

# THE GUIDON



2025-2026

# **OATH OF INTEGRITY**

**“On my honor, I solemnly swear to be a leader of integrity and live by the spirit of the honor code: I will always tell the truth; I will always be honest in my academic endeavors; I will always respect the property of others; And I will hold others accountable for their honor, just as I expect them to do for me. So help me, God.”**

**-Col Thomas Clark USMC (Ret) PhD**



# **THE GUIDON 2025-2026**

## **THE SOUTH CAROLINA CORPS OF CADETS**



## **WELCOME TO THE CITADEL**

*The Guidon is published every year as a source of information for fourth class cadets. Some parts are for your familiarization and situational awareness and other parts are required pieces of knowledge. All of it is useful and designed to help you be successful. Cadet recruits are encouraged to begin studying The Guidon before arriving at The Citadel.*

*The Guidon consists of three parts: general information that will help a cadet recruit become acclimated to The Citadel campus and lifestyle, required fourth-class knowledge, and practical “how to” tips on life as a knob. The cadet chain of command will test knobs on each piece of required knowledge and record the results in the tracking log in the back of The Guidon. This log and the process associated with it will be one assessment tool that TAC (Teach, Advise, and Coach) Officers can use as part of the developmental counseling process.*

*The required knowledge will be presented in manageable sizes that correspond to milestones in the fourth-classmen’s progression through the year. The milestones are broken down as follows: the end of Challenge Week, the end of Cadre Period, the end of first semester, and second semester until Recognition Day. The knowledge progresses from rudimentary information through more complex ideas, and culminates with the cadets becoming familiar with the Leadership Development Plan for The Citadel and how they will fit into that plan as upperclassmen.*



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# MESSAGE FROM THE PRESIDENT



Members of The Class of 2029, Welcome.

You enter The Citadel at a time when the need for principled leadership was never greater, and I commend you for choosing the academic, physical, and mental challenges The Citadel offers. These challenges foster personal growth, and develop you in mind, body, and spirit.

Cadet life is more demanding, and more rewarding, than you imagine. Your relationships with classmates are central to success and create lifelong connections. Forge them immediately.

Integrity and hard work are required of every cadet-expect to be held to a high standard. The benefits of honesty and discipline are manifold. In practicing self-respect and

respect for others, you gain confidence by living an honorable and methodical life. Take responsibility for your actions, and experience the rewards of putting service before self. You will leave The Citadel armed with the education and values necessary to lead in your profession and community, as our cadets and alumni have since 1842.

Resources for your academic, military, physical, emotional, and spiritual needs are at your disposal. If you are struggling, we have ways to help- The Citadel is vested in your success. Ask for assistance before a problem becomes a crisis.

The Citadel develops principled leaders for all walks of life. Embrace our tradition of excellence, and live by our core values of Honor, Duty, and Respect.

Best wishes as you commence this journey. I look forward to watching your success.

Glenn M. Walters '79  
General, USMC, (Retired)  
President

# MESSAGE FROM THE PROVOST AND DEAN OF THE COLLEGE



As the Chief Academic Officer of The Citadel, it is my pleasure to welcome you on behalf of the faculty and staff. Our mission to educate and develop principled leaders for all walks of life has never been more essential to the nation and to the world. We are dedicated to the future success of our students, dedication that is steeped in the quality of teaching, thoughtful advising, and insightful mentorship throughout your next four years.

You will learn to embrace our Core Values of Honor, Duty and Respect. These values are lived by everyone on campus and enrich our shared culture.

Two of the most valuable components of our College are our esteemed faculty and our small class sizes, enabling you to get to know your professors well and work with them on exciting research and meaningful community service projects.

You have chosen the road less traveled by committing to The Citadel Experience of academic distinction and military discipline. It will be challenging, but it will be worth it. Citadel graduates are enriched with our loyal alumni network and the opportunities that come with a Citadel band of gold.

Take this time to experiment with new activities and push yourself beyond your comfort zone. The years will go by quickly, so enjoy them and realize that the friendships you forge here will last a lifetime. In four short years, we will gather together at McAllister Field House to celebrate your successes and your graduation!

Dr. Sally Selden  
Brigadier General, SCM  
Provost and Dean of the College



## MESSAGE FROM THE COMMANDANT



Congratulations on your choice to embark on “the road less traveled.” Your journey will require subjecting yourself to the trials of the Fourth-Class System and adhering to a culture of discipline to reap its transformational benefits. When you succeed, you will forevermore be known as a Citadel Graduate and a member of the Class of 2029. Membership in this “Long Gray Line” is earned and extended only to those living our core values of honor, duty, and respect.

Developing men and women of virtue and character, and returning principled leaders to society is our mission. Here we build “inner citadels” of character, resourcing the world with servant leaders for all walks of life. The Citadel’s Leadership Development Program is unique in its focus on the whole person. It rests upon four pillars: academics, military, fitness, and character. Academics develop skills and knowledge, enhancing your ability to think critically, and inspires lifelong learning. The military component represents discipline and leadership development. Fitness is not simply physical, here we develop spiritual strength and emotional wellness. Character development, however, is not a workout program—it is a choice. Your character is defined by your personal choices. It takes form in your inner confrontations and the struggle to overcome internal weakness in the pursuit of virtue. These choices, repeated over time, become habits—an engraved set of dispositions and a desire to do the right thing. The Citadel’s Honor Code is foundational to your pursuit of virtue. You are required to adhere to its tenets during your four years at The Citadel and the balance of your life. More importantly, you are expected to move beyond the Honor Code’s simple negatives (shalt not’s) to a broader concept of integrity, making good on your promises, and standing up for your beliefs.

The Citadel's Fourth-Class system will challenge you. Everything worthwhile in life is achieved by overcoming a difficult experience. Remember, and never forget, your "why." We will put your why to the test. Here you will learn to make the best of adversity by reframing stressful situations as opportunities. In navigating the system, you will discover character strengths, time management skills, and the ability to operate - and succeed - under stress.

