measurements. These results will then be forwarded to the Citadel surgeon at the infirmary who will perform the required body-fat calculations per AR 600-9.

(3) Alternatively, applicants for readmission may visit the infirmary in person, where the Citadel Surgeon will perform the necessary measurements and calculate body-fat percentage. Applicants for readmission who meet body-fat standards under the sustainment requirements and who meet the other required medical standards, as determined by the Citadel surgeon, will be approved for readmission.

5-6 FOURTH CLASS PHYSICAL FITNESS TRAINING AND READINESS ASSESSMENTS: Beginning with fourth class (4C) orientation, cadet recruits are exposed to the Commandant’s Physical Readiness Program through several instructional periods of physical fitness training and fitness proficiency assessments. These are designed to evaluate compliance with Corps physical readiness standards and also to assess the cadet recruit’s general level of physical fitness. Fourth class cadets will fall under the Corps physical readiness program standards listed in paragraph 5-7 beginning in the Spring Semester of their 4C year.

A. Fourth Class Physical Training (4C Fall Semester): Physical training is only taught by trained cadet cadre and monitored by the CPRPM. Cadet recruits will
receive daily physical training instructions and conduct practical exercises designed to assist them in mastering the material. Cadet recruits continue this training on Monday and Thursday mornings and training will cumulate with the cadet recruit taking the Fall Semester “Record” CPFT.

**B. Fourth Class Fitness Assessments:** Cadet Recruits are required to be screened for compliance with body composition standards within the first 2 weeks of arrival at the College. Additionally, cadet recruits will complete their first CPFT during the first few weeks of training. Cadet recruits will complete their CPFT for record with the Corps during the Corps Fall Semester record CPFT.

1. **Body Composition Screening:** Cadet Recruits are required to be screened for compliance with body composition standards within the first 2 weeks of arrival at the College. Cadet recruits that fail to meet height and weight “sustainment” standards will undergo body fat composition screening. Even though a cadet recruit may exceed the Maximum Allowable Body Fat Percentages (MABF%) for their age group, they will not be listed on the Commandant’s physical deficiency report during this semester.

2. **Citadel Physical Fitness Test (CPFT):** As stated in 5-6, Cadet Recruits will complete their first CPFT during the first few weeks of training. This test will be diagnostic in nature and is only administered to give the cadet, and their leadership, an assessment of the recruit’s current level of physical fitness. The recruit will then take the Record CPFT in the Fall Semester during the Corps CPFT week to determine proficiency standards.

3. **Physically Deficient Status:** 4C cadets who fail to meet physical proficiency standards during Diagnostic CPFT or body composition screening will not be listed as physically deficient however, they will be required to meet with the CPRPM for guidance and resources available to them for physical fitness improvement.

**5-7 CORPS PHYSICAL READINESS ASSESSMENTS/TESTS:** Cadets are required to display a commitment to the principles of physical fitness as they relate to leadership. Therefore, cadets are required to meet **minimum levels of physical fitness** in order to be considered a Principled Leader. The Corps of Cadets has adopted the minimum levels of physical proficiency and the physical fitness assessments used by the United States Army. These assessments test muscular strength and endurance and cardiorespiratory fitness along with basic body composition. The two basic assessments used to determine cadet physical proficiency are the Citadel Physical Fitness Test (CPFT) and Body Composition Screening (height and weight screening). Each of these events will be administered twice each academic year; once in the Fall semester and once in the Spring semester. It is the responsibility of each individual cadet to ensure that they meet physical readiness proficiency standards of the Corps of Cadets. A Cadet who fails to meet proficiency standards on the most recent screening or assessment will be listed in a deficient status.

**A. Citadel Physical Fitness Test (CPFT):** Physical fitness testing is designed to ensure that the cadet is maintaining a base level of physical fitness essential for the principled
leader and corporate athlete concept. The CPFT provides a measure of upper and lower body muscular strength and endurance and cardiorespiratory fitness which are the foundation of overall physical fitness. Cadets will take the CPFT twice each academic school year; once in the Fall Semester and once in the Spring Semester. If a Cadet fails to achieve a minimum score of 145 points, with a minimum of 60 points in the push-ups, 40 points in the crunches, and 45 points in the 1.5 mile run, or, the cadet exceeds the maximum allowable body fat percentages for their age group; the cadet will be listed in a physically deficient status and will be assigned to the Commandant’s Physical Remediation Program (CPRP).

B. Citadel Physical Fitness Test (CPFT) for NCAA Athletes: The Commandant has established a “one standard” approach to physical proficiency within the Corp of Cadets. The Commandant has also recognized that athletes who compete in NCAA Athletics may be required to have a level of physical proficiency/body composition unique to a particular sport or team position. Therefore; at the start of the academic year, the CPRPM, head coaching staff, the Citadel Strength and Conditioning coach, along with Sports Medicine will identify team or playing positions that would not be conducive to the standard field physical fitness assessments used by the Corps of Cadets.

(1) Identification of Athletes: At the beginning of the academic year, the CPRPM will receive from the Strength and Conditioning Coach, a list of athletes that require an adjusted standard due to NCAA sport or individual position requirements. Testing requirements for these individuals will be determined by the Head sports Coach along with the Citadel Strength and Conditioning Coach.

(2) Testing Corps NCAA Athletes: Corps athletes will complete the CPFT at least once per academic year. Teams are only required to take the CPFT during times scheduled by the Head Sports Coach, the Strength and Conditioning Coach and CPRPM. Senior athletes will be required to pass in order to partake in ring and graduation ceremonies. Athletes who fail will be attend remedial training with the Citadel S&C Coach.

(3) Non-NCAA Athletes, Film Crew and Managers: Non-NCAA / Club sport athletes, Film Crew, Managers, and any other team support personnel are not subject to this provision and must complete the CPFT under the Corps of Cadets provisions.

C. Corps Body Composition Screening Corps of Cadets: Cadets are required to be screened for compliance with the Corps body composition standards during both the Fall and Spring Semesters of the academic year. Body composition screening consists of height and weight screening and maximum allowable body-fat (MABF) screening if needed. If a cadet exceeds the MABF% for their age group, the cadet will be listed in a deficient status and will be subject to the deficiency requirements outlined below.
(1) **AC Measurement Guidelines:** Measurements for both male and female will be conducted with the same procedure. All measurements for men and women are to be taken on the right side of the body with the tape parallel to the deck. When measuring circumferences, apply the tape measure so that it makes contact with the skin, conforms to the body surface being measured, and does not compress the underlying soft tissues. All circumference measurements are to be taken two times, sequentially and rounded down to the nearest 1/2 inch. If one of the two measurements differs by more than one inch, take an additional measurement and compute a mathematical average of the two closest measurements to the nearest 1/2 inch and record this value. **If the member’s AC exceeds 39 inches for males and 35.5 inches for females, they will complete BC measurements.**

(2) **AC Measurement Procedure:** The CPRPM or other designated official will locate the measurement landmark immediately above the right uppermost hip bone (superior border of the iliac crest) at the side of the body vertically in line with the right armpit (mid-axillary line). If desired, the Cadet may assist the measurer in locating the measurement landmark by resting the right hand on the hip, using rearward facing right thumb to locate the iliac crest. The measurer will determine final horizontal - vertical intersection point for landmark confirmation. The Cadet will stand on a flat surface with feet no more than shoulder width apart. The head should be horizontal, looking directly forward with the chin parallel to the floor. The Cadet may use one hand to initially assist.

Male Example: Rounding  
AC 1 = 39.25 Round to 39  
AC 2 = 37.5 Round to 37.5  
AC 3 = 38.75  Round to 38.5  

Average AC: 1. Add 39 and 38.5 (the two closest rounded measurements); then  
2. Divide the sum by 2; then  
3. \((39 + 38.5) / 2 = 38.75\) and the male member is passed.

The staff member will be anchoring the tape measure to the body, but must remove the hand from the tape measure before the official measurement is recorded. Measurement will be taken on bare skin. The free hand may be used to hold the shirt out of the way, but no part of the hands or arms may extend above the shoulders. The Cadet will remain stationary while the CFL conducts the measurement by initially moving around the Cadet to place the tape in a horizontal plane around the abdomen. The CFL will ensure tape is parallel to the floor at the level of the landmark (bottom edge of the tape just contacts landmark), is snug, but does not compress the bare skin. The CFL will take the measurement at the end of the Cadet’s normal respiration. If redness and lines in the skin are observed, turn the member away for 72 hours.

D. **Corps Body Composition Screening NCAA Athletes:** All athletes are required to conduct the height and weight screening during the school year. Most athletes will be required to meet Corps body composition standards. However; in certain situations, if a Corps athlete fails to meet body composition standards in Appendix A and B of this chapter, the results will be forwarded to the Citadel Strength and
Conditioning coach who will screen for compliance with athletic height, weight, and body fat standards for their particular sport/position. See Paragraph D (1) – (4).

(1) **Identification of Unique NCAA Athletes:** At the beginning of the academic year, the CPRPM will receive from the Strength and Conditioning coach, a list of athletes that require a unique body composition due to the NCAA sport played or individual team position requirements. These athletes will fall under Paragraph D (3) for body composition assessment.

(2) **Testing Corps NCAA Athletes:** Corps athletes will complete the body composition screening with the Citadel Strength and Conditioning staff.

(3) **Body Composition Assessments of Previously Identified NCAA Athletes:** Athletes who are required to have a unique body composition will have the results of the body composition assessment analyzed by the Head Sports Coach, Citadel Strength and Conditioning coach, along with Sports Medicine staff. The coaches will verify that the athlete is within the height and weight standards given to that athlete in his/her training program. If the cadet is within these established body composition goals of the Strength and Conditioning coach, they will be considered proficient under the Corps standards. However, if they fail to meet these weight goals, they will undergo a weight management program with Citadel Strength and Conditioning staff and Sports Medicine.

(4) **Teams or Athletes with no Unique Body Composition:** Athletes with no unique body composition required for their sport or position must meet Corps Body Composition Standards.

(5) **Non-NCAA Athletes, Film Crew and Managers:** Non-NCAA Athletes, Film Crew, Managers, and any other team support personnel are not subject to this provision and must complete the CPFT under the Corps of Cadets provisions.

5-8 **CITADEL PHYSICAL FITNESS TEST (CPFT):** The CPFT consists of 3 events; push-ups, crunches, and a 1.5-mile run—done in that order—on the same day. Cadets are allowed a minimum of 10 minutes and a maximum of 20 minutes rest between events. All three events must be completed within two hours. The test period is defined as the period of time that elapses from the start to the finish of the three events (from the first push-up performed to the last Cadet crossing the finish line of the 1.5-mile run event).

A. **The Citadel Physical Fitness Test Generally:** In order to be considered CPFT proficient, a cadet must score a minimum of 145 points on the CPFT with a minimum 60 points for push-ups, 40 points for crunches, and 45 points for the 1.5 mile run. The maximum score is 100 points in each event.

1) **Push-Up:** There are two authorized rest positions - you may flex your back or sag in the middle of your body. When flexing your back, you may bend your knees, but not enough that you shift most of your body's weight to your legs. You must then return to, and pause in, the correct starting position before continuing. You may reposition your hands and feet during the event, if
needed, but they must remain in constant contact with the ground. If you rest on the ground or raise either of your hands or feet from the ground, your performance will be terminated.

2) **Crunch:** No bouncing or arching of the lower back is allowed, and the buttocks must remain in constant contact with the floor throughout the test. Resting during the exercise is permitted in either the up or the down position.

**B. CPFT Scheduling:** The Record CPFT is scheduled by battalion during a one week testing block during each semester. In the Fall Semester it is preceded by a Diagnostic CPFT given progressively during the military training periods and the first week of classes. ALL Cadets are required to take the CPFT- diagnostic and record. It is each cadet’s individual responsibility to know when their Company is scheduled to take the CPFT. Dates will be posted on the Corps training calendar and can also be found on the physical readiness webpage on the Citadel website. Individual Cadets, AO’s, or TACS are not authorized to administer the CPFT to satisfy record test requirements. Make-up tests are for excused absences only—authorized when a cadet is not physically present on campus or is on bedrest for their assigned testing date.

(1) **CPFT Make up dates:** The CPRPM will schedule a minimum of 1 [ONE] make-up dates for the CPFT each semester. Any cadet who was excused from the record test must be present at this make-up. Company AOs will submit a consolidated request to take the makeup CPFT to the CPRPM, NLT Tuesday of the week that the makeup CPFT is scheduled.

(2) **Excused Absences:** These absences will be limited to cadets that are not physically on campus on the morning of their assigned CPFT or those on an Infirmary issued medical excuse. If there is another CPFT scheduled **prior** to the cadet’s departure, the cadet must take this test prior to leaving. Failure to take the CPFT prior to departure will result in an unexcused absence. Cadets will make sure that they advise their Company AO/CPRPM of potential conflicts and coordinate to take the test prior to departure. If there is no available CPFT prior to departure, the cadet will be scheduled for the makeup test date for the CPFT.

(3) **Unexcused Absence:** When a cadet fails to take the CPFT as scheduled and does not meet the requirements for an excused absence, he/she is NOT a candidate for a make-up test. A cadet who fails to take the CPFT without a valid excuse will immediately be listed as deficient and will also be subject to disciplinary actions. The following disciplinary matrix applies to unexcused CPFT and Body Composition screenings.

<table>
<thead>
<tr>
<th>ACADEMIC YEAR</th>
<th>DISCIPLINARY MATRIX</th>
<th>CODE</th>
<th>PUNISHMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Unexcused Absence</td>
<td>White Slip: Absent from required Event</td>
<td>024</td>
<td>5D / 10C</td>
</tr>
<tr>
<td>2nd Unexcused Absence</td>
<td>White Slip: Neglect of Military Duty (Minor)</td>
<td>122</td>
<td>5D / 10C</td>
</tr>
<tr>
<td>3rd (+) Unexcused Absence</td>
<td>WS or CPRPM Memorandum: Neglect of Military Duty (Major)</td>
<td>121</td>
<td>10D / 20C</td>
</tr>
</tbody>
</table>

**C. Completing the CPFT:** Once a cadet begins the CPFT, they are expected to complete all three (3) events. At no time will a cadet abandon a run and leave the test
site. To ensure the safety and accountability of tested cadets, and to maintain the integrity and accuracy of grading, cadets that cannot finish the 1.5-mile run (abandon the event) must still report to their grader at the end of the course to complete and sign their scorecard. This will not apply to cadets who are taken/go to the Infirmary for medical attention due to injury during the test.

(1) Cadets sent to the Infirmary: The R/AO will ensure that accountability is maintained of cadets that are taken/self-report to the infirmary.

D. CPFT Score cards: CPFT results will be recorded on the Cadet CPFT Score Card. Cadets will never take their score card away from the testing site for any reason. The CPRPM will issue, collect, and maintain all cadet scorecards according to the “Cadet Records” of this regulation.

(1) Score cards may only be given to the cadet the morning of the testing.

(2) All Scorecards will be collected by the Company AO at the end of testing.

(3) Cards will be returned to the CPRPM in alphabetical order.

(4) Cadets that fail to meet with their CPFT grader after the 1.5-mile run (those that abandon the test and do not go to the run end point) are subject to disciplinary procedures.

(5) Score Cards that are not signed by the tested cadet will not be counted as a valid test and the Cadet will receive a “No Show” for their test attendance.

(6) Score cards will be picked up by company AO’s NLT 1330hrs on the last working day prior to their battalions assigned CPFT or HT & WT screening.

E. Grading the CPFT: Physical fitness test scores can have both a positive and negative impact on individual cadets. To ensure that there is uniformity in CPFT grading standards, it is not only imperative that graders are trained on proper CPFT grading techniques, but that graders also adhere to these grading standards during each event. This will ensure that all CPFT’s are being uniformly graded during each testing period. Only cadet leaders who have been certified as CPFT graders and, who are physically proficient will serve as a grader during a “Record” or “Alternate” Citadel Physical Fitness Test.

(1) CPFT Grader Minimum Qualifications: A cadet must meet the minimum qualifications of this paragraph to serve as a grader for any “Record” CPFT. Under no circumstances will a cadet who fails to meet these minimum qualifications serve as a grader during a “Record” CPFT without the expressed written approval of the CPRPM.

- Must be in the Cadet rank of CPL or above.
- Must have passed their last CPFT or, if XPT, their previous CPFT.
• Must be proficient under body composition standards.
• Must have attended the CPFT Certification Course

(2) **Grader Certification:** At the beginning of each semester, the CPRM will conduct several CPFT grader certification training periods. All cadet leaders in the rank of C/Corporal and above will attend this training.

(a) Leaders who fail to attend one of these training sessions will be subject to disciplinary action and will be scheduled for a special training date.

(b) Certified graders will be issued a grader certification card by the CPRM upon completion of the training.

(c) Company First Sergeants are responsible for ensuring that all company leaders (Present and future) attend one of these training sessions and completes certification requirements.

(3) **Selection/Tasking of CPFT Graders:** Company First Sergeants will receive a CPFT support tasking through Regimental Operations/Regimental CSM to provide certified graders for each battalion CPFT. Company 1SG’s will identify and notify each grader of their duty to grade the CPFT. 1SG’s will submit a list of tasked graders to the Corps C/CSM who will consolidate Company lists and forward to the CPRPM NLT 3 working days prior to the beginning of Citadel Physical Fitness Testing week.

(4) **Reporting to the CPFT for Grading:** Graders will report to the Wilson Field NLT 0540 on the morning of their assigned CPFT date. Graders must have a black ink ballpoint pen in their possession to score the test. The Regimental AO will conduct accountability of all CPFT graders and assign each grader a grading point number. Once the testing battalion has arrived and taken a position behind the grading points, the Regimental AO will then disburse graders to their assigned position(s). Any grader that is not assigned to an active grading point will be placed in a stand-by status and will fill in at grading points as directed by the Regimental AO.

(5) **Grader Responsibilities:** Graders will score pushup and sit-up repetitions for each cadet tested and ensure that the correct time is recorded for the 2-mile event. Upon completion of the 2-mile run, graders will make sure that their tested cadet is accounted for and that scorecards are signed by the test taker. They will then turn the score cards into the designated AO at the testing site. No score cards are to leave the testing site for any reason.

F. **Test Site Responsibilities:**

(1) **The CPRPM:** The CPRPM will ensure that the CPFT testing site is set up to allow for the safe and efficient administration of the CPFT. The CPRPM will...
ensure that all scorecards are issued and returned at the conclusion of the CPFT and that scores are entered into the Commandant’s Information System database (CIS).

(2) **Regimental AO (R-AO):** Responsible for the overall planning, coordination, and execution of the event. He/she will ensure that he coordinates with Regimental Operations for grader and support personnel assignment and placement. He/she will assign company and battalion AOs to monitor testing procedures to ensure that grading is uniform and make any corrections as needed. The R-AO is responsible for ensuring the tested company picks up PT Cards prior to 13:00 hrs. the day prior to their battalions test date. R-AO will also ensure that score cards are accounted for, completed, and returned upon completion of the 2 mile run event.

(3) **Company Athletic Officers:** Company and Battalion Athletic Officers will be present during Corps CPFT testing. All AO’s will be actively engaged in the operation of the CPFT to ensure that test integrity and efficiency is maintained. If an AO identifies a deficiency in testing, they will immediately make any corrections necessary.

**G. Policies for the CPFT**

(1) The uniform for the CPFT will be the Citadel CPFT uniform. Any piece of clothing not prescribed as a component of the CPFU, ACU or commandant authorized cadre uniforms are not permitted for wear during the CPFT.

(2) Devices or equipment that offers a potential unfair advantage during testing is not authorized. Unless prescribed as part of the Cadet’s medical profile, the wearing of the following items are not authorized: nasal strips, weight lifting gloves, back braces, elastic bandages, or any other brace.

(3) Electronic devices are also not authorized (MP3 players, radios, cell phones, and compact disc players). Any cadet seen using any electronic device, or being paced by any other person with an electronic device, will be immediately disqualified from their CPFT event.

**H. The Alternate CPFT:** The only event that has an alternate field assessment is the Cardio (2 Mile Run) event. This alternate event is limited to cadets who have an injury/illness that will prevent them from completing the standard 2-Mile Run event. If the Cadet is **ONLY** an X-Pushups or X-Sit-ups profile, he/she will take the regular CPFT with their respective battalion following the instructions listed below for X-PU or X-SU status.

(1) **ROTC Tests:** The Commandant’s Department will not accept any other department’s physical fitness test results as a substitute for the CPFT. This means that the ROTC (Army / Navy / Marines / Coast Guard) physical fitness test results will not be accepted in lieu of completing the Citadel Physical Fitness Test.
(2) **Availability of Alternate CPFT:** The alternate CPFT is only available to cadets who have a long term profile or a temporary profile that is expected to last an entire semester. The Citadel Surgeon is the only authorized person who can recommend that an alternate CPFT be given in lieu of the standard CPFT. Once a cadet has taken the standard CPFT for that semester, an alternate CPFT cannot be administered to that cadet in the same semester.

(3) **Alternate Cardio Event:** The only alternate event that has an authorized alternate for the CPFT is the cardio event. In order to qualify for the alternate CPFT cardio event, the cadet must be able to do both the push up and crunch events and have a medical profile that is X-Run. The only authorized alternate events are the following:

- The 12-minute Stationary bicycle
- The 450-Meter Swim
- The 500-Yard Swim

(4) **Event Selection:** The primary alternate cardio event is the 12-minute stationary bicycle test. Administration of any other alternate event will be the exception and not the rule. The 450 meter swim and/or the 500 yard swim should only be authorized in very rare instances where a cadet has an injury/illness that would prevent cycling according to medical professionals. Selection of the alternate cardio event should be injury/illness specific and not specific to the cadet’s “strongest” event.

(5) **Alternate CPFT Procedures:** A cadet who is authorized to take the alternate CPFT will report to morning accountability formation on their assigned battalion CPFT date. Company leadership/AO will ensure the following is conducted:

(a) The company AO will review the alternate CPFT request form and ensure that the cadet annotates in the “Notes” section of the CPFT score card” that he/she has a valid alternate CPFT request form that is signed by the Citadel surgeon.

(b) The company AO will advise the cadet of when their alternate CPFT date will be and collect the scorecard and the alternate event request form and turn them in to the CPRPM at the CPFT test site.

I. **Cadets on XPT/XMD status during CPFT testing:** Unless otherwise instructed by the Citadel Surgeon, XPT cadets are required to report to all required physical training events. On the morning of their assigned CPFT, these cadets will report to accountability formation with their XPT slip from the Infirmary.

(1) **Minimum CPFT requirements:** In order for a cadet to take the CPFT and gain a physical proficiency status cadets must be able to do a minimum of 2 out of
the 3 events and one of those events must be a cardio event. If a cadet has a physical profile of either X-Run, with no alternate cardio request, or they have BOTH an X-Push-up AND X-Sit-Up profile, they will be listed as XPT in the notes section of the CPFT Card. The company’s AO will ensure that XPT is annotated and will then collect both the scorecard and a copy of the Infirmary slip and turn them into the CPRPM at the CPFT testing site.

(2) **Cadets with an XMD/XPT/X-Run Status**: Cadets with a physical profile of XPT, XMD, or XRUN status will annotate “XMD/XPT/XRUN” in the notes section of their CPFT score card. The company AO will then collect the score card and a copy of the infirmary slip and turn them into the CPRPM at the CPFT testing site.

(3) **Cadets with either an X-Push-ups or X Sit ups status**: Cadets with a physical profile of X-Push-ups or X-Sit-ups will take the CPFT as scheduled. They will ensure that the grader annotates XPU or XSU in the “score” section of that particular event. The cadet will take the events that are within their physical profile status.

(a) **Proficiency Standards under this profile status**: Cadets are reminded that while this test counts towards proficiency standards, it will not count towards senior privileges such as the Long Grey Line Parade, Graduation/Commencement participation, and Recognition Day (see para. 5-11C). For those privileges, the cadet MUST have a passing 3 event CPFT under that section.

(4) **Recovery Period and CPFT Preparation**: Cadets on XPT status will not be required to take the CPFT until they are afforded the opportunity to recover from that illness or injury and prepare for the next CPFT. Cadets will have 2 days for every day that they were on XPT status, not to exceed 90 days after the profile ends, before they are required to take the CPFT.

5-9 **CORPS BODY COMPOSITION SCREENING (Height-Weight-Body Fat)**: The Commandant’s Department uses a standard height and weight assessment as the primary means of body composition screening. Cadets will be screened for body composition compliance twice each academic year; once in the Fall Semester and once in the Spring Semester. If a cadet exceeds the height and weight standards (Appendix “A”), they will be screened for maximum allowable body fat percentage standards for age group. (Appendix “B”).

A. **Scheduling**: Body composition screening will be scheduled by the CPRPM for a one week block time period during the first and second semesters of the academic year. Each cadet is responsible for ensuring that he or she is present for their battalion’s scheduled HT/WT date. These dates are on the Corps of Cadets training calendar and can also be found on the College’s physical readiness webpage.

B. **Make up Screening Dates**: There will only be one body composition make-up date once Corps screening is complete. In the event that a cadet has a conflict that will
prevent them from attending their scheduled screening date, they must complete the screening BEFORE their scheduled absence. If there are unforeseen circumstances, or there are no screening dates available before the absence, the cadet will coordinate with the company AO prior to departure and a date will be set for the screening upon the cadet’s return.

C. Unexcused Absence: Cadets may only complete screening on the assigned screening dates for their battalion. If a cadet is not present during their battalion screening they will be listed as a “No Show” and will immediately be listed in a deficient status. Cadets who fail to attend screening without a valid excusal will be subject to disciplinary procedures (See paragraph 5-4 B (3)) and placed in a deficient status. Once Corps body composition screening is completed a make-up date will be published for all cadets who have not been screened for whatever reason. If the cadet subsequently fails to complete the screening on the make-up date, the cadet will remain in a deficient status until they meet body composition under the physical remediation program.

5-10 CITADEL PHYSICAL FITNESS EXCELLENCE BADGE: The Citadel Physical Fitness Excellence Badge is intended to recognize those who have excelled in physical fitness, which is considered an important aspect for leadership development. The only documentation required to award the Physical Fitness Badge is the record score card indicating the cadet met the standard for the badge. If the cadet fails to meet the award standard at a later date, the badge is no longer authorized for wear on the uniform.

A. Award of the Badge: Cadets who score 270 or above with a minimum of 90 points in each event on the CPFT and who meet body composition standards will be awarded the Physical Fitness Badge for Physical Fitness Excellence. Cadets are required to meet the above criteria each record test to continue to wear the badge.

B. Wear of the Badge: The Physical Fitness Badge is worn only on the Citadel's physical training uniform, and is not worn on any other uniform. See Appendix M for proper wear of the Badge.

5-11 PHYSICAL DEFICIENCY: A cadet who fails to achieve the minimum passing score on any record CPFT and/or who fails to meet body composition standards will immediately be listed in a physically deficient status on the Commandant’s physical deficiency report. Physically deficient cadets will be assigned to the Commandant’s Physical Remediation Program (CPRP) and are also subject to loss of privileges as described below. Physically deficient cadets will be counseled by their respective battalion TAC and advised of on campus resources that are available to assist them with their dietary plans, exercise programs, and weight management education/training.

A. Commandant’s Physical Deficiency Report: The CPRPM will report all cadets that fail to achieve a passing score on the most recent CPFT and/or, who fail to meet body composition standards. The CPRPM will publish this report NLT the Monday after Corps testing week and after each subsequent makeup event. A cadet on this report will be notified by their company leadership within 24 hours of publication. Cadets who believe that there was a reporting error will then notify their company
AO who will in turn coordinate with the CPRPM to confirm deficiency status. All entries will be presumed correct if not challenged by the first Friday after Corps testing/screening. Nevertheless, a cadet is considered “Physically Deficient” immediately upon publication until the conflict is resolved.

B. Notification Counseling Required: Cadets that are listed on the deficiency report will be counseled by the CPRPM in the first week of enrollment in the remediation program. This counseling will notify the cadet of their deficiency and that the cadet is immediately assigned to the physical remediation program. The counseling will also notify the cadet of any requirements listed in the following paragraphs that are pertinent to their deficient area.

(1) Not in Compliance with Height/Weight and Body Fat Standards: Once a Cadet is determined to exceed the body fat standard (see Appendix B of this chapter). The Company AO will initiate all required paperwork and memorandums and the cadet will meet with the CPRPM to complete the paperwork assigning them to the physical remediation program. Cadets will be advised that they are enrolled in the CPRP effective immediately and that while they remain enrolled in the program they:

- Must read USAPHC TG 358 within 48 hrs. of enrollment.
- An appointment with a dietician is optional at the cadet’s own expense.
- Must complete and return their Cadet Action Plan to the Company AO within 72 hrs. of enrollment.
- Must participate in bi-weekly assessments to document their progress.
- Must meet body composition standards in order to be released from the CPRP.
- Must demonstrate satisfactory progress, as defined in paragraph 5-12 G(1) below, while enrolled in the CPRP and understand that failure to do so may result in initiation of a Campus Assessment Team (CAT) review. If recommended, the CAT will evaluate medical reports to determine the individual’s suitability to remain a member of the Corps of Cadets.
- May request a medical examination if there is reason to believe that there is an underlying medical condition that may directly prevent weight or body fat loss. This exam is at the Cadet’s own expense.
• Must acknowledge enrollment in the CPRP by memorandum to the CPRPM.

C. Class Privileges for Physically Deficient Cadets: Cadets that are listed as physically deficient will not be given certain privileges.

(1) **General Leave and Pass:** Physically deficient cadets are not authorized to take any overnight or weekend passes.

(2) **Wednesday General Leave Restriction:** Physically deficient cadets who have an unexcused absence from the CPRP fitness training on the **Tuesday** or **Friday** immediately prior to the Wednesday general leave will be restricted to campus during the leave period.

(3) **Extended General Leave:** A physically deficient cadet will not be granted extended leave when given by the Commandant.

D. Leadership in Physically Deficient Status: Leaders are expected to Lead by Example and must be prepared to meet physical fitness standards at all times. Cadets may not hold leadership positions if they are listed in a physically deficient status. The following guidelines apply for those rare circumstances when a cadet leader is listed in a deficient status.

(1) **Cadre in Physically Deficient Status:** Cadets who are listed as physically deficient at the end of the Spring Semester will not be selected for assignment to cadre positions the following year. Cadets who are assigned to cadre will be screened for body compositions and administered the CPFT upon arrival for summer cadre training. Cadre who fail to meet proficiency standards in either of these events may continue cadre duties however; they will be assigned to the Commandant’s Physical Remediation Program where they will work with the CPRPM to remediate their deficiencies. Cadres in a deficient status will not lead/teach/serve as an assistant instructor (AI) for any physical fitness training period. They may only be used in a support status (i.e. Road guards). Cadre may retake the CPFT with the arriving Leadership.

(2) **Leadership in a Physically Deficient Status:** Cadets who are in leadership positions must be physically proficient. Advanced leadership and/or support staffs who fail to meet physical proficiency standards may continue advance leadership duties however; they will be assigned to the Commandant’s Physical Remediation Program where they will work with the CPRPM to remediate their deficiencies. Leadership/support staffs in a deficient status will not lead, teach, or serve as an assistant instructor (AI) for any physical fitness training period. They may be used in a support status (i.e. Road guards) if appropriate. Physical fitness events include 4C
Physical Fitness and Spirit PT. Leadership/support staff may retake the CPFT during Battalion CPFT/Body Comp screening week.

(3) Athletic Officers in Physically Deficient Status: AO’s who become physically deficient are not eligible to hold the position. Deficient AOs are subject paragraphs 5-1 a & b above and the award of the Athletic Officer qualification ribbon will be immediately revoked. Once a deficient AO becomes physically proficient, he/she must then complete recertification under the AO training manual.

E. Senior Cadets in a Physically Deficient Status: Senior cadets are expected to demonstrate that they are proficient in all four pillars of the Principled Leader Development Model at the Citadel to be considered a Citadel Principled Leader upon graduation. Senior cadets are required to apply physical proficiencies outcomes learned as an underclassman and achieve a passing score on their record 3 event CPFT in both the Fall and Spring Semesters of their senior academic year. Seniors are cautioned that this is a mandatory requirement as a 1st Class training outcome under the Citadel’s Leadership Development Model and such a requirement will not be waived. Failure to meet these standards in the senior year will result in loss of the privilege of participating in the Ring Presentation Ceremony, Graduation Ceremonies, the Long Grey Line Parade, and Recognition Day.

(1) Ring Presentation: Senior Cadets who are physically deficient in the Fall Semester of their graduating year, will not be allowed to participate in the Ring Presentation Ceremony. Cadets in this category will be able to pick up their ring on the Monday following the event.

(2) Graduation Ceremonies and The Long Grey Line Parade: Senior cadets who are physically deficient in the Spring Semester of their graduating year, will not be allowed to participate in graduation ceremonies known as “walking the stage”. These cadets will also not be allowed to participate in the Long Grey Line Parade.

(3) Recognition Day: Senior/Upper class Cadets who are physically deficient will not participate in any meaningful manner in the Citadel Recognition Day ceremonies. Senior cadets in a physically deficient status may be used in a support manner (i.e. water points and set up) but they will not participate in ANY other function of Recognition Day.

(a) Previous graduates: Individuals that have already graduated and wish to return to participate in the Ring ceremony must meet the CPFT & HT and WT standards listed as a senior cadet. If the graduate cannot demonstrate CPFT proficiency from their last CPFT they will be required to complete the CPFT prior to the ceremony. These individuals must contact the CPRPM to be screened for body composition or administer the CPFT.
F. Senior Cadets on Physically Limited XMD/XPT status: This section applies to cadets who are CPFT deficient ONLY. A CPFT profile only limits a certain type of exercise such as running, push-ups or crunches. A profile limitation does not however, excuse compliance with body composition standards. Senior cadets who are not eligible to take the CPFT in the Spring or Fall Semesters of their senior year due to an XPT status may be listed as proficient for graduation, ring presentation, and/or recognition day purposes provided that the cadet meets the following criteria.

(1) The cadet has an established profile (XMD/XPT Status) prior to returning to school in the fall, or the cadet has been placed on a long term profile after returning to school, but, before the week that CPFT testing begins, which extends beyond the Ring Ceremony/Graduation.

(2) The Citadel Surgeon has certified the physical limitation by placing the cadet on XMD/XPT status.

(3) The cadet was physically proficient immediately prior to being placed on the XMD/XPT status: proficiency is demonstrated by passing a 3 event CPFT and meeting body composition standards immediately prior to being placed in the XMD/XPT status.

5-12 PHYSICAL REMEDIATION PROGRAM: The Commandant’s Physical Remediation Program is designed to assist deficient cadets become proficient by providing training, guidance, and overall support in physical fitness training and educational needs.

A. Cadet Action Plan for Body Composition Failures: Cadets who exceed body composition standards will respond to the CPRPM with a Cadet Action Plan and nutritional counseling,

B. Medical Evaluations: A medical evaluation is required when:

(1) Requested by the CPRPM.

(2) Requested by the Cadet (off-campus medical evaluation by an MD/DO at the Cadet’s own expense).

(3) The cadet is referred to a CAT review for failing to make satisfactory progress under the CPRP glide path for body composition.

(4) The health care provider will conduct a review/evaluation to ensure the cadet can participate in the CPRP and rule out any underlying medical condition that may directly inhibit weight or body fat loss.

(5) If an underlying condition is found, the following applies:
(a) If the medical condition is temporary and can be controlled with medication or other medical treatment and meets retention standards of AR 40-501, the health care provider will –

- Initiate treatment
- Prepare a physical profile listing any functional limitations that would prevent the cadet from fully participating in the CPRP.
- Complete and return memorandum to CPRPM for enrollment in the CPRP.
- Make any appropriate referrals for nutritional and exercise counseling.

(b) If the medical condition is permanent and does not meet the retention standards of AR 40-501, then the health care provider will refer the cadet to the CAT or Suitability Board for review.

C. Temporary Medical Conditions & Body Composition Failures: Cadets found to exceed the allowable body fat standards and who have a temporary medical condition that directly prevents weight or body fat loss will still participate in the CPRP. However, those cadets will –

1. Have up to 6 months from initial medical evaluation date to undergo treatment to resolve the medical condition.
2. Medical personnel may extend this time period up to 12 months if it is determined more time is needed to resolve the medical condition. During this time, the cadet will participate in the CPRP but will not be penalized for failing to show progress.
3. If the cadet meets body composition standards during this time frame, he or she will be removed from the CPRP.
4. Once the medical condition is resolved, or the time period for resolution has expired, and the cadet still exceeds the body composition standards, he or she will continue in the CPRP but must show satisfactory progress.

D. Temporary Medical Conditions & CPFT Failures: The provisions of paragraph C (1) - (4) above are not applicable to medical conditions or injuries based solely on a prescribed reduction in physical activity. XPT status does not prohibit all forms of exercise, merely those forms tested during the CPFT. Cadets will be informed that:
(1) In this light, X-Run restriction does not prohibit swimming; X-Pushup does not prohibit leg exercises/running, etc.

(2) The relative inability to exercise does not directly cause weight gain.

(3) Health care providers will advise cadets to modify caloric intake when reduced physical activity is necessary as part of the treatment plan.

E. Remedial & Profile Physical Fitness Training: Cadets assigned to the physical remediation program, or, who have a valid physical training limitation from the Citadel Infirmary, will participate in the physical remediation program. This program will be conducted on Tuesday and Friday for all physically deficient and profile cadets.

(1) Reporting and Attendance: Company AOs will take accountability of their company’s remedial PT participants before the end of the training periods at their assigned areas. At 0530hrs, when the barracks gates are opened, company AOs must immediately move their personnel to Wilson field for physical fitness training. AOs will submit their accountability roster to the Regimental Athletic NCO and use any additional time available for pre-execution checks. All companies are expected to be formed up on the PT field and ready to begin PT at 0540hrs.

(2) Dismissal: At no time will any AO dismiss their company prior to the ending time of 0640hrs without the expressed authorization of the CPRPM or RAO. AOs will move their company, in a formation, from the PT field to their battalion area at an “Airborne Shuffle”.

(3) XPT Cadets: Cadets on medically-excused duty status will participate to the extent possible within the limitations set by their health care providers. The RAO will have a designated “Modified Physical Training (MPT)” program that will lead X-profile cadets in a fitness training session that is within the limits of the cadet’s physical profile.

(4) Unexcused Absences: The Commandant’s Physical Remediation Program is a mandatory event for all deficient cadets. There is very little training time available for physical remediation program which makes each and every PT session critical to individual success. Furthermore; cadets are expected to adhere to the principles of a military duty and be at all required formations on time. Excessive unexcused absences from remedial PT will not be tolerated. Company AOs will use the graduated disciplinary response matrix listed below to deal with unexcused absences within their company.

(a) On the first unexcused absence, the company AO will prepare a white slip as outlined below and submit it to the CPRPM 0650 hrs. the
following morning. The CPRPM will consolidate and submit white slips to the Assistant Commandant for Discipline for processing.

(b) On the Second unexcused absence, the Company AO will prepare a white slip as outlined below and submit it to the CPRPM 0650 hrs. the following morning. The CPRPM will consolidate and submit white slips to the Assistant Commandant for Discipline for processing.

(c) On the Third and subsequent unexcused absence, the AO will prepare a white slip as outlined below and submit it to the CPRPM 0650 hrs. the following morning. The CPRPM will consolidate and submit white slips to the Assistant Commandant for Discipline for processing.

- The CPRPM will meet with the cadet and determine the reasons for unexcused absences.
- The CPRPM will assist the cadet with any barriers to attendance if possible.
- The CPRM counsels the cadet in writing and advises the cadet that they are required to be at Physical Remediation Training on Tuesday and Friday; 0540 to 0640 hrs. and that excessive absences may result in the cadet appearing before a Commandant’s Suitability Board for failing to participate in the Physical Fitness program. This board will determine the cadet’s suitability for continued participation in the Corps of Cadets program.

**NOTE**: Cadets who fail to appear after this counseling may be subject to disciplinary procedures for “Direct Disobedience of a Lawful Order” as well as the process outlined below.

<table>
<thead>
<tr>
<th>UNECXCUSED CPRT</th>
<th>CODE</th>
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<tbody>
<tr>
<td>1st Unexcused Absence</td>
<td>White Slip: Absent From Required Event</td>
<td>II 028</td>
</tr>
<tr>
<td>2nd Unexcused Absence</td>
<td>White Slip: Absent From Required Event</td>
<td>II 028</td>
</tr>
<tr>
<td>3rd &amp; Subsequent Unexcused Absence</td>
<td>White Slip Gross Poor Judgment Major</td>
<td>II 250</td>
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<tr>
<td>Unexcused Absence - After Being Ordered to Attend During Counseling</td>
<td>White Slip: Direct Disobedience of a Lawful Order</td>
<td>I 310</td>
</tr>
</tbody>
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(5) **Athletic Officers Duties & Responsibilities**: Company AO’s are expected to ensure that they conduct themselves in a competent and professional manner
when representing the Commandant’s Physical Readiness program. AO misconduct will not be tolerated. Company AO will:

- RAO is responsible for the actions and inactions of his/her battalion and company AOs. He/she will ensure that each AO is held to a high degree of accountability, competency, and professionalism while they are assigned to, and represent, the Commandant’s Physical Readiness program.

- Have their company at Wilson Field ready to train at the designated time.

- Be prepared to execute assigned Physical Fitness Training.

- Ensure all disciplinary matters under this chapter are completed.

- Will motivate and encourage all remedial PT participants.

- May not excuse any cadet from remedial PT without the approval of the CPRPM or the company TAC.

- Will not miss a CPRP event without prior approval and/or coordination with the RAO.

- Will ensure that accurate accountability of their company is being reported.

**F. Periodic Assessments and Progress Tracking:** While assigned to the physical remediation program, cadets will be given periodic assessments to assess their compliance and/or progress to meet proficiency standards.

1. **Periodic CPFT Assessments:** A cadet assigned to the physical remediation program for CPFT failure will remain on the program until they become CPFT physically proficient. There will only be 1 Remedial CPFT scheduled during each semester. The retest will be scheduled approximately midway between the end of the battalion CPFT and the last Friday prior to Final Exams.

2. **Periodic Body Composition Assessments:** Cadets that are assigned to the remediation program for failing to meet body composition standards will undergo 1 remedial HT/WT assessment to determine compliance with the
body composition standards or acceptable progress under weight reduction glide path. A courtesy BCA may be done at the cadets request.

G. Physical Proficiency Glide Path: The CPRPM will assist company and battalion AOs monitor and mentor deficient cadets within their company and also provide encouragement and guidance towards meeting proficiency standards. Progress glide paths will be used to determine satisfactory progress while assigned to the program.

(1) Body Composition Glide Path: Satisfactory progress in the CPRP is defined as a bi-weekly weight loss of either 2-4 pounds or 1 percent body fat per month. Cadets who fail to demonstrate satisfactory progress under this glide path may be considered physical remediation program failures and subject to the provisions of that paragraph.

(2) Citadel Physical Fitness Test Glide Path: Cadets are expected to show satisfactory progress towards meeting the standards of the CPFT by achieving a higher score than the cadet’s previous CPFT high (in their deficient event(s)). Cadets who fail to demonstrate satisfactory progress under this glide path may be considered physical remediation program failures and subject to the provisions of that paragraph.

H. Release from the Program: Any cadet that passes a CPFT retake or, who meets body composition standards, will immediately be listed physically proficient and will be released from the CPRP. A cadet who fails the last CPFT retake of the semester will remain on the program on the first day of the following semester.

I. Physical Remediation Program Failures: A cadet enrolled in the CPRP is considered to be failing the program if:

(1) Physical Fitness Test Program Failures: A cadet may be considered a remediation failure when he/she fails to show progression (higher repetitions/faster run time) on 2 consecutive CPFT’s.

(2) Body Composition Program Failures: A cadet may be considered a remediation failure when he/she exhibits less than satisfactory progress on 2 consecutive bi-weekly CPRP assessments or, after 6 months in the CPRP he or she still exceeds the body composition standards, and exhibits less than satisfactory progress for 3 or more (nonconsecutive) bi-weekly assessments.
(a) When a cadet has failed the program, the CPRPM may request a medical 
evaluation if there is evidence of an underlying medical condition may 
prevent weight/body-fat loss.

(b) If the cadet has no underlying medical condition or a medical evaluation 
finds the cadet has a medical condition that does not meet medical 
retention standards of AR 40-501 the cadet will be recommended to the 
CAT Board for review.

(c) If the cadet is found to have a temporary underlying medical condition 
that directly prevents weight or body fat loss, the CPRPM will follow 
the requirement in paragraph A & F above.

(3) **Campus Assessment Team:** Once the cadet is considered a physical 
remediation program failure the CPRPM may initiate a recommendation that 
the cadet appear before a CAT assessment. The CPRPM will notify the cadet 
that he or she is being recommended to appear before a CAT.

5-13 **CAMPUS ASSESSMENT TEAM:** The CPRPM may identify CPRP failures and cadets 
on long term XMD/XPT and refer those cadets for a Campus Assessment Team (CAT) 
review in order to determine if the cadet is suitable for continued participation in the Corps 
of Cadets.

A. **Campus Assessment Team (CAT) Board:** The Citadel Board of Visitors Policies 
and Regulations stipulate that upon a report that an enrolled student may be unable 
to continue at the Citadel as a result of inability to comply with the physical 
requirements of the Citadel, the CAT [Campus Assessment Team] will meet to 
review the student’s file. (see Citadel Memorandum Number 2-23, CAMPUS 
ASSESSMENT TEAM, Sec. 3H(i), dated 9 November 2010). The CAT lists several 
factors that would be appropriate for the referral of a cadet for consideration of 
continued service that include but are not limited to the following.

- Visiting the Infirmary, or off-campus provider, twenty-one (21) 
times or more during a single semester

- Spending twenty-one days or more on some combination of “X” 
status, medical leave, in-patient status, etc., during a semester.

- Temporary Disability Status lasting significantly longer than 
anticipated for a particular illness or injury.
• Major illness or injury which may preclude cadet participation in required military, physical or academic duties for a protracted period.

• Fourth class cadets missing more than thirty (30%) per cent of the fourth class cadre training period (i.e. the period between matriculation and the beginning of academic classes).

The Commandant’s Physical Fitness Officer will monitor cadets for time spent on XPT status and the cadet’s participation in the CPFT for protracted periods of time and will make the appropriate referrals when needed.

5-14 REGIMENTAL PHYSICAL FITNESS TRAINING: Regimental PT will be held on Monday’s and Thursday’s at 0550hrs. This is a mandatory event for the entire Corps of Cadets. The RAO plans these training sessions IAW the Regimental Commanders guidance. Company and Battalion AOs will ensure that their company’s training plans reflect this guidance and that company leadership executes the training IAW training established regulations.

A. Physical Fitness Training Plan: The Regimental AO will submit the physical fitness training plan to the CPRPM NLT 7 days prior to the scheduled training. This plan will include a risk analysis and plans to mitigate any potential hazards.

B. Execution of Training: Physical fitness training will be done by 100 percent of the company. Trained leaders will be the primary trainers while Commanders will monitor and make corrections as needed. The CPRPM will oversee the event to ensure compliance.

C. Attendance: Regimental PT will be attended by all members of the Corps. In season Athletes and Cadets who have an ROTC PT session at the same time as Regimental PT will be excused from that PT Session. Company 1SGs will account for their Personnel and submit the PT Accountability Report prior to marching to the PT field. (See Appendix M).

D. Profile / Remedial Physical Training: Profile and Remedial PT will participate in the Remediation Physical Training Program during Regimental PT.

E. Cancellation: Cancellation of Regimental PT will only be in consultation with the CPRPM/Commandant Operations department. In the event of in-climate weather,
the CPRPM or Commandant Operations will make a final Go/No GO call and notify the Regimental Commander/Operations. (See para. 5-16 C (1) a-c)

5-15 CORPS SPIRIT PHYSICAL TRAINING: Corps Spirit Physical Training is designed to boost morale, bonding, physical fitness, and esprit de corps of the entire company. Therefore, it is imperative that all members of the company participate and finish together.

A. Scheduling: Regimental Commander will designate one Regimental PT Session a month as a “Spirit PT day.”

B. Training: Spirit PT Day will consist of company level warm up and strength and conditioning exercises and either a regimental or company run.

C. Physical Fitness Awards: The Physical Fitness Excellence Badge will be presented to those who have earned it on Regimental Run days. At the discretion of the Regimental Commander, these cadets may then form an “Honor Company” that will form directly behind the Commander and lead the regiment during that regimental run.

5-16 PHYSICAL FITNESS CONDUCT AND SAFETY GUIDELINES: Commanders are responsible for proper hydration of all cadets prior to any physical training activity. Water must be provided on the event site for the Citadel Physical Fitness Test and Regimental Spirit Training.

A. Physical Fitness Uniform: The only uniform authorized for the Citadel Physical Fitness Test, Commandant’s Physical Remediation Training, 4C Physical Training, Regimental Physical Training, and Regimental Spirit Training is The Citadel PT summer or winter uniform.

(1) Current Cadre PT shirts may be worn by those cadets serving in the respective positions. No other t-shirts or sweatshirts are allowed.

(2) THE HOODED CITADEL SWEATSHIRT IS NOT AUTHORIZED FOR WEAR.

B. Heat Index: During the warmer months the Commandant’s Operations and Training Section along with The Citadel Sports Medicine Department and the Regimental S-3 will monitor and post the heat index with instructions for any adjustments in training regimen.
(1) **White/No Flag:** WBGT <80 – Extremely intense physical training output may precipitate heat injury. Caution should be taken.

(2) **Green Flag:** WBGT Index 80 – 84.9 – Normal Duties, be alert for yellow flag. Discretion required in heavy exercise for unseasoned cadets. Marginal stress limit for all personnel.

(3) **Yellow Flag:** WBGT 85 – 87.9 – No PT in direct sun – no running over one mile. Strenuous exercise and activity should be curtailed for unseasoned personnel for the first 3 weeks of heat exposure.

(4) **Red Flag:** WBGT 88 – 88.9 – No PT No Drill; No Classes, Formation or bracing in direct sun. Strenuous exercise curtailed for all personnel with less than 12 weeks training in hot weather.

(5) **Black Flag:** WBGT 90 – Above - No strenuous activity. Physical Training and strenuous exercise suspended for all personnel. *(Excludes operational commitment not for training purposes)*.

C. **Inclement weather:** In the event of Inclement weather, the following guidelines are established:

(1) **Cancellation Policy:** Generally, Physical Training events will only be cancelled for weather that is so severe that the risk created by the elements would outweigh the training value obtained by the event. Physical Training events will not be cancelled simply due to light or moderate rain.

a. The Regimental Commander (or is authorized representative will consult with Commandant Operations/CPRPM the morning of the event.

b. There is no specific time that a “call” will be made before an event is cancelled. The Corps Operations/CPRPM will monitor weather information and make the decision up until the time the event is to start. If the call is made to cancel, the Regimental Commander will inform the Corps and the Regimental operations Officer will make sure that all battalion Commanders receive the information.

c. If the weather becomes bad during Regimental PT, the event will be terminated in the same manner. The Regimental Commander may
make the call for emergency situations where consultation with Commandant Operations would be impossible or impracticable.

D. Off Campus Individual Physical Fitness: Cadets engaged in Individual Physical Training may NOT run or exercise off campus in the hours of darkness. While running or riding a bike cadets may not use headphone devices on or off campus.

(1) Cadets are limited to the area bounded by Spring Street on the south, King Street on the east, and Peachtree Street on the north. Cadets may not stop at any intermediate location except for emergencies.

(2) Cadets must be in the proper Citadel Physical Fitness uniform at all times.

(3) Cadets running must wear a reflective belt; face the traffic staying in single file on roadways or sidewalks, and cross street intersections only after carefully checking traffic.

(4) Cadets riding bicycles must ride with the flow of traffic, wear a helmet and a reflective belt.

(5) Rollerblading is NOT permitted on The Citadel campus.

5-17 INTRAMURAL SPORTS PROGRAM: The objective of the intramural sports program is to develop teamwork, foster esprit de corps, enhance motor skills and contribute to the improvement of the physical fitness level of the Corps of Cadets as a whole. The intramural program is organized and directed by the Intramural, Club and Recreation Athletics Department with the assistance of the Regimental, Battalion and Company AOs.

Intramural sports are played on the company level in a round-robin format, followed by a Regimental tournament to determine the Regimental Champion in each activity. General intramural rules are published annually by the Director of Intramural Athletics.

Every cadet at The Citadel is expected to participate in at least one of the following: an intercollegiate sport, club sport or the intramural program. The Company AOs monitor participation.

5-18 ROTC PHYSICAL FITNESS TRAINING PROGRAM: Service contracted cadets must meet their respective ROTC Department’s physical fitness training requirements, which may include early morning physical fitness training as scheduled by their ROTC Commanders. These sessions may not begin earlier than 0600 hours and must be
completed not later than 0650 hours. The ROTC Departments must submit a training plan to the Commandant’s Operations and Training Section prior to the start of the school year for inclusion on the Corps Training Schedule.

A. ROTC Physical Training does not replace the Corps Physical Training requirements. ROTC scheduling should not conflict with Corps events. Cadets are not excused from Corps Physical Training for ROTC activities.

B. The uniform for ROTC Physical Training is specified by the respective ROTC Department. The standard uniform will be The Citadel PT uniform unless otherwise directed.

5-19 DUTY STATUS DEFINITIONS:

A. Temporary Disability Status [TDS] – Is issued for an extended period of time due to significant injury or illness that is fully documented in the cadet’s chart in the Infirmary, supersedes XMD and XPT. This does not authorize “X-Uniform.”

B. Excused Military Duty [X-MD]: Not required to perform ANY official military duty. XMD includes XPT, X-Brace, X-Run, X-Push-Ups, X-Pull-Ups, X-Sit-Ups, X-Rifle, and X-Instrument. XMD prohibits participation in inspections, parade, drill, rifle manual, rapid gallery walking, driving the stairs, sweep detail, and all other official military duties. However XMD does NOT include X-Uniform. The XMD cadet must report for all company formations. After the report of absentees is received by the first sergeant, the XMD cadet then falls out and proceeds individually to his/her destination. XMD status will not normally exceed 21 days; if it does, the physician will generally grant TDS status along with XMD. XMD status does not preclude light, conditioning exercise such as walking and swimming when not specifically prohibited by the Infirmary and Sports Medicine staffs.

C. No Physical Training [X-PT] – Not required to perform any official physical training (running, pushups, and/or sit-ups), “driving the stairs”, or “knobby walking.” Must report in PT uniform to observe scheduled PT and remedial PT instruction. XPT status does not preclude light, conditioning exercise such as walking and swimming when not specifically prohibited by the Infirmary and Sports Medicine staffs. These cadets are not excused from drill or parade. This does not authorize “X-Uniform.”

D. No Running [X-Run] – Is issued for injury or illness. It means no running, double time, going up or driving stairs in the Barracks. It does not mean “X-Pushup” or “X-Sit-up” and does not authorize “X-Uniform.”
E. **No Uniform [X-Uniform]** – Means the cadet is authorized to wear The Citadel PT Uniform. It can be issued with any of the above mentioned duty statuses, but must be included on the Infirmary slip. Example: TDS-X-Uniform or X-MD-X-Uniform. X-Uniform does not carry an implied duty restriction unless accompanied by such a status as X-MD.
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Notes:
1. Height will be measured in stocking feet (without shoes), standing on a flat surface with the chin parallel to the floor. The body will be straight but not rigid, similar to the position of attention. The measurement will be rounded to the nearest inch with the following guidelines: If the height fraction is less than 1/2 inch, round down to the nearest whole number in inches; if the height fraction is 1/2 inch or greater, round up to the next highest whole number in inches.

2. Weight will be measured and recorded to the nearest pound within the following guidelines: If the weight fraction is less than 1/2 pound, round down to the nearest pound; if the weight fraction is 1/2 pound or greater, round up to the next highest pound.

3. All measurements will be in a standard PT uniform (gym shorts and T-shirt, without shoes).

4. Add 6 pounds per inch for males over 80 inches and 5 pounds for females for each inch over 80 inches.
### Appendix B – Maximum Allowable Body Fat Percentages

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MEMORANDUM FOR CITADEL INFIRMARY

SUBJECT: Commandant’s Physical Remediation Program (Cadet Doe, John D., CWID: 123456789)

1. Cadet ___________________________ has exceeded the weight for height tables by ____ pounds and the body fat standards by ______ percent.

2. Requested that a medical consultation/review be conducted in view of the following (check the applicable blocks):
   ( ) Entry into the Commandant’s Physical Remediation Program
   ( ) Soldier’s profile
   ( ) Commandant’s Physical Readiness Program Manager/TAC Officer’s request

3. The point of contact for this memorandum is the undersigned at (123) 456-7890.

PROGRAM MANAGER
RANK, BRANCH
Physical Readiness Program Manager
MEMORANDUM FOR Physical Readiness Program Manager, The Military College of South Carolina, Charleston, South Carolina

SUBJECT: Commandant’s Physical Remediation Program

I understand my responsibilities to achieve the body fat standards to have my weight and body fat recorded periodically or as applicable.

JOHN D. DOE
C/Privtate
1st BN / A Co.
MEMORANDUM FOR C/PVT Doe, John D., (CWID: 123456789)

SUBJECT: Commandant’s Physical Remediation Program

1. You have exceeded the body fat standards by ______ percent. You are enrolled in the Commandant’s Physical Remediation Program.

2. A bi-weekly goal of 2-4 pounds of weight loss is considered to be satisfactory progress. Failure to make satisfactory progress or achieve the body fat standards could result in your appearance before a Campus Assessment Team review board to determine your suitability to remain as a member of the Corps of Cadets.

3. You are not eligible for certain privileges (See White Book Chapter 5).

4. The point of contact for this memorandum is the undersigned at (123) 456-7890.

PROGRAM MANAGER
RANK, BRANCH
Physical Readiness Program Manager
MEMORANDUM FOR YOUR BATTALION/COMPANY

SUBJECT: Physical Remediation Program (Body Composition) - (C/PVT Doe, John D., CWID: 123456789)

1. C/PVT Doe has been determined to be in compliance with the provisions of AR 600-9 and is therefore removed from the physical remediation program effective __ January ______.

2. C/PVT Doe’s current weight is XXX pounds. The screening table weight for his present age xxxx pounds. C/PVT Doe’s current body fat content is XX percent, which is IAW AR 600-9

3. This correspondence will be retained in C/PVT Doe’s Physical Records Jacket until 6 months after graduation..

3. The point of contact for this memorandum is the undersigned at (123) 456-7890.

PROGRAM MANAGER
RANK, BRANCH
Physical Readiness Program Manager
MEMORANDUM FOR COMMANDANT/PHYSICAL READINESS PROGRAM MANAGER

SUBJECT: Physical Remediation Program Medical Evaluation Results

1. This memorandum is to provide information concerning the evaluation of (Cadet’s name) in accordance with Citadel Whitebook Chapter 5 and US Army Regulation 600-9.

2. Based upon consultation and evaluation, the cadet listed above is (select applicable option):
   
   Option A: Medically cleared to fully participate in the Physical Remediation Program (CPRP).
   
   Option B: Not medically clear to participate in the Physical Remediation Program (CPRP).

3. If not medically cleared to fully participate in the Physical Remediation Program, the following applies (select applicable option).
   
   Option A: The Cadet has an underlying temporary medical condition that directly causes weight gain and/or prevents weight loss, which requires treatment. The Cadet can participate in the Physical Remediation Program (CPRP) but should not be penalized if unable to show progress. The estimated time before the Cadet can fully participate in the CPRP is (specify number, not to exceed 21 days).
   
   Option B: The Cadet has a permanent medical condition that requires evaluation by the Campus Assessment Team (CAT) or a Commandant’s Suitability Board). The Cadet can participate in the Physical Remediation Program (CPRP) but should not be penalized if unable to show progress. If the evaluation results determine Cadet is fit for duty (retrained) and the cadet is still not in compliance with Body Composition standards, the cadet will be fully enrolled in the CPRP and required to show satisfactory progress.

4. If medically cleared, the Cadet will be enrolled in or continue in the CPRP.

5. The Cadet may participate in physical fitness training (fully) or (within the exercise restrictions outlined in the Cadet’s temporary Physical Profile).

6. The point of contact for this memorandum is the undersigned at (email address and phone number).

Health care personnel’s name
Rank, Branch (if applicable)
MEMORANDUM FOR COMMANDANT/PHYSICAL READINESS PROGRAM MANAGER

SUBJECT: Physical Remediation Program Nutrition Counseling Results

1. (Cadet’s name) has been provided nutrition counseling in accordance with AR 600-9.

2. Follow-up counseling will be provided at company level using information in AR 600-9, Appendix C; resources selected by the Cadet contained within the Cadet Action Plan; and the assistance of a designated Company PRO, if available.

Health care personnel’s name
Rank, Branch (if applicable)
MEMORANDUM FOR COMMANDANT/PHYSICAL READINESS PROGRAM MANAGER

SUBJECT: Cadet Action Plan for the Citadel Body Composition Program

1. I, (Cadet’s name) understand my responsibilities to meet the Citadel body fat standards and to have my body fat measured and recorded periodically until I meet standards per AR 600-9.

2. I have read USAPHC TG 358 (Army Weight Management Guide) and familiarized myself with the contents. In addition, I understand it is my responsibility to take action and seek out resources to improve my eating choices, as necessary, at assist in meeting Citadel physical readiness requirements.

3. I have completed the MOVE!11 interactive questionnaire at http://www.move.va.gov/move11.asp. In addition, I have reviewed the analysis and recorded my retrieval code for review during my medical evaluation.

4. I have selected one of the following weight loss or nutrition counseling options as outlined in USAPHC TG 358:

   Option A: Weight loss program at the Citadel infirmary/ARAMARK. (if available).
   Option B: Registered Dietician visits (own expense) or (if available)
   Option C: Approved online weight loss program (own expense)
   Option D: Approved commercial weight loss program (at own expense)
   Option E: Self Directed program (attach program plan)

5. I will print a copy of my Action Plan and bring this with me to my medical evaluation appointment for discussion with my health care provider.

6. I understand that I am assigned to the Commandant’s Physical Remediation Program which meets on Monday’s and Thursday’s from 0550 to 0650 hrs. I understand that that while assigned to this program, I am required to show satisfactory progress towards my weight reduction goal and failure to show this progress may result in me being dismissed from the Corps of Cadets until I successfully reach Citadel body composition proficiency standards.

7. My signature below, I acknowledge, I understand, accept, and agree to comply with the information contained in USAPHC TG 358 as indicated above.

   Cadet’s signature  Health care personnel’s name
   Cadet’s name  Rank, Branch (if applicable)
   Rank
APPENDIX M – Physical Fitness Excellence Badge

PHYSICAL FITNESS EXCELLENCE BADGE

The Physical Fitness Excellence Badge is designed to reward individual cadets for high achievements in the area of Physical Fitness.

DESCRIPTION: On a dark blue disc 1 5/8 inches (4.13 cm) in diameter edged dark blue; a Bulldog centered on a background of Big Red, the Spirit Flag of the Citadel, all encircled by a blue designation band inscribed "PHYSICAL FITNESS" at top and "EXCELLENCE" below separated on either side by a star, all navy blue; edged with a 1/8 inch (.32 cm) navy blue border. Overall diameter is 2 5/8 inches (6.67 cm).

SYMBOLISM: The inner shield alludes to the colors of the Citadel. The palm tree and half-moon on a red background symbolize “Big Red” which symbolizes the “Spirit Flag” of the Citadel which was adopted in 1992 in recognition of the red banner that flew over Fort Sumter as the Corps of cadets fired on the Star of the West. “The Bulldog in the center represents the mascot of the Citadel. “Physical Fitness Excellence” emphasizes the significance of achieving personnel fitness and physical ability.

AWARD ELIGIBILITY: The badge is awarded to Cadets who obtain a minimum total score of 270, with a minimum score of 90 on each event, of the Citadel Physical Fitness Test (CPFT), and meet the Corps body composition standards. Cadets are required to meet the above criteria on each recorded test to continue to wear the badge.

WEAR POLICY: The Physical Fitness Badge is authorized only as a cloth badge and will only be worn on the physical fitness uniform. It will be worn on the front left side of the PT Shirt and wind breaker ½ inch up and Centered on the word “THE” of “THE CITADEL” logo. On the sweatshirt, it will be positioned in the same general location of the left breast area.
PHYSICAL FITNESS COMPANY ACCOUNTABILITY REPORT

DATE:

Battalion: _______
Company: _______

Commander: _______________________
First Sergeant: _____________________
AO: ______________________________

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A. GENERAL.

1. Athletic activities at The Citadel are classified as intercollegiate sports "Cadet Athletes" or "Club Sports." Members of the Cadet Athletes or Club Sports Teams will comply with the directives concerning each respective sport activity as published by the Commandant of Cadets.

2. The purpose of this section is to establish duties, responsibilities, and authorizations for Cadet Athlete members of Varsity Athletic Teams. It defines "In-Season" and "Off-Season" status, and what is expected of a cadet during these periods.

3. Cadet Commanders will insure that cadets on current Cadet Athlete Orders are allowed to meet scheduled games, practices and coaches' meetings, as permitted in paragraph C, below. Cadet Commanders and coaches will insure that athletes meet all required military and academic duties as defined in paragraph C, and when not on current Cadet Athlete Orders.

B. ORDERS.

1. The Commandant of Cadets has sole authority to excuse cadets from required formations or duties. Exceptions to a required duty or formation, other than those spelled out in current Cadet Athlete Orders, must be approved by the Commandant, and if approved, will be passed down from the Commandant's Office. Cadet Commanders will excuse no cadet from a required formation unless that cadet is on current Cadet Athlete Orders, or written or verbal approval is obtained from the Commandant's Office.

2. Cadet Athlete Orders will be published regularly to identify those cadets that are in each status. Cadets failing to comply with these orders are in violation of regulations.

C. CORPS SQUAD TEAM CAPTAINS

1. Appointment:
   A Cadet Athlete (CA) Team captain will be appointed for each team by the Head Coach. He/she will hold the rank of Captain within the Corps of Cadets. Criteria for selection will be based on individual athletic abilities and academic and military training standings.

2. Requirements:
   Team Captains will be 1st class cadets appointed by the Head Coaches prior to the commencement of the fall academic term. In the case where there is not a qualified, proficient 1st classman, a 2nd class cadet may be chosen. They must be players on their respective teams and in good academic, military and physical standing.

3. Duties:
   Team Captains serve as a vital link in the communication chain necessary for the success of the NCAA sports program and cadet training. They serve as resources for the Assistant AD for
Compliance in his capacities as liaisons for academics and the military and serve as a significant central source for maintaining positive relations between Cadet Athletes and the rest of the Corps. The responsibilities of Team Captains are as follows:

- The Team Captain is responsible to the Head Coach in representing his/her team in matters dealing with cadet duties and requirements within the Corps.
- The Team Captain is responsible to the Head Coach, the Regimental Commander, and the Commandant for compliance by members of the team with Citadel regulations governing standards and proper conduct of all team members.
- The Team Captain will maintain communication with The Commandant’s Department regarding the enforcement of regulations concerning attendance, corps training schedules, and cadet duties.
- The Team Captain Serve as a liaison for their team with the Athletic Department regarding current information concerning schedules, rules and rule changes.
- The Team Captain will attend routine commander’s breakfasts, Cadet Athlete Captain Meetings with the Regimental XO, and other rank holder meetings, as required, in order to communicate upcoming events, competition results, and athlete status/rankings and/or issues.
- The Team Captain will organize and lead community service projects for the team.
- The Team Captain will see that the intent, conduct and spirit of The Citadel program is carried out during competition. He/she will serve as an example of good sportsmanship for fellow team members and followers by displaying these qualities.
- The Team Captain will ensure accountability at practice and late mess formations, and submit reports of absences to the Commandant's Department as necessary.
- The Team Captain will represent the team at mandatory team Captains' Meetings. The Captains' Meeting at the beginning of the season is held to discuss policies and procedures, to interpret sport rules and to finalize playing dates with the program’s staff. (Any alternate representatives attending mandatory meetings must be included on the team's official roster.)
- The Team Captain will keep coaches, teammates, and the Military Liaison informed with Corps activities
- The Team Captain will brief all team members as required.
- The Team Captain will assist the Head Coach in selecting an Assistant Team Captain. The Team Captain will consistently keep his/her assistant informed of current events.
- The Team Captain will participate in Athletic Cadre.
- The Team Captain will assist the Coach in maintaining high morale, good sportsmanship, proper discipline and conduct among members of his team
**D. IN-SEASON ATHLETES.**

1. An athletic team that has entered the playing season. This includes NCAA designated in-season practice dates during the off-season. Members are:

   a. Excused from parades, guard, retreat formation, PT, Drill and SMI.
   b. Required to attend morning muster and lunch formations. Fourth Class cadets are also required to attend breakfast formation and optional meal formations.
   c. Cadets appearing on Special Orders to participate in an NCAA scheduled game/match at The Citadel on Saturday and/or Sunday, or are on Special Orders to participate in a game/match away from The Citadel and returning to The Citadel Saturday and/or Sunday night, are authorized; requested by the coach and subject to the approval of the Commandant, an overnight from after a game/match or return to The Citadel, on Saturday until the end of General Leave on Sunday. Only cadets who are proficient in all areas will be authorized the overnight. This applies only to games/matches and not practice or team meetings.
   
   i. **Freshmen who dress for a game/match are authorized an overnight.**
   d. Optional Meals: Upper-class athletes will follow Corps policy for optional meals. Duty uniform, or as prescribed, will be worn at all meals. Cadets will not enter the Mess Hall prior to or after optional meals unless previously arranged.

2. **In-Season Athletes (As prescribed by NCAA and Southern Conference):**

   
   ![Corps Squad Team Seasons Matrix](image)

   **NOTES:**
   - These periods may be subject to some change, but will be covered in current Cadet Athlete Orders. All teams end the season with Southern Conference or NCAA competition as required.
   - NCAA Team and Individual qualifiers orders will be extended. Individual sports will be allowed to extend orders for practice partners.
Managers/Trainers: Are part of the team, they support and receive the same privileges as other team members. Managers and trainers will only support one sport and return to full duty with the Corps of Cadets, except when that sport is either in-season or off-season status.

E. OFF-SEASON CADET ATHLETES.

1. An off-season cadet athlete is one that is not participating in the regularly scheduled Southern Conference playing season or NCAA designated in-season practice dates during the off-season. Members are:
   a. Required to attend drill, muster formations, lunch formations, parades, SMIs, Values and Respect programs, Leadership Development Classes (Tues. and Thurs., 1000-1150) and perform Guard Duty.
   b. Required to serve all punishments and restrictions, except when a game/match is scheduled against another college or university. In this case, they will only be excused for the duration of the game.

2. Managers/Trainers: Are part of the team, and they support and receive the same requirements as other team members. Managers and trainers will only support one sport and return to full duty with the Corps of cadets, except when that sport is either In-Season or Off-Season status.

F. MEAL FORMATIONS AND MESS.

1. Cadet athletes are required to attend meal formations in accordance with their playing status and will march with their companies to the Mess Hall. Players will then fall out and report to their respective training table.
2. Fourth Class cadets will not serve as mess carvers.
3. Senior ranking cadets and team captains are responsible to the Commandant for maintaining proper decorum in the Mess Hall, to include proper manners, food handling, and good order.

G. UNIFORMS.

1. Athletic Uniforms: The prescribed Citadel Athletic Uniform will be worn both on/off campus as directed by the Athletic Director. If a prescribed Citadel Athletic Uniform is not available for the athletic team, The Citadel season PT uniform will be worn. In either case, the uniforms will be uniform.
2. Travel Uniforms: The uniform is at the discretion of the Athletic Director, but is adjusted to the mode of travel (bus, plane, van). It can be the leave uniform of the day, the Athletic Department issued blue sweat suits with team shirts, or when none of the above are appropriate, the cadet issued sweat shirt with The Citadel PT Shirt. Uniformity and positive image will be used as a rule. Non-cadet team members will follow the same standards as the cadets, with the exception that appropriate coat and tie will be worn in lieu of the cadet uniform of the day. While in public view, appropriate Citadel Leave Uniform of the day will be worn.
   a. In no case will individual teams wear separate travel uniform, i.e., Khaki trousers with Citadel T-shirt. All teams will wear the authorized Athletic Department Sweat Suits, Citadel Issue Sweat Suits, or Leave Uniform of the day.
   b. Club Sports teams will normally wear the seasonal Leave Uniform for off-campus trips.
3. Wearing Insignia: No official insignia shall be worn on any garment other than the Field Jacket.
CHAPTER 7: WEAR AND APPEARANCE OF CADET UNIFORMS AND INSIGNIA

(NEW PROPOSED LAYOUT)

7-1. PURPOSE

This regulation prescribes the authorization for wear, appearance, composition and classification of uniforms, and occasions for wear for all cadet personnel. This regulation also prescribes the awards, insignia and accouterments authorized for wear on the uniform and instructions on how these items will be worn.

7-2. GENERAL

A. The Corps of Cadets is an organization where discipline is judged, in part, by the manner in which the individual wears the uniform as prescribed. Therefore, a neat and well-groomed appearance by cadets is fundamental to The Corps of Cadets and contributes to building the pride and esprit essential to an effective organization.

B. Only uniforms, accessories, and insignia prescribed in this regulation or as approved by The Commandant, President, or Cadet Uniform Advisory Committee made up of the Regimental Supply Team, will be worn by cadets. No item governed by this regulation will be altered in any way that changes the basic design or the intended concept of wear and appearance including plating, smoothing or removing of detail features of metal items.

C. It is the responsibility of Cadet Commanders to ensure that cadets under their command present a neat and orderly appearance at all times. Physical fitness and acceptable weight standards are also factors in personal appearance.

D. All illustrations in this regulation should coincide with text. The written description will control any inconsistencies between the text and the illustration.

7-3. UNIFORM APPEARANCE, FIT, AND CARE

A. APPEARANCE: All cadets will maintain a high standard of dress and appearance. Uniforms will be properly fitted (trousers, pants, or skirts should not fit tightly), clean, serviceable, and pressed as necessary. Cadets must project a military image that leaves no doubt that they live by a common military standard and are responsible to military order and discipline.

1) Uniforms will be kept buttoned, zipped, and snapped; metallic devices such as metal insignia, belt buckles, and belt tips will be kept in proper luster and will be free of scratches and corrosion; medals and ribbons will be clean and not frayed; shoes and boots will be cleaned and shined. Insignia will be replaced when it becomes unserviceable or no longer conforms to standard.

2) Cadets will ensure that when articles are carried in pockets; i.e., wallets, phones, and keys, these articles do not protrude from the pocket or present a bulky appearance. Items such as keys and keychains will not be attached to belt loops or belts unless required for duties being performed; i.e., guard.

3) While in uniform cadets will not place their hands in their pockets except to momentarily place or retrieve objects.

B. FIT: The Citadel Cadet Store and Tailor Shop will conduct all fittings and alterations of uniforms. The following is a summary of general fitting guidelines:

1) **Wool Overcoat**—length of the sleeve will be ½ inch longer than the dress or full dress blouse and will each a point that is midway between the top of the hip bone and midpoint of the knee.

2) **Dress and Full Dress Blouse**--

3) **Trousers**

   a) **Duty Trousers** are to be fitted and worn with the lower edge of the waistband at the tip of the hipbone, plus or minus ½ inch. They are worn with the web belt. The front crease of the trousers beach the top of the instep and be cut on a diagonal line to reach the point approximately midway between the top of the heel and the top of the standard shoe in the back. The trousers may have a slight break in the front.
b) **High Rise Wool Trousers** are to be fitted and worn with the lower edge of the waistband at the bottom edge of the rib cage, plus or minus ½ inch. They are worn with suspenders and when properly worn the suspenders do not show.

4) **Knee-length Skirts**— skirt length will not be more than one inch above or 2 inches below the crease in the back of the knee.

5) **Other**

C. **UNIFORM CARE:** Uniforms must be kept neat, clean and properly tailored so as to provide a good fit at all times. Uniforms should be properly hung or stored to reduce wrinkling and possibility of getting dirty. Regular laundering or dry cleaning will help preserve the life of the fabric and reduce unsightly stains, odors, etc. Unserviceable (Spotted, torn, badly worn) uniforms must be replaced.

D. **CARE OF CAPS:** Black and white dress caps should be stored in such a manner as to preserve their shapes, either using a "blocking" device sold in the gift shop, or using a rubber band to hold the sides in shape.

1) The white dress cap should be stored and handled carefully to avoid soiling the white cover.
2) The black dress cap and field cap should be brushed regularly to remove dirt and lint.
3) Never place the cap on its cover when setting it down on a surface.
4) Spots should be removed promptly with mild soap and water. More difficult spots should be referred to the cleaners.
5) Heel and sole edge dressing is not authorized for use on headgear. Do not use wire brushes regularly, since they tend to wear the nap from the fabric.

### 7-4. REQUIRED AND PROHIBITED WEAR OF THE CADET UNIFORM

A. **Cadets** are required to wear appropriate cadet uniform when not on furlough or approved leave, unless an exception has been granted by Commandant.

B. **Wear of the cadet uniform** is prohibited when:

1) In connection with the furtherance of any political or commercial interests except as authorized by competent authority.
2) When attending any meeting or event which is a function of, or sponsored by an extremist organization.
3) When participating in public speeches, interviews, picket lines, marches, rallies or public demonstrations, except as authorized by competent authority
4) When wearing the uniform would bring discredit upon the Citadel.

C. The wearing of combinations of uniform items not prescribed in this regulation or other authorizing documents is prohibited.

D. The wearing of a combination of civilian clothing and cadet uniform is prohibited unless prescribed in this regulation or other authorizing documents.

E. Commercial rucksacks, gym bags or like articles may be hand carried but not worn over the shoulder while in uniform.

F. **Headgear** will be worn with the cadet uniform except under the following circumstances:

1) Headgear is not required while in or operating a privately owned or commercial vehicle or public conveyance (subway, train, bus, plane).
2) Headgear will not be worn indoors unless under arms in an official capacity or directed by the Commandant (i.e., indoor ceremonial activities).

G. **Headgear** will be carried when not being worn. The overseas headgear may be placed under the belt on the right front of the duty uniform when indoors.

1) Headgear will not be stuffed or hang from a pocket

H. **UNDERGARMETS**

1) Both male and female will wear white crewneck undershirt with all uniforms except for ACU (brown undershirt must be worn).
2) Males will wear white underpants with all uniforms- either brief or boxer style underpants are authorized.
3) Females will wear white brassieres and white underpants with all uniforms.
7-5. CADET UNIFORM COMBINATIONS

A. Duty

1) **Authorization for wear:** The cadet duty uniform is authorized for year-round wear by all members of the Corps of Cadets. The duty uniform, with authorized variations, will be worn on duty, for class and other functions as directed. It is not for off campus wear unless authorized.

2) **Uniform Composition:**
   a) Gray short sleeve shirt
   b) Duty trousers—blue-gray with black braid
   i. Gray wool trousers will be worn when weather or policy dictates.

3) **Accessories:** The following accessories are normally worn with the cadet duty uniform:
   a) Black web belt, with brass tips; belt buckle, solid brass
   b) Black Oxford shoes, with black socks
   c) Headgear—black overseas cap/ garrison
   i. Black or white dress cap may be worn in lieu of overseas cap if prescribed.
   d) Field jacket—blue-gray; worn as weather dictates (Figure A2)
   e) Overcoat—gray wool; worn as weather dictates (Figure A3)
   i. Gray scarf—crossed and tucked, will always be worn with overcoat (Figure A4)
   ii. Black leather gloves, or white ceremonial gloves will always be worn with overcoat
   f) Rain poncho—worn when weather dictates
   i. Dress cap and rain cap cover are worn with poncho (Figure A5)

4) **Insignia and accouterments:**
   a) Rank insignia, nonsubdued
   b) Unit insignia, nonsubdued
   c) Headgear insignia, nonsubdued
   d) Name plate
   e) Dean’s List badge
   f) R.O.T.C contract/scholarship badge
   g) R.O.T.C. Distinguished Cadet badge
   h) U.S. Military branch insignia (for seniors who have been assigned branch designations)
   i) Foreign Military contract or scholarship badge
   j) Police Corps scholarship badge
   k) RECONDO badge
   l) Special skill identifier badges (basic parachutist, rigger, air assault, etc.)
B. Dress Gray

1) **Authorization for wear:** The Dress Gray uniform is authorized for seasonal wear by all members of the Corps of Cadets. The dress gray uniform is intended for wear during periods of duty requiring a more formal uniform (parades, inspections, and ceremonies), during periods of approved leave and other functions as directed by The Commandant. The appropriate uniform combination will be worn based on weather conditions, duties and formality of occasion.

2) **Uniform Composition:**
   a) Gray Dress blouse—wool, with collar and cuffs affixed.
      i. The blouse collar will be properly fastened at all times.
      ii. The zipper will be completely closed and the lower eyehook fastened. Cadets may unhook the lower eyehook and unzip the zipper when seated.
   b) Gray high-rise Trousers—wool, with black braid, worn with suspenders
      i. Gray uniform skirt may be worn by female cadets for approved leave, chapel or dances.

3) **Accessories:** The following accessories are normally worn with the dress gray uniform:
   a) Black web belt, with brass tips; belt buckle, solid brass
   b) Black Oxford shoes, with black socks
      i. Female cadets may wear plain black military pumps (without straps or buckles) with 1 ½ inch heel, with neutral or off-black panty hose when wearing the gray uniform skirt.
   c) Headgear—black dress cap
   d) White collar
      i. White collar will be clean and starched and affixed to the collar with 1/8th of an inch showing above the top of the blouse collar. The collar will not overlap more than ½ inch in front.
   e) White sleeve cuffs, with cuff links
      i. White cuffs will be clean and starched and affixed to the sleeves by T-pins with a ¼ inch showing and will be clasped with Citadel cuff links.
   f) Wool sash—red or blue
      i. Red sash is the badge of cadet rank for cadet officers and those NCOs authorized to carry the sword
      ii. Blue sash is the badge for Presidential Aides.
   g) Purse—black military style, 8 ½ x 11 inch, with or without strap (females only)
   h) Overcoat—gray wool; worn as weather dictates (Figure A3)
      i. Gray scarf—crossed and tucked, will always be worn with overcoat (Figure A4)
      ii. Black leather gloves, or white ceremonial gloves will always be worn with overcoat
   i) Rain poncho-- worn when weather dictates (Figure A5)
      i. Dress cap and rain cap cover are worn with poncho.

4) **Insignia and accouterments:** Appropriate rank insignia and class stripes will be sewn on the dress blouse.
   a) Rank insignia, sleeve subdued
   b) Gold academic stars
   c) Dean’s List badge
   d) R.O.T.C contract/scholarship badge
   e) R.O.T.C. distinguished cadet badge
   f) U.S. Military branch insignia (for seniors who have been assigned branch designations)
   g) Foreign Military contract or scholarship badge
   h) Police Corps Scholarship badge
   i) RECONDO badge
   j) Special skill identifier badges (basic parachutist, rigger, air assault, etc.)
   k) Citadel award or participation ribbons
   l) U.S. Military award ribbons (not to be worn mixed with Citadel ribbons)
Male

Female

Figure B1-A

Figure B1-B
C. Dress Salt and Pepper

1) **Authorization for wear:** The Dress Salt and Pepper uniform is authorized for seasonal wear by all members of the Corps of Cadets. This dress uniform is intended for wear during periods of duty requiring a more formal uniform (parades, inspections, and ceremonies), during periods of approved leave and when directed by The Commandant. The appropriate combination will be worn based on weather conditions, duties, and formality of the occasion. Dress Salt and Pepper is usually worn in lieu of Dress Gray in warm weather.

2) **Uniform Composition:**
   a) Gray Dress blouse—wool, with collar and cuffs affixed.
      i. The blouse collar will be properly fastened at all times.
      ii. The zipper will be completely closed and the lower eyehook fastened. Cadets may unhook the lower eyehook and unzip the zipper when seated.
   b) White regular or high-rise Trousers—cotton, high-rise trousers worn with suspenders
      i. White uniform skirt may be worn by female cadets for approved leave, chapel or dances.

3) **Accessories:** The following accessories are normally worn with the dress gray uniform:
   a) Black web belt, with brass tips; belt buckle, solid brass
   b) Black Oxford shoes, with black socks
      i. Female cadets may wear plain black military pumps (without straps or buckles) with 1 ½ inch heel, with neutral or off-black panty hose when wearing the white uniform skirt.
   c) Headgear—white dress cap
   d) White collar
      i. White collar will be clean and starched and affixed to the collar with 1/8\(^\text{th}\) of an inch showing above the top of the blouse collar. The collar will not overlap more than ½ inch in front.
   e) White sleeve cuffs, with cuff links
      i. White cuffs will be clean and starched and affixed to the sleeves by T-pins with a ¼ inch showing and will be clasped with Citadel cuff links.
   f) Wool sash—red or blue
      i. Red sash is the badge of cadet rank for cadet officers and those NCOs authorized to carry the sword
      ii. Blue sash is the badge for Presidential Aides.
   g) Overcoat—gray wool; worn as weather dictates (Figure A3)
      i. Gray scarf—crossed and tucked, will always be worn with overcoat (Figure A4)
      ii. Black leather gloves, or white ceremonial gloves will always be worn with overcoat
   h) Rain poncho—worn when weather dictates (Figure A5)
      i. Dress cap and rain cap cover are worn with poncho.