As a Citadel graduate, and now the Commandant of Cadets, this place will forever hold a special place in my heart. My classmates helped mold me into the person I am today. I could not have done it without them, and you will not be able to do it by yourself either. By design, the system cannot be completed alone. If you find yourself, or one of your classmates struggling, remember CPR (Connection, Perspective, Resolve):

- Connect: You will need the trust and support of your classmates to make it. Be a good teammate.
- Perspective: Knobs give up some freedom of time and action and earn them back as privileges. You, however, will always retain agency over your preparation, effort, attitude, and response. Focus only on what control.
- Resolve: Remember your why. You can do this. All you have to do is one more one more time!

The system is all about achieving a standard—The Citadel standard. Rules and regulations govern daily cadet life, and you must know, understand, and follow them. Always act responsibly, treat others with respect, and hold yourself accountable for your decisions.

You chose to prove yourself – remember your purpose. I am here for you.

Thomas J. Gordon  
Colonel, USMC (Retired)  
Commandant of Cadets  
Citadel Class of 1991



## MESSAGE FROM THE REGIMENTAL COMMANDER



Class of 2029, welcome to The Citadel, The Military College of South Carolina. The fact that you are reading this means you have made an independent decision to do something different, to do something hard, to take the road less traveled for your four years of undergraduate education. This decision will be one the greatest decisions of your life. You will come to find that your decision will lead to difficult days and nights that will test you both mentally and physically. During these times, remember that you are not on this journey alone. You

and your classmates will come together to attack each day and, in that unity, you will grow to have an unbreakable bond which makes this place so special. Your cadre are here to instruct you. Listen to them, and they will make you into a proficient member of the corps of cadets. Each day you will have the choice to fulfill your duty to school, your company, and your class. As a knob, your duty entails listening to your cadre and learning from them about how to succeed academically, militarily, physically, and morally. This is a daily choice you must make independently but one that can affect the success or failure of your unit. In this, you will learn that your actions affect more than just yourself and that through teamwork and collaboration success in all pursuits can be more certain. Cling to your classmates and you will

find that things that are impossible alone are within reach when you work together. There will be days where you may begin to question your decision to come here, and this is okay. During these times you must remember your why. Your reason for coming here may be different than your classmates, but if you believe in it and make it your own, there is no wrong answer. There are days I still remind myself of my why and it motivates me to keep moving forward to accomplish all my goals. I came here because I knew this place produces men and women of virtue and character who crave excellence in everything they do, and I wanted that for myself. You too can take part in this culture by fulfilling your duty and striving for excellence in everything you do. Congratulations on your decision to join the South Carolina Corps of Cadets. You have taken the initial steps to becoming a Citadel Man or Woman. This title will follow you for the rest of your life; take pride in it. You will learn that “Duty is the sublimest word in the English language.” Always fulfill your duty to school, your company, yourself, and your God.

Cadet Colonel David M. Ropp  
Regimental Commander, SCCC

## MESSAGE FROM THE REGIMENTAL HONOR CHAIR



Citadel Class of 2029, Congratulations on your decision to attend The Citadel and welcome to your journey to becoming a member of the Long Grey Line. The Citadel is a place where individuals from all backgrounds come together to pursue something greater than oneself. No two people on this campus are the same. However, once you wear the ring, you are not only united with

your classmates, but also those who have come before, and those who will come after you. The Citadel ring is sacred because of what it stands for. Those who wear it are deemed men and women of virtue, character, and Honor. From the moment they matriculate, and for the rest of their lives Citadel men and women are bound by our Honor Code: “A cadet does not lie, cheat, or steal, nor tolerate those who do”. As a Citadel cadet you must live by the Honor Code. Your character will be tested every day; not only at The Citadel, but beyond its gates. This makes it imperative that you deliberately develop your character and act with honor on a daily basis. The Honor Code is a part of the rich tradition of The Citadel. Adherence to it sustains and protects the reputation of our beloved institution and its alumni. The code is not designed to instill fear into those who are subjected to it. Rather, its purpose is to give Citadel cadets and graduates a standard to hold themselves to that allows them to live honorably and uphold our core values.

Cadet Lieutenant Colonel W. Preston Dow  
Honor Committee Chairman, SCCC

## MESSAGE FROM THE REGIMENTAL SERGEANT MAJOR



Class of 2029 As you step into this year, remember why you chose to come here. Hopefully, it was because you believed that by doing so, you would gain something truly valuable something that, over the next four years, would help you become the person you aspire to be. Ask yourself: Who do you want to be at the end of these four years? Who do you want to be even nine months from now? You will be challenged. You will be pushed

to your limits. You will experience success but more importantly, you will experience failure. It's not a question of if you fail, but when. Your time at The Citadel will not be defined by your successes; it will be defined by how you respond to failure. It is easy to quit when things get hard. How will you choose to respond? Failure is not the end it is an opportunity. An opportunity to learn, to grow, and to get better. Welcome it. Embrace it. Let it shape you. The opportunity that you have before you is something many never choose to experience. Do not take it for granted. But understand this: the magnitude of what you get out of The Citadel is entirely up to you. What you put in, you will get out. And remember the most important thing you will leave here with will not be your diploma or your ring. It will be the relationships you build, the character you forge, and the person you choose to become. Believe in the mission of The Citadel. Believe in yourself. And never waver from your values.

Cadet Sergeant Major Banks Scarpa  
Regimental Sergeant Major, SCCC

# **CHAPTER 1: VISION, MISSION & CORE VALUES**

## **THE STATEMENT OF VISION**

Achieving excellence in the education and development  
of principled leaders

## **MISSION**

The Citadel's mission as an institution of higher education is "to educate and develop our students 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 recognizes that this lifelong process of education and development begins before matriculation and continues long after graduation. Leadership is inherently relational, and "good" leadership proves to be both effective and ethical. Such leadership requires actions and behaviors that influence others toward positive, beneficial change. Therefore, while leadership development may begin with one's own development, at its best, leadership is not about one's self or personal success but rather about developing and serving others in ways that help everyone to succeed together.