4) **Insignia and accouterments:** Same as Dress Gray uniform. See 7-5, section B-4
D. **Dress Whites**

1) **Authorization for wear:** The Dress White uniform is authorized for seasonal wear by all members of the Corps of Cadets. The cadet dress white uniform is intended for wear during periods of duty requiring a more formal uniform (formal ceremonies, Chapel, President’s Office), authorized leave and other occasions as directed by The Commandant—usually during warm weather. May be worn under arms (See 7-9).

2) **Uniform Composition:**
   a) White Dress Blouse
   b) White regular or high-rise Trousers—high-rise trousers worn with suspenders
      i. Females may substitute white skirt for leave, Chapel, or dances.

3) **Accessories:**
   a) Black web belt, with brass tips; belt buckle, solid brass
   b) Black Oxford shoes, with black socks
      i. Female cadets may wear plain black military pumps (without straps or buckles) with 1 ½ inch heel, with neutral or off-black panty hose when wearing the white uniform skirt.
   c) Headgear—white dress cap
   d) Shoulder Boards—with appropriate class stripe
   e) Wool sash—red or blue
      i. Red sash is the badge of cadet rank for cadet officers and those NCOs authorized to carry the sword
      ii. Blue sash is the badge for Presidential Aides.
   f) Purse—black military style, 8 ½ x 11 inch, with or without strap (females only)
   g) Overcoat—gray wool; worn as weather dictates (Figure A3)
      i. Gray scarf—crossed and tucked, will always be worn with overcoat (Figure A4)
      ii. Black leather gloves, or white ceremonial gloves will always be worn with overcoat
   h) Rain poncho-- worn when weather dictates (Figure A5)
      i. Dress cap and rain cap cover are worn with poncho.

4) **Insignia and accouterments:**
   a) Rank insignia, nonsubdued
   b) Gold academic stars
   c) Dean’s List badge
   d) R.O.T.C contract/scholarship badge
   e) R.O.T.C. distinguished cadet badge
   f) U.S. Military branch insignia (for seniors who have been assigned branch designations)
   g) Foreign Military contract or scholarship badge
   h) RECONDO badge
   i) Special skill identifier badges (basic parachutist, rigger, air assault, etc.)
   j) Citadel award or participation ribbons
   k) U.S. Military award ribbons (not to be worn mixed with Citadel ribbons)
E. **Full Dress Gray**

1) **Authorization for wear:** The Full Dress uniform is authorized for year round wear by all members of the Corps of Cadets. The Full Dress uniform is the most formal of cadet uniforms and will be worn during formal occasions, ceremonies and other functions as directed by The Commandant.

2) **Uniform Composition:**
   a) Full Dress Blouse—gray wool
      i. The blouse collar will be properly fastened at all times.
      ii. The zipper will be completely closed and the lower eyehook fastened. Cadets may unhook the lower eyehook and unzip the zipper when seated.
   b) Gray high-riser Trousers—wool, with black braid; worn with suspenders
      i. Females may substitute gray uniform skirt for leave, chapel, or dances.

3) **Accessories:**
   a) White web belt, with brass tips; belt buckle, solid brass
   b) Black Oxford shoes, with black socks
      i. Female cadets may wear plain black military pumps (without straps or buckles) with 1 ½ inch heel, with neutral or off-black panty hose when wearing the gray uniform skirt.
   c) Headgear—black dress cap
   d) White collar
      i. White collar will be clean and starched and affixed to the collar with 1/8" of an inch showing above the top of the blouse collar. The collar will not overlap more than ½ inch in front.
   e) White sleeve cuffs, with cuff links
      i. White cuffs will be clean and starched and affixed to the sleeves by T-pins with a ¼ inch showing and will be clasped with Citadel cuff links.
   f) Wool sash—red or blue
      i. Red sash is the badge of cadet rank for cadet officers and those NCOs authorized to carry the sword
      ii. Blue sash is the badge for Presidential Aides.
   g) Purse—black military style, 8 ½ x 11 inch, with or without strap (females only)
   h) Overcoat—gray wool; worn as weather dictates (Figure A3)
      i. Gray scarf—crossed and tucked, will always be worn with overcoat (Figure A4)
      ii. Black leather gloves, or white ceremonial gloves will always be worn with overcoat
   i) Rain poncho— worn when weather dictates (Figure A5)
      i. Dress cap and rain cap cover are worn with poncho.

4) **Insignia and accouterments:** Appropriate rank insignia and class stripes will be sewn on the dress blouse.
   a) Rank insignia, sleeve subdued
   b) Gold academic stars
   c) Dean’s List badge
   d) R.O.T.C contract/scholarship badge
   e) R.O.T.C. distinguished cadet badge
   f) U.S. Military branch insignia (for seniors who have been assigned branch designations)
   g) Foreign Military contract or scholarship badge
   h) RECONDO badge
   i) Special skill identifier badges (basic parachutist, rigger, air assault, etc.)
   j) Citadel award or participation ribbons
   k) U.S. Military award ribbons (not to be worn mixed with Citadel ribbons)
Full Dress Gray

Figure E1
F. Full Dress Salt and Pepper

1) **Authorization for wear:** The Full Dress Salt and Pepper uniform is authorized for year round wear by all members of the Corps of Cadets. The Full Dress uniform is the most formal of cadet uniforms and will be worn during formal occasions, ceremonies and other functions as directed by The Commandant—usually during warm weather.

2) **Uniform Composition:**
   a) Full Dress Blouse—gray wool
      i. The blouse collar will be properly fastened at all times.
      ii. The zipper will be completely closed and the lower eyehook fastened. Cadets may unhook the lower eyehook and unzip the zipper when seated.
   b) White high-riser Trousers—cotton; worn with suspenders
      iii. Females may substitute knee-length uniform skirt for leave, chapel, or semi-formal occasions; and the ankle length white skirt for formal occasions.

3) **Accessories:**
   a) White web belt, with brass tips; belt buckle, solid brass
   b) Black Oxford shoes, with black socks
      i. Female cadets may wear plain black military pumps (without straps or buckles) with 1 ½ inch heel, with neutral or off-black panty hose when wearing the gray uniform skirt.
   c) Headgear—white dress cap
   d) White collar
      i. White collar will be clean and starched and affixed to the collar with 1/8th of an inch showing above the top of the blouse collar. The collar will not overlap more than ½ inch in front.
   e) White sleeve cuffs, with cuff links
      i. White cuffs will be clean and starched and affixed to the sleeves by T-pins with a ¼ inch showing and will be clasped with Citadel cuff links.
   f) Wool sash—red or blue
      i. Red sash is the badge of cadet rank for cadet officers and those NCOs authorized to carry the sword
      ii. Blue sash is the badge for Presidential Aides.
   g) Purse—black military style, 8 ½ x 11 inch, with or without strap (females only)
   h) Overcoat—gray wool; worn as weather dictates (Figure A3)
      i. Gray scarf—crossed and tucked, will always be worn with overcoat (Figure A4)
      ii. Black leather gloves, or white ceremonial gloves will always be worn with overcoat
   i) Rain poncho-- worn when weather dictates (Figure A5)
      i. Dress cap and rain cap cover are worn with poncho.

4) **Insignia and accouterments:** Appropriate rank insignia and class stripes will be sewn on the dress blouse.
   a) Rank insignia, sleeve subdued
   b) Gold academic stars
   c) Dean’s List badge
   d) R.O.T.C contract/scholarship badge
   e) R.O.T.C. distinguished cadet badge
   f) U.S. Military branch insignia (for seniors who have been assigned branch designations)
   g) Foreign Military contract or scholarship badge
   h) RECONDO badge
   i) Special skill identifier badges (basic parachutist, rigger, air assault, etc.)
   j) Citadel award or participation ribbons
   k) U.S. Military award ribbons (not to be worn mixed with Citadel ribbons)
Male                  Female

Figure F1-A          Figure F1-B
G. Summer Leave

1) **Authorization for wear:** The summer leave uniform is authorized for seasonal wear by all members of the Corps of Cadets. The cadet summer leave uniform, with authorized variations, will be worn during parades at the beginning of the year, authorized periods of leave and other functions as directed by The Commandant.

2) **Uniform Composition:**
   a) White short-sleeve shirt
   b) Gray Trousers—tropical worsted wool, blue-gray with black braid
      i. Gray tropical worsted skirt may be worn by females for leave, chapel, or dances. Skirts will not be worn at parades.

3) **Accessories:**
   a) Black Oxford shoes, with black socks
      i. Female cadets may wear plain black military pumps (without straps or buckles) with 1 ½ inch heel, with neutral or off-black panty hose when wearing the gray uniform skirt.
   b) Headgear—white dress cap
   c) Shoulder Boards—blue with appropriate class stripe, affixed
   d) Wool sash—red or blue
      i. Red sash is the badge of cadet rank for cadet officers and those NCOs authorized to carry the sword
      ii. Blue sash is the badge for Presidential Aides.
   e) Purse—black military style, 8 ½ x 11 inch, with or without strap (females only)
   f) Overcoat—gray wool; worn as weather dictates (Figure A3)
      i. Gray scarf—crossed and tucked, will always be worn with overcoat (Figure A4)
      ii. Black leather gloves, or white ceremonial gloves will always be worn with overcoat
   g) Rain poncho-- worn when weather dictates (Figure A5)
   h) Dress cap and rain cap cover are worn with poncho.

4) **Insignia and accouterments:**
   a) Rank insignia, nonsubdued
   b) Name plate
   c) Gold academic stars
   d) Dean’s List badge
   e) R.O.T.C contract/scholarship badge
   f) R.O.T.C. distinguished cadet badge
   g) U.S. Military branch insignia (for seniors who have been assigned branch designations)
   h) Foreign Military contract or scholarship badge
   i) RECONDO badge
   j) Special skill identifier badges (basic parachutist, rigger, air assault, etc.)
   k) Citadel award or participation ribbons
   l) U.S. Military award ribbons (not to be worn mixed with Citadel ribbons)
H. Army Combat Uniform/ ACU

1) Authorization for wear: The Citadel Army Combat Uniform, or ACU, is authorized for year-round wear by all members of the Corps of Cadets. Cadet ACUs will be worn for duty, community service, academic field trips, ROTC field exercises, and uniform of the day as authorized by The Commandant. Substitution of service BDU/utility uniforms are not authorized for Citadel specific activities.

2) Uniform Composition:
   a) Jacket and Trouser ensemble—camouflaged pattern, single breasted
   b) Brown undershirt

3) Accessories:
   a) Web belt with open-faced black buckle
   b) Military brown Boot, laced
   c) Headgear- ACU patrol cap
   d) ACU Fleece and parka—worn as directed

4) Insignia and accouterments:
   a) Rank insignia, nonsubdued
      i. Cadets will wear nonsubdued insignia of rank centered on the front of ACU patrol cap.
      ii. Nonsubdued rank and unit insignia will be worn on the collar
   b) Name and Citadel distinguishing tapes
I. Citadel PT Uniforms

1) **Authorization for wear:** The Citadel physical training uniform (PTs) is authorized for year-round wear by all cadets when prescribed by The Commandant. Citadel PTs will be worn when engaged in physical training on and off campus, as authorized by The Commandant. Seasonal variations of the PT uniform will be authorized based on weather conditions. Commanders will prescribe the uniform for unit PT, but all unit personnel will be in the same uniform. The wear of PTs is not authorized in some buildings such as Jenkins Hall and Coward Hall, unless directed—as well as after 1950 outside of the barracks.

2) **Uniform Composition:**
   a) Citadel issued blue tee shirt *(Figure I1-A)*/ sweatshirt *(Figure I1-B)*/ wind blocker *(Figure I1-C)*
   b) Citadel issued blue athletic shorts *(Figure I1-A)*/ sweatpants *(Figure I1-B)*/ wind pants *(Figure I1-C)*
   i. Female cadets are authorized to wear spandex shorts (navy blue/black) under athletic shorts.

3) **Accessories:**
   a) Athletic/tennis shoes, with plain white ankle socks
   b) Reflective safety belt
   c) Citadel warm-ups when weather dictates
   d) Citadel issued gloves, watch cap and other weather appropriate items when directed.
   e) Undergarments will not show when wearing a PT uniform (i.e. above the waist or below the hem of the PT shorts).

4) **Authorized PT uniform Combinations:**
   a) **Individual Physical Fitness training:** Cadets will wear the seasonal Citadel PT uniform (uniform may be summer/winter or any combination of The Citadel PT uniform). During second semester and coinciding with the Regimental Commander granting class privileges, 1st class cadets (1A or 1B) are afforded the class privilege of wearing an approved t-shirt of an official Citadel chartered club or organization for individual PT within the strict confines of the campus.
   b) **HESS Field experience uniform (Figure I2):** Worn by Health education and Sport Science students actively enrolled in PHED 406 Directed Field Experience. Uniform is worn with white socks and athletic shoes.
   c) **Club Sports:** As specified by the HESS Dept.
   d) **Intramural sports:** Cadets will wear seasonal Citadel PT uniform.
   e) **Physical Education:** Citadel seasonal PT uniform, unless specialized uniforms are provided by HESS.
   f) **Corps Squad (Varsity Sports):** As prescribed by the Director of Athletics and approved by the Commandant. All articles of athletic uniform worn by the Corps Squad members will be kept in the appropriate dressing room.
   g) **ROTC Specific Uniforms:** Cadets may wear service unique uniforms for service activities.
   h) **Water Sports:** Appropriate bathing suits will be worn; males-trunk style, females-standard one-piece conventional cut (black or blue in color). Cut-off trousers, etc. will not be worn.

![Figure I1](image1.png)
![Figure I1](image2.png)
![Figure I1](image3.png)

![Figure I2](image4.png)

*Seasonal Citadel PT uniforms*
J. Bath Uniform
   1) **Authorization for wear:** The cadet bath uniform is authorized for year-round wear by all Cadets as prescribed by The Commandant.
   2) **Uniform Composition:**
      a) Citadel issued bathrobe
      b) Citadel issued baseball cap—Fourth Class only
      c) Shower shoes
   3) **Accessories:**
      a) Shower towel
      b) Bar of soap

K. Other uniform: Junior Sword Arch
   1) **Authorization for wear:** The Junior Sword Arch uniform is authorized for wear by the current Junior Sword Arch members only, as prescribed by The Commandant.
   2) **Uniform Composition:**
      a) Black, Citadel issued Junior Sword Arch t-shirt (Figure K1)
         i. When under arms—white Citadel t-shirt (Figure K2)
      b) Gray trousers—blue-gray with black braid
   3) **Accessories:**
      a) Black web belt, with brass tips; belt buckle, solid brass (Figure K1)
         i. When under arms—white web belt, with brass tips; belt buckle, solid brass; sword sling, solid brass breast plate, sword, and white gloves (Figure K2)
      b) White converse shoes
      c) Headgear—When under arms, cadets will wear Shako with pompom (Figure K2).
   4) **Insignia and accouterments:**
7.6 UNDER ARMS—PARADES, REVIEWS, AND OTHER CEREMONIES

1) **Authorization for wear:** When cadets are carrying issued rifles or swords, or performing Guard duty, they are said to be “under arms”. Equipment to be carried or worn by cadets under arms are as follows:
   a) **Staff Sergeants and below:** Cross-belts, breast plate, cartridge box, waist belt, waist plate, rifle, and white gloves. Black or White dress caps for Dress Uniforms; Shako with pompom for Full Dress Uniforms.
   b) **Cadet Officers, First Sergeants, Master Sergeants, Color Sergeants, Supply Sergeants:** Sword sling, sword, breast plate, red sash, and white gloves. Black or white dress cap for Dress Uniforms; Shako with plume for officers, pompom for others in Full Dress Uniforms. (Figure L4-A, L3, respectively)

2) **Uniform Composition:**
   a) **Drill**
      i. **Staff Sergeants and below:** Rifle
      ii. **Guidon Bearers:** Guidon
      iii. **Cadet Officers, First Sergeants, Master Sergeants, Color Sergeants, and Supply Sergeants:** Leather belt and sword
   b) **Guard**
      i. **Privates, Bugler and Corporals:** Summer Leave or Dress Uniform (seasonal), waist belt, white dress cap, waist plate, white gloves, and proper arm brassard: Green for Privates; Blue for Bugler; Gold (yellow) for Corporals. The brassard is to be worn on the left, upper arm, just below the shoulder.
      ii. **Sergeants:** Summer Leave or Dress Uniform (seasonal), waist plate, white gloves, and blue arm brassard. The brassard is to be worn on the left, upper arm, just below the shoulder.
      iii. **Officers of the Guard:** Summer Leave or Dress Uniform (seasonal), sword, leather belt, white gloves, white arm brassard, and white cap; sword, breast plate, red sash, white gloves with Full Dress or Dress Uniform. The brassard is to be worn on the left, upper arm, just below the shoulder.
      iv. **Officer of the Day:** Summer Leave or Dress Uniform (seasonal), sword, leather belt, white gloves, red arm brassard; sword sling, sword, breast plate, red sash, white gloves with Full Dress or Dress Uniform. The brassard is to be worn on the left, upper arm, just below the shoulder.
   c) **Chapel Color Guard:** Seasonal Full Dress Uniform under arms with Dress Cover (Sunday Color Guard)
   d) **Punishment Tours:** The uniform for serving punishment tours will be as indicated by the uniform announcement, adding rifle, waist belt and waist plate. Leather gloves will be worn with the gray jacket or overcoat, and white gloves with other uniforms.

3) **Accessories:** Belts, Slings, Cartridge Boxes, Pouches and Sashes
   a) **Cadets armed with the Rifle:**
      i. The cross belts will be so adjusted that the breast plate will be centered on the black braid, four fingers width below the collar of the Dress Gray, Dress White, and Summer Leave Uniform (Figure L1). The belts will be ⅛ inch from the collar and pass over the fourth button from the bottom of each side of the Full Dress Blouse (see figure L3). The length of the cross belts will be such that the top of the cartridge box will be flush with the bottom of the waist belt (see Figure L2).
      ii. The white waist belt will be horizontal around the small of the waist with the waist plate centered on the black braid of the Dress Blouse (Figure L1). The waist belt is placed so that it is centered on and covers the front three buttons on the bottom of the Full Dress Blouse (Figure L3) and the bottom of the waist belt rests on top of the two buttons on back of the Full Dress blouse—not over or under buttons.
b) Cadets armed with the Sword:

i. The sword sling will be placed so that the breast plate covers the third button from the top of the Full Dress Blouse and the belt passes over the third button from the bottom on the left side (Figure L4). The breast plate will be four fingers width below the bottom of the collar on the Dress Gray, Dress White, and Summer Leave Uniform. The sling will lie ¾ inches from the collar on the right shoulder.

ii. The sash will be wrapped tightly and so placed that it is centered on and covers the three buttons on the bottom of the Full Dress Blouse in front and the two buttons on the back of the blouse (Figure L4). The sash will be wrapped around the small of the waist for the Full Dress Gray, Dress Gray, Dress White and Summer Leave Uniforms.
   - The wrap-around sashed should be wrapped according to Figure L5.
   - The red sash is the badge of cadet rank for cadet officers and those NCOs authorized to carry the sword, when under arms.
   - The blue sash will be worn by all other cadets authorized to wear a sash in the performance of their duties. These include the Standing Hop Committee, Cadet Choir, Chapel Ushers, Escort, etc.
   - Sashes issued at The Citadel are full-length, wrap-around.
   - Sashes are issued according to cadet height. The vertical lengths of the sash must be adjusted at the waist band so that the end of the tassel, closest to the left leg, strikes just above the left knee cap. The other tassel should be two inches shorter than the first.
WRAPPING THE LONG SASH

I: Place the bottom of one tassel at the top of the left knee cap (A), and allow the sash to lie along the left leg. Extend the sash on up the body to a point approximately as high as the collar bone (B), so that the length, when turned down, will come to the bottom edge of the dress coat. Then fold it down to form the over-lapping fold. Bring it down to a point above the waist and fold it 90 to the right, pinning it on the 45 fold (C).

II: Wrap the sash around the waist to the right. Go twice around the waist, pinning it again at point (C), gathering up any excess length on the second turn so that the second tassel (D), is about 2 inches shorter than the first.

III: Turn down the fold to point (E), pinning the fold and vertical lengths at point (E). Pins should not be visible when properly fastened.

c) Cadets Equipped with Music Pouch:

i. The cross belt and breast plate will be placed the same as for the sword sling in Figures L1 and L2 above. The top of the music pouch will be even with the bottom of the waist belt on the left side.

ii. The waist belt will be placed the same as for the red sash in Figure L4-A.

<table>
<thead>
<tr>
<th>Seasonal Term</th>
<th>Leave Uniform</th>
<th>Dress Uniform</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 July – Parents Weekend</td>
<td>Summer Leave</td>
<td>Dress Whites (1)</td>
</tr>
<tr>
<td>Parents Weekend – January Return</td>
<td>Dress Salt &amp; Pepper</td>
<td>Dress Salt &amp; Pepper (1)</td>
</tr>
<tr>
<td>January Return- Corps Day Weekend</td>
<td>Dress Gray</td>
<td>Full Dress Gray (1)</td>
</tr>
<tr>
<td>Corps Day Weekend – July 1</td>
<td>Dress Whites</td>
<td>Full Dress Salt &amp; Pepper (1)</td>
</tr>
</tbody>
</table>

- **Notes:** Exceptions to dress uniform requires written request delineating rationale
7-7. AUTHORIZED WEAR OF THE BLAZER UNIFORM:

The Citadel Blazer uniform is a privilege for First Class Cadets classified as 1A and 1B; and Second Class Cadets classified as 2B when granted by the Regimental Commander. The blazer uniform is optional and strictly enforced with regards to its components.

A. The blazer uniform is authorized for wear as follows:
   1) Any First Class Cadet on authorized “Leave” and/or “Charleston Pass”
   2) Any First Class cadet when departing or returning from furlough
   3) Second class cadets who are an academic 2B during second semester on authorized “Leave” and/or “Charleston Pass” (may not wear prior to January if academic 2B status is achieved earlier)
   4) Second Class cadets (during second semester) when departing on or returning from furlough.

B. The blazer uniform is NOT authorized to wear when:
   1) ON CAMPUS, with the exception of Coward Hall, to depart and return from authorized leave or special orders, if the order specified the blazer uniform.
   2) AT ANY CITADEL FUNCTION (sporting events, awards banquets, etc.)
   3) WHEN REPRESENTING THE CITADEL AWAY FROM CAMPUS *unless specified and approved on special orders (i.e. academic conferences, religious retreats, drill meets, club trips, etc.)

C. The blazer uniform is only authorized for wear during “Special Orders” when requested by the administration of the attending function/event and approved by the Commandant.

D. Uniform Composition:
   1) Navy blue Blazer-- must be purchased from The Tailor Shop
      a) Single breasted with two Citadel buttons, welt pockets with flaps, notched labels, three Citadel buttons on each sleeve, and ventless in back. The Citadel shield sewn on the left breast pocket.
      b) Civilian blazers are not authorized as a substitute.
   2) Only White or Citadel blue shirt (or open collar blouse for females)—Logo is sold in the Cadet Store/ Tailor Shop.
      a) Authorized Citadel ties are sold in the Cadet Store/ Gift Shop
      b) No female ties, but optional scarf sold in the Tailor Shop is authorized.
   3) Gray dress trousers/skirt-- must be purchased from The Tailor Shop
      a) Female cadets may wear either the trousers or the issued gray tropical worsted wool skirt with the blazer (Figure 2A & 2B).
      b) A black belt is required for trousers.
   4) Black oxford dress shoes, with gray or black socks
      a) Female cadets may wear plain black military pumps (without straps or buckles) with 1 ½ inch heel, with neutral or off-black panty hose.

E. Cadets who abuse the blazer privilege or who are not in compliance with the authorized and correct wear of the blazer uniform (shirt, tie, blouse, scarf, trousers, skirt, shoes, no baseball caps) are subject to improper uniform major or minor as warranted by the circumstance. Effective immediately, any cadet—first or second class—who fails to comply with the uniform requirements, on or off campus, will lose the privilege for a period of no less than 30 days of the date of infraction and completion of the applicable disciplinary action.

   1) Subsequent infractions may result in suspension of this privilege for the remainder of the year.
   2) Numerous infractions of blazer uniform regulations by any one class, or both classes, may serve as a cause for the Commandant of Cadets to consider suspension of the privilege for all 1st and 2nd class cadets.
   3) Cadets who have their blazer privileges suspended will wear the seasonal uniform prescribed for all cadets during the period of suspension.
4) A request for reinstatement of the privilege will be forwarded to the Assistant Commandant for Discipline via cadet and TAC chains of command.

**AUTHORIZED TIES TO WEAR WITH THE BLAZER UNIFORM:**

*These ties are available at the Cadet Store.*

<table>
<thead>
<tr>
<th>Tie Description</th>
<th>Tie Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Light Blue- “C” with Yellow Bulldog</td>
<td>(918)</td>
</tr>
<tr>
<td>Yellow with Mascot</td>
<td>(920)</td>
</tr>
<tr>
<td>Tartan</td>
<td>(930)</td>
</tr>
<tr>
<td>Blue Stripes</td>
<td>(6367)</td>
</tr>
<tr>
<td>Dark Blue- “C” with Bulldog</td>
<td>(6368)</td>
</tr>
<tr>
<td>Dark Blue with Citadel Seal</td>
<td>(6450)</td>
</tr>
<tr>
<td>Red Stripe</td>
<td>(7173)</td>
</tr>
<tr>
<td>Red with Palmetto/Moon</td>
<td>(7173)</td>
</tr>
</tbody>
</table>
7-8. AUTHORIZED WEAR OF CIVILIAN CLOTHES:

A. A Cadet is authorized to wear civilian clothes when:
   1) Departing and returning from furlough (Upperclass ONLY)
      a) Fourth Class cadets depart and return in seasonal uniform, unless otherwise specified by Commandant.
   2) On special orders which specify civilian clothes (i.e. job interviews, etc.)
   3) On General, Weekend, or Overnight leave when:
      a) Beyond a 10 miles radius of the Citadel campus (insert link)
      b) After crossing the IOP connector into Isle of Palms, Ben Sawyer Bridge into Sullivan's Island, and the Folly Bridge into Folly Beach.
      c) Classified as a 1B in the Spring semester within the 10 mile radius but must still depart and return to campus in the appropriate seasonal uniform. The required attire is:
         • for males--khaki slacks with collared shirt; appropriate jackets or sweaters and footwear; NO jeans, tee shirts, or sweatshirts.
         • for females--khaki style slacks or skirt with collared shirt or dress; minimum knee length for skirt or dress (no more than 3 inches above the knee); appropriate footwear; NO jeans, tee shirts, or sweatshirts.

B. For cadets going to the beach, appropriate beach wear may be worn:
   1) After crossing the Ben Sawyer bridge en-route to Sullivan’s island or the Isle of Palms
   2) After crossing the Folly River Bridge to Folly Beach

C. Beach wear will not be worn beyond these points when returning to campus.

8-Cadets departing campus by boat from The Citadel Boating Center may depart in swimsuit.
   1) If a shirt or outer garment is desired, only Citadel PTs are authorized.

9-Civilian clothes will not be worn on campus or to other Citadel functions.

7-9. INSIGNIA AND DEVICES

All insignia and devices will be worn as purchased from the Cadet Store, and will not be “blitzed” or altered in any way. Insignia and devices will be worn with no backing of any kind when attached to the uniform shirt, hat, etc. Heel and sole edge dressing will not be used on any headgear, belts, pompoms, or epaulets-- only on shoes and boots.

A. Cap Insignia

   1) Authorized Citadel shield will be worn on dress caps and shako. (Cap insignia will not be blitzed to remove any part of the insignia.)

   2) All cadet officers and NCOs will wear the rank insignia on the left curtain of the field cap, centered from top to bottom, parallel to, and one inch back from the forward edge of the cap.

![Field Cap Diagram]

FIELD CAP
A. Rank 1" from front edge
B. Cap tilted slightly to right
C. Two fingers above eyebrow
D. Three fingers above right ear
B. Collar Insignia or Rank

1) **Class numerals** will be worn on the right collar of the gray duty shirt and **company letters** or **staff numerals** on the left collar, centered from top to bottom, parallel to and one inch back from front edge of collar (Figure B1).

2) Collar **rank insignia** will be worn on the right collar in lieu of class numerals. Regimental Staff wears rank on both collars (Figure B1).

3) "S.C." devices will be worn on both sides of the collar of the Dress White Blouse, centered from top to bottom, parallel to and one inch back from front edge of collar (Figure B2).

4) **Dean's List:**
   a) Cadets entitled to wear the Dean's List Badge will wear it on the Full Dress Blouse, Dress Blouse, and the Dress White Blouse. When worn alone, it will be centered on the flap of the left breast pocket of the Dress White Blouse with the point of the wreath even with the top seam of the pocket and in a corresponding position on the Full Dress and Dress Blouse.
   b) The Dean's List badge takes precedence when worn with other badges. It is placed to the wearer's right of these badges.

5) **Gold Stars** (Figure B3):
   a) Cadets entitled to wear Gold Stars for academic achievement will wear the five-pointed, 3/4 inch diameter star on each side of the collar of the Dress Gray, Full Dress, and Dress White Blouse. *This is the only insignia authorized for wear on the Dress Gray and Full Dress Blouse collars.* One Gold Star will be centered and above the name tag on the Summer Leave uniform shirt.
   b) Each star will be centered in the middle of the collar band, one inch back from front edge of the collar. Point of the star will be perpendicular with the top edge of collar.

---

*Figure B1*

*Figure B2*

*Figure B3*
C. Shoulder Insignia

1) Blue shoulder boards will be worn with the White Dress Blouse, and White shirt of the Summer Leave Uniform.
2) Class insignia of approved pattern will be worn to designate a cadet's class:
   a) Three stripes for First Class; two stripes for Second Class; one stripe for Third Class, and no stripes for Fourth Class. (See picture, this Chapter.)
3) Cadets holding rank will wear the appropriate insignia on each shoulder board, with the bottom of the rank two inches from the outside edge of each shoulder board (Figure C1)

D. Coat Sleeve Insignia

1) Class insignia of approved pattern will be worn on the sleeve of the Full Dress Blouse, the Dress Blouse, and the Overcoat. These insignia shall consist of three stripes for First Class cadets, two stripes for Second Class cadets, and one stripe for Third Class cadets.
2) Rank chevrons will be properly sewn on the upper or lower sleeves by The Citadel tailor

E. Bagpipe or drum patches will be authorized for the sleeve of the Full Dress Blouse.

F. Brass

1) No brass on the uniform will be defaced (Including "U.S." on back of buckle).
2) Brass will be highly shined and free of scratches, pits, and tarnish.

G. Gloves

1) Will be clean and free of holes.
2) Seniors will not cut holes in their gloves for their class ring to protrude.
3) Blue knit gloves will only be worn with the PT uniform.

H. Pompoms

1) Will be worn, as received from supply, at a 15 degree angle on the shako (Figure H1).
2) Will not be shaved, trimmed, or coated with heel and sole.
3) If dirty, will be gently brushed until clean.
A. General:

1) Only those Medals, Ribbons, and badges listed below are authorized to be worn with the cadet uniform. Specifically, distinctive unit insignia/ regimental distinctive insignia, Infantry blue shoulder cords, and enlisted/officer branch insignia, are not authorized for wear on any cadet uniform. NOTE: Blue Infantry Chord, French Fourragere, and the Blue Infantry Disc behind Infantry Brass (and other similar military decorations) cannot be worn on/with the Cadet uniform.

2) Medals and badges discussed in this chapter are worn on the Full Dress Coat.

3) Ribbons and badges are worn on Dress Gray and Dress White Coats.

B. Medals: (Listed in Order of Precedence)

1) Any authorized Armed Forces medal earned by cadets with previous military service.

2) Palmetto Medal

3) Star of the West Medal

4) Special medal authorized by Citadel Special or General Orders (Cadet Medal of Valor, Mazur Cadet Outstanding Citizenship Medal)

5) Medals awarded through ROTC channels

6) Toastmaster Pin

C. Criteria and Process for Special Medals:

1) The Cadet Medal of Valor

   a) Criteria: To be awarded this decoration, cadets must distinguish themselves by acts of heroism. The act must result in an accomplishment so exceptional/outstanding as to set the cadet apart and involve acceptance of danger or extraordinary responsibilities.

   b) Process: Anyone may nominate a cadet for the Medal of Valor by contacting the Company TAC who will submit, with the endorsement of the BN TAC, a written summary of the event/action that took place according to the criteria above. The statement must include validating information so that the Commandant’s administrative staff can corroborate the event/action (newspaper article, witness statements and/or contact information, etc.). The approval authority is the Commandant.

2) The Mazur Cadet Outstanding Citizenship Medal

   a) Criteria: The Andrew Mazur Citizenship Medal may be presented to any cadet who distinguishes him or herself by an act of outstanding citizenship that goes far beyond the normal expectations of cadet daily life.

D. Ribbons: (Listed in Order of Precedence)

1) Armed Forces ribbons earned by cadets having previous military service (Will not be worn with cadet ribbons)

2) Ribbons to accompany special medals or awards authorized by Citadel Special or General Orders (Cadet Medal of Valor, Mazur Outstanding Citizenship)

3) President's List Ribbon

4) Commandant's Distinguished Service List Ribbon

5) President's Cup Ribbon

6) Academic Honor Company Ribbon (Summerall Cup)

7) Honor Company Bar (Commandant's Cup)

8) Regimental Commander's Cup

9) Summerall Guard Ribbon

10) Block "C" Ribbon

11) Chapel Ribbons
12) Airborne Ranger Ribbon
13) 103rd Field Artillery Trophy Ribbon
14) Cadre Ribbon
15) Kelly Cup
16) Distinguished Instrumentalist Ribbon
17) Rifle Legion Ribbon
18) Washington Light Infantry 200th Anniversary Ribbon
19) Reserve Ribbon
20) Junior Sword Arch Ribbon

E. Badges:

1) Any authorized Armed Forces Badges earned by cadets (Jump Wings, Aviation Wings, Air Assault, Combat Infantrymen's Badges, Ranger Tab, Enlisted Submarine Dolphins, Strategic Patrol Pin, Air Force Missile Badge, German Army Proficiency Badge, Royal Laotian Parachutist Badge)
2) Marksmanship Badges. (U. S. Armed Forces or ROTC only)
3) Dean's List Badges
4) Army, Navy, Air Force, Marine Contract Badges and Coast Guard Auxiliary Badge
5) Distinguished Military, Naval, Air Force Student Badges and the Drill Master Badge
6) Gold Stars (1 Gold Star may be worn centered and 1/8" over the name tag on the white short-sleeve shirt)
7) National Honor Society Badges

F. Proper Wear (Figure F1-F7)

1) **Medals** discussed in paragraph B, above, are worn on the left breast of the Full Dress Blouse, with the top of the ribbon (attached to the medal), midway between the second and third row of buttons (F5). Medals are worn on wearer's right to left in order of precedence

2) **Badges on Full Dress Blouse (F5)** will be centered on the left breast and 1/8th of an inch below the second black line from the Top. All Contract badges will be centered on the left breast and 1/8th of an inch above the second black line from the top with continued awards, such as Airborne or Air Assault, continuing 1/8th of an inch above each other starting with the Contract Badge. Distinguished ROTC student award badges and Military Branch insignias will be centered over the right breast and 1/8th of an inch above the second black line from the top.

3) **Ribbons** discussed in paragraph D above, are worn on the Dress Gray Blouse, Dress White Blouse, and Summer Leave Shirt only
   a) On the White Dress Blouse (F4), ribbons are worn centered and flush with the top of the left breast pocket. Ribbons are worn from wearer's right to left in order of precedence. If more than one row of ribbons is required, the top row of ribbons will be higher in precedence
   b) Marksmanship and Dean's List Badges will be worn centered on the flap of the left breast pocket, with the point of the wreath even with the seam of the pocket. If both are worn, they will be side by side, one inch apart, with the Dean's List Badge taking precedence, worn further to the right.
   c) DMS, DNS, DAFS, and DM Badges are worn 1/8" above and centered on the right breast pocket of cadet uniforms.
   d) Gold Stars will be worn on the collars of Full Dress, Dress, and White Dress Blouse (F7)
   e) The wearing of Service or Branch insignia on cadet uniforms is authorized only for First Class cadets during the final semester. Branch insignia are worn 1/8" above and centered on the right breast pocket. If also designated DMS, the branch insignia will be worn 1/8" above the DMS badge
   f) The Berman Army Proficiency Badge is worn centered above the flap of the right breast pocket
   g) Military crests are not worn on any Citadel uniform
1/8” between all badges; maximum number of badges allowed to be stacked is 3. This includes contract badges.

Ribbons will not be worn on this uniform. Medal badges begin centered between the 2nd and 3rd row of buttons.

Ribbons will not be worn on Full Dress Coat. Medals and badges begin centered between the second and third row of buttons. 1/8” between all badges; maximum number of badges allowed to be stacked is 3, including the contract badge.

Ribbons 1/8” above pocket; Dean’s List or Marksmanship badge worn alone will be centered above bottom with top of badge touching seam. If both are worn, the badges are positioned along the pocket seam with a 1” distance between badges.

Ribbons 1/8” above pocket.

Only Ribbons will be worn on this uniform (located @ in the same position as the dress white blouse). When marksmanship and Dean’s List Badges are worn together, the space b/w them is 1”.

Ribbons 1/8” above pocket.
G. **Guidon Streamers:** The following streamers are authorized to be flown from the honored company's guidon, and will be flown for the period of time designated by the award:

1) President' Cup - Orange  
2) Commandant's Cup - Gold  
3) Summerall Cup - Blue  
4) Intramural Champion - Red  
5) Regiemental Commander's Bowl - Green

H. **ROTC Decorations:** The wearing of any decoration officially presented by a military service for outstanding performance during ROTC Summer Camp, Field Training or Summer Cruise is permitted provided the decoration is authorized for wear on ROTC uniforms, and the award has been officially entered in a cadet's record. Each ROTC Department will submit to the Commandant's Office a list of those cadets entitled to wear such awards at the conclusion of summer training.

I. **Subsequent Awards:** When more than one of the same award or decoration is received, cadets will be notified as to the type of device (if any) to affix to the basic award.

**7-11. FIELD JACKET PATCHES**

**A. STANDARD PATCHES:**

1) **CITADEL SEAL** - left sleeve just below shoulder  
2) **CLASS NUMERAL** - right sleeve just below shoulder  
   a) **LEGACY PATCH** - Cadets who have an immediate family member (Father, Grandfather, Brother, Sister) who has graduated from The Citadel may wear their family member’s class numeral patch under their own class numeral patch on the right sleeve of the field jacket. Only one extra class numeral patch may be worn on the sleeve. The patch must be purchased from the tailor shop.
3) **COMPANY TAB** - above Citadel seal on left shoulder.  
4) **NAME TAG** - right chest.  
5) **SHOULDER EPAULETS** (for cadet officers)

**B. APPROVED OPTIONAL PATCHES:**

1) **LEFT CHEST:** Cadets will choose one (1) of the following patches listed below to wear on their left chest or, if designed as a shoulder tab, on the right sleeve above the class numeral.
   a) Large Block “C” Patch (Varsity Sports)  
   b) Small Block “C” Patch (Club Sports)  
   c) All American Patch  
   d) Arnold Air Society Patch  
   e) Catholic Color Guard Patch  
   f) Chapel Color Guard Patch  
   g) Cordell Airborne Ranger Patch  
   h) Drill Master Patch  
   i) Honors Program Patch  
   j) Junior Sword Arch Patch  
   k) Marine Raiders Patch  
   l) National Criminal Justice Honor Society Patch  
   m) National Biological Honors Society of Tri Beta Patch  
   n) Pi Sigma Alpha Patch  
   o) Pi Sigma Epsilon Patch  
   p) Platoon Leaders Corps Patch  
   q) Ranger Challenge Patch  
   r) Rifle Legion Patch  
   s) Summerall Guards Patch  
   t) Tau Beta Pi Patch (Engineering)  
   u) The Citadel Living History Society Patch (Reenactment Club)
v) Toastmaster Patch  
w) Bowling Club Patch  
x) Wilkinson Pipeline Patch

2) **RIGHT CHEST**: Varsity and club athletes who chooses to wear their respective Block “C” Patch on their left chest, may choose one other patch (of the ones listed above) to wear on their right chest (but if designed as a shoulder tab, it will be positioned on the right sleeve above the class numeral).

3) **LEFT SLEEVE- ROTC Patches**: Cadets may choose one (1) of the patches listed below to wear under The Citadel Seal on left sleeve:
   a) Air Force ROTC- Air Force ROTC Patch  
   b) Army ROTC- AROTC Palmetto Battalion Patch  
   c) Coast Guard- Coast Guard Auxiliary Patch  
   d) Navy ROTC - Trident Society Patch  
   e) Marine ROTC- Semper Fi Society Patch

4) **COMBAT VETERAN SOLDIERS** may wear a “Combat Veteran” patch (Afghanistan and/or Iraq). The “Combat Veteran” patch will be under The Citadel Seal and above the ROTC Patch (if ROTC patch is opted).

### 7-12. APPROVED AND NON-APPROVED ACCESSORIES

**A. Book Bags**: Book bags, backpacks, etc. will not be carried on the shoulder; they are to be carried in the left hand. The only book bags authorized for cadet use include:
   1) The standard-issue Cadet Store book bag  
   2) A variant book bag supplied by an ROTC department  
   3) The SoCon book bag if issued to Corps Squad athletes.

   **NOTE**: Any book bag that has a shoulder strap is not authorized. Carrying any book bag other than those authorized above constitutes a non-compliance (Blue Book code 312-10D/20C)

**B. Purses**: Optional for female cadets only when on leave or furlough  
   1) Black, military style with or without a shoulder strap. Purse must be no larger than 8.5 X 11 inches.