While leadership education and development draw from many different leadership approaches, styles, and techniques, none alone serves equally well in every possible context and situation. Therefore, to be fully effective and successful,

emerging leaders must understand and master an array of concepts to discern the type of leadership that will be most effective in a given situation. Recognizing that The Citadel's mission calls for preparing principled leaders in all walks of life, students learn a wide range of leadership approaches and techniques that this program tests in proven, diverse organizational settings.

Applying two of the key concepts within The Citadel's mission, the Cadet Leader Development Program emphasizes the importance of development and environment. Development engages a process in which the individual becomes able to respond effectively in many different situations and integrate many diverse experiences. The environment consists of the context in which the development process occurs, including the challenges and support that enable such growth, both in the classroom and beyond.

From The Citadel's longstanding history and deeply embedded traditions have emerged the institution's three core values: HONOR, DUTY, & RESPECT. Their importance permeates the entire Citadel community, and their emphasis creates a common identity, sense of unity, and shared expectation that cadets integrate these values into all aspects of life and demonstrate them at every level and in every endeavor. The values of honor, duty and respect constitute the foundation of the Cadet Leader Development Program.

## **CORE VALUES**

### **Honor**

Honor preserves the moral authority and trustworthiness leaders must earn to effectively influence others. People of honor lead with integrity and conduct themselves with the knowledge of being part of something larger than they are. A person of honor does the right thing the right way—even when no one is watching or when a personal cost is incurred. This value begins with personal adherence to the letter and the spirit of the Honor Code that “a cadet does not lie, cheat, or steal, nor tolerate those who do.” In its more advanced stages, honor includes forging a unity of values that guides the action of all members in the organization.

### **Duty**

Duty instills a personal sense of accountability and eagerness to lead others to mission accomplishment. It means doing what needs to be done without being asked or ordered. A strong concept of duty allows a leader to persevere, overcoming obstacles and challenges, leading a team to success. This value begins with adherence to the Cadet Regulations. In its more advanced stages, duty includes building an organization in which individuals act on their own initiative to fulfill a vision.

### **Respect**

Respect demands that cadets treat other people with dignity and worth – the way cadets would want others to treat them. Respect for others eliminates any form of prejudice, discrimination, or harassment. Respect demands that cadets are duly obedient to those in positions of authority. Finally, respect includes respect for God and country.



## PRINCIPLED LEADERSHIP

Principled leadership is influencing others to accomplish organizational goals while adhering to the organization's core values.

Principled leadership puts the leader's character into action, guiding thoughts, words, and deeds to produce outcomes consistent with the core values of the organization. While principled leaders reject decisions, priorities, or actions counter to these values or their own moral and ethical standards, principle leaders represent a particularly empowering form of leadership that allows the freedom to develop creative and adaptive solutions that meet the demands of fluid and complex situations.

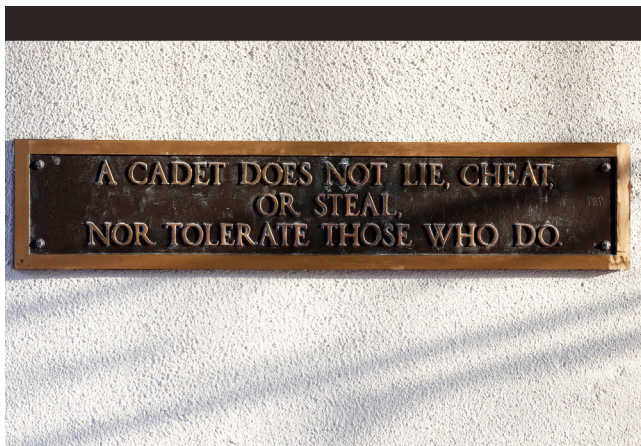
## PRINCIPLED LEADER DEVELOPMENT



## THE CITADEL EXPERIENCE

## THE CITADEL SYSTEM

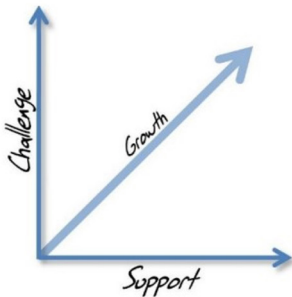
The Citadel system matures, refines, trains, and schools the totality of one's character. This finely balanced process is called the "whole person" concept. During four years as a cadet you will be developed academically, physically, militarily, morally, and ethically through a process more completely described in *A Guide for the Cadet Leader Development Program* (LDP). This guide is available on the website for the Krause Center for Leadership & Ethics. The Fourth Class system is part of the "prepare" stage in this process.



## CHALLENGE AND SUPPORT

In order for growth and development to occur, challenges in the environment must be balanced with environmental supports. One of the first challenges you will encounter at The Citadel is the fourth class system. There are many supports available to help you meet this challenge including your cadre, classmates, and TAC. These and other supports are noted in Chapter 4. They are critical to The Citadel Experience and your success in it.

### Challenge & Support



- Sanford's theory of challenge and support (1962)

THE CITADEL

# **COLLEGE ORGANIZATION**

## **Board Of Visitors**

The Board of Visitors (BOV), the college's governing body, is composed of eleven graduates of the college: seven elected by joint vote of the South Carolina General Assembly, three elected by alumni through The Citadel Alumni Association and one appointed by the governor. All members serve six-year terms. Additional information regarding the BOV is available online at [citadel.edu/bov](http://citadel.edu/bov).

## **Executive Staff**

The executive staff is led by the president and is composed of the vice presidents of the college. Further information regarding the executive staff can be found online at [citadel.edu/administration/president](http://citadel.edu/administration/president).

## **TAC Officers and NCOs**

TAC Officers and NCOs (Non-Commissioned Officers) serve as representatives of the Commandant and maintain offices in the barracks. Their primary mission is to Teach, Advise, and Coach cadets as they develop as principled leaders, but they also perform a series of other functions to connect cadets to the resources they need to be successful. Further information on TAC Officers & NCOs can be found at [citadel.edu/commandant/cmdt-department-bios/tac-officers-and-ncos](http://citadel.edu/commandant/cmdt-department-bios/tac-officers-and-ncos).

## **Academic Department Heads**

The Citadel is organized into five academic schools: the School of Engineering, the School of Humanities and Social Sciences, the Swain Family School of Science and Mathematics, the Tommy and Victoria Baker School of Business and the Zucker Family School of Education as well as the Department of Leadership Studies. The schools are led by deans, and each academic department has a department head. For additional information, go to [citadel.edu](http://citadel.edu), click on Academics and navigate to the individual school or academic department.

Included in academic departments are the three Reserve Officers' Training Corps (ROTC) departments which offer basic military and officer training. Please note that while cadets must successfully complete a course in one of the three ROTC programs or a designated fulfillment course each semester, they are not required to serve in the military following graduation. Each of the ROTC departments is led by an active-duty officer. Additional information on ROTC department heads can be found at [citadel.edu/rotc](http://citadel.edu/rotc).

## ***CHAPTER 2: CHALLENGE WEEK SUCCESS***

### ***DAY 1: MATRICULATION***

Congratulations! You have taken the first and the most crucial step in your journey as a cadet - You showed up. Like your peers, you may have second-guessed this decision, especially in the last few days. Despite your uncertainty, you are here, and that took courage. You are among a very select few in the entire nation who have chosen a senior military college for your college experience. This chapter will provide guidance on how to succeed this week and beyond.

As you begin your Fourth-Class passage, take a moment to capture your “WHY?” You must never lose sight of it.\* In the space below, articulate the following:

**WHY I chose The Citadel:** \_\_\_\_\_

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**WHAT I hope to accomplish or improve about myself this year:** \_\_\_\_\_

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**Initiate a conversation with your roommate(s) about their WHY. What did you learn? \_\_\_\_\_**

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\* If you struggle with these questions, your cadre are here to help you. They can help you discover your WHY. Remember, too, that your WHY may change over time. Explore and adjust your goals, dreams, and strategies, but always maintain a firm grasp of what you are doing and WHY.

**When the days get long and you feel overwhelmed with the “road less traveled,” use this time-tested technique: Take each day one hour at a time. Do not think about tomorrow, next week, or even later today. Just be the best follower you can be from one hour to the next. The hours will stack into days, and the days will become weeks. It will be Parents’ Weekend and Thanksgiving break much sooner than you think. Lean into each day. Trust the process.**



## DAY 2:

Most of you have a new haircut. All of you have new conduct standards, expectations, and a set of Citadel uniforms. You are now well on your way to being a Cadet Private at The Citadel. As you experience fatigue and self-doubt, remember that your cadre and every single graduate has experienced the same: the blistering Charleston heat, the relentless schedule, the mosquitos and gnats, and the rigid discipline expected of you. Others have done it, and you can too. You can be proud of yourself for “embracing the suck.” Life is hard. You are harder, so be confident.

Remember that you are never alone in this challenge. Knob year is a team effort, and you will complete this challenge as a class. Do not forget that you are stronger together. Lean on your classmates and be someone who can be leaned on in return.

Tips for success: You must sleep and hydrate this week. Focus on your training modules. Some sessions will be in the classroom environment while others like Drill and Ceremony will be outside in the elements. Embrace the schedule and move from each training evolution to the next. Do not overthink or question it. Just remain in the moment and invest in the training. Success starts with concentration and effort, which require rest, nutrition, and hydration.

The goal of this section is to help you build resiliency through a variety of techniques. These techniques will help you progress through this week, this year, and the rest of your life. Presented as fundamentals, the Resiliency Modules are prepared with your success in mind.

## Resiliency Fundamental: **SPIRITUAL**

Spiritual resiliency is the ability to rely on your sense of purpose and meaning in times of hardship. The belief in a higher calling can be a strengthening force during tough times. Spiritual strength can provide a positive reminder of your greater purpose. Remember, your values and principles will be critical to you in both good times and bad. Spiritual wellness is not limited to religion, however. Seeking composure and clarity through reflection, meditation, and prayer will help you get through demanding times like Challenge Week, but you will also benefit the rest of your life from the deliberate practice of calming your mind. Adherence to the values of your chosen faith and/or to your own personal ethics can ground you to your WHY.

At times like these, when you might feel isolated or overwhelmed, your spirituality can also ground you and provide a base for greater resiliency. Our spiritual practices remind us of life's bigger purposes and deeper meanings. Use your spirituality to help you see the bigger purpose and the deeper meaning of this week.

Today you have the option to attend services or take the time to reflect about ethics. **Should you have questions, the Chaplain's contact information is listed under Day 6 of this section.**

**Has prayer or meditation ever helped you overcome a difficult circumstance?** \_\_\_\_\_

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**Here are some key points to successful prayer and/or meditation\*:**

1. Focused attention: helps free your mind from the many things that cause stress and worry. Think about things you did well today and things you want to improve tomorrow.
2. Relaxing: deep, even-paced breathing and a comfortable position.
3. Quiet: minimize distractions, movements, and noise.

**\*Cadre will introduce, demonstrate, and have you practice “box-breathing” as a means to calm yourself, reduce stress, and lower cortisol levels to support relaxation and sleep.**

## **DAY 3:**

By today, you have met your training Cadre and your TAC advisor (Teach-Advise-Coach). They are here to challenge and support you this week. Your TAC will support you throughout your career as a Cadet. Your Cadre will be your primary instructors through Parents' Weekend. Stay focused each day and efficiently learn your "Knob Knowledge." Continue to get rest and show up every day with a clear and focused mind so that you get the most out of this vital week of accelerated training. You should also have inventoried your new gear and uniforms and met your Academic Teams. The Academic Officer/NCO are tasked with helping you achieve academic success. They can guide you even more once classes start next week. Get to know them and take advantage of their knowledge and expertise. Every single day is a new step for you and your classmates, so keep grinding. Today's resiliency focus is mental.

### **Resiliency Fundamental: MENTAL**

Mental resiliency is the ability to cope with mental and emotional stress. This fundamental will be a key to your current and future success regardless of career path. Recognize and take control of your feelings.

In the words of Viktor Frankl, "Everything can be taken from a (person) but one thing: the last of the human freedoms – to choose one's attitude in any given set of circumstances, to choose one's own way."