**C. Camel-Back water packs**: Cadets are authorized to wear camel-back type water devices with the PT uniform.

### 7-13. PERSONAL APPEARANCE POLICIES

**A. Haircut Policies**:
   1) Cadets will ensure their hair is kept in a neat, clean manner. Extreme or fad style haircuts or hair styles are not authorized. If dyes, tints, or bleaches are used, color used by be natural to human hair and not present an extreme appearance. Use of hair products that produce an oily or greasy appearance will not be used.
   2) No cadet is authorized to cut the hair of another cadet. Possession of barber equipment by cadets is prohibited. Lines or designs will not be cut into the hair or scalp.
   3) Styles of hair and texture differ among different ethnic groups and these differences affect the length and bulk of hair as well as the style worn by each cadet.

**B. Hygiene and Body grooming**: Cadets are expected to maintain a good daily hygiene and wear their uniforms so as not to detract from the overall military appearance.
   1) **Haircuts**, without reference to style will conform to the following standards:
      a) **Fourth Class Males**: Fourth class cadets will receive the traditional close-cropped haircut during orientation week and will retain this style for the entire school year.
      b) **Fourth Class Females**: Fourth class cadets will have a hairstyle no longer than three inches on top cut with a high taper on the back and sides. The taper will end at the natural hairline around the ears and above the collar at the back. This style will be maintained for the entire school year.
      c) **Upper-class Males**: The hair on top of the head will be neatly groomed. The length and bulk of the hair will not exceed two inches, present a ragged, unkempt, or extreme appearance. Hair
will present a tapered appearance and when combed will not fall over the ears or eyebrows or touch the collar of the dress blouse. The hair at the back of the head will be tapered and blocked. In all cases the bulk or length of the hair will not interfere with the proper wearing of headgear.

**d) Upper-class Females:** Hair will be maintained in a short, low tapered, hairstyle with the length, when naturally combed and/or wearing head gear, will not fall below the top of the dress blouse collar. The bulk of the hair will neither be excessive nor present a ragged, unkempt, puffed, or extreme appearance. Headgear will fit properly and not be balanced on the hair. Hair will not be visible on the forehead below the front edge of any cadet headgear. Ponytails, pigtails, cornrows, punk, or any extreme hairstyles are not authorized while in uniform.

2) **Sideburns** will be neatly trimmed. The base will not be flared and will be a clean-shaven horizontal line. Sideburns will not extend below the middle of the ear canal.

3) **The face** will be clean-shaven. If appropriate medical authority prescribes beard growth, the length required for medical treatment will also be specified. For example, ‘a neatly trimmed beard is authorized. The length will not exceed ¼ inch.’

4) **Fingernails** will be kept clean and neatly trimmed so as not to interfere with the performance of duty, detract from the military image, or present a safety hazard. Only clear nail polish is authorized.

**C. Hair Holding ornaments** (barrettes, pins, bands, combs, or clips) if used, must be unadorned and plain and must be transparent or similar in color to the hair, and will be inconspicuously placed. A maximum of two may be used. Beads, ribbons, bows, or “scrunchies” are not authorized while in uniform.

**D. Cosmetics:** Upper-class females are authorized to wear cosmetics applied conservatively and in good taste. Lipstick, eye make-up and rouge may be worn with all uniforms as long as the color is conservative and complements the uniform. Exaggerated or faddish cosmetic styles are inappropriate with the uniform and will not be worn. Extreme shades of color such as purple, gold, blue, and white will not be worn.

**E. Tattooing** in areas of the body (i.e., face, neck, head, legs, arms) that would cause the tattoo to be exposed while in uniform are prohibited. Tattoos that are prejudicial to good order and discipline (i.e., extremist, racist, sexist, gang style, etc.) are incompatible with Citadel values. Violations of this policy may be grounds for non-acceptance at/or dismissal from The Citadel for Conduct Unbecoming a Cadet. Further, branding on any part of the body is prohibited.
FIELD JACKET- PATCH ORDERS FOR TAILOR SHOP

Name: ________________________ Company: ______ Class: _______ Rank: __________

List the patches currently on your Field Jacket: (not including The Citadel Seal, class numeral, company tab, name tag, or shoulder epaulets)

____________________________________________________________________________________________

LEFT CHEST: ALL CADETS may choose ONE of the Patches below or, if designed as a shoulder tab, the tab will go on the right sleeve above the class numeral.

* VARSITY & CLUB athletes who choose the Block “C” may choose an additional patch (one listed to the right)

<table>
<thead>
<tr>
<th>☑</th>
<th>Authorized PATCH CHOICES:</th>
<th>RIGHT CHEST (unless a tab)</th>
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<tr>
<td>☐</td>
<td>Large Block “C”</td>
<td>Varsity or Club Athletes only</td>
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<tr>
<td>☐</td>
<td>Small Block “C” (Club Sports)</td>
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<td>☐</td>
<td>All American Patch</td>
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<td>☐</td>
<td>Arnold Air Society</td>
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<td>Criminal Justice Society Patch</td>
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<td>Drill Master Patch</td>
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<td>National Criminal Justice Honor Society (ΑΦΣ) Patch</td>
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<td>The Citadel Living History Society Patch (Reenactment Club)</td>
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<td>☐</td>
<td>National Biological Honors Society of Tri-Beta</td>
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<td>☐</td>
<td>Toastmaster Patch</td>
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</table>

LEFT SLEEVE: Cadets in an ROTC UNIT may have their ROTC patch under The Citadel Seal on the left sleeve:

<table>
<thead>
<tr>
<th>☑</th>
<th>Authorized ROTC UNIT PATCHES:</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐</td>
<td>Air Force ROTC- Detachment 765</td>
</tr>
<tr>
<td>☐</td>
<td>Coast Guard- Coast Guard Auxiliary Patch</td>
</tr>
<tr>
<td>☐</td>
<td>Navy ROTC- Trident Society Patch</td>
</tr>
<tr>
<td>☐</td>
<td>Marine ROTC- Semper Fi Society Patch</td>
</tr>
<tr>
<td>☐</td>
<td>Army ROTC- AROTC Palmetto Battalion Patch</td>
</tr>
</tbody>
</table>

☐ I AM A COMBAT VETERAN SOLDIER – Authorized “Combat Veteran” patches will be placed under The Citadel Seal and above the ROTC Patch on the left sleeve.

☐ LEGACY PATCH/ Year __________ –Of immediate family member graduate. Placed under the cadet’s class numeral.

Signature: ____________________________________________ Date: ____________________________

(Revised APR 2015)
Cadet Rank Insignia

**COLONEL**
Regimental Commander

**LIEUTENANT COLONEL**
Regimental Executive Officer
Battalion Commander
Regimental Honor Chairman
Regimental Academic Officer S-5

**MAJOR**
Regimental Operations S-3

**MAJOR**
Regimental Supply S-4

**MAJOR**
Battalion Executive Officer
Regimental Band Commander

**MAJOR**
Regimental Adjudant S-1

**MAJOR**
Regimental Religious

**MAJOR**
Regimental Provost Marshal/Safety S-2

**MAJOR**
Regimental Public Affairs
MAJOR
Regimental ITS Officer

MAJOR
Regimental Human Affairs Officer

MAJOR
Battalion Academic Officer S-5

CAPTAIN
Regimental Recruiting Officer

CAPTAIN
Battalion Adjutant S-1

CAPTAIN
Company Commander Regimental Band Executive Officer

CAPTAIN
Regimental Activities Officer

CAPTAIN
Battalion Provost Marshal/Safety S-2

CAPTAIN
Regimental Athletic Officer

CAPTAIN
Battalion Operations Officer S-3
CADET RANK INSIGNIA (Continued)

FIRST SERGEANT
- Regimental Administrative Sergeant
- Regimental Operations Sergeant
- Regimental Human Affairs Sergeant
- Regimental Recruiting Sergeant
- Regimental Provost Sergeant
- Regimental Public Affairs Sergeant
- Battalion Recruiting/Public Affairs Sergeant
- Regimental Band/PB Operations Sergeant
- Unit Drill Master

STAFF SERGEANT
- Platoon Sergeant

MASTER SERGEANT
- Regimental Administrative Sergeant
- Regimental Operations Sergeant
- Regimental Human Affairs Sergeant
- Regimental Recruiting Sergeant
- Regimental Provost Sergeant
- Regimental Public Affairs Sergeant
- Battalion Recruiting/Public Affairs Sergeant
- Regimental Band/PB Operations Sergeant
- Unit Drill Master

SERGEANT
- Squad Leader
- Human Affairs Sergeant
- Recruiting Sergeant

CORPORAL (Lower Sleeve)
- Regimental Operations Clerk
- Battalion Operations Clerk
- Company Clerk

MASTER SERGEANT
- Regimental Supply Sergeant
- Battalion Supply Sergeant

CORPORAL (Lower Sleeve)
- Regimental Administrative Clerk
- Battalion Administrative Clerk

SERGEANT FIRST CLASS
- Company Supply Sergeant
- Company Regs & Discipline NCO
- Regimental Activities NCO
- Regimental Athletic NCO

CORPORAL (Lower Sleeve)
- Squad Corporal
- Human Affairs Corporal
- Regs and Discipline Corporal
- Armorer
CADET COLLAR RANK INSIGNIA
(Cadet collar rank insignia will not be "blitzed", or rubbed down)

COLONEL

LIEUTENANT COLONEL

MAJOR

CAPTAIN

FIRST LIEUTENANT

SECOND LIEUTENANT

REGIMENTAL SERGEANT MAJOR

BATTALION SERGEANT MAJOR

FIRST SERGEANT

MASTER SERGEANT
  Regimental Admin Sergeant
  Regimental Operations Sergeant
  Regimental Human Affairs Sergeant
  Regimental Recruiting Sergeant
  Regimental Provost Sergeant
  Regimental Public Affairs Sergeant
  Battalion Recruiting/Public Affairs Sergeant
  Regimental Band/PB Operations Sergeant
  Unit Drill Master
  Regimental Supply Sergeant
  Battalion Supply Sergeant

MASTER SERGEANT

SERGEANT FIRST CLASS
  Company Supply Sergeant
  Company Regs & Discipline NCO
  Regimental Activities NCO

STAFF SERGEANT
  Platoon Sergeant

SERGEANT
  Squad Leader
  Human Affairs Sergeant
  Recruiting Sergeant

CORPORAL (Lower Sleeve)
  Regimental Operations Clerk
  Battalion Operations Clerk
  Company Clerk

CORPORAL (Lower Sleeve)
  Regimental Administrative Clerk
  Battalion Administrative Clerk

CORPORAL (Lower Sleeve)
  Squad Corporal
  Human Affairs Corporal
  Regs and Discipline Corporal

CORPORAL (Lower Sleeve)
  Armorer
CADET COLLAR RANK INSIGNIA
(Cadet collar rank insignia will not be "blitzed", or rubbed down)

COLONEL

LIEUTENANT COLONEL

MAJOR

CAPTAIN

FIRST LIEUTENANT

SECOND LIEUTENANT

REGIMENTAL SERGEANT MAJOR

MASTER SERGEANT
Regimental Supply Sergeant
Battalion Supply Sergeant

SERGEANT FIRST CLASS
Company Supply Sergeant
Company Regs & Discipline NCO
Regimental Activities NCO
Regimental Athletic NCO

STAFF SERGEANT
Platoon Sergeant

SEURGEANT
Squad Leader
Human Affairs Sergeant
Recruiting Sergeant

BATTALION SERGEANT MAJOR

CORPORAL (Lower Sleeve)
Regimental Operations Clerk
Battalion Operations Clerk
Company Clerk

FIRST SERGEANT

MASTER SERGEANT
Regimental Admin Sergeant
Regimental Operations Sergeant
Regimental Human Affairs Sergeant
Regimental Recruiting Sergeant
Regimental Provost Sergeant
Regimental Public Affairs Sergeant
Battalion Recruiting/Public Affairs Sergeant
Regimental Band/PB Operations Sergeant
Unit Drill Master

CORPORAL (Lower Sleeve)
Regimental Administrative Clerk
Battalion Administrative Clerk

CORPORAL (Lower Sleeve)
Squad Corporal
Human Affairs Corporal
Regs and Discipline Corporal

CORPORAL (Lower Sleeve)
Armorer
Any time a cadet leaves campus (unless for PT purposes), he/she is required to sign out through the “Cadet Accountability System” and sign-in upon his/her return.

I. LEAVES

A. GENERAL LEAVE. General Leave on Sunday ends at 2230 for First class Cadets and 1950 for Second, Third and Fourth class Cadets.

B. OVERNIGHT AND WEEKEND LEAVES. Cadets MUST BE PROFICIENT IN ALL AREAS to take or use any leaves or passes. “Class Allots”, “Rank Allots”, and all individual “Incentive Awards Matrix” overnights and weekends are subject to following operating policy and procedures:

1) Cadets must request individual Overnights and Weekends through CAS. These leaves include Class Allots, Rank Allots, and Incentives (see the matrix charts at end of chapter) A cadet must have unused leave available and be proficient. The approval authority for these leaves is the Cadet Company Commander and CO or BN Tactical Officer. Cadets must sign-out in CAS under the leave they requested.

   Company Block Overnight and Weekends must be requested on CAS. The authority for Company Block Leaves is the Cadet Company Commander with approval of the CO or BN Tactical Officer.

   a) Overnight Leaves may be requested for any Saturday night except during an exam period or in conjunction with a furlough. Cadets may not depart for overnight leave on closed weekends until after the completion of their scheduled duties. This leave will end on Sunday at 1950.

   b) Weekend Leaves may be requested for any weekend except closed weekends and exam periods or in conjunction with a furlough. Cadets may not depart for weekend leave until after last duty on Friday. This leave will end on Sunday at 1950.

2) The number of Class and Rank Allot Overnights and Weekends authorized is based on Academic Classification by the Registrar's Office and the official Rank Rosters maintained by The Commandant’s Department. For example, cadets starting their third year at The Citadel who are not classified as 2A are authorized Overnights and Weekends as 3rd Class cadets since they are not academic 2nd class cadets. Cadets who lost rank are not authorized rank leave.

3) Cadet Commanders are responsible for ensuring that there is cadet leadership presence in the barracks during the weekend and that the weekend Company Duty Team mission is properly conducted. Company Commanders must obtain approval from the Battalion TAC to miss Friday afternoon parade.
C. SPECIAL LEAVES.  If leave is necessary during the week (to include the 24/48 hour academic achievement pass awarded to Gold Star and Deans List cadets), a cadet must have an approved “Special Purpose Leave”, Emergency Leave”, or “Military Duty Leave” as described below.

1) **Special Purpose Leave** - When a Special Purpose Leave is granted, it is to be charged against the cadet's number of allotted leaves. If the cadet has no leaves available, the leave will generally not be approved unless unique or special circumstances exist. If classes, tests, assigned academic work, or other assigned duties are to be missed, the cadet must meet with the professor, to permit making up missed work. Special Purpose Leaves must be submitted online no later than five working days in advance of departure date, with the exception of emergencies. Special Purpose Leaves which may be approved by the Company or Battalion TAC are as follows:

   a) Attending the marriage, baptism, bar mitzvah, or graduation or other BN TAC approved Significant Special Event of an immediate family member or BN TAC approved person. Immediate family member is defined as “mother, father, brother, sister, grandmother, grandfather”, or other person who has been a part of the cadet's household.
   b) Serious illness or death in the family (considered “Emergency Special Leave”)
   c) Attending grandparents' 50th wedding anniversary or parents' 25th wedding anniversary.
   d) Eating dinner with parents who are visiting Charleston.
   e) Eating dinner with faculty advisor, professor, sponsor, or company academic advisor.
   f) Job interviews which have been verified by Career Services.
   g) Business pass during the day which does not interfere with scheduled formations or cause a cadet to miss class.

   The final approval authority for Special Purpose Leave is the Cadet Company Commander and Company or Battalion Tactical Officer.

2) **Emergency Leaves** - Tactical Officers or COCs may approve an emergency leave due to serious illness or death in the family or BN TAC approved person when necessary and/or outside of normal duty hours. These leaves may be granted to a cadet who has a death or serious illness (which requires hospitalization) in the immediate family or BN TAC approved person. The immediate family includes parents, grandparents, brothers, sisters, and other permanent members of the cadet's household. The length of Emergency Leave depends on the situation, but is normally approved for periods which include no more than 5 class days. Emergency Leaves are requested online through CAS. When an Emergency Leave is granted, the Commandant's Office is notified as soon as possible. Emergency Leaves may be charged to a cadet's leave account. If a cadet requires Emergency Leave that involves missing classes or duties and time does not permit the cadet to meet with the professor, the cadet is required to email each professor/instructor to inform them of the necessary absence. The TACs or COC may request proof that notification to the professor/instructor has been completed. An emergency contact number must be obtained and final approval of these leaves/passes rests with the Cadet Company Commander and Company or Battalion Tactical Officer.

3) **Military Duty Leaves** - Cadets who are members of the Reserve Forces of the United States or a state National Guard Unit may be granted Military Duty Leave. Request for Military Leave must be submitted through CAS no later than Wednesday prior to the drill weekend. Military Duty Leave will begin concurrent with the date of the drill start time. Cadets will not be authorized overnight leaves as part of Military Drill unless distance to the Drill Location precludes returning to the barracks at night OR the military orders specify in writing that the individual is required to remain at the drill location overnight due to military
requirements. Military Leave is not approved for departure before parade on Friday, unless the drill requires the cadet to be present on Friday evening and the distance to the drill site warrants release before parade. Cadets must return by the end of general leave on Sunday (1950) unless distance to the drill site precludes this. The drill location, unit, point of contact, telephone number, and drill start and end date and times will be clearly specified on CAS. A copy of orders may be requested by your BN or CO TAC. Military duty leave is not charged against a cadet's normal allocation of leaves, unless a cadet elects to take an Overnight or Weekend in conjunction with drill. Cadets will not change their normally scheduled drill dates for personal convenience; i.e. open versus closed weekend. Cadets who do reschedule a normal drill weekend must reschedule for an open weekend. Cadets are not authorized to miss class to make up drill periods. Cadets are not normally released early on summer furlough to participate in annual training. If classes, examinations, or other assigned duties are to be missed, the cadet must meet with the professor, and the professor's written agreement to permit making up missed work may be requested by the BN or CO TAC. Final approval authority for these leaves is the Cadet Company Commander and Company or Battalion Tactical Officer.

D. SPECIAL ORDERS. All Special Orders are submitted thru the Special Orders System (SOS) on CAS
Note: a Special Leave Form will not be used for these types of leaves:

1) Event/Activity Special Orders are requested by the faculty/staff advisor of the activity. When individual students or groups of students travel to participate in an activity related to confirmed membership in an approved Student Activity, Religious Group, or Club Sport, they may be granted Leave. Each year, the Director of Cadet Activities publishes a list of College-approved Cadet Activities and Religious Groups, and the Health and PE Department Head publishes a list of approved Club Sports. Each of these activities and Club Sports has its own rules for membership or participation but must follow the rules and regulations as defined in Chapter 4 of the White Book “Cadet Organizations, Club Sports, and Religious Activities”. Eligible cadets are authorized one Leave each semester and must wear an authorized Citadel Cadet uniform as specified on the order. A cadet must be a member in good standing to be eligible to participate in these orders.

2) Medical Leaves: Cadets requiring medical leave must have the need verified by Infirmary Medical Personnel. The request must be submitted by the Infirmary to the Commandant's Office via the SOS. While categorized with Special Leaves, the Special Leave Form is not used for Medical Leaves. Medical appointments (Doctor or Dental) cannot be scheduled to take place 2 days before or after a scheduled holiday or furlough.

3) Commandant/President Inspection: The only Special Orders that may be approved for these Inspections are for NCAA teams.

E. SPECIAL ALLOCATION OF LEAVES AND PASSES. Cadet Commanders may not grant Special Leave or Pass allocations other than as stated above under any circumstances. Special allocation of additional leaves or passes to individuals, or a group of individuals, must be approved by the Company or Battalion Tactical Officer.

II. PASSES
A. CHARLESTON PASSES
1) **Tuesdays:** Proficient Seniors who hold rank will be allowed to leave after their last academic, military and cadet duty until 1950. Abuse of this privilege results in loss of the privilege. Approval authority is the Battalion Tactical Officer. The operating procedures require that eligible cadets sign out through CAS and sign-in upon their return.

2) **Wednesdays:** Gold Star cadets, Deans List cadets, and proficient seniors have one 2230 Charleston Pass each week (on Wednesday). Abuse of this privilege results in loss of the privilege. Approval authority is the Battalion Tactical Officer. The following operating procedures apply:

   a) The 1st SGT will compile a list of all proficient cadets who are eligible to have leave (Gold Star, Dean’s List, and proficient Seniors). To be proficient, senior cadets must be academically aligned with their class (1A or B) and all cadets must proficient in all areas (academics, conduct, and physically).

   b) The unit 1st SGT will receive the un-laminated leave cards. The 1st SGT will print the eligible cadet's name and unit on the appropriate leave cards.

   c) If the cadet is not authorized a CP they will be reported to their company commander for appropriate disciplinary action.

   d) The presentation of misrepresentation of this card warrants an official statement, as seen in the Cadet Honor Manual and could result in an honor violation if misused.

   e) Each week the 1st SGT will compare his/her list of proficient cadets with the punishment orders, physically deficient list, and the academic proficient list to ensure that all cadets on his/her initial list are still allowed to take a Charleston Pass. If they are not eligible, the deficient cadet is not authorized a CP until the cadet becomes proficient.

   f) SGMs will serve the function of 1st SGTs on battalion and regimental staffs in the distribution, collection, and the denial of leave cards.

   g) MSGs and Supply SGTs will assist SGMs and 1st SGTs when they are not available in the duties of enforcement and collection of the leave cards.

**B. 24/48 HOUR PASSES (DEAN’S LIST & GOLD STAR)**. The 24 and 48 hour passes, of which are earned academically to Dean’s List and Gold Star cadets, are the only incentives that qualify for missing classes or duties. Otherwise, the Special Leave Approval process must be completed. The 24/48 hour passes cannot be used to miss the Commandant or President’s Inspections. 24 (Dean’s List) and 48 (Gold Star) cadets may request these online. If classes, tests, academic work, or other assigned duties are to be missed when using a 24/48 hour pass, the cadet must meet with the professor to obtain permission to make-up any missed work. Responsibility for final approval of these leaves/passes rests with the Cadet Company Commander and Company or Battalion Tactical Officer. (NOTE: Even though a Gold Star cadet automatically makes Dean’s List, he/she is awarded the 48 hour Gold Star Pass only and will not get the 24 hour Dean’s List pass.)

**III. INCENTIVES** - Incentives are subject to the rules and regulations as described below and previously described in the chapter. To view the current AY Incentives, see the “Class Allots”, “Rank Allots”, and “Incentive Matrix” charts at the end of the chapter.

   A. This incentive policy will be reviewed and updated annually. Suggestions for changes should be forwarded directly to the Commandant, through the Cadet Chain of Command. Cadets are expected to review and be aware of the changes at the start of each academic year.
B. Individual and organizational pursuit of standards of excellence in the areas of academics, drill and ceremonies, physical fitness, community service and discipline are a part of cadet life. This Incentive Policy is intended to reward individual cadets and cadet organizations as they achieve standards of excellence, and supplements those incentives already published in Cadet Regulations.

C. Cadets must be academic, conduct, and physically proficient to utilize Incentive Awards. These leaves will terminate at 1950 on Sunday.

D. Fourth Class Cadets are eligible to earn all incentive awards but cannot utilize them during the first semester (unless approved by the BN TAC). 1st Semester awards will be banked for the 2nd Semester.

E. All Company and Battalion level Overnight and Weekend incentives must be taken as a Unit (a Block). Further, these Block Leaves cannot be taken on a closed weekend or in the case of Overnights, over a part of a weekend that is closed. It is the Company or Battalion Commanders’ call as to which weekend/night the leave will be taken, and the leave must be approved by the Battalion TAC. Cadets in that organization who cannot take the leave at the designated time will lose the incentive. Block Overnights/Weekends will not be scheduled on ROTC Training Weekends.

F. Reminder- These leaves do not start until after “last duty” of the day. It is important that this be kept in mind, particularly if the Block Overnight is scheduled over a weekend with scheduled Saturday requirements (e.g., football games, field day, Parents’ Day, Homecoming, Commandant’s Inspection, President’s Inspection, Corps Day, etc.). Commanders will coordinate “Block Overnights” with the Battalion TAC at least a duty week (COB Monday) before the requested date. Communication will be made with the Commandant’s Department so that the appropriate block overnight/ weekend can be added to the Company/Battalion leave bank.

IV. PRIVILEGES- Privileges will be reviewed by the rising chain of command and updated annually. Suggestions for changes should be forwarded directly to the Commandant, through the Cadet Chain of Command, by cadets, faculty and staff. Upon a change in policy, cadets will be notified and, subsequently, expected to review and be aware of the changes for the following school year (updates & changes will be highlighted in red for each AY).

A. Class privileges are based on the cadet’s academic standing, except for cadets who are in the Fourth Class System. While in the Fourth Class system, cadets are eligible only for freshman class privileges regardless of their academic classification. Otherwise, cadets are eligible only for the class privileges of the academic classification for which they have qualified. That is, cadets who wear the numeral 3 because they have completed the Fourth Class year, but are classified as 4A or 4B, are eligible only for freshman class privileges. Cadets classified 2A or 2B are eligible only for junior class privileges, and cadets classified 1A or 1B are eligible for senior class privileges.

B. To receive the class privileges for which they are eligible, cadets must have earned a cumulative GPA that makes them Academically Proficient, must be Conduct Proficient, and must be Physically Proficient. In addition, to be classified 1A or 1B, the cadet must also have completed the requirements as established by the Provost and listed in the College Catalogue.
School Year Class Privileges

AUTOMOBILES

First Class: Authorized to register and park vehicles on Campus. Seniors have first priority for parking and are registered for parking first. They receive the parking spaces closest to the barracks.

Second Class: Authorized to register and park vehicles on Campus. After seniors are registered, juniors will be given the remaining on campus parking spaces as directed by Public Safety.

Third Class: Authorized to register on campus and park vehicles only in the Altman Lot unless otherwise directed.

BUILDING ENTRANCES & STAIRS

First Class: May use the front and side doors and stairs of all Campus buildings and may walk on the red tiles in Bond Hall.

Second Class: May use all doors in Capers Hall. Junior sword bearers may use the front door and stairs of Jenkins Hall but other Juniors must use other doors and the rear stairs of Jenkins Hall.

Third Class: May use all doors in Capers Hall. Third Class cadets may not use the front stairs of Jenkins Hall and must use other doors and the rear stairs.

Fourth Class: May use the east door in Capers Hall and the rear and Westside door of Jenkins Hall.

CADET ORGANIZATIONS/ACTIVITIES

First Class: May join any cadet organization for which they qualify.

Second Class: May join any cadet organization for which they qualify.

Third Class: May join any cadet organization for which they qualify.

Fourth Class: May join any cadet organization for which they qualify AFTER academic classes begin.

CHARLESTON PASSES (CP)

First Class: Non ranking seniors who are proficient are authorized Wednesday CP each week, beginning after last scheduled activity (but not before 1300 hrs) until 2230 hrs. Senior Rank Holders are authorized an additional CP each week on Tuesdays and Thursdays beginning after last scheduled activity (but not before 1300 hrs) until 1950 hrs.

Second Class: Cadets w/ Gold Stars or on Dean’s List, who are otherwise proficient, are authorized Wednesday CP beginning after last scheduled activity (but not before 1300 hrs) until 2230 hrs on Wednesday.
**Third Class:** Cadets w/ Gold Stars or on Dean’s List, who are otherwise proficient, are authorized Wednesday CP beginning after last scheduled activity (but not before 1300 hrs) until 2230 hrs.

**Fourth Class:** Cadets w/ Gold Stars or on Dean’s List, who are otherwise proficient, are authorized Wednesday CP (2nd Semester ONLY) beginning after last scheduled activity (but not before 1300 hrs) until 2230 hrs.

**CIVILIAN CLOTHES/BLAZER UNIFORM**

**First Class:** May depart campus for furlough in civilian clothes. First Class Cadets are authorized to wear the Blazer Uniform on Weekends, Overnights, General Leave, and on CPs.

**Second Class:** May depart campus for furlough in civilian clothes. If and when approved and announced by the Regimental Commander, Second Class Cadets are authorized to wear the Blazer Uniform beginning 2nd Semester provided they are academically 2B on Weekends, Overnights, General Leave, and on CPs.

**Third Class:** May depart campus for furlough in civilian clothes.

**CLUB SPORTS**

**First Class:** May go out for club sports.

**Second Class:** May go out for club sports.

**Third Class:** May go out for club sports.

**Fourth Class:** May not go out for club sports until academic classes begin (after new cadet training)

**DEAS HALL**

**All Classes:** Fitness facilities are authorized for use by all cadets on a first come, first served basis. 4th Class cadets will not be restricted from using Deas Hall or any of the equipment in Deas Hall.

**FOOTBALL STADIUM/GAMES**

**All Classes:** May not leave the stadium prior to the end of the game and may do so ONLY AFTER the playing to The Citadel’s Alma Mater.

**First Class:** Only academically aligned seniors are allowed to have dates at home football games and must meet their dates at the stadium after marching with their company.

**First Class:** May leave their seats at any time to visit concessions or latrines.

**Second Class:** May leave their seats at any time after the end of the first half of the game to visit concessions or latrines.

**Third and Fourth Class:** May leave their seats at any time during half time to visit concessions or latrines.
KNOB LOUNGE

Fourth Class: There is a knob lounge located on the 2nd floor of Mark Clark Hall and a Canteen located in the rear of the Snack Bar that is for the exclusive use of the 4th Class Cadets.

LATE LIGHTS

First, Second and 3rd Classes: May have late lights until 0100 hours. A 1 hour late light extension may be granted by the company CO, XO or Academic Officer. A signed/dated authorization note indicating same will be affixed to the screen door. No note will result in loss of privilege.

Fourth Class: May have late lights until 2400 hours. A 1-hour late light extension may be granted by the company CO, XO or Academic Officer. A signed/dated authorization note indicating same will be fixed to the screen door. No note will result in loss of privilege.

LAUNDROMAT

All Classes: Are authorized to use the Laundromat on a first come, first served basis. Fourth Class cadets will not be restricted from using the Laundromat.

MESS HALL

First Class: May get food from the side tables before first rest is called.

Second Class: Must wait until immediately after first rest is called before getting food from the side tables.

Third Class: Must wait until five (5) minutes after first rest is called before getting food from the side tables.

PARADE GROUND

First Class: Are authorized to cross the parade ground.

Second Class: If approved by the Regimental Commander, all Second Class cadets are authorized to cross the parade ground 2nd semester.

QUADRANGLE

First and Second Classes: Are authorized to walk across quadrangles.

Third Class: If and when approved by the Regimental Commander, Third Class cadets are authorized to walk across the quadrangles 2nd semester.

PT BARRACKS FRONT SALLY PORT STAIRS

First Class: Are authorized to use this stairwell.

Second Class: Second Class cadet sword bearers are authorized to use this stairwell.
Other Cadets: At the discretion of the Regimental Commander.

PT UNIFORM

First Class: During the second semester and coinciding with the Regimental Commander granting class privileges, first class cadets (1A or 1B) are afforded the class privilege of wearing an approved t-shirt of an official Citadel chartered club or organization for individual PT within the strict confines of the campus. The office of Cadet Activities, on behalf of the Commandant, is the approval authority of the club and organizational t-shirt. This privilege includes PT shirts of the respective ROTC Departments subject to the concurrence of the PMS, PNS, PAS, and within service regulations. It also includes t-shirts issued by the Athletic Department for NCAA sports.

RANK

First Class: will fill cadet officer positions in The Corps of Cadets.

Second Class: will fill cadet sergeant positions in The Corps of Cadets.

Third Class: will fill cadet corporal positions in The Corps of Cadets.

SIDEWALKS ON AVENUE OF REMEMBRANCE

First, Second and Third Classes: May use these sidewalks.

Fourth Class: May not use these sidewalks.

TELEPHONES

All Cadets: may possess and use a cell phone according to the policies and procedures below.

Barracks rooms are not equipped with land line phone service except for Guard Rooms, TAC offices and rooms assigned to designated members within the Cadet Chain of Command.

NOTE: Master Sergeants and above may wear one wireless communications device (e.g., cell phone, personal digital assistant (PDA), pagers, etc.) on the Duty and Leave uniforms: on the belt, either side of the body aft of the elbow. Devices will not be visible from the front and worn in such a manner as to impede the normal wear and appearance of the uniform (e.g., sagging, bunching, etc.).

A. REGULATION: The Citadel may regulate the possession or use of pagers, beepers, and/or cell phones by cadets while the cadets are on campus, while attending school sponsored activities, and while under the supervision and control of Citadel faculty/staff.

B. USAGE: Cadets are encouraged to own and carry a cell phone at all times under the following conditions:

- Unauthorized use outside of the barracks is prohibited unless authorized through rank position (1st Sgt and above) for official Citadel business.
- Cell phones must be kept in book bags and programmed in a non-sounding setting and remain in the “silent” or “vibrate” mode when outside of the barracks.
- Messages may only be retrieved during transitional periods (i.e. before class, between classes) and must be done inside of a building, but outside of the classroom.
- Other than those cadets authorized through their Chain of Command position, outgoing communications via cell phone (talking, text messaging, etc.) is restricted to
INSIDE THE BARRACKS, DURING AUTHORIZED TIMES ONLY (except in the case of a declared emergency).
• Cell phones (and other personal electronic devices) incorporating a camera must be turned off and out of sight in any area in which an individual has a reasonable expectation of privacy such as restrooms, locker rooms, showers and other locations.
• Beyond the basic College policy stated herein, faculty members, at their discretion, also may have strict individual policies related to personal electronic devices outlined in their syllabi in order to provide and maintain a classroom environment that is conducive to learning and the respect of others. These policies may include penalties for violation of said policy.

C. SERVICE: Cadets may choose any cellular service provider. AT&T and Sprint have contracted with the State of South Carolina to install antennae on The Citadel's water tower. Additionally, AT&T has negotiated with The Citadel to provide special service packages to cadets, and to provide a billing option through cadets’ quartermaster accounts.

D. EMERGENCY NOTIFICATION: “BulldogAlert” is The Citadel’s emergency notification system. This communication tool provides for rapid notification through text messaging, phone call/voice mail or email – or a combination of those - indicating a campus crisis or emergency. For those who register to receive text messages from BulldogAlert, please note that your cell phone provider may require you to accept the message and agree to any cost charged by your cell provider. Cadets can register their cell phone for BulldogAlert by logging into PAWS and updating their “BulldogAlert Emergency Contact Information.” BulldogAlert allows you to select up to six telephone numbers (the cadet’s and or family members) and two e-mail addresses to receive emergency alerts. Citadel phone numbers and email addresses for cadets, faculty and staff are automatically part of the emergency notification system.

TELEVISION/VCR IN ROOM (ONE 32” TV)

First Class: Academic First class cadets are authorized to have one 32” (or less) television set with VCR/DVD player per room. Monitors for cadet computers will not exceed 27”. The under classes are not authorized this privilege.

VENDING MACHINES IN BARRACKS

First Class: May use any of the vending machines in the barracks.

Second Class: May use any of the vending machines on the first division in the barracks. Second Class sword bearers may use vending machines on first or third divisions.

Third & Fourth Class: May only use the vending machines on the first division.
CLASS & RANK ALLOTS

CLASS ALLOTTED WEEKENDS begin after the last scheduled activity/duty on Friday and end at 1950 on Sunday. Class allotted Overnights begin after last duty/activity on Saturday and end on Sunday at 1950. Cadets are not authorized to combine/stack weekend or overnight leaves. These leaves are authorized as follows:

<table>
<thead>
<tr>
<th>Class</th>
<th>Weekends</th>
<th>Overnights</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior (1A)</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Senior (1B)</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Junior (2A)</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Junior (2B)</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Sophomore (3A)</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Sophomore (3B)</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Freshmen (4A)</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Freshmen (4B)</td>
<td>0</td>
<td>1</td>
</tr>
</tbody>
</table>

OR

RANK ALLOTTED WEEKENDS begin after the last scheduled activity/duty on Friday and end at 1950 on Sunday. Class allotted Overnights begin after last duty/activity on Saturday and end on Sunday at 1950. Cadets are not authorized to combine/stack weekend or overnight leaves. These leaves are authorized as follows:

<table>
<thead>
<tr>
<th>Rank</th>
<th>Weekends</th>
<th>Overnights</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cadet Officer (1A)</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Cadet Officer (1B)</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Cadet NCO (2A)</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Cadet NCO (2B)</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Cadet CPL (3A)</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Cadet CPL (3B)</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>
INCENTIVES MATRIX

Proficient Upperclass Cadets Only ► 4th Class Cadets may take their awarded leave 2nd semester.

<table>
<thead>
<tr>
<th>INDIVIDUAL ACHIEVEMENTS</th>
<th>48 HR</th>
<th>24 HR</th>
<th>WKND</th>
<th>O/N</th>
<th>C PASS</th>
<th>NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gold Star</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deans List</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1st Class Officers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>President’s List</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commandant’s List</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cadet with highest GPA for the semester (1 per Class/4 per Company)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cadets with 300 on CPFT</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Merit Performance Pass (25 Merits in a Merit Period)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cadet of the Month Performance Pass (Chosen by CO, BN, &amp; REG CMDRs)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Winning Participants of The Kelly Cup (and runner-ups)</td>
<td>X- 1st</td>
<td>X- 2nd, 3rd, 4th</td>
<td></td>
<td></td>
<td></td>
<td>Includes Squad Leaders</td>
</tr>
<tr>
<td>Members of Cadre and/or Athletic Cadre (if both- cadet still only gets 1)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1 WKND per academic year</td>
</tr>
<tr>
<td>On Campus Blood Drive Donors 2 pints/4 pints*</td>
<td>X- 4 pts</td>
<td>X- 2 pts</td>
<td></td>
<td></td>
<td></td>
<td>*Per academic year</td>
</tr>
<tr>
<td>Band &amp; Color Guard Gigs</td>
<td>X-5 Gigs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Volunteer gigs as a rep. of The Citadel</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CO ACHIEVEMENTS</th>
<th>48 HRS</th>
<th>24 HR</th>
<th>WKND</th>
<th>O/N</th>
<th>NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company in each battalion with highest average GPA</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Company winning parade 3 times in a semester</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>1st Sem.- 4th Cl. Banked for 2nd Semester</td>
</tr>
<tr>
<td>Company with highest average CPFT Score in Regt. w/ 100% participation</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Company with the best knob retention rate in the Regt. 1st semester</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Company winning The President’s Cup</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Company winning The Commandant’s Cup</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Company winning The Summerall Cup</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Company winning The BOV Cup (a.k.a. Intramural Cup)</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>BN ACHIEVEMENTS</th>
<th>48 HRS</th>
<th>24 HR</th>
<th>WKND</th>
<th>O/N</th>
<th>NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Battalion with 3 Companies placing in the top 5 at one parade</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NCAA PARTICIPANTS (Corps Squad)</td>
<td>48 HRS</td>
<td>24 HR</td>
<td>WKND</td>
<td>O/N</td>
<td></td>
</tr>
<tr>
<td>NCAA Athletes, Managers, &amp; Trainers</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>1 WKND per academic year</td>
</tr>
<tr>
<td>ROTC TRAINING WEEKENDS</td>
<td>48 HRS</td>
<td>24 HR</td>
<td>WKND</td>
<td>O/N</td>
<td></td>
</tr>
<tr>
<td>ROTC Cadets</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>1 Overnight for each training weekend (=2 per semester)</td>
</tr>
</tbody>
</table>

Incentives expire at the end of the following semester. For example, an incentive earned in the Spring Semester will expire at the end of the Fall Semester the next academic year.
• Sink

• Medicine Cabinet

• Desk

• Bed

• Half Press

• Full Press

• Room (General)

• Placement of Name Stickers

• Company Supply Closets
The following room standards are applicable to each cadet’s room. All initial issue items must be neatly displayed in the manner(s) listed below:

A. SINK
- Items under sink should be stored neatly in DESCENDING height order from LEFT to RIGHT
- White paper on shelves under sink
- Water filters are not authorized for SMI, and must be removed for inspection
- Sink and faucet cleaned
- Towel AND washcloth on rack
  - One fold in each, facing forward into the room (Note: one fold might require slight overlap of towel and washcloth, which is OK)
  - Washcloth in front of towel
  - Name stickers above towel rack

B. MEDICINE CABINET
- Metal surfaces and mirror cleaned
- Articles in descending order, left to right
- Name Stickers centered on shelves used by cadet
- Shelf liner (white paper) on each shelf
C. DESK

- Shelves organized in descending height order from left to right (flush with front edge)
  - Top shelf: binders, spiral notebooks, oversized books, one picture
- Desk surface: clock radio, phone, lamp, computer components, organizational items, blotter (optional)
- Cork boards: no clutter; objects posted on cork boards are to be neatly placed
- Each cadet must have a laminated copy of the “Citadel Desk Top Emergency Reference Guide” on their desk. It must be placed (not taped) to the bottom left side of the desktop, square with the corner. One cadet (or two, if a 3 or 4 man room) must have the red border-side facing up, the other with the other side facing up. A copy will be issued to each cadet at the start of the school year. In case of loss or damage, cadets can purchase an additional copy from the Commandant’s Department Arms Room.
- Drawers
  - Lined with white paper (including sliding shelves and keyboard drawer)
  - Contents organized
- Chairs
  - Only Citadel-issued chairs are allowed with the exception of TAC-approved chairs for COs and XOs
  - Tennis balls are not authorized on the legs of chairs
D. BED

- Made in SMI order
  - Bottom white sheet: Four mitered corners
  - Top: forms six inch collar with Citadel spread at base of pillow, bottom corners mitered
  - The top of the pillow is flush the top of the bed, with the open end of the case facing the wall and tucked under the pillow
- Name sticker on horizontal frame below respective cadet’s pillow, 12” from outer edge of bedpost
- Oxford shoes (1 pair per cadet) placed in forward corner of bed below name sticker
  - Toes flush with front face of bed
  - SHINED
  - Laces tied and tucked inside the shoe
- Storage containers
  - One per cadet
  - 32”x11”x18”
  - Clear Plastic (with items neatly organized)
- Max of 1 laundry bag per cadet
  - Dirty clothes only
  - On bed posts only! (none on door)
E. HALF PRESS

- **Drawers** - For inspections, drawers must be stacked to display all initial issue items in the arrangement order(s) described below:
  - Lined with white paper
  - Top: personal on left, military on right, neatly organized
  - 2nd: (L-R) under-shirts, under-shorts, bras (if applicable), balled socks (white above black), scarf, black gloves, white gloves then handkerchiefs (bottom right)
    - Socks are to be balled as shown in the image of the second drawer, with “the smile” of the fold facing “up”
  - 3rd: (L-R) Pajamas (OPTIONAL), laundry bag, sheets, pillow cases, towels with wash cloths underneath
  - 4th: (L-R) Two horizontal rows of duty shirts, Vertical row of duty pants (buttoned, button side up)
    - PT shirts, White summer leave shirts, brown ACU t-shirts under duty shirts
    - PT shorts, white dress pants/skirt under duty pants
  - Cadets are to live out of drawers, meaning that they are authorized to have several of each item in their drawer (i.e. a stack of t-shirts or underwear)
    - These items must also be clean and pressed, and placed in an orderly manner

Top Drawer/Lock Box

[HALF PRESS CONTINUED ON NEXT PAGE]
• Surface:
  – One authorized appliance per half press (with the exception of TV components, for example antennas, DVD players, video game systems, may be on same half press as TV)
  – Lock is to be closed, zeroed and placed on bottom right corner of top of the half press, flush with the edge
    • Name sticker on centered on the top of the front face of press

Top – Half Press

F. FULL PRESS
• Top of Press
  – Either
    • CLEAR plastic box (with items neatly organized)
      OR
    • Overnight bag or suitcase
    • No larger than half the full press

• Shelf (L-R)
  – Citadel blanket rolled to a width of approx 16” with the 1842 showing forward
    • Flush with front of press
    • One additional blanket may be placed, neatly folded, under the Citadel blanket
  – Black garrison (rain cover inside) in front of white garrison
  – Overseas cover in front of shako
  – All brass shined, no blitzed (modified brass) is allowed
  – Name sticker centered on front of shelf
  – Military-issue dress covers may be placed behind the Citadel blanket in their protective box

[FULL PRESS CONTINUED ON NEXT PAGE]
• Hanging Space

  – (L-R) Raincoat, bathrobe, overcoat, full-dress (w/trousers beneath), dress blouse (w/trousers beneath), field jacket, dress whites, summer leave (w/trousers beneath), Duty shirts (w/trousers beneath), winter pts, Blazer (w/trousers beneath and tie draped neatly over trousers; note: ties can also be neatly placed in top drawer of half press or plastic bin), AUTHORIZED civilian clothes in a hang-up bag (furlough clothes that the cadet plans to wear when leaving on furlough and what he/she will wear upon return, including the optional authorized black purse for females), one set of ACUs, ACU Parka, ACU Fleece, made duty shirt (worn for breakfast) will be displayed at far right, pressed against unused hangers with shirt stays removed

  – Buttons are to be buttoned; NO COLLARS or CUFFS in hanging items and insignia and shirt stays removed except for dress white. For dress white, S.C. will be in place on collar and dress white buttons shined and buttoned.

  – Military uniforms (other than the aforementioned ACUs) are not to be hung freely in the press, they are to be in the civilian hang up garment bag.

  – All hangers are to be evenly spaced, face the right, and unused hangers to be pushed all the way to the right

  – Only the black hangers sold in the cadet store are authorized

  – Sleeves of shirts are NOT to be tucked back

• Bottom

  – (L-R) Boots, athletic shoes, tennis shoes, shower shoes, and other authorized footwear in descending height order with two rows if necessary

  – All laces tied and tucked inside the shoe/boot; boots shined
G. ROOM- GENERAL

- All items in room to be dusted
- Floors to be cleaned (no pledge), and baseboards to be dusted
- Window and transom window cleaned and windowsills dusted
- Blinds are to be dusted and pulled up all the way
- Metal threshold to room is also to be cleaned, and adjacent gallery clean
- Room orderly posted in allotted space
- Ironing boards, military bags/equipment to be placed neatly by rifle rack (military items can also be stored under the bed or on the top of the full press)
- Rifle rack locks to be locked and zeroed out, with no paper lining.
- All OS&D objects in room are to be tagged
- Refrigerators are NOT authorized
- Coolers (no larger than 6-pack size) are to be placed on top of full press.
- In rare instances, electric coolers (max. 40 qt capacity) can be authorized by The Citadel Surgeon for medical reasons.
- Fans can be placed on half press or under the bed
- ACU hat, Knob cover, camelbacks, knob bags, and PT belts are authorized to be on the hooks located on the back of the door
- Trash can circles are required for SMI
- All appliances turned off (with exception of clocks)
- Sports equipment is to be placed neatly near rifle rack or under the bed behind the plastic container and shoes (surfboards and scuba gear are to placed in company storage)
- No flags are allowed to be displayed in cadet rooms
- Seniors (as identified by the Registrar’s Office) may arrange their room in any way they choose as long as it complies with all safety requirements.
- Televisions- Only First class cadets are allowed one television up to 32” with DVD player per room.
- Items NOT allowed: electrical cooking equipment, folding chairs, large sports items (water sport equipment, bikes, golf clubs).
- Cadets may not possess tobacco, smoke, use e-cigarettes or smokeless tobacco on campus (Blue Book 2.3.15.1).

H. PLACEMENT OF NAME STICKERS

- Above towel rack
- Inside Medicine Cabinet on respective shelves
- Room orderly (on wall inside the door)
- On horizontal frame below pillow
- Desk (centered on lower shelf)
- Half Press
- Full Press
- Rifle Rack
I. COMPANY SUPPLY CLOSETS
Company supply closets are for the cadet company to secure cadet personal equipment that cannot be stored in cadet rooms and does not need to be stored in the warehouse for long term storage such as luggage. Personal items authorized are golf clubs, surfboards and other large sports items such as lacrosse sticks. Company supplies and records can be stored also. The closet should be clean and well organized. Items that cannot be stored in company supply closets are:

- Any cadet personal gear or military gear.
- Cadet room furniture including chairs.
I. FURNITURE ARRANGEMENT FOR 2-CADET ROOM (Option 1)
J.
FURNITURE ARRANGEMENT
FOR 2-CADET ROOM (Option 2)
K.

FURNITURE ARRANGEMENT FOR 3-CADET ROOM (Option 1)
FURNITURE ARRANGEMENT
FOR 3-CADET ROOM (Option 2)
M.

FURNITURE ARRANGEMENT
FOR 4-CADET ROOM (all)
3 Full Presses
FURNITURE ARRANGEMENT
FOR 4-CADET ROOM
(Law and Stevens) Option 1
with 3 Full Presses

N.

DESK
HALF PRESS

BUNK
HALF PRESS

DESK
FULL PRESS
DESK
FULL PRESS
DESK
FULL PRESS

DESK
FURNITURE ARRANGEMENT
FOR 4-CADET ROOM
(Law and Stevens) Option 2
with 4 Full Presses
FURNITURE ARRANGEMENT FOR 4-CADET ROOM
(Murray and Watts) Option 3
With 3 Full Presses
FURNITURE ARRANGEMENT
FOR 4-CADET ROOM
(Murray and Watts) Option 4
With 4 Full Presses
A. Laundry Tickets

1. A triplicate laundry ticket, properly color-coded, must accompany each bag of laundry. The cadet may retain the bottom copy.
2. Each Company Supply Sergeant issues the proper, color-coded laundry ticket to be completed and sent with all laundry. Tickets are color-coded: Pink (1BN), White (2BN), Blue (3BN) Yellow (4BN), and Orange (5BN).
3. Tickets must be completed with name, CWID, company, room number, date, phone number, and the number of garments in the laundry bag under Cadet Count.
4. Additional laundry tickets can be obtained in The Cadet Laundry.

B. Laundry Bags

1. Each cadet is issued the following: four color-coded net bags and three cotton white laundry bags.
2. Net bags are color-coded with plaques for your name and CWID number: Red (1BN), White (2BN), Blue (3BN), Yellow (4BN), and Orange (5BN).

C. Laundry Rejections

1. The Cadet Laundry will reject the following laundry bundles:
   a. Laundry bags with no net bag(s) for small items.
   b. Laundry bags with net bag(s) that are worn, frayed, or contain holes.
   c. Laundry bags with no laundry ticket or an incomplete laundry ticket.
   d. Extremely soiled laundry is rejected. These items will be bagged and the cadet will be contacted for pick-up.
   e. A laundry bag that contains the clothing of more than one cadet.
   f. Laundry bags that contain civilian clothing or garments not on the laundry ticket.

D. How to Prepare Laundry Bags

1. One net bag will be prepared to contain all white only garments such as undershirts, gloves, white socks, supporters, underwear, bras, handkerchiefs, webbing, and washcloths. These items will be bleached during processing.
2. One net bag will be prepared to contain all dark colored items such as black socks, PT shirts, PT shorts, black/navy swimming trunks, black/navy one-piece bathing suits, bike/compression shorts, and other small, dark items.
3. All net bags are washed and fluff dried in the net bag and returned as is.
4. The white cotton laundry bag may contain duty trousers, grey duty shirts, white summer leave shirts, BDUs/ACUs, white high rise trousers, white dress blouse (buttons removed), sweatshirts, sweatpants, bathrobe, bath towels, sheets, pillow cases, and bedspreads.
5. Net bags are to be placed in the white laundry bag to make up one complete bundle. Do not overfill the net bags.
6. DO NOT PLACE SUMMER LEAVE TROUSERS THE IN THE LAUNDRY BAG. These wool trousers and other wool garments must be taken to the Dry Cleaning department. (See section F, Dry Cleaning Services)
7. Cadets are responsible for replacing their net bags due to wear and tear over time. Net bags are available in the Cadet Store.

E. Laundry Schedule

1. Laundry is picked-up and delivered by Company as indicated below:

<table>
<thead>
<tr>
<th>MONDAY</th>
<th>TUESDAY</th>
<th>WEDNESDAY</th>
<th>THURSDAY</th>
<th>FRIDAY</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>B</td>
<td>C</td>
<td>Reg Staff</td>
<td>D</td>
</tr>
<tr>
<td>BD</td>
<td>E</td>
<td>F</td>
<td>G</td>
<td>H</td>
</tr>
<tr>
<td>I</td>
<td>K</td>
<td>L</td>
<td>M</td>
<td>N</td>
</tr>
<tr>
<td>P/PB</td>
<td>O</td>
<td>R</td>
<td>T/S/V</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>IF PICKED-UP ON</th>
<th>DELIVERED ON</th>
</tr>
</thead>
<tbody>
<tr>
<td>MONDAY</td>
<td>WEDNESDAY</td>
</tr>
<tr>
<td>TUESDAY</td>
<td>THURSDAY</td>
</tr>
<tr>
<td>WEDNESDAY</td>
<td>FRIDAY</td>
</tr>
<tr>
<td>THURSDAY</td>
<td>MONDAY</td>
</tr>
<tr>
<td>FRIDAY</td>
<td>TUESDAY</td>
</tr>
</tbody>
</table>

2. Pick-up: Cadets will place their soiled laundry on the scheduled day to the left of the battalion entry sally port for pick-up. Laundry must be placed at the assigned point no later than 0715 on the assigned pick-up day. Do not confuse the pick-up time with the return time.
3. Delivery: Laundry will be returned to the right of the battalion entry sally port on the scheduled return day.
4. Walk-ins: Cadets may bring their laundry bundle to The Cadet Laundry at any time.

F. Dry Cleaning Services
1. Cadets may have the following garments cleaned in the Dry Cleaning department at no additional cost:

   a. Summer Leave Trouser
   b. Field Jacket
   c. Dress Blouse
   d. Full Dress
   e. Wool High Rise Trouser
   f. Overcoat

G. Thrift Items

1. All cadets are welcome to visit the Thrift area in The Cadet Laundry.
2. Thrift items have been donated and are available to any cadet in need of a uniform item or accessory that is in stock.
3. Thrift items are available at no cost.

H. Specialty Services and Pressing

1. Cadets may have the following garments cleaned and pressed in the Dry Cleaning department for an additional cost:

   a. Civilian Clothing
   b. Blazers
   c. Ties
   d. Military Crease Shirts

I. Lost Laundry

1. Cadets who believe their laundry has been lost must stop by or contact The Cadet Laundry within forty-eight hours of pick-up:
   Phone: 843-953-WASH (9274)
   Email: laundry@citadel.edu

J. Laundry Inspections

1. As part of our continuing effort to provide better service, the BN Supply/CO Supply Sergeants are welcome to come to the facility as often as they wish (scheduled or unscheduled) to inspect the facility and the quality of work being done. Results may be forwarded to the Commandant's Office, Uniform Board, and/or the Director of Auxiliary Enterprises.

K. Other

1. The Cadet Laundry is not responsible for loss or damage in the case of fire.
2. The Cadet Laundry is liable for lost or damaged laundry only when such loss or damage is reported within forty-eight hours after date upon which laundry was delivered. Extent of liability is for no more than the depreciated value of such articles, or a like item is provided.

3. A cadet who receives an article belonging to another cadet must return it to The Cadet Laundry immediately.

4. Any cadet who removes the security band or takes any clothing belonging to another cadet will be subject to punishment.

5. Any cadet who tampers with laundry bags in the laundry pick-up and delivery areas in the barracks will be subject to punishment.

6. Any cadet permanently defacing another cadet’s clothing will also be subject to punishment.
A. PERFORMANCE REPORT (PR) AND EXPLANATION OF REPORT, WRITTEN (ERW)

1. PR: The PR is used to report improper or outstanding performance on the part of the cadet.

2. ERW: The ERW, CC Form 54, may be used by cadets who have been reported in violation of cadet regulations. Upon receipt of a Performance Report (PR) indicating a violation, the cadet will either sign the back of the PR or, if extenuating or mitigating circumstances exist, complete an ERW explaining such circumstances.

3. Examples of PR and ERW follow.

```
PERFORMANCE REPORT (PR)     DATE: ________________
NAME OF CADET ____________________CIT#_________________
CLASS _____________RANK________COMPANY______________
REPORT OF VIOLATION OF REGULATIONS_________________
REPORT OF OUTSTANDING PERFORMANCE_________________
DESCRIPTION OF PERFORMANCE__________________________
____________________________________________________
____________________________________________________
____________________________________________________
____________________________________________________
CODE#______________
 REPORTING OFFICIAL  (Please Print) __________________________
SIGNATURE________________________CIT#__________________
TO:    CADET COMPANY COMMANDER, __________COMPANY
SUBJECT:   ERW
My initials below indicate this report is correct or incorrect,
CORRECT___________ INCORRECT__________
If Correct, No ERW is required
```

White Copy - Cadet     Yellow Copy - TAC Officer     Pink - Regulations and Disp Sgt.
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<thead>
<tr>
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<tbody>
<tr>
<td>1. NAME (Last, First, Mi.)</td>
<td>2. CWID</td>
<td>3. UNIT</td>
<td>4. CLASS/RANK</td>
</tr>
<tr>
<td>5. OFFENSE LISTED ON PR</td>
<td>6. DATE OF OFFENSE</td>
<td>7. CONTRACT</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>ARMY</td>
<td>USMC</td>
</tr>
<tr>
<td>8. DESCRIPTION OF EVENT FROM PR</td>
<td></td>
<td></td>
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<tr>
<td>9. THE PERFORMANCE REPORT IS CORRECT</td>
<td>INCORRECT</td>
<td></td>
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<tr>
<td>CIRCUMSTANCES OF EXTENUATION OR MITIGATION ARE:</td>
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<tr>
<td>10. SIGNATURE OF CADET</td>
<td>11. DATE</td>
<td></td>
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<tr>
<td>12. PUNISHMENT IMPOSED</td>
<td>12a. REFERRAL RECOMMENDED</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IMPOSE PUNISHMENT: YES_____ NO_____</td>
<td>REFER TO NEXT LEVEL FOR ADJUDICATION</td>
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<tr>
<td>DEMERITS_____TOURS_____CONS_____RESTRICTIONS_____</td>
<td>CLASS I HEARING</td>
<td></td>
<td></td>
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<tr>
<td>ORAL REPRIMAND_______ WRITTEN REPRIMAND_______</td>
<td>COMMANDANT’S BOARD</td>
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<tr>
<td>REDUCE IN RANK: YES ____ NO ____</td>
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<tr>
<td>13. NAME OF CADET COMMANDER</td>
<td>14. SIGNATURE</td>
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<tr>
<td>15. NAME OF COMPANY TAC OFFICER</td>
<td>16. SIGNATURE</td>
<td></td>
<td></td>
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<tr>
<td>17. NAME OF BN TAC OFFICER (CLASS I OR II OFFENSES)</td>
<td>18. SIGNATURE</td>
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</table>

CC FORM 54 (August 2010)
REQUEST FOR WORK FOR PUNISHMENT CREDIT

TO: Assistant Commandant for Discipline

THRU: _____ Company Commander

FROM: Cadet ___________________ CWID__________
       Rank______________ Class_____ Company_____

SUBJECT: Work for Punishment Credits

As of_________________ I will have served one half of my punishment. I
Date
am requesting permission to work for punishment credit.

Respectfully,

_________________________________   __________________________
Cadet Printed Name               Cadet Signature

********************************************************************************

Approve   Disapprove  Signature

Company Commander                 ________      ________            ________
Company TAC                            ________      ________            ________
Battalion TAC           ________      ________            ________
Assistant Commandant           ________      ________            ________
For Discipline

CC Form 104  (Revised August 2010)
C. FORMAT FOR APPEAL OF PUNISHMENT:

MEMO TO: Commandant of Cadets

(If the punishment was imposed by the Deputy Commandant or by the Battalion Tactical Officer.)

MEMO TO: The President, The Citadel

(If the punishment was imposed by the Commandant.)

MEMO TO: The Chairman, The Citadel Board of Visitors

(If the punishment was imposed by the President.)

FROM: Name/CIT# of the cadet

SUBJECT: Appeal of punishment received for (outline the offense) on (provide the date).

1. Purpose of the appeal. State the purpose of the appeal, i.e., to reduce or set aside the punishment or to change the offense.

2. Justification. Request that the (Command of Cadets, The President, or the Chairman of the Board of Visitors, reduce the punishment, set aside the punishment, or change the offense), with regard to the attached PR/ERW. The following circumstances support this request. (Here the appealing cadet should provide the details which support their request. It is important that the appeal contain detailed justification in support of the action requested. A restatement of the information provided by the ERW or written statement to the original punishment approval authority will not normally be sufficient. Appealing cadet may attach supporting documents. Cadets are reminded that the Commandant does not have the authority to change tours to confinements for an offense listed in Annex B as your offense.

3. Recommendation. That based on the justification provided above, the appeal authority grants the appeal as follows: reduce, set aside, or change.

Name of Cadet
Rank/Class/Company
CIT Number
# CADET COUNSELING FORM

**RECORD OF CADET COUNSELING/ CONDUCT REVIEW**

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<tbody>
<tr>
<td>1. NAME (Last, First Ml.)</td>
<td>2. CWID</td>
<td>3. Unit</td>
<td>4. Class</td>
</tr>
</tbody>
</table>

**DATE:**

5. REASON FOR COUNSELING

- Cadet Counseling
- TAC Counseling
- CRB
- Suitability
- CLASS I OFFENSE
- 50% Annual Demerits
- CLASS II OFFENSE
- 75% Annual Demerits
- 50% Semester Demerits
- 100% Annual Demerits
- Outstanding Performance
- Other

6. SUMMARY OF COUNSELING / BOARD ACTION

7. SUITABILITY BOARD RECOMMENDED
- YES
- NO

8. TAC AND CADET HAVE PHONECON WITH PARENTS AT 75% AND 100% OF SEMESTER OR ANNUAL DEMERIT LIMITS
- YES
- NO
- UNABLE TO CONTACT / LEFT MESSAGE

9. CADET AGREEMENT WITH COUNSELING
- YES
- NO

10. CADET STATEMENT CONCERNING COUNSELING- REQUIRED. (Cadet must comment on the understanding of this counseling.)

11. NAME OF COUNSELOR

12. SIGNATURE

13. NAME OF CADET

14. SIGNATURE

15. NAME OF CADET COMMANDER

16. SIGNATURE
E. INVESTIGATIONS AND BOARDS

1. **General.** Violations of disciplinary regulations are dealt with in accordance with the provisions of Chapter 7, *The Blue Book*. This annex supports Chapter 7 by outlining the various administrative procedures to be used to determine facts, make recommendations as to punishment, or to determine cadet suitability for continuance in the Corps of Cadets.

2. **Types of Investigations and Boards.**
   
   a. **Informal Investigation.** This type of investigation is the most common and involves informal actions taken by the Punishment Approval Authority, or others on his/her behalf, to obtain sufficient information on which to base a punishment decision or recommendation. The scope of an informal investigation can vary from merely reading an Explanation of Report, Written (ERW) to taking unsworn written or verbal statements. The record of an informal investigation consists of the Performance Report (PR) and the ERW with any statements considered by the Punishment Approval Authority attached. If necessary, the Punishment Approval Authority states his/her rationale for punishment on the ERW or an attached continuation sheet.
   
   b. **Conduct Review Board (CRB).** A Conduct Review Board consists of the Cadet Company Commander and Tactical Officer and is mandatory for all cadets who exceed 75% of their semester demerit authorizations. In cases where cadets exceed 100% of their semester demerit authorizations, the Conduct Review Board must indicate a specific recommendation by the Tactical Officer concerning suitability. In essence, if a Tactical Officer believes that a specific cadet should not be suspended or dismissed by a Suitability Board; he/she must justify this recommendation in the CRB report. All cadets who exceed 100% of their annual demerit authorization are referred to a Suitability Board. A Conduct Review Board is also required to initiate suspension of cadets whose flagrant disregard for authority has been demonstrated by his/her receipt of four or more Class I or Class II offenses in a semester. The Conduct Review Board is the only procedure that initiates the Suitability Board process. The Conduct Review Board report consists of a completed **CC Form 98** (Cadet Counseling Form) along with any supporting documents such as a Delinquency List or PRs/ERWs.
   
   c. **Hearing.** The Hearing differs from the Informal Investigation in that it brings together at one time and location the individual responsible for deciding punishment or recommending punishment, the accused, witnesses, members of the chain of command, and any others who may be able to provide information helpful to the process. A hearing is held at the discretion of the Punishment Approval Authority or the Commandant or at the request of the accused. Once it is determined that a hearing is to be conducted, the accused is given at least 72 hours notice as to the date and time of the Hearing. The accused is authorized to have up to two (2) people assist him/her during the Hearing (exclusive of the special assistant to the President for legal affairs, the Ombudsman, the EEO Officer, and members of the Commandant's Department), have witnesses appear on his/her behalf, cross-examine witnesses, hear his/her accusers and present matters in extenuation and/or mitigation. When a cadet requests a Hearing or when the Commandant directs a Hearing, a record of Hearing Procedures (CC Form 103) is initiated. Instructions for preparation of **CC Form 103** are at Appendix 1. This form serves as the record of the entire Hearing process to include the punishment decision/recommendation and appeal. The Hearing Officer uses the Hearing Guide at Appendix 2 to guide the conduct of the Hearing. The Hearing Officer is normally the Assistant Commandant for Discipline. The Commandant may appoint other officers to conduct Hearings as appropriate.
   
   d. **Commandant’s Board (CB).** This board is a more formal type of proceeding used to determine or recommend adverse action against cadets. Like the hearing, it brings together at one time and location the accused, witnesses, and members of the chain of command, and any others who may be able to provide information helpful to the Board President. During these Boards, witnesses are
sworn, the accused is given 72 hours notice as to the time and place of the Board, and the accused may be assisted by one or two cadets or members of the faculty or staff (exclusive of the special assistant to the President for legal affairs, the Ombudsman, the EEO Officer, and members of the Commandant’s Department). A Commandant’s Board or Hearing is mandatory for those Class I offenses that carry a maximum punishment of Expulsion, Dismissal, or Suspension. Cadets may request a Hearing or a Commandant’s Board for offenses carrying lesser maximum punishments, but the Commandant is the final approval authority as to whether the cadet’s request will be granted. Commandant’s Boards are composed of a Battalion Tactical Officer with a grade of O-5 or above or Assistant Commandant as President, one other Tactical Officer or NCO, a Cadet Captain or above not from the accused’s battalion, and a Tactical Officer or NCO to serve as the Recorder. The accused’s chain of command may be present at the board. Commandant’s Boards may also be appointed at the discretion of the Commandant. Detailed guidance concerning the rights of the accused and the conduct of the Board are in Appendixes 3 and 4.

e. **Suitability Hearing (SH).** A Suitability Hearing is required for cadets who exceed 100% of their annual demerit authorization and sits as the call of the Commandant for the President. Cadets may be recommended for a Suitability Hearing when they reach or exceed 100% of their semester authorization of demerits but it is not mandatory. Cadets have the same rights in Suitability Hearing cases as they do for Commandant’s Boards. The Suitability Hearing will be conducted by the Deputy Commandant, a senior cadet officer nominated by the Commandant’s Staff, and either the Academic Advisor or Company Advisor of the cadet who is to face the hearing or a senior faculty member appointed by the Provost/Dean of the College. The Hearing Recorder is provided by the Office of the Commandant. The detailed guidance concerning the rights of the accused and the conduct of the Board are at Appendix 4. The format for reporting the Hearing recommendations is at Appendix 5-B.
HEARING OFFICER’S GUIDE

Step 1. Hearing Officer

Notes:_______________________________________________________________________________________
_______________________________________________________________________________________
_______________________________________________________________________________________
_______________________________________________________________________________________

Step 2. Hearing Officer – Review all statements, white slips, ERWs and other pertinent materials.

Notes:_______________________________________________________________________________________
_______________________________________________________________________________________
_______________________________________________________________________________________
_______________________________________________________________________________________

Step 3. Hearing Officer – Begin the Hearing with the accused, all witnesses, and other Hearing participants, such as the TAC and members of the chain of command, present.

Notes:_______________________________________________________________________________________
_______________________________________________________________________________________
_______________________________________________________________________________________
_______________________________________________________________________________________

Step 4. Hearing Officer – Inform the accused as follows: “Cadet __________, you are accused of the following Blue Book violation(s):___________________________________
_______________________________________________________________________________________
_______________________________________________________________________________________
_______________________________________________________________________________________
_______________________________________________________________________________________
You do not have to make any statement regarding the offense(s) of which you are accused. You are advised that this is not a trial but an administrative proceeding. The formal rules of evidence do not apply in administrative proceedings.”

Step 5. Hearing Officer – To the Accused: “Do you have any questions?”

Accused/Notes:_______________________________________________________________________________________
_______________________________________________________________________________________
_______________________________________________________________________________________
_______________________________________________________________________________________

Step 6. Hearing Officer – To the witnesses who have provided written statements which have been provided to the accused: “Do you have anything additional to say which is not in your written statement?”

Witnesses/Notes:_______________________________________________________________________________________
_______________________________________________________________________________________
_______________________________________________________________________________________
_______________________________________________________________________________________
Step 7. Hearing Officer – To witnesses who had not provided written statements: “What information can you provide which would be helpful to this procedure?”

Witnesses/Notes: _________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________

Step 8. Hearing Officer – To accused: “Would you like to ask any questions of any of the witnesses?”

Accused/Notes: _________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________

Step 9. Hearing Officer – After all witnesses have spoken and the accused has had the opportunity to ask questions, the Hearing Officer reviews all documents in his possession which pertain to the case. To the accused: “Have you had the opportunity to review all these documents? Is there any other information you would like to present?”

Accused/Notes: _________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________
________________________________________________________________________________

Step 10. Hearing Officer – To the accused: “After having considered all of the evidence brought before me in this case, I have made the following decision: To impose the following punishment; to recommend the following punishment; to dismiss the charges against you; or to deliberate further and announce my decision later.”
The “Briefing Individual” (below) has informed me that I am suspected of/accused of committing the disciplinary offense(s):

The Reporting Official is_____________________________________________________________________________
The maximum punishment is_________________________________________________________________________
The date, time, and place of the initial meeting of the Hearing/Board will be provided to me in a future communication.

Read and initial each statement or mark not applicable (N/A)

1) I have been provided with a packet containing all available statements pertinent to the case.

2) I understand that I do not have to make any inculpatory statement, written or oral, prior to or during the Hearing/Board. Any statements I do make may be used against me; failure to make a statement may also be used against me.

3) Representatives and Advisors
   a. I understand that if I am facing suspension, dismissal or expulsion, I may be represented by up to two cadets of my own choosing, and that The Citadel is not responsible for selecting, appointing, or training cadet representative.
   b. I understand that if I am not facing suspension, dismissal, or expulsion, I am responsible for presenting information and asking questions at the Board or Hearing. I have the right to be advised by another cadet or Citadel permanent faculty or staff member, not to exceed two, of my own choosing, but I understand that my advisor(s) may only advise me, and may not actively participate in the Board/Hearing. Members of The Commandant’s Department may not serve as an advisor.

4) I understand that if I am facing disciplinary action for an act which is also the subject of an off-campus criminal proceeding, I may request that my attorney attend the Hearing. I understand I must request the presence of an attorney in writing, at least two days in advance of the meeting of my Hearing/Board. I understand that if my attorney attends the Hearing/Board, the attorney may not speak or actively participate directly, but will be available to advise me.

5) I understand that I may challenge any member of the Board/Hearing for cause and that doing so will not prejudice the Board/Hearing against me.

6) I understand that I have the right to introduce information and witnesses at the Board or Hearing.
   a. I can present witnesses to offer information concerning the allegations against me, or concerning my character. I understand that, unless I request The Citadel’s assistance in compelling their attendance, it is my responsibility to notify these witnesses of the time and place of the Hearing/Board. I understand that The Citadel cannot compel the attendance of any civilian witnesses.
   b. I understand that I do not have to testify, but if I testify, any testimony can be used against me.
   c. If I testify during the Hearing/Board, I will be required to answer questions asked of me.

7) I understand that I may question any witness that may offer information against me. (If a prospective witness is a 4th class cadet, the Recorder, or another Tactical Officer, must be present when the Respondent and/or Representative question the witness during the initial investigation.)

8) I understand that the Hearing will be held five to fifteen days after I return an ERW in this case, but that this period may be reduced or extended for good cause shown.

NAME OF BRIEFING INDIVIDUAL & SIGNATURE                               NAME OF RESPONDENT, SIGNATURE & DATE

CC Form 14 (Revised May 2013)
Appendix 4 A

SUITABILITY HEARING PROCEDURES

1. College Regulations for The Citadel authorize Suitability Hearings for cadets that have exceeded their annual allotment of demerits. The Assistant Commandant for Discipline will recommend to the Commandant that a Suitability Hearing be held if a cadet exceeds his/her allotment of demerits.

2. A Suitability Hearing is an administrative proceeding designed to make a recommendation to the President concerning the suitability of a cadet to remain at The Citadel.

3. A Suitability Hearing will consist of a President (an Assistant Commandant, usually the Assistant Commandant for Discipline), permanent Recorder, the cadet’s Faculty Advisor or Company Academic Advisor or a member of the faculty, and a member from the Cadet Corps with the rank of Cadet Captain or above. The Battalion Tactical Officer will be present as a witness and will be available to introduce additional information.

4. Since these proceedings are administrative in nature, the “Judicial Rules of Evidence” do not apply.

5. Cadets appearing before a Hearing are bound by the provisions of the Cadet Honor System.

6. The Hearing President has the authority to direct appearance before the Hearing of those persons associated with The Citadel, for the fair and proper conduct of the Board.

7. Duties of the Hearing President:
   a. Brief Hearing members as to the purpose of the Hearing and the Hearing’s authority.
   b. Present and explain the cadet’s demerit history to the Hearing members and the disciplinary options that are available.
   c. Insure that the cadet understand his/her rights, has representation (if desired), and understands the nature of the proceedings and the authority of the Hearing.
   d. At the conclusion of the Hearing, will make a recommendation based on consultation with other voting members, through the Commandant, to the President on the suitability of the cadet.

8. Duties of the Permanent Recorder:
   a. The Recorder will insure that the cadet is notified, in writing, of the purpose, date, time, and location of the Hearing. The cadet must be given 72 hours to prepare for the Hearing. The Hearing should be scheduled so as to insure the presence of necessary witnesses and other participants.
   b. Schedule the Hearing in coordination with all Hearing members and Hearing participants, making sure that all participants are informed of the final date, time, and place, demerit information, and that the accused has a least 72 hours notice.
   c. At the conclusion of the Hearing the Recorder will provide the sequence of events, a synopsis of testimony, and other information necessary to prepare a written report. The final report and the Hearing’s recommendation will be forwarded through the Commandant to the President for final action within a reasonable period of time.
   d. After the President has approved the Hearing’s recommendation, the Recorder will notify the cadet, in writing, of the results. Remind the cadet of his/her right to appeal any punishment awarded.
   e. The Recorder is not a voting member.

9. The cadet’s Faculty Advisor or Company Academic Advisor represents the Dean’s office and is a voting member.

10. The Cadet Captain or above represents the Corps of Cadets and is voting member.
Commandant's Board
Sequence of Events

Notice is given that I am recording the events of this hearing so there will be a record for summary and transcription purposes and for any clarification needed after the fact.

Commandant's Board No. ___ is convened at _______ hours on _______________.

This Board is pursuant to Discipline General Order No. ___ dated _____________.
___________________________ is appointed President for Commandant's Board No ___.

Members of the Board:
___________________: Recorder
___________________: Member
___________________: Member

Explanation of the Nature and Process of a Board:
Blue Book; Chapter 6 - Discipline; Investigations and Boards; Subparagraph
1.a.: "Violations or suspected violations of regulations on the part of cadets are reported on a PR . . . . The details or facts surrounding the report of an offense are most frequently determined through an ERW and face-to-face sessions between the accused and the chain of command and TAC Officers. In Class I Offenses where suspension, dismissal, or expulsion is the maximum punishment, or in cases where there are conflicting versions of the circumstances surrounding the offense . . . [a] Commandant's Board (CB) is appointed. The formalization of the fact-finding process for Class I Offenses is intended to ensure that the accused has ample opportunity to present the facts and to confront the accuser or witnesses in the presence of the . . . [Commandant's Board]."

From this you can see that Commandant's Boards are administrative and fact-finding in nature. The Board is not bound by legal statutes. Board members are not lawyers, but are charged with investigating the circumstances surrounding the matter at hand. At the conclusion of the Board, the members will seek to determine whether the Respondent conducted the act(s) for which the Performance Report was written and to make recommendation for punishment, if appropriate.

At this time I also enter into the record:
Discipline General Order No. ___, dated ______________: Witness List for Commandant's Board No. ___ and Change #1 to Discipline General Order No. ___, dated ______________.

The following are listed as witnesses:

___________________ ___________________ ___________________
___________________ ___________________ ___________________
___________________ ___________________ ___________________
___________________ ___________________ ___________________
___________________ ___________________ ___________________
I note the following individuals listed as witnesses will not be present for testimony, for the reason indicated. The Respondent is aware of this absence / these absences and has no objection to proceeding without him / her / them.

__________________     Reason for absence:  ________________________
__________________     Reason for absence:  ________________________
__________________     Reason for absence:  ________________________
__________________     Reason for absence:  ________________________

This Board has been called as a result of Performance Report for:
Cadet ________________, CWID # __________, Class ___, C/_____, _______ Co.:
•  __________________________________________________________________________
•  __________________________________________________________________________
•  __________________________________________________________________________

a violation of Code # ______, Class I; Maximum Punishment is _________________.
The PR is dated _____________, contains _____ signed statements, and is signed by ______________.
Cadet __________’s ERW is dated _____________ and contains _____ additional signed statements.

All of these documents are now entered into the record of this Board.

At this time I enter into the record:
A Cadet Rights Briefings for Disciplinary Hearings and Boards, dated _____________, and I ask the Respondent, if he acknowledges his initials signifying receipt of and understanding of his rights warnings and his signature on this form.

Are these your initials?  (Respondent acknowledges.)

Is this your signature?  (Respondent acknowledges.)

I also ask the Respondent to acknowledge receipt of all pertinent documents and statements for this Board.

(Respondent acknowledges.)

Explanation of Duties of Witnesses:
• Cadet witnesses are bound by the Cadet Honor System
• Witnesses may be cross examined
• Anything said may be use subsequently in other proceedings, to include legal proceedings outside of campus
• Witnesses do not have to give testimony which may be self-incriminating
Let me review the rights of the Respondent:

- You have the right to present information on your own behalf in defense, extenuation or mitigation; that is, information that will show you did not commit the alleged offense(s), pertinent circumstances relating to the alleged offense(s), the alleged offense(s) is not as serious as it might otherwise seem and, based on circumstances, any punishment received should be less severe.
- You have the right to question all witnesses.
- You have the right to call your own witnesses.
- You have the right to see all documents.
- You have the right to be advised by up to two individuals.
- If you are facing disciplinary action for an act which is also the subject of an off-campus criminal proceeding, you may request that an attorney attend the Board. Your attorney may attend the Board, but may not speak or actively, directly participate in Board proceedings, but will be available to advise you during breaks.
- You have the right to challenge any Board member for cause.
- You do not have to testify before the Board, but inference can be drawn from your failure to testify. If you do testify, you will be subject to cross-examination. Once you begin to testify, you may not subsequently refuse to answer questions put to you.

I note for the record:

Respondent ___________ is not accompanied by any advisors.
Is it your intention to proceed without an advisor? (Respondent acknowledges.)

Respondent ___________ is accompanied by ___________ and ___________.
Is it your intention that ___________ and ___________ serve as your advisors. (Respondent acknowledges.)

Are you satisfied with the composition of the Board? (Respondent acknowledges.)

Let me explain some final rules:

- I admonish everyone as to the confidential nature of all testimony and hearing processes until final decisions are rendered by the Commandant and/or the President of the college on the Board's findings and recommendations - do not discuss any portion of your testimony or these proceedings outside of this room.
- While in the waiting area:
  - You are not to have any substantive discussions regarding this matter, to include comparison of testimony.
  - You will remain in the waiting area.
  - You will not leave the area until released by the Board President.
- For the Respondent, you will have the right to appeal any action of this Board, once the findings are acted upon. Those rights will be explained to you in detail when you are advised of the results. Your rights are also found in cadet and college regulations.

Does anyone have any questions regarding these proceedings?

Mr. President, subject to have any comments you might have, I believe we are ready to proceed with the first witness.
THRU: Suitability Board President

TO: The Commandant

SUBJECT: Report of Suitability Board Pertaining to Cadet__________.

1. This paragraph details the President’s decision.

President’s Signature
REVIEW

1. Recommendation by the Assistant Commandant of Cadets for Discipline.

2. Action by the approving authority.

   TO:

   FROM:

   _____Punishment(s) recommended by the Board are approved.

   _____Punishment(s) recommended by the Board are approved except as follows:

3. Date.

4. Signature.

5. Signature/Initials.
APPENDIX 5A

THE CITADEL REPORT OF PROCEEDINGS BY COMMANDANT’S BOARD

If more space is required in filling out any portion of this form, attach additional sheets

SECTION I - APPOINTMENT LETTER

Commandant’s Board #__________________ is appointed by Discipline General Order No.______________, dated_____________________.

_________________________________________________________________________________________________

Appointing Authority (Commandant of Cadets)

SECTION II – SESSIONS

The Board commenced at (place) _________________________________ at ______ on _____________.

NOTE: If a Board met for more than one session, check here______ - If yes, indicate in an enclosure (1) the time each session began and ended, (2) the place, (3) persons present and absent, and an explanation of absences, if any.

List below all persons appearing at or before the Board. [Indicate capacity (e.g., President, Recorder, Respondent, Representative, Witness, etc.). Identify cadets by class and unit of assignment].

The following persons were absent (indicate a brief explanation of each absence):

The Board finished gathering/hearing evidence at ______________ on _____________ and completed findings and recommendations at _________________ on _________________.

Back to Menu
### SECTION III – CHECKLIST FOR PROCEEDINGS

**NOTE:** Explain all negative responses in text of report. Use of response “N/A” constitutes a positive representation that the circumstance question did not occur in the Board.

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<tr>
<th>A. EVIDENCE</th>
<th>YES</th>
<th>NO</th>
<th>N/A</th>
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<tr>
<td>1. ENCLOSURES. Are the following included in the Board Report? (Attached as enclosures in order listed.):</td>
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<tr>
<td>a. Appointing Discipline General Order?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Witness list?</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>c. Copy of Performance Report, if any?</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>d. Correspondence with cadet or representative, if any?</td>
<td></td>
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<tr>
<td>e. Written communications to or from the appointing authority?</td>
<td></td>
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<tr>
<td>f. Copy of Explanation Required in Writing (ERW) from cadet?</td>
<td></td>
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<tr>
<td>g. Discussion concerning unusual delays, problems or events encountered (e.g., absence of material witnesses)?</td>
<td></td>
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<tr>
<td>h. Significant information relating to administration of the Board?</td>
<td></td>
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<tr>
<td>i. Copy of Cadet Rights Briefing?</td>
<td></td>
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<tr>
<td>2. EXHIBITS included in report of the Board (Individually numbered and lettered as exhibits and attached to this report)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Are all items offered or considered as evidence included in the Board report?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Have the proceedings of the Board been recorded and summarized in written form?</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>B. PROCEDURES</th>
<th>YES</th>
<th>NO</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. At the initial session, did the Recorder read the letter of appointment?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Is the date of offense reflected on the Performance Report?</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>3. Was the Performance Report delivered to the Respondent at least 72 hours prior to convening the Board, (unless the respondent waived the 72-hour requirement)?</td>
<td></td>
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<tr>
<td>4. Was the Respondent provided a copy of all documents in the case file?</td>
<td></td>
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<tr>
<td>5. If any Respondent was designated after the proceedings began (or otherwise was absent during part of the proceedings):</td>
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<td></td>
</tr>
<tr>
<td>a. Was each Respondent represented?</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>b. If not, did Respondent waive representation?</td>
<td></td>
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<tr>
<td>c. Was Respondent’s representative present at all open sessions of the Board relating to the Respondent?</td>
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<tr>
<td>6. Representation:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Was each Respondent represented?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. If not, did Respondent waive representation?</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>c. Was Respondent’s representative present at all open sessions of the Board relating to the Respondent?</td>
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<td></td>
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<tr>
<td>7. If the Respondent challenged any member for lack of impartiality:</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>a. Was the challenge properly handled by the Appointing Authority?</td>
<td></td>
<td></td>
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<tr>
<td>b. Did each member successfully challenged cease to participate in the proceedings?</td>
<td></td>
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<tr>
<td>8. Was the Respondent given an opportunity to:</td>
<td></td>
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</tr>
<tr>
<td>a. Be present with representative at all open sessions of the Board, which dealt with any matter, which concerns that Respondent?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Examine and object to the introduction of real or documentary evidence, including all written statements?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. Object to the testimony of witnesses and cross-examine witnesses?</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>d. Call witnesses and otherwise introduce evidence?</td>
<td></td>
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<tr>
<td>e. Testify as a witness?</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>9. If requested, did the Recorder assist the Respondent in obtaining evidence in possession of The Citadel and in arranging for the presence of witnesses?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Are all of the Respondent’s requests and objections indicated in the report of proceedings or in an enclosure or exhibit to it?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION IV- SUMMARY OF PROCEEDINGS
SECTION VI - AUTHENTICATION

THIS REPORT OF PROCEEDINGS IS COMPLETE AND ACCURATE. (If any voting member or the recorder fails to sign here or in Section VII below, indicate the reason in the space where the signature should appear).