Even when you are weary, discouraged, and frustrated, you have a choice. Choose to pick yourself up and move on. Reframe your circumstances to maintain personal agency. **When you reframe your circumstance, you restore your perspective.** It is when we forget our ability to choose, we learn to be helpless. Leave the past where it is. Have a short memory. The future will present itself soon enough, so do not worry about what you cannot control. Focus on the present and being the best you can be in THIS moment. You will feel distress and discomfort, but the question is what will you do about it? Will you succumb, surrender, retreat, or will you CHOOSE to accept failure as the price of admission to future success and move on? Understanding that challenges and obstacles will always materialize is half the battle. Expect them, meet them, and learn to grow from them.

Also, never forget your WHY. Never lose confidence that you will prevail in the end. Coming back stronger after any setback is how you win. Practice positive self-talk and learn from your mistakes. You decide how you deal with success and failures, just remember that both are temporary. A healthy balance of high expectations versus grace and humility will always serve you well.

**Think of a previous experience where you failed or faced adversity. What effects did you endure (mentally/physiologically)?** \_\_\_\_\_

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**What was helpful in navigating the struggle (strategies that you used)?** \_\_\_\_\_

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What was unhelpful? \_\_\_\_\_

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### Resiliency in Action:

In Jan. 1982, Citadel graduate, **Arland D. Williams, Jr.** gave his life to save others following a plane crash into the frozen Potomac River. He refused rescue until every other initial survivor was pulled from peril. His humanity and sacrifice was subsequently described as “the best we can do.”



## **DAY 4:**

You have been issued a rifle and begun your drill instruction under arms. If you experienced physical discomfort (i.e., profuse sweating and fatigue) due to the heat, humidity, and exertion, you have officially started investing sweat-equity towards your eventual ring and diploma. Enduring physical challenges like early morning PT, Leadership Training Exercises (LTE), obstacle courses, PT runs, combative training, and ROTC field training exercises (FTX) on top of what you will choose to do for personal physical training will build your strength and stamina. Physical fitness is a major component of long-term wellness, and it is a hallmark of Citadel graduates. Physical wellness will provide you with the endurance to keep going long after your co-workers have shut down, and it will allow you to accomplish missions that would not have been possible otherwise. If you are struggling now, keep working. You will improve. Physical fitness takes time, effort, and patience. The key to building physical endurance is to push on when you feel you can't, and next time that moment will come later.

### **Resiliency Fundamental: PHYSICAL**

Physical resiliency is the developed ability to sustain your health and flourish under extreme conditions. Physical exercise along with good nutrition will help you build a body and mind connection. Making healthy food choices at the dining facility will ensure that you have the proper amount of energy needed to thrive during the rigors of Challenge Week. Getting the proper amount of sleep will not only allow you to be at your best but also will help you assist the team through being able to process and professionally complete training tasks rapidly.

Be judicious with your use of energy drinks, caffeine, and sugar products to boost your energy level. These are short cuts. Being physically fit, eating well-balanced meals, and staying hydrated with water are the recipe for long-term health. Caffeine will get you through acute moments of fatigue, but for long-term success, you must be disciplined with how you approach your physical well-being.

**“The last three or four reps is what makes the muscle grow. This area of pain divides a champion from someone who is not a champion.” - Arnold Schwarzenegger**

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**What have you worked the most on to prepare for this week?** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

**What are your physical concerns moving forward?  
What do you need to improve?** \_\_\_\_\_

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\_\_\_\_\_  
\_\_\_\_\_

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**When you experience physical exhaustion, say to yourself, “One more, one more time.”**



## DAY 5:

Congratulations! You and your classmates are officially halfway through your Challenge Week! Has your WHY changed? If so, how? If you are tired, good; that means you have worked extremely hard. Keep it up. “Beach Day” is just a few days away. It is a day to celebrate, recuperate, and spend some downtime with your classmates at The Citadel Beach House. This “boot camp” phase of training is almost over. A week from today you will be in college classes, and your 17-hour Cadre days will be behind you. Life will slow down and become more manageable. You will soon be focusing on your academics and enjoying more freedom to choose what you do during your school day and your weekends.

You should be more comfortable with some routine individual activities: ironing your uniforms, shining your brass and shoes, folding your clothes, and preparing your room for inspections. However, one key component of your success here and anywhere you go will be your relationships and your ability to work with others. Your classmates and company-mates will grow to be some of your most treasured friends and allies. Build cohesion and trust by getting to know each other through shared experiences. Talk to each other when you have time. Use one another’s strengths to enhance your abilities to adapt and to improve yourselves personally and collectively.

**Resiliency Fundamental: SOCIAL**

Social resiliency is the ability to use the network around you to better cope with, adapt to, and transform difficulties making it easier to respond. Use this week's shared experiences to build connections with your classmates. Challenge week and knob year forge a bond between you and your classmates. Social connections and relationships can help diminish feelings of isolation and can heighten the feelings of togetherness.

Make building your Citadel community a priority this week. Get to know your roommate and company-mates. This community will be a key to your success this year and will provide the social support you need when coping, adapting, and transforming during times of hardship. When the semester starts, make the time to introduce yourself to classmates outside of your company, join clubs to expand your social circles, and seek the guidance of advisors, TAC officers, professors, and campus support staff. Building and sustaining healthy relationships is part of "Principled Leadership," and you are building your future "Long Gray Line" network each day.

**"For the strength of the Pack is the Wolf, and the strength of the Wolf is the Pack."**

-Rudyard Kipling, The Jungle Book

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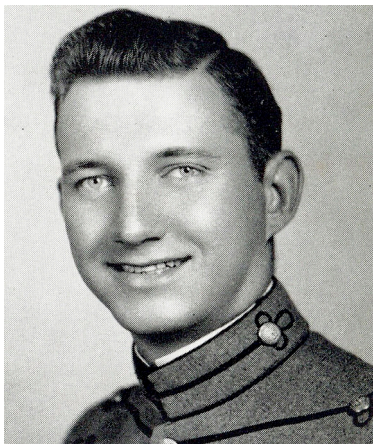
**Which one of your classmates can you count on the most? Why?** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Resiliency in Action:** On Sept. 2, 1965, **Col J. Quincy Collins, Jr., USAF, Citadel Class of 1953** was forced to eject over North Vietnam. He suffered severe injuries of the head, leg and arms on ejection. Collins was immediately captured and held as a prisoner of war for the next 2,721 days before being released on Feb. 12, 1973. During his time as a POW, he endured constant torture at the infamous Hoa Lo Prison, a.k.a. Hanoi Hilton, and labeled as “incorrigible” by the North Vietnamese. His “cellmate” was the late Senator John McCain.