____________________________________                    __________________________________
Recorder                                                                           Board President

_____________________________________                    __________________________________
Member                                                                                  Member

SECTION VII - MINORITY REPORT

To the extent indicated in Enclosure _____, the undersigned do(es) not concur in the findings and recommendations of the board. (In the enclosure, identify by number each finding and/or recommendation in which the dissenting member(s) do (es) not concur. State the reasons for the disagreement. Additional/substitute findings and/or recommendations may be included in the enclosure.)

_____________________________________                    __________________________________
Member                                                                                  Member

SECTION VIII - ACTION BY THE OFFICE OF THE COMMANDANT

The Findings and Recommendations of the Board are (Approved) (Disapproved) (approved w/ following substitutions). [If the Office of The Commandant returns the proceedings to the Board for further proceedings or corrective action, attach that correspondence (or a summary, if oral) as an enclosure.]

➢ ASSISTANT COMMANDANT FOR DISCIPLINE: Action/Remarks

_______________________________________________
Signature                                                  Date

➢ COMMANDANT'S CHIEF OF STAFF: Action/Remarks

_______________________________________________
Signature                                                  Date

➢ COMMANDANT OF CADETS: Action/Remarks

_______________________________________________
Signature                                                  Date

➢ PRESIDENT: Action/Remarks

_______________________________________________
Signature                                                  Date

➢ BOARD OF VISITORS: Action/Remarks

_______________________________________________
Signature                                                  Date
### CORPS OF CADETS' 24 HOUR SCHEDULE

**8/30/2012**

<table>
<thead>
<tr>
<th>MONDAY</th>
<th>TUESDAY</th>
<th>WEDNESDAY</th>
<th>THURSDAY</th>
<th>FRIDAY</th>
<th>SATURDAY</th>
<th>SUNDAY</th>
</tr>
</thead>
<tbody>
<tr>
<td>0530 - Gates Open (2)</td>
<td>0530 - Gates Open</td>
<td>0530 - Gates Open (2)</td>
<td>0530 - Gates Open</td>
<td>0530 - Gates Open (2)</td>
<td>0530 - Gates Open</td>
<td>0530 - Gates Open</td>
</tr>
<tr>
<td>0550 - First Call, PT (3)</td>
<td>0630-0700 Personal Hygiene</td>
<td>0630-0700 Personal Hygiene</td>
<td>0550 - First Call, PT (3)</td>
<td>0630-0700 Personal Hygiene</td>
<td>0550 - First Call, PT (3)</td>
<td>0630-0700 Personal Hygiene</td>
</tr>
<tr>
<td>0555 - Steele (3)</td>
<td>0645 - 0745 Sick Call</td>
<td>0645 - 0745 Sick Call</td>
<td>0555 - Steele (3)</td>
<td>0645 - 0745 Sick Call</td>
<td>0555 - Steele (3)</td>
<td>0645 - 0745 Sick Call</td>
</tr>
<tr>
<td>0600 - Assembly, Revelli (4)</td>
<td>0655-0710 Sweep Detail</td>
<td>0655-0710 Sweep Detail</td>
<td>0600 - Assembly, Revelli (4)</td>
<td>0655-0710 Sweep Detail</td>
<td>0600 - Assembly, Revelli (4)</td>
<td>0655-0710 Sweep Detail</td>
</tr>
<tr>
<td>1215 - 1245 Mess</td>
<td>1215 - 1245 Mess</td>
<td>1215 - 1245 Mess</td>
<td>1215 - 1245 Mess</td>
<td>1215 - 1245 Mess</td>
<td>1215 - 1245 Mess</td>
<td>1215 - 1245 Mess</td>
</tr>
<tr>
<td>(Cadet may attend other meetings)</td>
<td>1230 - Announcements/Second Rest</td>
<td>1230 - Announcements/Second Rest</td>
<td>1230 - Announcements/Second Rest</td>
<td>1230 - Announcements/Second Rest</td>
<td>1230 - Announcements/Second Rest</td>
<td>1230 - Announcements/Second Rest</td>
</tr>
<tr>
<td>1300 - 1600 Classes, ASP (4)</td>
<td>1300 - 1600 Classes, ASP (4)</td>
<td>1300 - 1600 Classes, ASP (4)</td>
<td>1300 - 1600 Classes, ASP (4)</td>
<td>1300 - 1600 Classes, ASP (4)</td>
<td>1300 - 1600 Classes, ASP (4)</td>
<td>1300 - 1600 Classes, ASP (4)</td>
</tr>
<tr>
<td>1530 - 1730 Intramurals</td>
<td>1530 - 1730 Intramurals</td>
<td>1500 - 1800 Tours &amp; Cons</td>
<td>1530 - 1730 Intramurals</td>
<td>1500 - 1800 Tours &amp; Cons</td>
<td>1530 - 1730 Intramurals</td>
<td>1500 - 1800 Tours &amp; Cons</td>
</tr>
<tr>
<td>1610 - Formal Guard Mount</td>
<td>1610 - Formal Guard Mount</td>
<td>1610 - Formal Guard Mount</td>
<td>1610 - Formal Guard Mount</td>
<td>1610 - Formal Guard Mount</td>
<td>1610 - Formal Guard Mount</td>
<td>1610 - Formal Guard Mount</td>
</tr>
<tr>
<td>1755 - First Call for Mess (4C)</td>
<td>1755 - First Call for Mess (4C)</td>
<td>1755 - First Call for Mess (4C)</td>
<td>1755 - First Call for Mess (4C)</td>
<td>1755 - First Call for Mess (4C)</td>
<td>1755 - First Call for Mess (4C)</td>
<td>1755 - First Call for Mess (4C)</td>
</tr>
<tr>
<td>1800 - Assembly/Retreat (4C)</td>
<td>1800 - Assembly/Retreat (4C)</td>
<td>1800 - Assembly/Retreat (4C)</td>
<td>1800 - Assembly/Retreat (4C)</td>
<td>1800 - Assembly/Retreat (4C)</td>
<td>1800 - Assembly/Retreat (4C)</td>
<td>1800 - Assembly/Retreat (4C)</td>
</tr>
<tr>
<td>1830 - 1900 Company Admin Time</td>
<td>1830 - 1900 Company Admin Time</td>
<td>1830 - 1900 Company Admin Time</td>
<td>1830 - 1900 Company Admin Time</td>
<td>1830 - 1900 Company Admin Time</td>
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<tr>
<td>1900 ESP (5) (8)</td>
<td>1900 ESP (5) (8)</td>
<td>1900 ESP (5) (8)</td>
<td>1900 ESP (5) (8)</td>
<td>1900 ESP (5) (8)</td>
<td>1900 ESP (5) (8)</td>
<td>1900 ESP (5) (8)</td>
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<tr>
<td>1950 - Call to Quarters-ESP All-Ins</td>
<td>1900 ESP (5) (8)</td>
<td>1900 ESP (5) (8)</td>
<td>1900 ESP (5) (8)</td>
<td>1900 ESP (5) (8)</td>
<td>1900 ESP (5) (8)</td>
<td>1900 ESP (5) (8)</td>
</tr>
<tr>
<td>1955 - Steele, All Cadets in Rooms entire gate closed and locked</td>
<td>1955 - Steele, All Cadets in Rooms entire gate closed and locked</td>
<td>1955 - Steele, All Cadets in Rooms entire gate closed and locked</td>
<td>1955 - Steele, All Cadets in Rooms entire gate closed and locked</td>
<td>1955 - Steele, All Cadets in Rooms entire gate closed and locked</td>
<td>1955 - Steele, All Cadets in Rooms entire gate closed and locked</td>
<td>1955 - Steele, All Cadets in Rooms entire gate closed and locked</td>
</tr>
<tr>
<td>2000 - All-Ins Complete, Gate 1/2 Open (6)</td>
<td>2000 - All-Ins Complete, Gate 1/2 Open (6)</td>
<td>2000 - All-Ins Complete, Gate 1/2 Open (6)</td>
<td>2000 - All-Ins Complete, Gate 1/2 Open (6)</td>
<td>2000 - All-Ins Complete, Gate 1/2 Open (6)</td>
<td>2000 - All-Ins Complete, Gate 1/2 Open (6)</td>
<td>2000 - All-Ins Complete, Gate 1/2 Open (6)</td>
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<tr>
<td>2200-2300 Co Admin Time (5) (9)</td>
<td>2200-2300 Co Admin Time (5) (9)</td>
<td>2200-2300 Co Admin Time (5) (9)</td>
<td>2200-2300 Co Admin Time (5) (9)</td>
<td>2200-2300 Co Admin Time (5) (9)</td>
<td>2200-2300 Co Admin Time (5) (9)</td>
<td>2200-2300 Co Admin Time (5) (9)</td>
</tr>
<tr>
<td>2300 - Gates locked, Taps, All-Ins</td>
<td>2300 - Gates locked, Taps, All-Ins</td>
<td>2300 - Gates locked, Taps, All-Ins</td>
<td>2300 - Gates locked, Taps, All-Ins</td>
<td>2300 - Gates locked, Taps, All-Ins</td>
<td>2300 - Gates locked, Taps, All-Ins</td>
<td>2300 - Gates locked, Taps, All-Ins</td>
</tr>
<tr>
<td>2300 - Light Out (all) (11)</td>
<td>2300 - Light Out (all) (11)</td>
<td>2300 - Light Out (all) (11)</td>
<td>2300 - Light Out (all) (11)</td>
<td>2300 - Light Out (all) (11)</td>
<td>2300 - Light Out (all) (11)</td>
<td>2300 - Light Out (all) (11)</td>
</tr>
</tbody>
</table>

(1) These times will vary in accordance with the Weekly Training Schedule to reflect required duties for that particular Saturday (SMI, PT, home football games, etc.)
(2) ROTC PT may begin at 0540, as long as there is no other scheduled Corps Activity
(3) Other than scheduled unit PT, only for those cadets directed to attend the Commandant's Remedial Physical Training
(4) Cadet may rest/sleep in their rooms after MRI (1000 hours) in the morning and after lunch during ASP
(5) ESP barracks environment begins at 1900 (ESP officially begins at 2000 and ends at Reveille the next morning). Cadets may go to bed beginning at 2200.
(6) Cadets may be signed out in the Sign Out System for the ESP All-Ins
(7) CP for Proficient First Class, Gold Star, Dean's List, President's List, Commandant's List personnel ends 2230 (Wednesday Only)
(8) No PT Uniforms are allowed outside of the barracks after the 1950 hours All-Ins.
(9) Limited Company business may be performed between 2230 and 2300, but the 4th Class are exempt, e.g. no reporting to Clerks rooms to turn-in ERWs, no UC visiting 4C, etc.
(10) Seniors may meet with 4th Class Mentorees between 2235 and 2255 (4th Class may not leave their room until 2235 and must be back in their rooms NLT 2300)
(11) Cadets will remain in their rooms except to use the latrine or at the direction of the Night OC, and all UC and 4C rooms will be secured.
Quick-Gouge Checklist

MINDSET – THE MAIN THING

❖ Embrace culture of training to achieve results and develop people
❖ Be "Capital A" accountable - genuinely care for the well-being and success of all other cadets
❖ Be trusting and be trustworthy
❖ Be a world-class trainer and a world-class trainee
❖ Start every interaction with others from a perspective of mutual respect

THE CITADEL TRAINING MODEL (CTM)

Set EXPECTATIONS
❖ Introduce the trainer
❖ Set positive atmosphere
❖ State obligations of subordinate
❖ Explain rationale behind the task
❖ Provide overview of what is going to happen

Build basic SKILLS
❖ Model desired skills
❖ Teach rehearsal skills

Give FEEDBACK (positive and corrective – always constructive)
❖ INPUT+ [Immediate; No name calling; Proper person; Uniquely specific; Talk behavior; +, plus end positively]

Follow through with CONSEQUENCES (positive and corrective – always constructive)
❖ PRIDE [Progressive; Relevant; Immediate; Directed at behavior; Even handed]

Work for GROWTH in others
❖ Set performance goals
❖ Give homework assignments
❖ Challenge realistically

READ TO LEAD

EFFECTIVE LEADERS, SUPERVISORS, & TRAINERS WILL STUDY THIS MANUAL IN ITS ENTIRETY
AND
USE THE PRACTICAL TIPS FOR ALL FIVE STEPS OF THE CTM
THE CITADEL TRAINING MANUAL

A Guidebook for Effective Leader Development

Table of Contents

INSIDE COVER ..................QUICK-GOUGE CHECKLIST

4........CHAPTER ONE .......INTRODUCTION

8........CHAPTER TWO ......MUTUAL RESPECT

11......CHAPTER THREE ....EXPECTATIONS

17......CHAPTER FOUR ......SKILLS

23......CHAPTER FIVE .......FEEDBACK

30......CHAPTER SIX ........CONSEQUENCES

36......CHAPTER SEVEN ....GROWTH

44......CHAPTER EIGHT .....CONCLUSION
CHAPTER ONE

INTRODUCTION

"The growth and development of people is the highest calling of leadership."
-- Harvey S. Firestone

This manual operationalizes The Citadel Training Model (CTM). We have put on paper the essentials for teaching, training, leading, and inspiring others toward success.

While primarily written with cadets in mind, the fundamentals in this booklet are timeless and with universal applicability in any trainer/trainee, supervisor/subordinate, or teacher/student relationship. Refer to this book often. Underline it, highlight it, and write in it. The more thumb-worn it is, the more effective we will be.

Most of the work comes from copyrighted material and is used with the permission of Michael Rosebush (1985). Any further use of the material in this booklet without the permission of Michael Rosebush is not authorized.

ATTENTION

This manual is NOT simply a guidebook for Upper Class interaction with the fourth class. The manual provides guidance we will use for all training evolutions at The Citadel.

SCENARIO

Imagine we’re part of Bravo Zulu Company. As we form up for the noon meal formation, our knobs are on line and Squad Sergeants are doing their thing. We take a minute to observe how two Squad Sergeants are going about the business of “creating discipline” and “instilling the core values.” In Squad Sergeant I.M. Blitzed’s group we hear the following words:

• I’m better than you
• You don’t belong
• Because I said so
• Why can’t you do it and your classmates can?
• What’s wrong with you?

Next to Cadet Blitzed is Cadet A. Squared-Away. You hear a different approach all together. Squared-Away says “we” and “us” a lot. You also overhear him saying:

• You’re part of our Co now
• Here’s why this matters
• If they can do it, so can you
• Let me show you what right looks like

Which squad do we expect to perform better? Which squad do we expect to better retain the training? Which squad would we expect to keep performing well, even without someone “keeping an eye on them?”
ON LEADERSHIP AND TRAINING

Organizations have leaders for two simple reasons: to achieve results and to develop the next generation of leaders.

Leaders who want to be successful in these twin goals – that’s probably all of us – learn to embrace a training culture in their units. Through training, we grow more capable people, and more capable people not only improve the organization’s “bottom line” but also ensure the unit will be well-led for the long haul. In our case, an effective training culture would improve individual cadet performance in academics, fitness, and leadership as well as overall company, battalion, and regimental performance and adherence to Corps standards.

WHAT A CITADEL GRADUATE SAYS...

“This is a truism – high de facto standards create pride in the organization, and lower standards tend to reduce pride.”

-- Pete Land, Class of 1958

Without conscious effort, we limit our training focus to the fourth class. After all, the Blue Book states the purpose of the Fourth Class System as follows: “The Fourth Class System represents the foundation of The Citadel’s signature four year leadership development programs. It creates the discipline and instills the core values of Honor, Duty, and Respect which are expected of principled leaders in all walks of life.”

It’s all about the fourth class, right? Wrong! In fact, if we re-read the purpose of the Fourth Class System carefully, we would agree the knob year is just the start – the foundation – of a four year leadership experience.

This CTM, then, is designed to guide us in creating that foundation in our fourth class and to help us create a culture where effective training is part of our every day at The Citadel. If we follow the CTM, really operationalize it, from PREPARE to SERVE to LEAD to COMMAND, we’ll be more effective, we’ll gain practical experience, and we’ll accelerate our ability to be principled leaders in our post-graduation careers.

ON LEADERSHIP AND ACCOUNTABILITY

We talk a lot about accountability at The Citadel. Mostly, when we say “accountability,” we mean accountability with a “little a.” This kind of accountability is limited to personally doing the right thing and personally being in the right place, at the right time. “Little a” accountability is rooted in an “attendance mindset” (e.g., we are “present or accounted for” at drill or Leadership Training).

With the Citadel approach to training, we emphasize accountability with a “CAPITAL A.” “CAPITAL A” accountability means the leader feels a responsibility for and an obligation to ensure the well-being and success of everyone entrusted to the leader’s care. We are obligated to train our people purposefully – to develop future leaders and to give people the opportunity to achieve success. “CAPITAL A” accountability is rooted in a sense of ownership of personal responsibility and responsibility to others. It is intrinsic in nature. We must develop a sense of “CAPITAL A” accountability within ourselves. The CTM can be helpful in that regard.
WHAT CITADEL GRADUATES SAY...

“At Boeing Corporation, we hire for attitude, and we train for skill.”
-- Jim Wigfall, Class of 1982

“Do what you say you’re going to do, and then some.”
-- Charles E. Daniel, Founder of Daniel International Corp – at one-time the largest construction company in the world – sharing the words his company lived by. (The Daniel Library on campus is named after Mr. Daniel, who attended The Citadel but service as a WW I officer kept him from graduating

ON TRUST

“I cannot trust a man to control others who cannot control himself.”
-- Gen. Robert E. Lee

In the best organizations, trust between people is immediate and implicit. It is unnecessary to say “I trust you.” It is unnecessary to say “I need you to trust me.”

The trainee-trainer relationship depends on trust. Without trust, there can be no training.

Cadet recruits arrive at The Citadel trusting their trainers. That trust is preserved if:

- We demonstrate a sense of accountability for those in our care;
- We treat each other with dignity and respect;
- We operate within the rules and regulations, particularly Chapter Three of the Blue Book;
- We never put a trainee in a position where he or she must compromise Citadel Core Values or disregard prescribed rules, regulations, or standards.

With the CTM, we maintain the trust between the trained and the trainer.

ON TRAINING THAT IS TOUGH AND TO STANDARD

“Be challenging, exacting, and demanding – never abusive, intimidating, demeaning, humiliating – toward any cadet”
-- Col Leo Mercado, Commandant of Cadets

Organizations, units, and teams that place a premium on training, accountability, and trust are also organizations, units, and teams that have high standards and high expectations for employee and teammate performance. High standards and high expectations are really the natural result when leaders make expectations clear, invest their time and resources in their people, and demonstrate commitment to the organization’s people.

If we’re saying to ourselves, “high standards and high expectations sounds like The Citadel” – that’s exactly right. This is why we prioritize training, accountability, and trust in how we go about building principled leaders. It’s also why we’ll see this Citadel Training Model requires far more from the “trainer” or “leader” than the “trainee” or “the led.”
WHAT A CITADEL GRADUATE SAYS...

“25 percent of leadership is doing things you have to do; 75% of leadership is doing things you don’t have to do.”
-- Keller Kissam, Class of 1988, former Regimental Commander, and President – SCE&G Retail Operations

In our Blue Book, we expressly acknowledge the training of Fourth Class Cadets is the responsibility of the Cadet Chain of Command under the supervision of the Commandant and all cadets, regardless of class, will accept personal responsibility for the fair, equitable, proper, and effective operation of the system.

We make clear that the purpose of the Fourth Class System is to support each cadet’s opportunity to achieve academic, military, physical, and moral-ethical excellence. The system must provide the new cadet with the necessary positive leadership development training to be prepared to exercise leadership within the Corps of Cadets and serve as the foundation for the four-year progression of The Citadel leadership model.

We also emphasize the Fourth Class System is as much about training Upper Class as it is about training the Fourth Class. The system provides Upper Class Cadets with the opportunity to practice and demonstrate leadership characteristics as they set the example, motivate, train, and mentor new cadets.

We require all cadets to be treated with dignity and respect. By doing so, we create “mutual respect,” which is further discussed in Chapter 2 of the manual.

What Principled Leadership Is...
And What It is Not

The Citadel defines Principled Leadership as influencing others to accomplish organizational goals while adhering to the organization’s core values.

We might also gain a stronger appreciation for Principled Leadership by explicitly defining what it is not. Principled Leadership is not toxic. COL (USA, Ret) George Reed in a seminal article defined toxic leadership “as the apparent lack of concern for the well-being of subordinates, a personality or interpersonal technique that negatively affects organizational climate, and a conviction by subordinates that the leader is motivated primarily by self-interest.”

A Citadel cadet is a Principled Leader and will not tolerate a toxic one.

Embracing the concepts in the CTM guides us on a path to being a principled leader.

NOTE: This document variously describes the leadership and training environment as a “unit” or an “organization” or a “team.” This is deliberate because the principles of CTM apply equally well in today’s cadet company – a unit; tomorrow’s future career with Boeing – an organization; or in our time as a major leaguer with the Atlanta Braves – a team. This manual is for our keeper files—learn it and use it, whatever our future professions.
CHAPTER TWO

MUTUAL RESPECT

From the 7th Annual Krause Leadership Symposium, March 2014:

“The first step is listening.”
-- Associate Dean Joan Vestrand, Thomas M. Cooley School of Law, Ann Arbor, MI

“Being successful as a leader always comes down to relationships and trust.”
-- Ms Heather Walker, Principal, Booz Allen

We all remember what it’s like to be a fourth class cadet and have a non-squared away cadet stop us and correct us for having a wrinkled uniform. We can also distinctly remember thinking some less-than-positive thoughts about that particular Upper Class cadet. Bottom line—we didn’t respect the cadet. Now, imagine the same situation, with the correction this time coming from a cadet that we deeply respect. More than likely, we accepted the correction, got squared away, and felt bad about letting this Upper Class cadet down. We respected this cadet, and it made all the difference.

We can all picture someone who has had that kind of effect on us. We’ve developed a feeling of respect. We have a desire to want to work for that person: a deep strong commitment to achieve our best results for him/her. A positive feeling has been developed within us. Respect. Mutual respect.

Some of us might be thinking, “What is the big deal about mutual respect? Aren’t subordinates supposed to show respect for their supervisors?” This thinking is indeed true. However, a huge difference exists between respecting our supervisor’s position and respecting our supervisor as a person.

Having a strong feeling for our supervisor as a person is different than merely respecting our supervisor because of their power over us. If we respect the person, we feel committed toward that person and look forward to working for that supervisor again. We emulate the way that supervisor acts, and we take pride in our association with that person. The increased motivation to “run faster and jump higher” for this supervisor leads to increased effectiveness—especially over the long run. We are proud to be associated with that supervisor and are attracted to his or her style of supervision. Not only do we want to be around the supervisor, but also, we are more than willing to work for, emulate, support, and carry out the policies of this supervisor in the long term. You do it all out of respect—mutual respect.

However, if we only respect our supervisors because of their positional power, then we perform primarily out of obligation or fear. We are motivated to only accomplish enough to keep that supervisor off our backs. We do not want anything to do with this supervisor. The tasks get done primarily out of fear of the consequences or out of our own self-generated sense of obligation to do our duty. This sense of fear or obligation makes for quick results, but the results tend to be short-term, and we will do anything to avoid that supervisor in the future (i.e., no emulation of that supervisor, and no commitment to the supervisor). We swear we’ll never act that way when we’re in charge. We look forward to the time we can stop working for that person.
HOW DO YOU ESTABLISH MUTUAL RESPECT?

In order for mutual respect to occur, it is critical to remember what the word “mutual” implies: respect is to be given as well as received. Some supervisors make the mistake of refusing to show any respect toward the subordinate until the subordinate earns the respect. In other words, “When you produce, I’ll treat you with dignity and respect, but until then, I am free to treat you any way I please.” The unfortunate mistake in this line of thinking is that, while a supervisor is waiting for the subordinate to perform before any respect is given, the subordinate is not feeling any respect for the supervisor as a person. Therefore, the subordinate works and performs only out of obligation or fear of the supervisor and not out of respect. As a result, mutual respect never gets established. A wise supervisor realizes before a subordinate can feel respect, the subordinate must first be shown basic respect. In other words, respect given encourages respect returned.

The Citadel Training Model described in this manual gives us an approach to create mutual respect. It provides some practical guidelines on how to behave as a leader, supervisor, or trainer in order to maximize a mutually respectful relationship with our subordinates. The Citadel Training Model uses a five-step process to develop mutual respect. Over the next five chapters, we are going to learn about each step.

**WARNING:**

Some of us, after reading the CTM guidelines, are going to say, “Why, that’s nothing more than good common sense.” That’s right! Many of these guidelines we’ve heard before but never in this consolidated form. The unfortunate truth, however, is that none of us is perfect in using these common sense steps. Mentally agreeing with the CTM concepts is not the same thing as actually practicing them, and that’s the rub. Our challenge, then, is to learn and apply the CTM guidelines.

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**From the CEO Perspective:**

“You are not going to succeed if you are not open, if you are not respectful and if you are not modest. Modesty, for me, is about knowing the limits of your own knowledge. It’s not about being humble; it’s about having the confidence to ask questions, and the confidence to understand that you don’t know everything…

“…Great leaders ask the right questions because they recognize that no single person knows the answers and that a team is much better at figuring out the answers. And once you ask the right questions, the answer just jumps out. It’s amazing. You put a team of people in a room, you ask the right questions, and the right people will offer up ideas.”

--This excerpt is from an interview with Avinoam Nowogrodski, the chief executive of Clarizen, a work management software company. It was conducted and condensed by Adam Bryant, *The New York Times*, 13 March 2014

* Sine qua non (pronounced si-ni-, kwä-ˈnän) is a Latin phrase and refers to the indispensable and essential action, condition, or ingredient.
Leaders are Inclusive

How is Pat Conroy inclusive in this excerpt from his 2001 Commencement address at The Citadel?

“...At the center of The Citadel education, the rock that anchors its soul, lies the Honor System. I found the Honor System simple and profound, majestic and life-changing: You will not lie, steal, or cheat, nor tolerate anyone who does. Those words struck me as beautiful then and even more beautiful today. They provide the frame of cadet life, and the Honor Code is moveable goods, and it travels with you all your life. It is the part of The Citadel education that is deathless and not for sale. It is what you get at face value when you meet the alumni of my college. Test us and it is part of our DNA. It is our password against chaos and disorder, the mark of our specialness.

I would trust with my life what Ernest Hollings or Joe Riley or John Palms or Claudius Watts told me. I would give the key to my house to Alvah Chapman, Nugent Courvoisie, or Robert Jordan, the superb fantasy writer, or Steve Buyer, the congressman from Indiana, or the lowest-ranking senior private in last year’s graduating class. I would entrust the contents of my safety deposit box to Nancy Mace or Petra Lovetinska or any other graduate of my college. The Citadel is not like any other college in the country. It is one of a kind, and its utter uniqueness is both its rarity and lasting value...."
CHAPTER THREE

EXPECTATIONS

It’s Funny How Often the Problem is You

“Whenever I could not get the results I wanted, I swallowed my temper and turned inward to see if I was part of the problem. I asked myself three questions: Did I clearly articulate the goals? Did I give people enough time and resources to accomplish the task? Did I give them enough training? I discovered that 90 percent of the time, I was at least as much a part of the problem as my people were.”

-- CAPT (USN, Ret) D. Michael Abrashoff, from his book, It’s Your Ship: Management Techniques from the Best Damn Ship in the Navy

In the EXPECTATIONS phase, we clearly spell out in advance what is required of our subordinates so they have every possible chance of doing the task correctly. As CAPT Abrashoff makes clear above, we may not like it, but when we fail to state expectations to subordinates and the job gets done incorrectly, the subordinate is not to blame—we are!

In this chapter on EXPECTATIONS, we’ll emphasize the importance of these steps:

A. Introducing ourselves right
   1. Stating our position
   2. Stating our background
   3. Stating our values

B. Setting a positive atmosphere
   1. I will help you
   2. I will not carry you
   3. I appreciate your strengths
   4. I need feedback and so do you
   5. I will show commitment to the program

C. Stating the obligations of the subordinate
   1. Respect authority
   2. Comply with standards
   3. Give maximum effort

D. Explaining the rationale behind the task
   1. How is it relevant?
   2. Why is it important?

E. Providing an overview of what is going to happen
   1. Explain the future
   2. Give realistic expectations
   3. Seek feedback concerning the subordinate’s willingness
A. **INTRODUCING Ourselves**: One of the first things needed in EXPECTATIONS is an introduction.

1. **STATING OUR POSITION** - state how our position relates to the subordinate.

   EXAMPLE: “Cadet Recruit Thomas, I am Cadet Sergeant PT Barracks, your Platoon Sergeant. Consider me your immediate supervisor. I am in charge of how well you perform during this Cadre Training Period. If you have any concerns, I will be the one who will help you.”

2. **STATING OUR BACKGROUND** – focus on what makes us credible.

   EXAMPLE: “This is my second year as a cadre member. I’m from Greenville. Last summer I was a Cadre Corporal, so I am familiar with what we will have to do to be successful. I have learned by experience some things that can help us come out on top.”

3. **STATING OUR VALUES** – lay out what we value in a trainer-trainee relationship.

   EXAMPLE: “I expect you will make some mistakes, and we can work with that; but I simply will not tolerate hiding from the mistakes or blaming others or making excuses. If you have done something wrong, admit it. You might have to face some consequences, but your integrity will be intact. And, by knowing about the mistake, I can be sure that you – and maybe the rest of us – learn from that mistake. I can promise you that owning your mistake is much better than if I find it out from someone else. You are entitled to make mistakes—you are not entitled to deception. We learn from mistakes, but it’s important not to make the same mistake twice.”

B. **SETTING A POSITIVE ATMOSPHERE**: Much of a relationship is based on first impressions. If our goal is to establish positive motivation in our subordinates, we need to set a positive atmosphere from the start.

Here are some guidelines to help achieve that positive atmosphere.

1. **I WILL HELP YOU**: A wise supervisor knows that when the subordinate looks good, so does the supervisor. A supervisor would do well to remember this about subordinates; we are on the same team! We should let the subordinate know we will support him/her.

   EXAMPLE: “I want you to succeed. We are on the same team, and I will be here to help you. I genuinely want you to be good at what you do.”

2. **I WILL NOT CARRY YOU**: No matter how helpful we are, we must always remember that it is still the subordinates’ responsibility to perform. We will willingly help them, but we will not take over for them. Subordinates must learn to be responsible for their own actions.

   EXAMPLE: “I will be with you every step of the way, but I will not carry you a single step. You will be able to do it yourself.”

3. **I APPRECIATE YOUR STRENGTHS**: If we are working with a subordinate, especially a good one, chances are that person was successful in a wide range of activities before coming to The Citadel. The subordinate who has been successful before will continue to be successful for us if that self-confidence still exists. That is why we should
reaffirm that we think he/she is a valuable part of our team. One of the most foolish things we can do is tear down that person’s self-confidence and then expect that person to perform well.

EXAMPLE: “You have a lot of strengths that have helped make you an outstanding person. I now want you to apply those strengths for our team. I consider our mission to be vitally important, and I know you can help us.”

4. I NEED FEEDBACK AND SO DO YOU: Below are quick examples that contrast positive with negative motivation.

EXAMPLE (POSITIVE): “You need my feedback concerning your performance in order to improve. Likewise, I need your feedback on what you do not understand so we can be effective in working together. Do not be thin-skinned about hearing feedback from me. I give it because I want you to succeed. Likewise, I must have your feedback in order for me to be more effective in helping you. Therefore, I will be as open as possible toward providing you the opportunity to give me feedback. I need it, you need it, so let us both agree to provide it.”

EXAMPLE (NEGATIVE): “I want you to listen up and listen up good. Here’s what you need to fix if you ever hope to be part of my team.” [note: in rare cases, it might be okay to start with such an “attention step,” but it’s probably not going to be helpful, constructive, or even remembered feedback. That’s because there is little chance the trainees or subordinates are really listening to us when we attack them.]

5. I WILL SHOW COMMITMENT TO THE PROGRAM: If we do not convey our commitment to the program, how can we possibly expect the subordinate to? Many times we will see immature supervisors sabotage a program by giving a message like, “Good luck, here. I sure am glad I’m not you, because this was a bad program last year and it’s a bad one again this year.” Instant let-down for the subordinate.

EXAMPLE: “This is a great program and I am committed to it. I am committed to you as well. If you work hard, this can be a rewarding experience for you, too.”

C. STATING THE OBLIGATIONS OF THE SUBORDINATE: Certain obligations need to be clearly spelled out by a supervisor so that the subordinate knows in advance what is expected. With this objective, we are literally informing the subordinate what is required. Since these obligations could be numerous, let’s focus on only three which will be necessary regardless of the situation.

1. RESPECT FOR AUTHORITY: Regardless of personal values or personality differences, the subordinate must recognize and respect the authority we carry as supervisors. This does not mean the subordinate cannot question, debate or respectfully speak their peace behind closed doors with us. But, once those doors open, the subordinate must know he or she is expected to respect and submit to the legal authority the supervisor holds. As supervisors, we hold a tremendous amount of responsibility in working with a subordinate. It’s a special trust—do not abuse it.

2. COMPLY WITH STANDARDS: Subordinates must recognize that we personally embrace the standards, that we expect them to comply with them, and that we will enforce them. Let the subordinate know that honest mistakes happen and are forgivable. Encourage subordinates to let us know when mistakes have happened as soon as they happen. We can all learn to overcome mistakes. We cannot tolerate willful noncompliance with standards.
On Letting Standards Slip - From Pete Land’s Book (Citadel Class of 1958)

“If a company advertises to its customers that it is open for business at 8:00AM, but no one says anything if an employee arrives at 8:15, even with customers waiting, then everyone learns quickly that 8:15 is the de facto standard...

Here is the inevitable bad news. If we do not honor a standard by confronting deviations, then we have, in fact, established a new standard which is less stringent than before. When we decide not to confront a deviation, the standards slip and we lose pride in the organization.”

3. GIVE MAXIMUM EFFORT: One thing we can guarantee is that we are not going to get maximum performance from subordinates at all times, especially when they are first learning a new skill. Yet, we can always expect something from subordinates—maximum effort. Collectively, it’s the responsibility of the supervisor and subordinate, leader and the led, the trainer and the trained to meet the desired performance. Make it clear to subordinates that, if they provide the effort, we will help transform that effort into success.

D. EXPLAINING THE RATIONALE BEHIND THE TASK: Few things are more frustrating than doing something that has no relevance to us, or that we can see no rationale for. Most people are willing to provide honest effort if they believe their effort is purposeful; people do not want to waste their efforts on something they perceive as meaningless. Supervisors must provide some purpose or relevance for a given task.

For subordinates to be motivated to take an action, they must understand why they are doing it. When we tie that understanding closely to the action, it makes more sense to the subordinate. If we cover the two items below, we increase our chances that subordinates will find tasks meaningful and, therefore, worth their energies.

1. HOW IS IT RELEVANT? Most times, as supervisors, we’ll know why a task needs to be done. Sometimes, though, we might be tasked to do some things that appear irrelevant to us. It’s a truism that if we cannot find any relevance in what we are doing, our subordinates won’t either. So, what do we do?

If, after some thought, we can’t make sense of the task, seek out a supervisor to clarify the task. And, in cases where we’re unable to get more insight from our boss, we better do everything in our power to figure out how to communicate the relevance of the task to our subordinates, particularly if we want our team to accomplish those tasks.

2. WHY IS IT IMPORTANT? When we provide a task to subordinates, we should also express the realistic degree of importance for that task. Tasks vary in importance. All of us have seen a cadet who, in working with a fourth class cadet, seems to convey that every task is most critical. Or maybe our cadet leaders do the same thing within the company. It does not take long before subordinates burn out on doing all those critically-important tasks. The main thing: be realistic. If we want subordinates to complete the right priorities, we ought to help them sort out what the right priorities are.

E. PROVIDING AN OVERVIEW OF WHAT IS GOING TO HAPPEN: “Fear of the unknown” is a major contributor to stress. We also know that some amount of stress is good and essential for increasing performance. However, there comes a point when too much stress becomes counterproductive, and performance dramatically decreases no matter how hard the individual tries. For this reason, we need to be conscious of those things we want to create as “stressors.” Not providing an overview of what is going to happen is truly an unneeded stress.
1. **EXPLAIN THE FUTURE:** Do not keep it secret. We do not have to give a long, item-by-item analysis of what is about to happen, but some overview is definitely helpful. A quick overview at the start of a task puts to rest people’s fear of the unknown. It gives them some appreciation of what is about to happen to the people they think most highly of: themselves and their teammates.

2. **GIVE REALISTIC EXPECTATIONS:** Let subordinates know these realistic tasks can be accomplished. Give subordinates some confidence that they can do this task and that we consider it to be a fair and realistic one.

3. **SEEK FEEDBACK CONCERNING SUBORDINATE’S WILLINGNESS:** Before we jump headfirst into a task, do we have any appreciation of what the subordinate thinks of the idea? A quick reading of facial expressions will give us a good clue. Does the subordinate seem willing to accomplish the task? Does the subordinate think the task can be accomplished? A simple, quick question like, “How does this sound to you?” or “Are you ready to go?” will quickly tell us those answers.

If these answers are “no,” we may have some re-explaining or reassuring to do. If we do not have time for that, be aware that we are going to have to keep a close eye on that subordinate, or the performance will probably turn out to be less than desired.

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**Learning from CEOs: On Putting Your Followers First**

This interview with Don Knauss, chief executive of the Clorox Company, was conducted and condensed by Adam Bryant and featured in The New York Times on March 23, 2014.

Q. Were you in leadership roles when you were younger? I learned a lot of leadership lessons playing football and baseball in high school. But I started to think a lot more in college about what I was going to do. I was working on my master’s in history when I decided to join the Marine Corps. There was a service mentality in our family. My dad was Army Air Corps. My brother was Air Force. I was going to be a Marine. That changed everything.

What did you learn in the Marines about leadership? I’ll tell you a story. I was stationed on Oahu. The first day I was actually in a line unit — after 15 months of school and training — was on Hawaii, the Big Island. There’s a big Army base there where artillery units train and shoot live rounds. They helicoptered me over and I took a jeep to join 120 Marines in this artillery battery. They’d been out in the field for several weeks, and the commanding officer had ordered hot food from the base camp because they’d been eating C rations [canned food] for several days.

I had been up since 5 in the morning, and I was pretty hungry. I started walking over to get in front of the line, and this gunnery sergeant grabbed my shoulder and turned me around. He said: “Lieutenant, in the field the men always eat first. You can have some if there’s any left.” I said, “O.K., I get it.”

That was the whole Marine Corps approach — it’s all about your people; it’s not about you. And if you’re going to lead these people, you’d better demonstrate that you care more about them than you care about yourself. I’ve never forgotten that, and that shaped my whole approach to leadership from then on.

When you got out of the Marines, did you know what you wanted to do? I learned in the Marine Corps that I really liked strategy. Every operation in the military is based on a five-paragraph order, and the acronym is SMEAC — situation, mission, execution, administration and communication. It’s a very logical flow.
I decided to get into brand management, and Procter & Gamble was a great training ground, and they hired a lot of junior military officers. Procter was more of a written than verbal culture, and business initiatives were structured through short memos. It was almost an exact parallel of the five-paragraph order. I said, “I could fit into that culture.”

**What were some other leadership lessons?** One thing I learned very quickly was that there’s a head part and a heart part. The head part was, how are you going to focus the organization? And it had better be simple, and it probably should not be more than three things. You’ve got to communicate it about 100 times and align your incentive structure to it. It’s about distilling the complex to the simple, and I’ve seen leaders fail because they do the reverse, by trying to make things into some intellectual exercise. Whatever business you’re in, there are fundamentals, just like blocking and tackling in football. It always comes back to the fundamentals. You cannot let yourself get bored with the fundamentals.

On the heart side, the lesson is that it’s all about your people. If you’re going to engage the best and the brightest and retain them, they’d better think that you care more about them than you care about yourself. They’re not about making you look good. You’re about making them successful. If you really believe that and act on that, it gains you credibility and trust. You can run an organization based on fear for a short time. But trust is a much more powerful, long-term and sustainable way to drive an organization.

The other thing I’ve learned is that you’ve got to assume the best intent of people, and that they’re really trying to do a good job. I’ve seen organizations that are based more on fear than trust because senior management really thinks people are trying to get one over on them, that they’re just punching a clock. People really are trying to do a good job, and they want to be proud of where they work. Understanding that helped make me a bit more patient.

**How do you hire?** First and foremost, I’m looking for fire in the belly. I’m looking for passion. I’m looking for energy. Is the person going to take a leading role and have an impact on the business? I will take passion over pedigree any day of the week.

Second, are they smart? Can they think analytically, creatively and strategically? If you don’t have the intellectual horsepower, it’s going to be hard for people to follow you.

Third, is there any pattern in the person’s career that shows they can develop people? Did people move up through an organization because they were mentored by this person? A fourth thing is, can they communicate? Can you imagine this person on a stage, inspiring a large group? Do they have an easy, informal manner? Or are they too formal, too focused on hierarchy? That doesn’t work. Formality slows things down in companies. Informality speeds things up. It is much more powerful to use authority than power.

One of the things I’ve learned is that as you move up in an organization, you’re given more power. The less you use the power you’ve been given, the more authority people give you, because they think: “You know what? This guy’s O.K.” Persuading people to do things — come along with me because we’re going in the right direction — is much more powerful over time.

The last thing I look for is the values of the person. Do they tell the truth, but do they also stand up for what they think is right in the company? It starts with integrity, which is really the grease of commerce. You get things done much more quickly when people trust you.
We fight the way we train. We play the way we practice.

In battle, shortcuts during training create more combat losses. In team sports, poor practice adds notches in the “wrong” column—the loss column.

On 21 October 2013, SFC Leroy A. Petry spoke to the South Carolina Corps of Cadets. Regarding the goodness of training, he left us with a personal example from the battle in which he was wounded and earned the Medal of Honor. In that crucial moment, when his right hand was blown clean off, he unhesitatingly and calmly applied the life-saving tourniquet to his arm. In his words, it was “instinct” and only possible because of “great medic training I got.”

SFC Petry’s not dead because he took his training seriously. His example should guide our approach to every bit of training we get—it from CPR to self-aid buddy care to fire drills to infield practice and two-minute drills.