## DAY 6

Congratulations, only a couple of days left until “Beach Day.” Today’s training highlights should include meeting many of the staff members and cadet support teams that will be available to you throughout your time on campus. CARE (Campus Advocacy, Response, and Education) works directly with your Human Affairs teams to create a safe and respectful environment for all Cadets. If you experience anything that feels overwhelming or a traumatic event, trust your HA Officer/NCO, TAC, and Cadre team to help you navigate the situation. Help is all around you.

CADIC (Campus Alcohol and Drug Information Center) was established to help you make informed choices when it comes to alcohol and other stimulants. If you have a concern and want to talk to CADIC or CARE, please do so. You might be the one person that makes a difference in someone else’s life by simply seeking guidance.

In addition to your Cadre, you have a wide variety of resources on campus. Other resources on campus include the Title IX Office, the office of the Chaplain, Ombudsperson staff, The MUSC Clinic and Counseling Center, and your TAC officer. If you have questions,

### **Self-Reflection Resources / Contact #**

Chaplain to the Corps of Cadets 843-953-5049

CARE Director 843-953-5114

Ombudsperson 843-953-5118

Citadel Counseling Center 843-953-4827

**If you do not already have a favorite motivational quote, research one when you have internet access. When you have chosen one, write it here: \_\_\_\_\_**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Why did you choose that quote? \_\_\_\_\_**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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**“Be strong enough to stand alone, smart enough to know when you need help, and brave enough to ask for it.”**

**- Ziad K. Abdelnour**



## DAY 7 & 8

By now, you are getting the hang of rifle manual, marching, shining brass, morning PT, formalized mealtimes, cleaning your room, and so much more. Remember, the days feel long, but the weeks go by fast. Keep working and giving it your all. Soon you will be standing proudly with your classmates on Recognition Day when you will be welcomed into the Corps of Cadets by your upperclassmen. This week is almost over. Take a breath and refocus on the last couple of days of Challenge Week.

These last two days will assess your training thus far. Do your best. The cadre will tell you where you need to improve. Take note of what you can do better and put plans in place to improve. Perfection is unattainable, but the pursuit of it is eternal. Push hard through these last two days of your Challenge Week. You will soon have earned your place as a Cadet Recruit.

Academic classes start next week. The rigors of college-level coursework will now take priority amongst your daily duties. You now have a foundation to manage a full schedule, and you will get so good at what you have been taught that you will be able to manage more things with ease. Your time management skills and cadet efficiency will continue to prosper. Soon, you will be tasked with “training your replacement.”

Congratulations on finishing perhaps the hardest week of your life. Do not stop now. Willingly seek the next challenge. Take risks for the better good. Bet on yourself and your team. Never stop improving.

**What have been your greatest challenges this week?**

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**What are you most proud of? \_\_\_\_\_**

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**Has your “WHY?” changed, or has it been reaffirmed?**

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**What do you most look forward to on Sunday? \_\_\_\_\_**

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**If there is no struggle, there is no progress”**

**– Frederick Douglass**

# **CHAPTER 3: ACADEMICS**

## **3.A**

### **HOW TO SUCCEED AS A KNOB**

You are in college now, and academics is the cornerstone of your mission to earn a degree, develop your mind and skills, and mold yourself into an asset in the workforce of the future, but at The Citadel you will be required to do much more than simply focus on your classroom education. Demands will be placed upon your time and energy, so you must adapt to preparing, planning, organizing, and managing your time, sleep, and resources. You will experience competing obligations to your pursuit of academic excellence: freshman duties, physical training, military obligations, character development, free time – and some of these obligations will require time and effort on the weekends. Being a freshman at The Citadel is not easy and requires sacrifice, but it is very manageable if you understand the expectations and requirements - and you put in the work. Ultimately, it is worth the demands because you develop resilience and demonstrate the ability to prioritize and honor commitments. Committing to “Academics, Plus” and a balance in personal development is what your future employer and your family will appreciate in your training and development at The Citadel.

This chapter will help you to understand many of the nuances of Cadet life, get you started on the things that you must learn and embrace outside of the classroom, and provide practical guidance on how to be successful as a freshman and beyond.



The Fourth-Class system (4CS) is a key component of the “prepare” stage in The Citadel’s four-year leader development model. It is more than merely a rite of passage. It is a purposeful program designed to teach followership, instill discipline, and transition cadet recruits into the corps. The system makes deliberate use of induced stress to accelerate the training process, and you will find knob year to be challenging, demanding, and difficult. The Citadel, the staff and faculty, and your cadet chain of command are dedicated to your success and take seriously their individual and collective responsibilities to help you achieve your goals. This section will help you understand and contextualize the 4CS and provides practical advice to help you negotiate some of the tasks and new expectations.

### **Part 1-** **The Objectives of the Fourth-Class System**

**The White Book lists the objectives as:**

- To provide** new cadets with an understanding of The Citadel’s core values of Honor, Duty, and Respect.
- To teach** new cadets the regulations, customs and traditions of The Citadel.
- To remove** wealth and former station as factors in the development of new cadets.
- To instill** in new cadets a sense of humility and selfless subordination.
- To develop** personal character and create a foundation for honorable and ethical decision-making.

- To instill** new cadets with self-discipline.
- To physically challenge** new cadets and establish a foundation of understanding the necessity of physical fitness for life.
- To instruct** new cadets in time management.
- To prepare** new cadets for academic achievement.
- To inculcate class cohesion** in support of The Citadel Mission and the development of Principled Leaders.