We fight the way we train!

With the second step of our CTM—SKILLS, we provide subordinates with the necessary skills to allow them to succeed at tasks we assign to them. Step two—SKILLS—is about teaching, training, and developing subordinates.

Subordinates must have myriad skills in order to be successful at their tasks. As supervisors, we should know just which of those skills are essential to be learned and then teach and train subordinates until they learn those skills. In the process of teaching and training, we will emphasize the following key points.

A. What is the difference between “teaching” and “training”?

B. Modeling the desired skill
   1. Lead by example
   2. Show them; don’t tell them

C. Use rehearsal skills
   1. Imaginary rehearsal (covert)
   2. Demonstrated rehearsal (overt)
A. **WHAT IS THE DIFFERENCE BETWEEN “TEACHING” AND “TRAINING”?**

In teaching, we are giving the desired information in an understandable manner. To teach effectively, we need to optimize our abilities as an instructor – we need to know our stuff. We also need to create the best environment and choose the right method of instruction for student learning.

Being competent is essential for any teacher. We should know our subject inside and out and be able to perform the task perfectly. We should be able to answer just about any question posed by a student (and, if we can’t, admit we don’t know and get back to the student with an answer ASAP).

Second, we ought to consider the right teaching environment for learning. Do we need to be in a classroom, on the drill field, or in the subordinate’s room? Is the setting conducive to learning? Learning new skills or information is stressful enough, and the added stress of being uncomfortable or getting yelled at only detracts from the teaching process. At a later time, once the student has grasped the skill or knowledge, we can add stress to the training environment if the skill might have to be performed under pressure.

Third, we should lay out the important information to the student, and do so in a clear manner. We should teach information the subordinate really needs to know in order to be successful, not extraneous stuff. We should work especially hard to make sure we’re communicating effectively while we teach. Suppose we are teaching someone how to do the manual of arms. If the cadet has never handled a rifle and isn’t familiar with the terminology, simply repeating the same words over and over again probably will not do the trick. We will have to use different words or different reference points to get that same message across so it can be understood. If the subordinate cannot understand the information we’re teaching, we can’t assume the person is unteachable. It’s up to us to change how we teach.

After we teach the information, we want to train through repetition of that task. Training is perfecting performance through repetition—performance must be instinctive. Practice does not make perfect. Only perfect practice makes perfect.

Some people have a negative concept of the word “training.” For these people, training is equivalent to harassing. Nothing is further from the truth when the training is purposeful and professionally done. Training is, in fact, the supervisor carrying out his/her obligation and commitment to subordinates, to guide them to success. We learn skills through repetition; we become proficient through repetition; and we sustain proficiency through repetition. As we emphasized in the introduction to the CTM, leaders embrace a training culture. Through training, we grow more capable people, and more capable people not only improve the organization’s “bottom line” but also ensure the unit will be well-led for the long haul.

In The Citadel context, we sometimes have the Upper Class discussing the uselessness of parade practice or room inspections in front of the Fourth Class. When we get sucked in to this “negativity,” not only are we a bad influence on the Fourth Class, but we’re also failing to acknowledge the need for training proficiency or the need for attention to detail never goes away for any of us.
Think we’re “too big” for training, consider what Canadian Astronaut Chris Hadfield writes about “training...” and “details”...

“...[An Astronaut’s Guide to Life on Earth] goes gleefully against the grain of most "success" books. [Hadfield’s] perspective is reflected in counterintuitive chapter titles like "Sweat the Small Stuff," where he argues that seemingly unimportant details may loom large in an emergency and thus require our consideration beforehand. In "The Power of Negative Thinking," he says that the normal day of astronauts in training involves having countless meetings about what they got wrong—an approach, he explains, that saves lives."*

“Sweat the small stuff” sounds like what we do in preparing for “all the letter I-s” – F.A.I.s...P.A.I.s...S.M.I.s...

And, “the power of negative thinking” is exactly what we do after big inspections. We examine what didn’t go well as a way to make improvements.

So next time we’re wondering why “smiles go up” on socks and why we grade ourselves in such an exacting way, remember the habits of the mind we’re building now will serve us well long after graduation, even if we don’t go to space.

We might not all want to be astronauts, but trained in The Citadel Way, we sure would have a leg up if we did.

*From a book review by Adam Savage, “Floating in a Tin Can,” WSJ, November 30 – December 1, 2013

WARNING:
Teaching and training is never about us as teachers and trainers. It is never an ego trip.

The first time we ask subordinates to do something, and they holler “Yes Sir” or “Yes, Ma’am,” we’re going to sense what “power” feels like. Many irresponsible supervisors have trampled over subordinates and made those subordinates feel really low for the sole purpose of making themselves feel big. Great supervisors put the ego aside and do everything in their power to develop that subordinate.

B. MODELING THE DESIRED SKILL

The impact a supervisor can have, either positive or negative, is quite incredible. Just ask any parent how eerie it is to see their son or daughter have values, mannerisms, expressions, or beliefs that are a direct copy of the parent. We know that much of learning occurs through imitating/modeling someone else’s behavior. It becomes imperative, then, that supervisors model the correct behavior. Whether we like it or not, when we become a supervisor, we become a role model.

1. LEAD BY EXAMPLE (See Citadel Graduate example starting on page 47): We should never expect subordinates to do something that we would not be willing to do. If decorum is important for a fourth class cadet, then it is important for an upper class cadet. If honor is something important for a cadet to live under, then it must be equally important for the officers, faculty, and staff. People do what we do, not what we say we do.

If the subordinate is having a hard time learning a new skill, many times modeling that behavior provides an example to which the subordinate can relate.
2. SHOW THEM; DON’T TELL THEM: Our actions always speak louder than our words. We should be in the trenches when we are teaching and training. If a cadet is having trouble with the manual of arms, don’t just say, “Move your hand to the rifle butt.” Show him/her how to place it in the proper position. If a cadet has trouble getting a shine on their shoes, grab the polish and rag and show them techniques.

C. USING SKILLS REHEARSAL

As stated earlier, in training the desire is to repeat perfect performance until that performance becomes instinctive. A fancy term for doing this repetition is known as “skills rehearsal.” This rehearsal can be done strictly in the mind (covert) or it can be done physically (overt).

1. IMAGINARY REHEARSAL (COVERT): Many people are discovering that if they see themselves perform a skill enough times in their mind, they will actually be able to do it in real life. There are many examples of how covert practice is effective: the karate person who visualizes themselves striking his/her hand through a cement block; the Olympic diver who imagines exactly how the dive will look to obtain a perfect score before the dive is made; or the baseball pitcher who sees in his mind exactly where the ball will travel as it crosses the plate. The brain is incredibly powerful, and people are beginning to use the power of imaginary rehearsal more and more. This is not to say visualization should entirely take the place of actual practice. However, visualization in the proper context can be an excellent aid in acquiring skill.

In cadet terms, this may mean teaching a subordinate to picture reciting knowledge perfectly or doing the manual of arms perfectly or leading a company commander’s call for 100 or so cadets in the unit. Help that subordinate learn a new skill by teaching that person to picture doing that skill over and over again—perfectly each time!

EXAMPLE OF VISUALIZATION: 18 Holes in His Mind

Major John “Spike” Nasmyth had a dream of improving his golf game - and he developed a unique method of achieving his goal. Until he devised this method, he was just your average weekend golfer, shooting in mid-to-low 90s. Then, for seven years, he completely quit the game. Never touched a club. Never set foot on a fairway.

Ironically, it was during this seven-year break from the game that Major Nasmyth came up with his amazingly effective technique for improving his game - a technique we can all learn from. In fact, the first time he set foot on a golf course after his hiatus from the game, he shot an astonishing 74! He had cut 20 strokes off his average without having swung a golf club in seven years! Unbelievable. Not only that, but his physical condition had actually deteriorated during those seven years.

What was Major Nasmyth’s secret? Visualization. You see, Major Nasmyth had spent those seven years as a prisoner of war in North Vietnam. During those seven years, he was imprisoned in a cage that was approximately four and one-half feet high and five feet long.

[CONTINUED ON NEXT PAGE]
During almost the entire time he was imprisoned, he saw no one, talked to no one and experienced no physical activity. During the first few months he did virtually nothing but hope and pray for his release. Then he realized he had to find some way to occupy his mind or he would lose his sanity and probably his life. That's when he learned to visualize.

In his mind, he selected his favorite golf course and started playing golf. Every day, he played a full 18 holes at the imaginary country club of his dreams. He experienced everything to the last detail. He saw himself dressed in his golfing clothes. He smelled the fragrance of the trees and the freshly trimmed grass. He experienced different weather conditions - windy spring days, overcast winter days, and sunny summer mornings. In his imagination, every detail of the tee, the individual blades of grass, the trees, the singing birds, the scampering squirrels and the lay of the course became totally real.

He felt the grip of the club in his hands. He instructed himself as he practiced smoothing out his down-swing and the follow-through on his shot. Then he watched the ball arc down the exact center of the fairway, bounce a couple of times and roll to the exact spot he had selected, all in his mind.

In the real world, he was in no hurry. He had no place to go. So in his mind he took every step on his way to the ball, just as if he were physically on the course. It took him just as long in imaginary time to play 18 holes as it would have taken in reality. Not a detail was omitted. Not once did he ever miss a shot, never a hook or a slice, never a missed putt.

Seven days a week. Four hours a day. Eighteen holes. Seven years. Twenty strokes off. Shot a 74.

2. DEMONSTRATED REHEARSAL (OVERT): The actual practice of doing something over and over again perfectly is invaluable for building confidence and skill in accomplishing that task. It provides the psychological boost that comes from meeting a challenge and improves self-esteem. Examples would be reciting knowledge, taking tests, marching, athletics, and even learning to be assertive.

A good way to master a skill is to start with a small task and master it. Then move on to an increasingly harder task and master it. Move on, etc., until the desired skill has been completely mastered. Learning a task in increments has proven to be extremely valuable in mastering a particular skill.

SUMMARY OF SKILLS

In the SKILLS phase, we equipped the subordinate with the necessary skills to succeed at the required tasks. The teaching and training processes are distinctive and vitally important. Without them, the skills will never be acquired. Modeling and rehearsal skills are effective ways to teach, and through training, these skills become second-nature to the subordinate.
In 1976, I was assigned to an Air Cavalry Troop in Germany. My unit was participating in Exercise REFORGER when we were given a mission one day to pick up about 50 Army Rangers at a designated pick-up zone.

We took off that afternoon and attempted to make radio contact with the Rangers. For approximately 30 minutes, our seven UH-1H helicopters circled a short distance above the landing area. It was very damp that day, about 35 degrees Fahrenheit and drizzling rain with a light fog. We finally landed in a small field to conserve fuel and went to flight idle. After waiting about 10 minutes, we shut down our aircraft as our commander continued to try to make radio contact with the Rangers.

Our commander had a policy that any time you shut down an aircraft, you should perform a post-flight inspection. We sat in our helicopter debating whether we should get out in the less-than-desirable weather to conduct the post-flight inspection. Figuring it would only be minutes until we cranked our engines and departed the field, nobody got out.

From my vantage point, to the right and the rear of the lead aircraft, I could see our commander talking on the radio as he referred to his map. After about 15 minutes, his door opened, and he climbed up on the top of his helicopter. He inspected the main rotor and related parts and generally looked over his aircraft. The commander then climbed down into the wet grass and continued to do an inspection, checking his aircraft completely. He never looked at the other aircraft, but slowly each crew emerged and began the same post-flight inspection on their respective helicopters.

In about 20 minutes, we got the word to crank, and we took off. Soon the code “Send More Chicken” was heard on the radio, and we picked up a group of very tired Rangers and flew them to their destination.

Our mission was completed that day, but over the years I often have thought about how important it is to do what you say you’re going to do, as demonstrated that day by our commander.

Source: MOAA Magazine, 10 Jun 2013, Lessons Learned column
— Ralph M. Larson is a retired Army major and a MOAA Life Member. He resides in San Antonio.
CHAPTER FIVE

FEEDBACK

Inspection 101: “Inspect What You Expect” and “Give Feedback”

If we’ve done well in setting expectations and developing skills, we should anticipate that our people will do well during an inspection. If not, we need to re-evaluate how well we’ve set them up for success with the first two steps of CTM.

In either case, as leaders, our people deserve our feedback.

Going into any inspection with feedback in mind as well as a positive attitude will make all the difference in the leader development business.

A short checklist for a “leader inspection” might look something like the one below:

• Be primed to say “thank you” or “I appreciate your effort” or “I noticed the hard work” (when appropriate)
• Be professional in every regard (people follow your lead)
• Have “system” for inspecting (follow it to maintain consistency)
• Ask squad leaders “how’s the squad doing? What do you want me to look for? Any kudos you want me to pass along? Any thank yous?”
• Ask individual cadets “what were the priorities you were given for your personal appearance? For your room?” (assess if guidance is flowing)
• Emphasize & inspect what you said you were going to inspect
• Provide some personal “feedback” for every one and every room you inspect

The third step in our approach to training is FEEDBACK. Feedback is incredibly important to people. Much of their future performance and self-esteem depends largely on the feedback they are given.

With our CTM, we emphasize the power of routine feedback. Being an effective supervisor is hard work. Constantly giving feedback to our subordinates takes a lot of effort on our part. Yet, effective supervisors know that feedback is indeed essential and are willing to expend the energy to give both positive and corrective/negative feedback, always keeping it constructive.

WARNING

From a leader or supervisor perspective, feedback is always about developing people. Whether positive or corrective, it’s always constructive.

With positive feedback, we encourage subordinates to continue with how they are accomplishing assigned tasks. We build their confidence. We also model for them that “noticing good action” and “appreciating hard work” is something leaders do.

With corrective or negative feedback, we are also focused on developing people. When subordinates fail to meet expectations, we are providing them with the feedback they need to succeed and develop.

This chapter focuses on the following key points in FEEDBACK.
A. Rules for feedback (INPUT+)

B. Providing feedback for positive behavior
   1. Use INPUT+
   2. Provide It!
   3. Give public recognition
   4. Challenge the subordinate

C. Providing corrective, constructive feedback for negative behavior
   1. Use INPUT+
   2. Get the subordinate’s impression
   3. Ask “what” or “how”
   4. Model the observed behavior
   5. Use the “Sandwich” approach
   6. Restore the subordinate
   7. Tell them their responsibility
   8. Tell them the consequences
   9. Set up a game plan for improvement
   10. Follow-up

A. RULES FOR FEEDBACK (INPUT+): Some guidelines are useful when giving feedback, whether it is good or bad. An acronym which encompasses these rules for feedback is: INPUT+. Below we detail what the letters stand for.

     I: Immediate Feedback: Give feedback as soon as realistically possible after the subject behavior. We don’t like to get grades on assignments two weeks after we turn in the assignment or receive punishments two weeks after missed duty. Quality leaders, supervisors, and trainers know early feedback is more effective because it is both closely associated with the demonstrated behavior (good or bad) and respectful of others because it delivers “the news” right away and in person.

   EXAMPLE: We might say to the guard, “thanks for being squared away…I notice, and you are setting the tone for the whole battalion.”

     N: No Name-Calling, Sarcasm or Profanity: Our job is to train, educate and motivate. We do this best by building esteem in your subordinates and presenting them with challenges they can face and overcome. Profanity is damaging for the leader/trainer/teacher to use. First, many subordinates have values that strongly object to profanity. Even if they say nothing about it, we have lost them as an audience and as allies in the task at hand. Second, for most thoughtful people on the team—whether profanity bothers them or not – see our use of inappropriate language as a clear sign that we are not considerate enough as leaders to understand how profanity might impact those on our team. In essence, we undermine our own ability to lead or train others.
**P: Proper Person:** When we have some feedback to give, direct it toward the person who earns it. As a Squad Sergeant in charge of ten cadets, when one has a poor shoe shine, give feedback to that cadet, not the entire squad. Likewise, and this is sometimes even tougher, when we give praise or pass out rewards, make sure we praise or reward the right person or people. Nothing impacts morale more negatively in a unit than to see the supervisor reward someone who only performs when the boss is around but dogs it the rest of the time. Not only does it reward the wrong standard, but it also makes the supervisor look like he or she doesn’t know what is going on in their unit.

**U: Uniquely Specific:** The feedback that we provide should be as specific as possible. The more specific we are with your feedback, the more likely the behavior will change.

EXAMPLE: “Your arm swing was too large. Next time, shorten it by about four inches.” This approach is far superior in terms of effectiveness to feedback like “you marched poorly today.”

**T: Talk about the behavior:** When providing feedback, we should focus on the behavior, not the person. We must separate our judgment of the person from our judgment of the person’s performance or behavior.

EXAMPLE: “Let me show you what ‘right’ looks like on order arms.” This approach offers a helping hand and a chance for skill to improve. An attack on the person like “what’s wrong with you? Your rifle manual tells me you don’t belong here” would be both unprofessional and ineffective.

**+ Plus:** End on a positive note. This does not mean we negate or minimize all of the corrective or negative feedback we’ve been giving. It simply means that before we say goodbye, we ought to have our last words be something—anything—that the subordinate will see as positive. Why? We want to maximize the chance our subordinate actually listened to what we had to say. After all, that’s why we give feedback in the first place.

EXAMPLE: Consider this approach when finding a specific positive item proves difficult for us: “We had a rough day today, but we improved. When I faced some similar situations last year, I used to look at the Upper Class and say to myself, ‘If they can do it, I can do it.’ It gave me confidence and it motivated me to work harder. Try it, see if it works for you. We’ll get back after it after chow.”

B. **PROVIDING FEEDBACK FOR POSITIVE BEHAVIOR:** When our subordinates do something well, the feedback will be different than if the behavior was unacceptable. Below are some keys on providing feedback to a subordinate who demonstrates positive behavior.

1. **USE INPUT+:** Use it. Some areas of feedback remain constant, regardless of whether or not we are providing positive or negative feedback.

2. **PROVIDE IT!:** Sometimes, we forget that subordinates cannot read our minds. We think the subordinates must know we’re satisfied. Or we take the approach that “no news is good news.” If we want to create a positive, motivating training and working environment, we need to deliver positive feedback.

3. **GIVE PUBLIC RECOGNITION:** “Praise in public, punish in private.” Enough said. The key to success is not to miss opportunities to praise our subordinates in public. It does not have to be a formal ceremony and can be as simple as speaking loud enough to a subordinate so others in the group hear our words.
EXAMPLE: “Mr. Wood, good looking shoes. I can read my name tag in them from here.” Now, everyone has “subtly” heard about Wood, Wood feels pretty proud of what he did without being embarrassed over it, and we’re likely to see shoe shines improve throughout the squad.

**WARNING**

Too often those at the top and those at the bottom get all our attention. Remember to call attention to our middle-of-the-road performers who frequently make the largest improvement on the team.

4. **CHALLENGE THE SUBORDINATE**: After giving positive feedback, it’s useful to provide a realistic challenge to our subordinates. Challenges provide subordinates something to strive for and keep complacency from being a problem.

**EXAMPLE**: “I am very impressed with how quickly you have learned The Citadel Mission. I will bet that you would even be able to recite The Cadet Prayer by next Friday afternoon. What do you think?”

### C. PROVIDING FEEDBACK FOR NEGATIVE BEHAVIOR

Now, let us take a look at how to give proper feedback for undesired behavior.

1. **USE INPUT+**: Again, use it. INPUT+ needs to be applied whether the behavior is proper or improper.

2. **GET THE SUBORDINATE’S IMPRESSIONS**: Before starting to describe what is wrong with our subordinate’s performance, try and get the subordinate’s point of view. With this approach, we gain immediate insight into how to go about improving performance. By asking a simple question first, we streamline the process of improving performance. We might find the subordinate thinks nothing is wrong, or the subordinate might have been making some wrong assumptions.

**EXAMPLE**: After inspecting a Full Press, we notice several items are out of order. A good first question would be, “What do you think about the order of your Full Press?”

If the subordinate replies, “Sir, I think everything is in order,” we know we have an education problem (i.e., the cadet needs to learn the proper order from the White Book). This is easy to fix. Have him or her research the proper order and rearrange the full press.

If, however, the subordinate responds, “Sir, my field jacket is out of order,” we know we have a “compliance issue” not an education problem. We do not have to re-educate the cadet. At this time, it’s useful to explore further “why” the field jacket is out of order. While a consequence might be in order, we should not assume the mistake was willful (see next paragraph).

3. **ASK “WHAT” OR “HOW”**: The typical response when we ask a “why” question is “no excuse, sir or ma’am.” If we really want to learn the reason for someone’s negative behavior, we might start our sentences with “what” or “how.” In the preceding paragraph concerning the Full Press, we asked “what do you think ...” By using “what” instead of “why,” we learn the real intentions of our subordinate. A good follow-up question might be, “how do you plan to keep this from happening again?”

4. **MODEL THE OBSERVED BEHAVIOR**: Oftentimes, the best feedback a person can get comes from watching others doing the behavior. That is why using a camera, seeing pictures or looking in a mirror can be so helpful. Many coaches try to film games or videotape at bats so players can recognize mistakes, learn from them, and keep them from occurring again. We usually can’t film our subordinate’s performance, but a good technique is
to model as closely as possible the subordinate’s incorrect behavior and contrast it with the correct behavior. For instance, show the subordinate how he or she was incorrectly pivoting during a facing movement. Once subordinates see or feel (rather than just hear) what is wrong, they find it easier to fix the problem. Then give the subordinate the correct picture by modeling the proper technique.

5. **USE THE “SANDWICH APPROACH”:** Remember the “+” in the INPUT+ rules for feedback? The same thing is true now, except we also start with something positive. Experimentally, it has been shown that a person is in a much better mental framework for accepting negative feedback if it is “cushioned” in the right manner. “Sandwiching” means providing something positive (the top piece of bread) followed by the negative (the meat in the sandwich) and ending with positive (bottom piece of bread). Sometimes your negative feedback is going to have a lot of “meat” in it. That’s okay. However, make sure that we have “sandwiched” it with some positive information. Our feedback is useless if the subordinate refuses to hear it.

6. **RESTORE AND MAINTAIN THE RELATIONSHIP:** Providing negative feedback to a subordinate does not mean that we have to be bitter enemies or antagonists because we gave some well-intentioned, well-deserved criticism. Importantly, we should restate our support message that we invested in helping the subordinate succeed.

   EXAMPLE: “John, you are one of the top athletes in the Company, but your hair exceeds limits. I want you to get a haircut today. You have high standards on the soccer field, and I know you can have them off the field. I need your support here, and I am counting on you to be a good role model.”

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**It’s About Developing People…**

“Most of us think we know how to give feedback. Positive comments are better — and more useful — than negative ones. And if you do have to point out something wrong, start with a compliment, move on to the problem, then end on a high note[the “sandwich approach”]...It turns out that it’s not that simple. Those who have studied the issue have found that negative feedback isn’t always bad and positive feedback isn’t always good. Too often, they say, we forget the purpose of feedback — it’s not to make people feel better, it’s to help them do better.”

-- *The New York Times*, 5 Apr 2013, by Alina Tugend

7. **TELL SUBORDINATES THEIR RESPONSIBILITY:** Just as we did during the EXPECTATIONS phase, we must reemphasize that, although we do not approve of a person’s behavior and are willing to support them, we cannot—and will not—take responsibility for their actions. Subordinates must understand that a change is necessary and they are the ones who must do the changing.

   EXAMPLE: “Cadet Recruit Smith, I think we need to review expectations again, just to make sure we are communicating. We’ve held a review of the White Book Room Standards chapter, we’ve spent time as a squad configuring a Full Press correctly, and we’ve been practicing and receiving feedback daily during MRIs. I think we’ve given you the skills to succeed. You know the act of succeeding is up to you. Can your roommate count on you to get this squared away? Can I count on you? I’m here to help, but it’s your effort that is necessary now.”

8. **TELL THEM THE CONSEQUENCES:** After we lay out a subordinate’s responsibility to change their behavior, we must also tell them what the predictable consequence will be if the negative behavior continues.
WARNING

Consequences are never a threat and should not be conveyed as a threat. Consequences are sometimes necessary in the “developing people” business. In such cases, the proper and fairly-applied follow through of consequences is an essential skill of an effective supervisor.

If expectations are set properly, consequences for poor behavior or performance are clear to the whole team. Consequences are simply the result when subordinates fail to adjust undesirable behavior. Usually, poor performing subordinates expect the consequences. And, by the way, so do the already-meeting-the-standard members of the team.

EXAMPLE: “Mary, after our previous talk, I’m surprised these reports were turned in late again. The whole unit is counting on you to get this stuff done on time. I expect this won’t happen again, but I want you to understand that if it does, I’m going to document failure to perform your duty and recommend confinements for the weekend. I won’t enjoy doing it, but if that’s what it takes, I’ll gladly do it for the good of the unit. Do you understand what I am saying?”

9. **SET UP A GAME PLAN FOR IMPROVEMENT**: Even after all this feedback, we cannot be confident that permanent change will occur unless we know the subordinate has a game plan for improvement. We should ask the subordinate, “What do you plan to do differently next time?” or “How will you guarantee these reports will always get to me on time?” We can assess whether or not the subordinate’s plan is a good one by considering a few simple questions.

(a) **Is this a plan that will work?** We should use our own experiences and knowledge to help determine just what will and will not work. This does not mean that we should come up with the game plan. Have the subordinate do that. We can add input to help shape the plan, but we want the subordinate to be committed to the plan. The more the plan is “owned” by the subordinate, the more likely the subordinate will succeed with the plan.

(b) **Is it realistic?** It does absolutely no good to come up with a pie-in-the-sky, complex plan that sounds great but will never be put into practice. If the plan is not entirely realistic, then go back to the drawing board and come up with another plan.

(c) **Is the subordinate committed to this plan?** Commitment is absolutely essential in order for a game plan to succeed. If our subordinate is only showing a half-hearted willingness to carry out this plan, it will surely fail.

10. **FOLLOW-UP**: As supervisors, we need to conclude our corrective/negative feedback session with a message that says we are going to follow up on what we just talked about. When we establish a game plan for fixing unacceptable behavior, tell the subordinate just how we are going to check up on him/her and then do it.

EXAMPLE: “Mr. Richardson, I like your plan and I think it will work. Now, next Tuesday, after classes, I am going to come around to your room. I want you to show me just exactly how much you have done on your reports. I will see you then.”
WARNING
Follow up is a way of demonstrating that we genuinely care about our people. On the other hand, failing to follow
up results in lost credibility for the leader, supervisor, or trainer. When it comes to follow up, do what we say we
will do.

SUMMARY OF FEEDBACK

The Feedback process is essential to developing people and helping them succeed. By applying INPUT+ to any
feedback situation, we maximize the opportunities to provide useful information to our team.
CHAPTER SIX

CONSEQUENCES

Step 4 – CONSEQUENCES – is critical to instilling positive motivation in our subordinates. Yes, properly and fairly applying CONSEQUENCES is vital to creating positive motivation in the organization, unit, or team.

In CTM, we make EXPECTATIONS clear. Next, we teach and train the subordinate the necessary SKILLS. We provide routine FEEDBACK on how a skill is being performed. However, if we stop there, and only stay at the feedback level, we’ll never achieve the positive motivation we seek. CONSEQUENCES add action to all those words we provided during feedback.

Consequences are often not given. Sometimes this is due to apathy or laziness; it takes effort to reward or give an “attaboy” for a high-performing subordinate. Sometimes, leaders, supervisors, and trainers lack moral courage; it takes guts to discipline someone, especially a peer or someone we care deeply about (which, for a leader, is everyone in the unit).

In this step of CTM, we’ll change our mindset to one that embraces consequences. We’ll provide techniques for success. We’ll come to appreciate that we are showing the most sublime (as General Robert E. Lee might say) care and concern for our people when we properly and fairly apply consequences.

Wisdom from Captain (USN, Ret) Russ Keller, former Brigade Commander, USNA

A leader straps on the responsibility to be loyal to the institution. Loyalty to the institution might sometimes be in conflict with loyalty to peers. The dilemma can seem challenging.

PRACTICAL ADVICE: If a peer has placed us in a dilemma where we can’t be loyal to both the institution and the peer, consider whose fault it is that we are faced with the dilemma.

This chapter focuses on the following key principles in consequences.

A. Rules of Consequences – PRIDE
   1. P – PROGRESSIVE
   2. R – RELEVANT
   3. I – IMMEDIATE
   4. D – DIRECTED AT BEHAVIOR
   5. E – EVEN HANDED

B. Provide Them!

C. Techniques for Providing Rewards
   1. Be Creative
   2. Shape the desired behavior
D. The Purposes of Punishment/Corrective Consequences

1. To change behavior
2. To teach
3. To help
4. To back up what you said
5. To reaffirm your commitment

A. RULES OF CONSEQUENCES: Certain rules are true when applying consequences, regardless of whether we give rewards or punishment/corrective consequences. To make sure that we are all using the same definitions, when we say “reward,” we mean anything that is given which is seen by the subordinate as something positive, including praise. Likewise, “punishment” or a “corrective consequence” is anything given that the subordinate perceives as negative, including criticism. The following are the rules of consequences, and they apply whether we are giving a reward or a punishment.

WARNING

In the cadet context, the chain of command is a key consideration for consequences. In most cases, the chain of command is the direct source of rewards or corrective consequences. In all cases, however, it is essential the chain of command be fully informed of consequences – good or bad – for their people.

P – PROGRESSIVE: We start with a small level of reward or punishment that is appropriate for the behavior exhibited. By doing so, if the behavior improves or continues downward, we allow “room” for the reward or punishment to get more positive or more negative. To be effective with progression, we must know the consequences available to us. In some cases, we’re governed by Chapter Three (The Fourth Class System) and Chapter Six (Discipline) in the Blue Book. In other cases, we might brainstorm at the unit level to come up with a list of possible consequences for both rewards and punishments. With proper approval, we’ll now have the right tools in our tool kit to help us develop our followers.

R – RELEVANT: We need to choose consequences that are meaningful to the subordinate and relevant to the behavior. Relevancy is in the eye of the subordinate. Before deciding on a consequence, look at it from the subordinate’s viewpoint.

I – IMMEDIATE: Just like feedback, we should deliver consequence immediately or as soon as possible. The longer the consequence is delayed, the less the subordinate will associate consequence with behavior. While formal punishment might take a while to work “through the system,” we can at least ensure the subordinate is personally made aware of the Performance Report and the reason for the report.

D – DIRECTED TOWARDS BEHAVIOR: Just as with FEEDBACK, we always tie consequences to the behavior, not the person. When a peer deviates from the standard, we’ll apply a consequence in order to help the individual and the unit improve or adjust performance. We’re not seeking to change personality or alter friendships, we are simply encouraging the entire organization to embrace the standards of our unit, our home. Properly applied to the behavior, everyone in the unit gets a clear and positive message that our standards matter to us.

E – EVENHANDED: When applying consequences to a subordinate, we must be fair and consistent. Because emotions and biases are human nature, we as leaders, supervisors, and trainers must deliberately make the effort to be consistent with our teams. For instance, a unit leader might choose to handle non-compliance with
MRI standards as follows: first failure – verbally reset expectations; second failure – set up re-inspection later that day or during general leave; third failure – Performance Report. The key to success is to apply this standard to every one – our roommate, our best friend, the company commander. By being consistent, we eliminate the perception of favoritism and we establish credibility as the leader of everyone on the team, not just a favored few.

B. PROVIDE THEM: Just do it! If subordinates do something that deserves a reward (we’re not talking about just doing our duty here, we’re talking about genuinely earning a reward), we must have the conviction and energy to provide it, or we will eventually find ourselves surrounded by unmotivated people. Likewise, only immature leaders or supervisors think they can be effective by being a “Santa Claus.” Without consequences for sub-standard performance, we will quickly lose control as supervisors and become miserably ineffective.

C. TECHNIQUES FOR PROVIDING REWARDS

1. BE CREATIVE: Effective supervisors challenge themselves to come up with a variety of rewards that are progressive, relevant, and sanctioned by appropriate authority. We should also be careful to encourage creativity with our lower-level supervisors and allow them some flexibility in applying rewards. If we need to make some rewards off-limits, or reserve some rewards at our level of command or supervision, we should spell that out in our EXPECTATIONS.

2. SHAPE THE DESIRED BEHAVIOR: We must be attuned to incremental changes a subordinate makes for the better. We call it “shaping” when we reward a subordinate who makes positive changes toward reaching the kind of performance we desire. For instance, we might have a PSG who does not seem to be very assertive around other upper class cadets and seems to always be intimidated by peers and seniors. The first time he/she does something more assertive we might choose to immediately compliment the PSG. With continued improvement with assertiveness, perhaps during PAIs, we might choose to write a short personal note: “Cadet Jones, I’ve noticed your confidence with the platoon. Keep up the good work and help your classmates with this. Well done – PL Squared Away.” If the performance later exceeds standards, we might consider awarding merits.

The key principle in shaping is that we give rewards when positive changes are made in the subordinate’s behavior. Rewards are not withheld until only the desired behavior is displayed. They are given incrementally when progress is made. Shaping is an excellent technique for using rewards to help achieve the desired behavior, and a supervisor would be wise to make use of it.

D. THE PURPOSES OF PUNISHMENT: An effective leader, supervisor, or trainer uses negative consequences and punishment purposefully and with deliberate intent. As we stated upfront, a leader is showing supreme care and concern for the unit and its people through the purposeful and fair application of punishment. Below are some reasons why wise leaders and supervisors use punishment:

1. TO CHANGE BEHAVIOR: Punishment should never be used to demean the person or “get back” at a subordinate, but rather to change behavior. When subordinates realize we are not out to get them, that we are interested in improving performance, they are likely to respect us for it and are often motivated to help us be successful. We’ve just created positive motivation to succeed.
“People don’t care how much you know until they know how much you care.”

This saying has been attributed to many people, from Theodore Roosevelt to John C. Maxwell. Regardless to who might have said it first, most people experienced in the art of leading and supervising will say it is absolutely true.

Effective leaders, supervisors, and trainers establish over time an environment that demonstrates genuine care for the organization and the well-being of every person in the organization. They do this through individualized leadership, gaining a unique bond with everyone on the team, through presence and commitment, by perseverance, and by embracing standards. When the team knows we care, they know the motivation for punishment is pure and positive and purposeful.

2. TO TEACH: Negative consequences or punishments can be helpful reducing undesired behavior. However, punishment only does half the job. Effective punishment needs to be combined with instruction, training, or rehearsal of the desired behavior.

EXAMPLE: Let’s say we’re trying to create a culture in our company where Squad Sergeants take on responsibility for conducting MRIs. We have one Squad Sergeant in our platoon who is not on board. We might create a negative consequence where we, as the Platoon Leader, set up “MRI time” for the Squad Sergeant on Wednesday or Friday afternoons during General Leave. The consequence, of course, takes time as the supervisor, too, but it is also likely to encourage the Squad Sergeant to conduct MRIs during the desired Monday through Friday, 0800-1100 timeframe.

3. TO HELP: Purposeful and effective punishment might “hurt” and is definitely not fun at the time of application. However, its timely and appropriate use can make all the difference in helping a teammate turn the corner from bad/harmful to good/healthy behavior. A genuine leader has the moral courage to fairly apply punishment because he or she wants to help the person and the unit.

EXAMPLE: Let’s consider the problem of underage drinking in the barracks. In our example, the company commander learns that a respected sophomore, Cadet Duty, is regularly drinking, sometimes in the barracks. Consider the following approach to such a situation.

“Hey man, I’m concerned about you, big time – you are not taking care of yourself with this drinking, and you might be screwing up your future. I care about you first and foremost. Still, your behavior is inconsistent with our standard, with who we are. We made a commitment as a unit at the beginning of the year that we would not glamorize drinking, and we would stop underage or over drinking when we saw it. Well, it’s time to stop for you. I’m going to write you up, yes, but I’m also going to help you through this. This is completely recoverable if you recommit to our standards – I’ll be on your wing. If we do this together, we’ll help you and we’ll help the whole unit.”

4. FOLLOW THROUGH, BACK UP WHAT YOU SAY: In our EXPECTATIONS discussion, we stressed such things as respecting authority, complying with standards, and giving the maximum effort. We also emphasized the importance of making consequences clear during our FEEDBACK discussion. Well, we’ve been put to the test by a subordinate on one of these points. And, because we’ve done well with steps one through three of the CTM, we should be confident that poorly performing subordinates expect the consequences. It’s now time to step up to the plate and deliver the purposeful and fairly applied consequences if we want to preserve credibility and effectiveness.
5. TO REAFFIRM COMMITMENT: The original Greek translation for the word “commitment” meant “an adhesive relationship, much like a Band-Aid.” To the Greeks, commitment to someone meant being forever “stuck together,” no matter the test. Well, if we are fully committed to our subordinates, we demonstrate that commitment through presence, through praise when earned, and through negative consequences when behavior is below standard. The mature leader, supervisor, or trainer cares enough to give punishments to reaffirm a personal and lasting commitment to the team.

SUMMARY OF CONSEQUENCES

No matter how well a supervisor lays out EXPECTATIONS, SKILLS, and FEEDBACK, all of that training will fall flat if CONSEQUENCES are not properly integrated into our approach to developing people. Shaping is a very effective way to apply rewards, while punishment/corrective consequences simply should not be given without having a clear understanding of what the purpose is. Both rewards and punishments must be given—and given purposefully, fairly, and professionally.
On The Challenge Week Transition:

During Challenge Week (the first week of a cadet recruit’s career at The Citadel), we introduce new recruits to the Fourth Class System. The Fourth Class System is designed such that there is a deliberate **inflection point** in the training during a cadet recruit’s first week at the college.

**Before the inflection point**, the first three steps of CTM (expectations, skills, feedback) are applied in a positive environment that is professional, purposeful, and calm. The training priority for leaders, supervisors, and trainers is to ensure cadet recruits learn the basic skills expected of them as a Citadel cadet (e.g., customs and courtesies, personal appearance, room standards, basic military drill, etc). During this training period, cadet recruits learn what’s expected of them, though they will not have mastered the skills.

**After the inflection point**, CTM principles remain unchanged. The environment stays positive, professional, and purposeful. Now, however, the environment becomes deliberately and appropriately stressful. Appropriate stress is created through time-proven and time-honored methods, which include bracing, “driving the stairs”, and walking in the gutters. In this training phase, cadet recruits are required to strictly comply with fourth class standards of behavior or performance. When a recruit fails to meet institutional standards of behavior, corrective feedback from the Upper Class is immediate and firm. Recruits are expected to improve skills over time in this still-positive environment that is now also professional, purposeful, and demanding.

The change or inflection point is not about changing the CTM. Rather, it is about creating artificial stress to accelerate and make second nature the habits of self-discipline, teamwork, and a collective sense of accountability for everyone on the team. Self-discipline, teamwork, and an intrinsic sense of being a part of and responsible for something bigger than oneself – these are the hallmarks of a military college experience, The Citadel Experience.

For the Upper Class, the inflection point is a test of maturity as leaders, supervisors, and trainers.

**With the Fourth Class System, the Upper Class is fully responsible for the training and the well-being of the Fourth Class.**

The challenge is to maintain the trust of the Fourth Class, which is done by applying CTM. By using CTM, the Upper Class can simultaneously be tough, exacting, and challenging AND professional, purposeful, and positive.

**Attention**

CTM principles are always at the bedrock of The Citadel Way, as relevant and appropriate after the inflection point as before it. Leaders, supervisors, and trainers remain mutually respectful, positive, professional, and purposeful in every action and word.
CHAPTER SEVEN

GROWTH

As leaders, we want be confident that, if we get “hit by a bus,” the organization, unit, or team still continues to do well. When units are successful in this regard, a pattern of GROWTH has been established by the unit leaders and supervisors. In the GROWTH phase, we create an environment where we can leave subordinates “unattended”—and the job still gets done the right way. Still, motivation wanes, performance slips, and development stagnates for most people unless they are presented with challenges and new opportunities.

Once a challenge is given, however, an interesting process occurs—the CTM cycle is started again. That’s right—we are back to reestablishing clear EXPECTATIONS, teaching new SKILLS, giving new FEEDBACK, and following up with more CONSEQUENCES. Effective supervision is really just a series of CTM cycles, beginning with an EXPECTATION and ending with enough GROWTH to meet a new challenge. Where GROWTH is part of a unit’s culture, a leader can feel good about the unit’s future prospects for success. Why? It’s because the unit’s future “leader prospects” are being groomed every day, that’s why.

Two methods of enhancing GROWTH are discussed in this chapter: setting performance goals and making homework assignments. Performance goals give concrete objectives, while homework assignments help the subordinate correct deficient skills.

Pay particular attention to the sections on self-esteem and challenges. They are the pillars of affecting GROWTH.

The following is an overview of topics discussed in this chapter.

A. The importance of self-esteem

B. Actions that increase self-esteem
   1. Providing positive feedback
   2. Praising in public
   3. Succeeding
   4. Focusing on strengths
   5. Developing a “niche”
   6. Supporting the subordinate

C. Actions that decrease with self-esteem
   1. Making a poor comparison to peers
   2. Failing
   3. Putting a subordinate in a no-win situation
   4. Name calling
   5. Creating a crisis of competence
   6. Ridiculing in public
D. Setting a performance goal
   1. Knowing your own goal
   2. Giving the subordinate responsibility
   3. Making a unified decision
   4. Giving your approval
   5. Giving your support
   6. Thinking positively

E. Giving homework assignments
   1. Developing the subordinate’s idea
   2. Developing a “Do” statement
   3. Developing quantity statement
   4. Developing self-monitoring statement
   5. Following up

F. Giving realistic challenges
   1. Making them realistic, yet difficult to attain
   2. Making them short term
   3. Not making them requirements
   4. Ensuring they show merit when met

A. **THE IMPORTANCE OF SELF-ESTEEM**: Some prominent psychologists believe that if we have to look at only one factor to try to predict whether people will be successful or not, we should look at their self-esteem. By self-esteem, we mean how people view themselves, regardless of the evidence presented. Self-esteem is one of the primary human drives and has an extraordinary impact on a person’s performance [note: it would be worthwhile for us to review our own “self-esteem” scores from the Judgment Index we took as knobs and juniors].

From a supervisor or trainer perspective, positive self-esteem propels a person toward doing good work; promotes assertiveness, self-confidence, and a willingness to share ideas with others; and encourages initiative. Who would not want a leader or teammate with those characteristics? Self-esteem is an important element in effective units, and the leader, supervisors, and trainers in the organization have a tremendous role to play in either increasing or decreasing a subordinate’s self-esteem. That’s right. Much of a subordinate’s self-esteem is directly related to us.