Values help establish a collective identity by embodying what the organization believes is important and providing a basis for the behavior of its members. Values set parameters for decision-making, inform priorities, and serve as guides to action. Leadership decisions and actions that run counter to the organization's values must be rejected.

At The Citadel, our core values are honor, duty, and respect. They are described in detail in *A Guide for the Cadet Leader Development Program* available at the website of the Krause Center for Leadership and Ethics <http://www.citadel.edu/root/krause-center-publications>. You will be formally instructed on The Citadel core values in various forums including LDRS academic classes and the Principled Leadership Skills (PLS) Program.

“Regulations” are prescriptive in nature and are the rules established by the proper authority to govern how an organization or system operates. The Citadel regulations come from the authority of the Commandant and are described in the Blue Book. Many of the procedures that support implementation of those regulations are in the White Book. Both documents are available at the website of the Office of the Commandant at <http://www.citadel.edu/root/cadet-regulations>. You will receive basic training on specific regulations, but you are responsible for mastering their entirety by independent study.

“Customs” do not have the authoritative or prescriptive characteristics of regulations, but they do represent the usual way of acting in given circumstances in a particular society. A military society such as The Citadel has numerous “customs and courtesies” that contribute to good order and discipline as well as add interest, pleasure, and graciousness to life. As a knob you will participate in many customs such as remaining standing as a class to cheer on the team at football games.

“Traditions” are customary patterns of thought, action, or behavior held by an identifiable group of people that help connect one generation to another. They are usually passed by word of mouth rather than written instruction. The Citadel has its own collective traditions, and individual companies also have their own unit traditions.

Customs and traditions are subordinate to and can never conflict with regulations. Likewise, regulations are routinely reviewed by the Commandant to ensure consistency with Citadel core values. Unfortunately, some cadets occasionally attempt to excuse or justify their deviations from The Citadel’s core values and regulations by misidentifying them as customs or traditions. As a knob, you may find yourself deliberately or accidentally placed in such situations. You should know that there are no customs or traditions at The Citadel that do not align with our values and regulations, and knobs, like all cadets, are responsible for using proper judgment in all circumstances. The knob response “Request better judgment, Sir or Ma’am” is a tactful way of signaling that you perceive a lack of alignment between an upperclassman’s instructions and your understanding of The Citadel’s values and regulations.

Cadets operate in a standards-based environment in which natural and logical consequences are generated by performance. Rewards and punishments are governed by “rule of law,”

rather than the fickle and capricious whim of an individual. Additionally, the routine cadet life includes myriad tasks of varying degrees of tedium and fulfillment. All of them must be done in order for the organization to function as a whole and there is sufficient work that all cadets must do their share. No one is “too good” to pitch in and no task is “too menial” for anyone. Because Citadel cadets come from a variety of socio-economic backgrounds, not all have operated in such an egalitarian and communal environment. The austere initial knob haircut, restriction on freedom of action, and the close quarters living arrangements are all contributors to this objective.

While The Citadel is in the business of developing principled leaders, it also recognizes that even leaders have someone that they report to, receive guidance from, and obey the orders of. The Citadel also recognizes that to be a good leader, you must be able to empathize with your subordinates. Therefore, The Citadel’s leadership development model begins by teaching cadets how to be good followers, and its 4CS helps cadets understand the sense of humility and selfless subordination that characterize a good follower.

Like all followers, Fourth Class cadets should strive in all ways to be “easy to lead.” This means respecting authority, complying with regulations and standards, giving maximum effort, being open and receptive to new ideas, and being active participants in the learning process. It also means putting aside one’s own opinion or preferences and willingly adopting the leader’s agenda and their decisions as if they were your own. Such an attitude may at first seem unnatural and cause conflicts with your previous habits. The

Fourth Class system is designed to disengage you from this self-centered attitude and start you on a path of leadership as service to others.

Character is the complex of mental and ethical dispositions that mark and often individualize a person. The 4CS uses induced stress to create the competing demands for time, energy, effort, and resources that help a knob become aware of and develop his or her character. A major part of this development comes from learning to live by the letter and spirit of the Honor Code. You will be formally instructed on the Honor Code in a variety of forums including the Principled Leadership Skills (PLS) training and the Honor Manual. For more information go to <https://krausecenter.citadel.edu/the-honor-code/>

Self-discipline is the ability to regulate, manage, and hold oneself accountable throughout the process of achieving one's vision, values, and mission. Despite all the attention they get from upperclass cadets, knobs remain responsible for developing in themselves the discipline necessary to succeed at The Citadel. The stress of the 4CS is designed to accelerate this process, but it is not designed to sustain it. Throughout the course of the year, Fourth Class cadets should rely progressively less on externally-motivated discipline and more on the internally motivated kind. They should develop the disciplined habits of duty, prioritization, obedience, time management, problem-solving, decision-making, and consistency that achieve results. Only by this transition can they fulfill what author Pat Conroy (Citadel, 1967) calls the "immortal epigram" that "discipline is the training that makes punishment unnecessary."

At the heart of self-discipline is the ability to subordinate an impulse to a value. As knobs embark on their Citadel experience, they are encouraged to follow Stephen Covey's proscription to "begin with the end in mind" by writing a personal mission statement that focuses on what you want to be and what you want to do, and on the values or principles upon which being and doing are based. This mission statement then becomes the criterion by which you measure everything else in your life. Whenever you discover an inconsistency between your mission statement and your actions, it is self-discipline that restores alignment.

During your counseling sessions with your TAC, you will articulate your near-, mid-, and long-term goals. This exercise will help you decide where you want to go and a plan to get there. Self-discipline will help you follow that plan.

All cadets participate in Regimental Physical Training (PT) every Monday and Thursday morning. These typically include a combination of warmups, movement drills, calisthenics, cardio, and strength training. All cadets also take a Cadet Physical Fitness Test (CPFT) each semester consisting of hand release push-ups, plank, and a 1.5 mile run. Cadets must also comply with height and weight standards, participate in the combatives program, and take two Required Physical Education Program (RPED) courses. In addition to these physical effectiveness pillar requirements and opportunities available to all cadets, knob year is especially challenging because of its rapid OPTEMPO and numerous duty requirements. You will be required to push your physical endurance beyond what you probably consider your present limits. Each company has a Cadet Athletics Officer who is a resource to assist you with your development in the physical effectiveness pillar.