B. **ACTIONS THAT INCREASE SELF-ESTEEM**: Below are some actions which improve a person’s self-esteem:

   1. PROVIDING POSITIVE FEEDBACK: A theory which describes how someone’s self-esteem is formed is known as the Appraisal Theory. This theory says a person’s self-esteem is largely determined by the feedback a person receives about his or her performance. Bottom line: our subordinates’ self-esteem grows tremendously when they believe we value their effort, notice their performance, and tell them we notice.
2. PRAISING IN PUBLIC: A subordinate’s self-esteem can soar just by giving public praise. It can be as simple as a public thank you. Don’t miss opportunities for public praise and don’t only single out the superstars. Look for opportunities to recognize middle-of-the-road, but constantly improving performers, too.

EXAMPLE: “Hey everyone, we wrapped up regimental guard duty this week. I want to recognize Cadets Whyme, Yezzer, and Attaboy for stepping up to the plate for the company. Each of them took on extra duty to cover for classmates who needed to go to class. We appreciate it, big time.”

3. SUCCEEDING: Just as a subordinate whose self-esteem is torn down by a perceived failure, so can the self-esteem grow with a perceived success. A key word here is “perceived.” How do we create “perceived” success? Sometimes it is as simple as redefining success for the subordinate. Success doesn’t have to mean victory or an A+ on an exam or winning the parade competition this week. Rather, incremental improvements or “small victories” can be success. At a unit level, consider a company with a goal to win the annual drill competition for The Citadel. If the commander defines success as winning every parade, and the unit fails to be number one of 21 companies on week one, the goal is “shot” before the semester is even underway. Instead, a commander might set the goal and look for incremental gains in company performance. The commander might define incremental goals as being top in the battalion and in the top 5 of the regiment every month of the year. In this case, success would be defined a bit less than “total victory” every week. At times, the key to success lies in the ability to keep from always defining success as being Number One.

EXAMPLE: “We’re on our way to the trophy. Out of four competitions this month, we finished in the top eight for all four competitions this month, and saved the best for last with a number three finish. We maintain this kind of consistency, we can get this done.”

4. FOCUSING ON STRENGTHS: Subordinates that focus on strengths instead of dwelling on weaknesses have better self-esteem. As leaders, supervisors, and trainers, it’s our job to help subordinates to understand and trust their strengths. We do this by letting them know what those strengths are. As one technique, supervisors might ask everyone on the team to write down a strength for everyone else on the team. As supervisors, this “peer evaluation” accomplishes at least two things for us—it gives us new insight into our team members and it gives us some positive feedback to give every subordinate.

EXAMPLE: “Cadet Recruit Noslack, your classmates almost unanimously described your strength as “hard working.” I have to tell you, I can’t think of any other descriptor I would prefer better than that. That’s high praise, especially coming from your peers.”

5. DEVELOPING A NICHE: What do we mean by “niche?” We’re talking about that area or expertise in which we feel particularly skilled, confident, or comfortable. In a Citadel context, it might be academics, athletics or intramurals, or the best shoes in the squad. All people have a “niche” in life. As a supervisor, we can and should help subordinates recognize, value, and feel good about their niche for their self-esteem and for our unit success.

EXAMPLE: “Jim, I noticed you’ve sustained above average CPFT scores into your sophomore year and some of your classmates have slipped. As you know, our company goal is 100% pass rate on CPFT with class averages being highest for seniors, next highest for juniors, next highest for sophomores, and next highest for knobs. I’d like your ideas on how we can keep the sophomore class on track to meet that goal.”

6. GIVING YOUR SUPPORT: Of all the items we’ve listed that can increase a subordinates’ self-esteem, the most important is letting subordinates know we support them. An outcome of The Citadel Experience is a sense of
“Big A” accountability (discussed in the introduction), where we feel an obligation and responsibility for the well-being and success of other cadets, all other cadets – peers, leaders, and perhaps most importantly, subordinates. It is LEADERSHIP 101 -- show subordinates by daily actions and words that we are genuinely invested in their well-being and success.

C. ACTIONS THAT DECREASE SELF-ESTEEM: Some supervisors mistakenly believe they must strip a subordinate of all self-esteem, and then build the subordinate back up again, piece by piece. The fallacy in that kind of thinking is the supervisor also wants the subordinate to perform well, even though the subordinate no longer has any self-esteem. It just doesn’t work that way. A subordinate with zero self-esteem cannot perform. Below are some actions which tear down a person’s self-esteem and should be avoided.

1. MAKING A POOR COMPARISON TO PEERS: Even if a supervisor never says a word to a subordinate, the subordinate still does a huge amount of self-comparison to see how they match up against other people. We, as supervisors, can and should avoid encouraging unhelpful comparisons. For example, let’s say our squad has a knob that was prior enlisted before coming to The Citadel. We ought to avoid comparisons like “the rest of you aren’t close to Cadet Recruit Prior here. See how his shoes rock. Get your act together.” The comparison is unfair, given Cadet Recruit Prior’s four years of military service, sets unrealistic expectations, and potentially destroys self-esteem.

2. FAILING: Dwelling on failures is a mistake quality trainers avoid. If we teach our subordinates to think they are failures, we should not be surprised when they fail. The next time we see a cadet whose only “tool in the toolkit” seems to be harping on other cadets’ bad points, do that trainer a favor and privately pull him/her aside. Remind the trainer that the goal is to teach the skills and the only way to do that is be both tough and encouraging to subordinates. If we do so, we can count on seeing a “miraculous turnaround” when cadets start to “get it” all of a sudden.

3. PUTTING A SUBORDINATE IN A NO-WIN SITUATION: Here is a short “sea story” to illustrate the negative consequences of placing subordinates in “no-win situations.” The story: A pike loves to eat minnows, and, when placed in a big tank with a bunch of minnows, the pike will eat one every chance it gets. Now, if we put a glass divider between the pike and the minnows, what happens? At first, the pike will swim full steam ahead at those minnows, but, of course, it smacks its face against the glass. Undaunted, the pike will try it again, and again, and again—each time with the same frustrating results. Eventually the pike will just give up and stop trying even though it is quite hungry. Now, an interesting thing happens when we remove the glass divider. Those minnows can swim all around the pike, but the pike will not even make the first attempt to eat them. When placed in a no-win situation, the pike lost the desire to try—even when the conditions were changed.

If teaching basic skills and standards, instilling discipline, and creating a sense of teamwork are our goals as supervisors or trainers, it only makes sense that we cannot place our subordinates in no-win after no-win after no-win situation. One technique to avoid no-win environments, particularly helpful for cadre members, but important to every leader, supervisor, or trainer, is to make a personal commitment to reset our mindset before every engagement with cadet recruits (or other cadets), something like “I will find some progress, some improvement in every cadet recruit (cadet) during this training evolution.” By doing this simple exercise, we’ll completely avoid “no wins,” as every cadet recruit will “win” something.

4. NAME CALLING: As discussed in the FEEDBACK section, there is no place for name calling in a highly-effective organization. Name-calling is bad form, not respectful, and damaging to any person’s self-esteem.
5. CREATING A CRISIS OF COMPETENCE: At The Citadel, we seek to provide every cadet with multiple follower and leader experiences. We see those experiences as key to successfully meeting our college mission to “educate and develop principled leaders for all walks of life.” These varied experiences potentially create a “crisis of competence.” “Crisis of competence” is a fancy name for the dilemma someone is in when they say, “I know I was good back then, but I am not really sure I can be good in this position.” With every change, there comes a certain degree of this crisis of competence. Some stress and uncertainty is healthy. It can keep us humble, hungry to learn, and help us avoid complacency. Too much stress and uncertainty, however, can be unhelpful in the “developing people” business. Unneeded change is excess stress any subordinate would well do without. In the knob context, we should avoid creating needless uncertainty – there is already plenty of it as part of the formal training plan. In the Upper Class context, we would avoid a crisis of competence by taking rising leaders under our wing, giving them the benefit of our experience, providing them continuity books, and letting them shadow us during the month of April. There is enough uncertainty just in taking on a new job. Wise leaders, trainers, and supervisors take the time to ease the transition and lessen the “crisis of competence.”

6. RIDICULING IN PUBLIC: We all need corrective feedback. Feedback is about improving skills, so we need to hear the good, the bad, and the ugly. What we don’t need is to hear our bad and ugly in public. From a practical standpoint, as leaders, supervisors, and trainers, we want our subordinates to take any negative feedback to heart and make change. Subordinates are less likely to do that if we’ve embarrassed them in front of others. One-on-one is the only way to give tough, corrective, constructive feedback.

D. SETTING A PERFORMANCE GOAL: With self-esteem at acceptable levels, we can now consider how we might point subordinates toward GROWTH. Setting a performance goal with our subordinate is one way to be successful in this regard. A performance goal might also be called a "stretch goal." Our goal as the supervisor or trainer is to see the subordinate perform the task independently. The goal is not normally one which needs to be done right now. Instead, the task requires a subordinate to budget time to get the task done satisfactorily and on time and without constant oversight from us. If we’ve done right by our trainee, developing them properly with CTM, we can be confident the subordinate will be successful, even with a new task or stretch goal. The following are some steps we would want to follow to help set this performance goal.

1. KNOWING OUR GOAL: Before setting a performance goal with our subordinate, we need to understand our foundational goal. The foundational goal is what the subordinate must absolutely accomplish before we consider him or her successful. This can be quite simple in cases where we are encouraging cadet recruits to expand 4C knowledge (e.g., know and explain Schofield's Discipline quote by the end of the week) or more complex when we want the 1SG to develop continuity books for next year’s rising leaders (e.g., by the end of next month determine how best to create continuity during command transition and provide a timeline for creating supporting transition documents). With the first example, there is little to be considered other than subordinate buy in. With the latter example, we as supervisors must consider how much leeway we want to give the 1SG. We could be prescriptive to the 1SG, which might undermine creative solutions to the task and minimize 1SG growth. Bottom line--the wise leader, supervisor, or trainer develops the foundational goal with subordinate growth in mind.

2. ESTABLISHING THE SUBORDINATE’S RESPONSIBILITY: A carry-over from this idea of over-controlling is to make sure subordinates understand their responsibility to help set the performance goal. Using the continuity goal discussed above, we would share the foundational goal with the 1SG then have dialogue with him/her. Through dialogue we are seeking to ensure understanding of the goal, unlock 1SG ideas on how to solve the problem, and ultimately establish 1SG ownership of the task.
EXAMPLE: Commander: "Hey 1SG, we've had some first-time successes to kick-off the year. I'd like to see if we can't make it more likely than not that some of the things our command team has done get continued next year. What do you think?

1SG: "Yea, I agree. The new team shouldn't have to stumble into success."

Commander: "I'm glad you see it that way. I'd like you to take on developing a way for us to have this kind of continuity. Can you take that on for us?"

1SG: "I'd be glad to."

The purpose of all this is to make the subordinate take responsibility for developing the performance goal—without compromising any of our own foundational goals. One of the main purposes for wanting GROWTH is to help develop that mutual respect in subordinates so they will feel committed toward us and the task—even if we are not around. That is mutual respect!

"Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity."
-- General George S. Patton, Jr.

3. MAKING A UNIFIED DECISION: After the subordinate believes they are responsible for the performance goal, we want to arrive at some unified decision on the specifics of the goal. Again, we would be well served to get to a shared decision through discussion with our subordinate. Leaders, supervisors, and trainers who take the time to work with subordinates often find subordinates agree to "stretch more" than we originally had in mind and come up with approaches that are better than our own. In other words, we achieve better results and develop the team more effectively by working together with subordinates.

EXAMPLE (continued from above): Commander: "Well, I'm thinking there is more than one way to get at continuity - hard copy; electronic files; shadowing during transition, etc."

1SG: "Yea, I think that's true. I could get together a couple trusted buds to brainstorm it for us. How much time do we have?"

Commander: "How about I give you a month to lay out how you recommend we tackle the task to include providing me a timeline for completion?"

1SG: "OK, you got it. And, I'll give you an update every week during our command team huddle."

Again, we've not compromised any of our foundational goals, and we've allowed subordinates enough room to be creative and develop ideas of their own.

4. GIVING YOUR APPROVAL: After we've reached a unified decision, seal the deal. Let subordinates know their plan meets our approval. For many subordinates, the boss' approval is high praise, indeed.

EXAMPLE: Commander: "Perfect plan, 1SG. I really like the weekly updates idea. I knew there was a reason you're our 1SG...you're the man!"

5. GIVING OUR SUPPORT: Not only should we show approval, we should also affirm our willingness to support the subordinate should they come up with any future questions or problems. It's amazing how much good can be gained by stressing our support throughout all phases of CTM.

6. THINKING POSITIVELY: Subordinates feed off their leaders--it's a fact. As a leader, supervisor, or trainer, if we can convey that we expect our subordinate to be successful, the subordinate is more likely to expect the same thing. Before we release our subordinate to go out and attempt a performance goal, convey a message
which sounds something like this: “Cadet Recruit Smarte, I've been impressed with your knowledge to date. I'm confident you'll have Schofield’s quote wired before the end of the week.”

"Perpetual optimism is a force multiplier."
-- General Colin Powell, Rule 13, from My American Journey

E. **GIVING HOMEWORK ASSIGNMENTS:** Just like homework augments classroom learning for our academic studies, homework can be effective in eliminating deficiencies in our subordinates. Homework is not a goal for the future or a challenge to strive for. It is something which needs to be done to better prepare the subordinate to accomplish a particular skill in the future. For instance, suppose a fourth class cadet in the platoon is having a hard time reciting regimental staff. We can use the following steps to develop an appropriate homework assignment with this fourth class cadet.

1. DEVELOPING THE SUBORDINATE’S IDEA: If possible, our subordinate should develop the homework assignment. We might want to ask, “What do you think it will take to learn the regimental staff?” And, “how would you expect to implement this plan?”

2. DEVELOPING A “DO” STATEMENT: Any homework assignment needs to clearly state what the subordinate must do. The “do” statement should be as specific as possible. Again, we’ll be most successful if we get the subordinate to identify the specifics for us. We would welcome the following statement from our fourth class cadet, “I need to recite the regimental staff list successfully to my roommate several times until I am confident in saying it out loud to someone else.”

3. DEVELOPING A QUANTITY STATEMENT: Have the subordinate determine the quantity of what must be done—how much, how often, how precise, etc. For instance, “Sir, I will recite this staff perfectly to my roommate at least twice a day for two days in a row before coming to you again.”

4. DEVELOPING A SELF-MONITORING STATEMENT: Have subordinates come up with their own plan to monitor their own behavior. Remember, one of the goals of the GROWTH phase is to make the subordinate responsible enough to do good work without having to be constantly monitored by us. A simple question on our part might be, “How do you plan to monitor yourself?” This should elicit a statement from the subordinate such as, “Sir, I'll bring my roommate into the equation. I will make a commitment to him - and have him hold me to it - to recite the regimental staff after dinner and immediately before going to bed both today and tomorrow.”

5. FOLLOWING-UP: Everything so far has been up to the subordinate. Now it is our turn. Set a time when we will check on the subordinate to see if the homework was done. Then, stick to that date and give the stated consequences. Without follow-up, we run the same risks of lack of credibility that we talked about in not giving CONSEQUENCES. Set a date; then follow-up.

F. **GIVING REALISTIC CHALLENGES:** Challenges keep the subordinate who has reached a high level of competency from becoming bored. Even though GROWTH was achieved by properly applying all of the CTM steps, the subordinate will stagnate if not challenged. The challenge starts the CTM cycle all over with a need to re-establish EXPECTATIONS, teach new SKILLS, provide new FEEDBACK, follow-up with different CONSEQUENCES, and set new levels of GROWTH. The following are some things to consider when giving challenges.

1. MAKING THEM REALISTIC, YET DIFFICULT TO ATTAIN: If the challenge is not actually obtainable, the subordinate has a tendency to give up at some point. However, if the subordinate meets no difficulty in the task,
there is no challenge. Try to find challenges that strike the right balance being realistically attainable and yet requiring true effort by subordinates.

2. MAKING THEM SHORT-TERM: If the challenge is too long-term, the subordinate will lose interest. For instance, “I challenge you to graduate from The Citadel with honors” is extremely long-term for a fourth class cadet. For all but the most motivated knobs, it will be tough to maintain urgency and commitment to this kind of challenge (note: in fact, to be successful, this type of challenge would take lots of continuous commitment and energy from the leader, supervisor, or trainer). Consider short-term challenges like “I challenge you on this next PFT to improve, by 20%, the number of pushups you did compared to your last PFT score.” A shorter-term challenge also provides opportunities for "small victories" and "public praise" if subordinates are successful.

3. NOT MAKING THEM REQUIREMENTS: This challenge should not become a “have to,” or it stops being a challenge. The challenge should be something that will develop the subordinate, add to unit success, or even earn the praise of the leader, supervisor, or trainer. It is something that is above and beyond that which is expected.

4. ENSURING THEY SHOW MERIT WHEN MET: When subordinates meet the challenge, they should feel a sense of accomplishment. If subordinates don't see the merits of the challenge, they might fail to meet the challenge and will almost certainly not be receptive to new challenges. Setting a meaningful challenge is our responsibility as leaders, supervisors, and trainers.

SUMMARY OF GROWTH

Strong self-esteem is an essential attribute of subordinates during GROWTH. It's self-esteem that is the source of confidence, and it is self-esteem that enables initiative in subordinates. In the GROWTH phase, subordinates continue performing at satisfactory or higher levels of performance—unsupervised by us. As effective leaders, supervisors, and trainers, we appreciate the power of self-esteem in our teams and work hard to create positive self-esteem in everyone we interact with. We also use the performance goals, homework, and challenges to further develop our subordinates into future principled leaders for all walks of life.

Points to Ponder

Have we considered how we might use the natural transition points (Challenge Week; Parents' Weekend; Winter Furlough; Recognition) in the fourth class year to develop phased performance goals for the fourth class?

Have we thought about how we might create intersquad competition within a platoon or between platoons through innovative performance goals and challenges?
CHAPTER EIGHT

CONCLUSION

The CTM principles have proven time and time again to be effective in working with people. And anyone who wants to lead, supervise, or train has the talent to be successful in applying the relatively simple CTM concepts. With CTM, we create a positive, purposeful, challenging environment, rooted in mutual respect, where subordinates learn skills, develop confidence, and begin to take the initiative to grow as individuals and teammates. All the while, in applying CTM, we, as leaders, supervisors, and trainers, grow in our capacity to develop people.

BE A LEADER...ALL THE TIME – ACHIEVE RESULTS AND DEVELOP PEOPLE

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I met CPT Samuel R. Bird on a dusty road near An Khe, South Vietnam, one hot July day in 1966. I was an artillery forward observer with Bravo Company, 2nd/12th Cavalry, 1st Cavalry Division, and I looked it. I was filthy, sweaty, and jaded by war, and I thought "Oh, brother, get a load of this". Dressed in crisply starched fatigues, Captain Bird was what we called "squared away" - ramrod straight, eyes on the horizon. Hell, you could still see the shine on his boot tips beneath the road dust. After graduation from Officer Candidate School, I had sought adventure by volunteering for Vietnam. But by that hot and dangerous July, I was overdosed on "adventure," keenly interested in survival and very fond of large rocks and deep holes. Bird was my fourth company commander, and my expectations were somewhat cynical when he called all his officers and sergeants together.

"I understand this company has been in Vietnam almost a year and has never had a party," he said. Now we officers and sergeants had our little clubs to which we repaired. So we stole bewildered looks at one another, cleared our throats and wondered what this wiry newcomer was talking about.

"The men are going to have a party," he announced, "and they're not going to pay for it. Do I make myself clear?" A party for the "grunts" was the first order of business! Sam Bird had indeed made himself clear. We all chipped in to get food and beer for about 160 men. The troops were surprised almost to the point of suspicion -- who, after all, had ever done anything for them? But that little beer and bull session was exactly what those war-weary men needed. Its effect on morale was profound. I began to watch our new captain more closely.

Bird and I were the same age, 26, but eons apart in everything else. He was from the sunny heartland of Kansas, I from the suburbs of New York City. He prayed every day and was close to his God. My faith had evaporated somewhere this side of altar boy. I was a college dropout who had wandered into the Army with the words "discipline problem" close on my heels. He had graduated from The Citadel, South Carolina's proud old military school.

If ever a man looked like a leader, it was Sam Bird. He was tall and lean, with penetrating blue eyes. But the tedium and terror of a combat zone take far sterner qualities than mere appearance. Our outfit was helicoptered to a mountain outpost one day for the thankless task of preparing a position for others to occupy. We dug trenches, filled sandbags, strung wire under a blistering sun. It was hard work, and Sam was everywhere, pitching in with the men. A colonel who was supposed to oversee the operation remained at a shelter, doing paper work. Sam looked at what his troops had accomplished, then, red-faced, strode over to the colonel's sanctuary. We couldn't hear what he was saying to his superior, but we had the unmistakable sense that Sam was uncoiling a bit. The colonel suddenly found time to inspect the fortifications and thank the men for a job well done.

Another day, this time on the front lines after weeks of awful chow, we were given something called "coffee cake" that had the look and texture of asphalt paving. Furious, Sam got on the radio phone to headquarters. He reached the colonel and said, "Sir, you and the supply officer need to come out here and taste the food, because this rifle company is not taking one step further." "Not a good way to move up in the Army," I thought.

[CONTINUED ON NEXT PAGE]
But the colonel came out, and the food improved from that moment. Such incidents were not lost on the men of Bravo Company. During the monsoon season we had to occupy a landing zone. The torrential, wind-driven rains had been falling for weeks. Like everyone else I sat under my poncho in a stupor, wondering how much of the wetness was rainwater and how much was sweat. Nobody cared that the position was becoming flooded. We had all just crawled inside ourselves.

Suddenly I saw Sam, Mr. Spit and Polish, with nothing on but his olive-drab undershorts and his boots. He was digging a drainage ditch down the center of the camp. He didn't say anything, just dug away, mud spattering his chest, steam rising from his back and shoulders. Slowly and sheepishly we emerged from under our ponchos, and shovels in hand, we began helping “the old man” get the ditch dug. We got the camp tolerably dried out and with that one simple act transformed our morale.

Sam deeply loved the U.S. Army and traditions. Few of the men knew it, but he had been in charge of a special honors unit of the Old Guard, which serves as the Tomb of the Unknown Soldier in Arlington National Cemetery and participates in the Army's most solemn ceremonies. He was the kind of guy whose eyes would mist during the singing of the National Anthem. Sam figured patriotism was just a natural part of being an American.

But he knew that morale was a function not so much of inspiration as of good boots, dry socks, extra ammo and hot meals. Sam’s philosophy was to put his troops first. On that foundation he built respect a brick at a time. His men ate first; he ate last. Instead of merely learning their names, he made it a point to know the men. A lot of the soldiers were high-school dropouts and would-be tough guys just a few years younger than himself. Some were scared, and a few were still in partial shock at being in a shooting war. Sam patiently worked on their pride and self-confidence. Yet there was never any doubt who was in charge.

I had been around enough to know what a delicate accomplishment that was. Half in wonder, an officer once told me, "Sam can dress a man down till his ears burn, and the next minute that same guy is eager to follow him into hell.” But he never chewed out a man in front of his subordinates. Sam wouldn't ask his men to do anything he wasn’t willing to do himself. He dug his own foxholes. He never gave lectures on appearance, but even at God-forsaken outposts in the Central Highlands, he would set aside a few ounces of water from his canteen to shave. His uniform, even if it was jungle fatigues, would be as clean and neat as he could make it. Soon all of Bravo Company had a reputation for looking sharp.

One sultry and miserable day on a dirt road at the base camp, Sam gathered the men together and began talking about how tough the infantryman’s job is, how proud he was of them, how they should always look out for each other. He took out a bunch of Combat Infantryman's Badges, signifying that a soldier has paid his dues under fire, and he presented one to each of the men. There wasn’t a soldier there who would have traded that moment on the road for some parade-ground ceremony.

That was the way Sam Bird taught me leadership. He packed a lot of lessons into the six months we were together. Put the troops first. Know that morale often depends on small things. Respect every person's dignity. Always be ready to fight for your people. Lead by example. Reward performance. But Sam had another lesson to teach, one that would take long and painful years, a lesson in courage.

[CONTINUED ON NEXT PAGE]
I left Bravo Company in December 1966 to return to the States for a month before joining a Special Forces unit. Being a big, tough paratrooper, I didn't tell Sam what his example had meant to me. But I made a point of visiting his parents and sister in Wichita, Kansas, just before Christmas to tell them how much he'd affected my life, and how his troops would walk off a cliff for him. His family was relieved when I told them that his tour of combat was almost over and he'd be moving to a safe job in the rear.

Two months later, in a thatched hut in the Mekong Delta, I got a letter from Sam's sister, saying that he had conned his commanding officer into letting him stay an extra month with his beloved Bravo Company.

On his last day, January 27, 1967 - his 27th birthday - the men had secretly planned a party, even arranging to have a cake flown in. They were going to "pay back the old man." But orders came down for Bravo to lead an airborne assault on a North Vietnamese regimental headquarters. Sam's helicopter was about to touch down at the attack point when it was ripped by enemy fire. Slugs shattered his left ankle and right leg. Another struck the left side of his head, carrying off almost a quarter of his skull. His executive officer, Lt. Dean Parker, scooped Sam's brains back into the gaping wound.

Reading the letter, I felt as if I'd been kicked in the stomach. I began querying every hospital in Vietnam to find out if Sam was still alive. But in June, before I could discover his fate, I was in a fire fight in an enemy-controlled zone. I had thrown four grenades. The fifth one exploded in my hand. I lost an arm and a leg.

Nearly a year later, in March 1968, I finally caught up with Sam. I was just getting the hang of walking with an artificial leg when I visited him at the VA Medical Center in Memphis, Tenn. Seeing him, I had to fight back the tears.

The wiry, smiling soldier's soldier was blind in the left eye and partially so in the right. Surgeons had removed metal shards and damaged tissue from deep within his brain, and he had been left with a marked depression on the left side of his head. The circles under his eyes told of sleepless hours and great pain.

The old clear voice of command was slower now, labored and with an odd, high pitch. I saw his brow knit as he looked through his one good eye, trying to remember. He recognized me, but believed I had served with him in Korea, his first tour of duty. Slowly, Sam rebuilt his ability to converse. But while he could recall things from long ago, he couldn't remember what he had eaten for breakfast. Headaches came on him like terrible firestorms. There was pain, too, in his legs. He had only partial use of one arm, with which he'd raise himself in front of the mirror to brush his teeth and shave.

He had the support of a wonderful family, and once he was home in Wichita, his sister brought his old school sweetheart, Annette Blazier, to see him. A courtship began, and in 1972 they were married. They built a house like Sam had dreamed of - red brick, with a flag-pole out front. He had developed the habit of addressing God as "Sir" and spoke to him often. He never asked to be healed.

At every table grace, he thanked God for sending him Annette and for "making it possible for me to live at home in a free country."

[CONTINUED ON NEXT PAGE]
In 1976, Sam and Annette traveled to The Citadel for his 15th class reunion. World War II hero Gen. Mark Clark, the school's president emeritus, asked about his wounds and said, "On behalf of your country, I want to thank you for all you did."

With pride, Sam answered "Sir, it was the least I could do." Later, Annette chided him gently for understating the case. After all, he had sacrificed his health and career in Vietnam. Sam gave her an incredulous look. "I had friends who didn't come back," he said. "I'm enjoying the freedoms they died for."

I visited Sam in Wichita and phoned him regularly. You would not have guessed that he lived with pain every day. Once, speaking of me to his sister, he said, "I should never complain about the pain in my leg, because B.T. doesn't have a leg." I'd seen a lot of men with lesser wounds reduced to anger and self-pity. Never a hint of that passed Sam's lips, though I knew that, every waking moment, he was fighting to live.

On October 18, 1984, after 17 years, Sam's body couldn't take any more. When we received the news of his death, a number of us from Bravo Company flew to Wichita, where Sam was to be buried with his forebears. The day before the burial, his old exec, Dean Parker, and I went to the funeral home to make sure everything was in order. As Dean straightened the brass on Sam's uniform, I held my captain's hand and looked into his face, a face no longer filled with pain. I thought about how unashamed Sam always was to express his love for his country, how sunny and unaffected he was in his devotion to his men. I ached that I had never told him what a fine soldier and man he was. But in my deep sadness I felt a glow of pride for having served with him, and for having learned the lessons of leadership that would serve me all my life.

That is why I am telling you about Samuel R. Bird and these things that happened so long ago. Chances are, you have seen Sam Bird. He was the tall officer in charge of the casket detail at the funeral of President John F. Kennedy.

Historian William Manchester described him as "a lean, sinewy Kansan, the kind of American youth whom Congressmen dutifully praise each Fourth of July and whose existence many, grown jaded by years on the Hill, secretly doubt."

There can be no doubt about Sam, about who he was, how he lived and how he led. We buried him that fall afternoon, as they say, "with honors." But as I walked from that grave, I knew I was the honored one, for having known him.

~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~

Note: At the time that this article was written, Mr. B.T. Collins had recovered from severe war wounds to become the highly acclaimed director of the California Conservation Corps and later chief of staff to the governor of California. He later became California's deputy state treasurer. He is now deceased.
CHAPTER 14 – RANK SELECTION AND CADET EVALUATIONS

1. OBJECTIVE: The cadet promotion and selection process strives to identify cadets who are capable and willing to lead their peers and who personify The Citadel’s core values of honor, duty, and respect. The Citadel Experience is designed to develop cadet leadership skills with the objective of preparing them to lead and command in the Corps of Cadets. The promotion process will acknowledge and award a cadet’s individual achievement and performance in the four pillars but will also incorporate the subjective assessment of leadership attributes, qualities, and skills to determine potential to serve in positions of increased responsibility. Every rising Third Class, Second Class, and First Class cadet will have the opportunity to compete for a leadership position on his or her own merit. TAC and peer evaluations of leadership skills are critical components and will complement the individual cadet performance and achievement evidenced in the Cadet Qualification Brief (CQB). The end state is to identify and select the best qualified cadets to achieve the goal of the “Corps leading the Corps”.

2. ELIGIBILITY: All cadets must submit a CQB. Those who are eligible to hold rank must be academically, physically, and conduct proficient or able to achieve proficiency in these areas prior to the end of the Spring Semester. All cadets are encouraged to pursue a leadership position, but only cadets with validated CQBs will be eligible for appointment to cadet rank during the following school year.

3. INFORMATION AND FORMS: Each year the process will be assessed, updated, and posted under “Promotion Boards” on the Commandant’s website. On this webpage, you may also find associated forms, special instructions, and the current year’s schedule.

4. WHEN: The timeline, to include submission of Cadet Qualification Brief submission and Board execution, will be directed by the Corps Training Schedule.
A. Coaching, teaching, training, developing, and mentoring are critical to cadet success and The Citadel’s endeavor to graduate Principled Leaders. It is vital that tactical officers work with units and individuals in order to accomplish this mission.

B. Company TACs must counsel all cadets in their companies once a semester. A counseling form (See CC Form112 below) will be completed on each cadet and submitted to the Commandant’s Office where it will be placed in the cadet’s personal file.

C. BN TACs will counsel the cadets in their BN Staffs once a semester and will monitor the status of the CO TACs, ensuring that all cadets have been counseled by 1 December and again by 1 May each Academic Year.
## COUNSELING REPORT

<table>
<thead>
<tr>
<th>Cadet:</th>
<th>CWID#:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company:</td>
<td>Duty Position:</td>
</tr>
<tr>
<td>Home:</td>
<td>Roommate(s):</td>
</tr>
</tbody>
</table>

### ACADEMICS

<table>
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<tr>
<th>Major:___________ Minor:___________</th>
<th>Self-Assessment: □Poor □Fair □Good □Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Load/Hours: ________________</td>
<td>Last Term/Cumulative GPAs:___________________</td>
</tr>
<tr>
<td>Academic Classification: __________</td>
<td>Scholarship: □No □Yes:______________________</td>
</tr>
</tbody>
</table>

**COMMENTS:**

### PHYSICAL

<table>
<thead>
<tr>
<th>Latest Score:_______ □Pass □Fail</th>
<th>Height________ Weight:_________ □Pass □Fail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cadet NCAA Athlete: □No □Yes:______</td>
<td>Body Fat (if applicable): □Pass □Fail</td>
</tr>
<tr>
<td>Current CPFT Status: □Proficient □Deficient</td>
<td>Date of Latest Assessment:_______ Progress: (+/-)____</td>
</tr>
</tbody>
</table>

Current **Weight Management** Status: □Proficient □Deficient

If Physically Deficient, what plan/goals have you established? (Diet, Exercise, etc.):

**COMMENTS:**

### CONDUCT

<table>
<thead>
<tr>
<th>Current Merits: _________</th>
<th>Current Cons:__________</th>
<th>Current Tours:__________</th>
</tr>
</thead>
<tbody>
<tr>
<td>List any Class I Offenses:</td>
<td>___________________________</td>
<td></td>
</tr>
</tbody>
</table>

**COMMENTS:**

CC Form 112 (Revised Jan 2014)
# LEADERSHIP

**PEER EVALUATION DEBRIEF** (All cadets, All counseling sessions)
**Reminders:** Confidential, peer assessments provide insights to make us more capable leaders

Consolidated Ranking (top, middle, bottom):

Consistency of Rankings (CDR, 1SG, Peer, TAC):

Reoccurring themes for strengths/areas for improvement:

Other significant peer comments:

Focus areas to revisit next session:

**JUDGMENT INDEX DEBRIEF** (All 2Cs, All 4Cs – Spring Term)
**Reminders:** No right or wrong assessments; scores are like golf – lower scores are stronger scores

Dominant Work/Cadet-Side Judgment (people, task, big picture):

Problem-solving score:

Strength(s):

Development Area(s)/Strategy(ies) for Improvement:

LTP Training Status:

Clubs/Activities:

Do you hold any leadership positions in the above? □ No □ Yes

Have you ever lost your rank at The Citadel and, if so, for what reason? □ No □ Yes-

ROTC Component: _____________ Contract: □ No □ Yes □ Pursuing

**COMMENTS:**

What are your goals for this semester?

What are your goals for your cadet career?

What are your goals after you graduate?

We, undersigned, certify that we have discussed cadet performance in academics, physical fitness, conduct, and leadership development. We have thoroughly debriefed any areas requiring improved performance and have established clear expectations regarding The Citadel standards and consequences for failing to attain standards.

DATE: ___________________

Signature- Reviewing TAC Officer

Signature- Cadet

CC Form 112 (Revised Jan 2014)
Rules and Regulations of the 4th Class Sponsor program

I. **Purpose:** To allow freshmen of the SCCC to have a home away from home where they can relax away from the Citadel and the rigors of the fourth class system. The cadets who live furthest from campus take priority in the matching process as their families are less able to visit during the school year.

II. **Objectives:** To allow freshmen of the SCCC to decompress away from campus and potentially make like long connections with a local family.

III. In regards to Sponsors.
   A. Anyone in the Charleston community is eligible to become a sponsor family for incoming freshmen.
   B. We will not discriminate against race, religion, gender, sex, sexual orientation, national origin, race, etc.
   C. A family is considered a household. Whether the family consists of only one person or parents with kids, any household is eligible.
   D. The household should have rules to be followed by their sponsor knob. (i.e. – dishes will be rinsed and put into dishwasher, no shoes in the house, etc.)
      1. To become a 4th class sponsor, an application must be completed. All new sponsors must provide the names of three references. *(See Annex A*)
      2. Three references must be provided by first time sponsors.
      3. Citadel faculty and staff do not need to provide references as first time sponsors.
      4. Those who have sponsored cadets in the past do not need to provide the names of sponsors.
   E. Application forms are emailed to sponsors who have provided an email address. Upon request, an application will either be faxed or sent by USPS to a sponsor applicant.
   F. An application must be completed each year.
   G. Sponsor-cadets assignments will not be assigned until company assignments have been made. Company assignments are generally not made until the day before matriculation.
   H. A mandatory briefing will be given to all sponsors at the beginning of each school year. Each and every sponsor must attend to be eligible to match with an incoming freshman.
   I. Sponsors must sign two documents to be a part of this program. *(See Annexes C & D*)

IV. In regards to Freshman Cadets
   A. Only incoming freshman to the SCCC are eligible for the sponsor program.
   B. Freshmen from SC, NC and GA are not eligible as their families are in close proximity to Charleston.
   C. Cadets who live furthest away from campus will be matched first.
   D. As the number of sponsors is limited, a match is not guaranteed.
   E. Cadets will follow the household rules of their sponsor family.
   F. Cadets will be polite, helpful and kind to everyone and everything within the household.
G. An incoming cadet who wishes to be matched with a sponsor family is required to complete an application *(See Annex B*)

H. Sponsor-cadets assignments will not be assigned until company assignments have been made. Company assignments are generally not made until the day before matriculation.

I. Application forms are email to incoming freshmen who have made a request. An application can also be faxed or sent by USPS to a sponsor applicant if needed.

J. A mandatory briefing will be given to all freshman cadets requesting a sponsor family at the beginning of each school year. Each and every requesting freshman must attend the briefing in order to be eligible to match with a sponsor family.

* Annexes A, B, C & D are subject to change periodically. As we find that we need further data we may add space for more information to be added.*
The Citadel’s 4th Class Sponsor Application

Sponsor’s name: ______________________________________ Spouse’s name: ____________________________

Home address: [street, city, state, zip] ________________________________________________________________

Phones:   Home _____________________________  Work ________________________________

                                            Cell _____________________________  Other ____________________________

Email(s) ________________________________________________________________________________________

Is anyone in your family a Citadel graduate? If so, in what year did they graduate? To which company was this
graduate assigned? _________________________________________________________________________________

Place of Business and Occupation(s) ________________________________________________________________

Smoker? Yes or No

Family Hobbies and Interests: _____________________________________________________________________

Children (age, sex) _____________________________ Pets (species) _____________________________

Religious preference (optional) ___________________________

Cadet preference:  male or female (circle one)  number of cadets _________

Previous sponsor? YES or NO; Existing sponsored cadets? YES or NO; Which company? ______________

Would you agree to sponsor additional cadets if one or more withdraws? YES or NO

Comments/Recommendations/Requests ________________________________________________________________
_______________________________________________________________________________________________
_______________________________________________________________________________________________

Three references: for those who have not been sponsors before.

Name __________________  phone number ___________ How do you know this person? ________________

Name __________________  phone number ___________ How do you know this person? ________________

Name __________________  phone number ___________ How do you know this person? ________________

Please return document to either
Email: shelton.milner@citadel.edu or Fax: 843-953-6701 or
Mail: Cadet Activities, Attn: Shelton Milner, 171 Moultrie Street, MSC 130, Charleston, SC 29409
Fourth Class Sponsor Program
Cadet Information Card

PLEASE PRINT – **to be completed by incoming freshman**

**Cadet name** (first/middle/last): ____________________________  Preferred name: ___________

**Home Address** (street/city/state/zip code): _____________________________________________________

**Cadet cell phone:** ___________________________  **Cadet Email address:** ____________________________

**Gender:** MALE ____ or FEMALE ____  **DOB:** ____________________________

**Parents’ names:** ___________________________________________________________________________

Father’s cell phone: ___________________________  Father’s home phone: ____________________________

Mother’s cell phone: ___________________________  Mother’s home phone: ____________________________

Parent’s Email addresses: ___________________________________________________________________

Religious preference (optional): ___________________________  Ethnic background (optional): __________

**Academic Major:** ___________________________  **Career Goals:** ____________________________

**Favorite foods:** ___________________________________________________________________________

**Hobbies/Interests:** _________________________________________________________________________

**Allergies:** _______________________________________________________________________________

Do you have family or friends who live in the Charleston area?  YES ____ or NO ___

**Comments/Recommendations/Requests:** ______________________________________________________

__________________________________________________________________________________________

__________________________________________________________________________________________

__________________________________________________________________________________________
Volunteer Form for non-Citadel employees

Advisors, Coaches, and fourth class sponsors

For

4th Class Sponsor Program

A. Terms of Employment of Volunteers

1. “Volunteer” shall mean any person who, of his or her own free will, provides goods or services without any financial gain who is not employed by the Citadel.
2. “Regular-service volunteer” shall mean any person engaged in specific voluntary service activities on an ongoing or continuous basis who is not employed by the Citadel.
3. “Occasional-service volunteer” shall mean any person who provides a one-time or occasional voluntary service who is not employed by the Citadel.

B. Use of Volunteers:

Volunteers recruited, trained, or accepted by any department will, to the extent of their voluntary service, be exempt from all provisions of law relating to state employment, hours of work, rate of compensation, leave time, worker’s compensation and employee benefits. Volunteers shall comply with applicable work rules.

c. State employee may volunteer to perform services for a State agency or a political subdivision of the State if:

1. The individual receives no compensation or is paid expenses, reasonable benefits, or a nominal fee to perform the services for which the individual volunteered, and
2. Such services are not the same type of services that the employee is assigned as their primary assignment.

All volunteers at The Citadel must read and sign this document prior to any volunteer services at The Citadel.

My signature indicates that I agree with the above and I am not employed at The Citadel on and will serve on a “Volunteer” basis for a Citadel officiated club.

__________________________     _________________________     _______________
Volunteer’s Signature        Print name     Date
Ethical Principles for non-Citadel Volunteers

Serving as non-Citadel coach or advisor to a club at The Citadel requires an appreciation for the dedication to the basic principles of honesty, accountability, integrity, and respect. These principles are fundamental in the ultimate mission of the college; to produce well-educated, wholly prepared graduates who will serve as leaders in our communities, our nation and our world.

Because producing tomorrow’s leaders is our business, all non-Citadel coaches or advisors who oversee clubs have an obligation to apply these ethical principles in their duties and responsibilities.

**Honesty** - Non-Citadel coaches or advisors should be truthful and sincere in all interactions with the public, with students, and with each other. They should avoid even the appearance of wrongdoing and should confront and challenge any unethical behavior. They should set an example of personal honor which students can emulate and admire.

**Accountability** - Non-Citadel coaches or advisors should take responsibility for their own actions and personal decisions and should protect the institution by following all Policies and Procedures of The Citadel and uphold the constitutions and laws of the United States and the State of South Carolina.

**Integrity** - Non-Citadel coaches or advisors should adhere to a personal code of conduct, which fully supports the moral values necessary for good leadership, sets positive example for all students and advances the overall purpose and mission of The Citadel.

**Respect** - Non-Citadel coaches or advisors should discharge their duties with care, compassion, and concern for the well-being of all those whom they serve. They should recognize the inherent worth and dignity of all persons regardless of race, color, sex, age, religion, national origin, handicapping condition, social or economic status.

____________________________________  ____________________________
Signature       date

____________________________________
Printed name