The White Book authorizes knobs, under proper supervision, to perform a set of 30 push-ups during Fall Semester and a set of 40 push-ups in the Spring Semester. You will not be required, nor are you authorized to partake in, any additional knob-specific physical training activities unless they have been submitted through the Company Commander to the TAC and approved by the Commandant.

Perhaps the greatest challenge you will face during knob year is learning how to manage your time. You will purposely be given more to do than you can leisurely or conveniently manage. You will be forced to become more efficient, to ruthlessly prioritize, to plan ahead, and to push yourself to go faster and do more.

Several schedules posted on-line will help you understand your time obligations.

The Academic Calendar is available at <http://www.citadel.edu/root/aa-calendar>. It contains holidays and furlough periods, the last day to drop classes, and exam periods. An annual calendar that includes Commandant Department events such as open and closed weekends, football games, parades, and inspections is available at <http://www.citadel.edu/root/operations-and-training/training-schedules>. Each of your classes will also have a syllabus that identifies key dates such as when papers or projects are due, major assignments, and tests and quizzes. It is a good idea to transfer key dates from these individual sources into one master calendar or planner so that you can see the big picture.

Routine cadet life is organized according to the “24 hour schedule.” This document is available at the website of the Office of the Commandant. It is where you go to find the recurring events such as formations, ESP, and MRI that will become your regular “battle rhythm.” More specific weekly

schedules are available at <http://www.citadel.edu/root/operations-and-training/training-schedules>. Check these at least one week in advance to find specific information about things like that week's PLS, a CPFT, or a special requirement such as a rifle draw or turn-in. Key events from these sources should also be transferred to your master calendar or planner.

While The Citadel experience will place many demands on your time, you also have other obligations such as to your family and your friends. Do not forget about the anniversaries, birthdays, and other significant events in the lives of those who are important people in your life. Add them to your master calendar or planner. You may not be able to participate in-person in some of those events, but you will be able to mark them in other ways, even if only by a card, text, or phone call.

Having all your obligations on one document allows you to synchronize your scheduling. You will no doubt find some weeks or days busier than others, and you will have to plan ahead to accommodate them. You will also find some periods that are less busy and you will have to use them to absorb some of the spillover from the busier times.

As previously noted, it is always helpful to “begin with the end in mind.” In terms of time management, this is accomplished by the “backwards planning” technique. Begin with the date an event occurs and then work backwards to the present date to assign target completion dates for every interim step. So if a paper is due on a certain date, write that down on your calendar and then work backward to assign dates for when you want to have a friend proofread your final draft, complete the bibliography, write your introductory paragraph, go to the library to do your research, write your thesis, meet with your professor to discuss your topic



selection, etc. Backwards planning also incorporates the technique of breaking a big task up into manageable pieces that will also help you accomplish complex tasks that at first may appear overwhelming.

You will seldom be given large swaths of time to focus on a single activity. Instead you will have to learn to master Kipling's challenge to "fill the unforgiving minute with sixty seconds worth of distance run." Maintain a mental inventory of small tasks that can fill short increments of time. Shining shoes, preparing your uniform for the next day, reading a few pages of your textbook, and going for a short run are all examples of how you can productively fill a few random minutes that might otherwise be lost.

Maintain a written "to do" list for more pressing obligations. Some researchers claim that simply writing something down increases your chances of actually accomplishing it by almost 33%. Post the list on your desk or somewhere where you will continually see it and check off the items you accomplish. Avoid the temptation, though, of focusing on the easiest or most enjoyable tasks. Discipline yourself to prioritize based on importance.

Do not forget to consciously program sufficient time for sleep. The amount of sleep required varies among individuals, but most college students report being sleep deprived, and sleep deprivation negatively affects academic, mental, physical, and emotional performance. Sufficient, uninterrupted, quality sleep each night is not a luxury or weakness. It is a physical requirement and a performance-enhancer. You will not get all the sleep you want as a knob, but you must get all the sleep you need. You should not organize your time in a way that routinely prevents you from getting at least six hours of sleep each night.

Knobs are presented with a host of urgent military duties. tempting to concentrate on these matters of immediate consequence at the expense of longer-term academic goals. Do not fall victim to this short-sightedness. The military pillar is designed to complement, not compete with, the academic pillar. The skills that contribute to success in the military pillar such as attention to detail, strong work ethic, and procedural compliance are directly transferrable to academic success. Maintain a proper balance between military and academic responsibilities. As you develop this capability, always remember that academic success is non-negotiable.

You should understand that college is different from high school and what made you successful then may be insufficient now. Here you will be expected to take much more individual responsibility for your actions and you will experience more serious consequences. The Altshuler Learning Enhancement Center at Southern Methodist University has developed a detailed comparison of high school and college that may help you better understand the transition. It is available at: <http://www.smu.edu/Provost/ALEC/NeatStuffforNewStudents/HowIsCollegeDifferentfromHighSchool.>

Evening Study Period (ESP) begins at 1950 each school night and is a time designated to provide conditions conducive to studying. Quiet is maintained, no meetings or other duties are scheduled, and no upperclass other than those involved in academic tutoring will visit your room. You are required to be in your room, the library, or another approved study area during ESP. While The Citadel can create these conditions to help you, it is up to you to use them effectively. As the name states, ESP is a study period. It is not a shine period, social period, or slack off period. It is OK to study for 50 minutes, take a 10-min break to prepare your uniform for the next day or call home, and then get back to studying, but if you do not

discipline yourself to use ESP for its intended purpose, you will probably soon fall behind.

Each company has a Cadet Academic Officer who will monitor your academic progress and can connect you with additional resources. They should be your first stop at the first sign of academic difficulty. Do not wait until the situation worsens. There are also cadets who have the same major as you in your company who will be willing to help you less formally. You will have to maintain the appropriate military bearing, but the Fourth Class system will not stand in your way when receiving academic help from an upperclassman.

The Cadet Academic Officer works closely with a Faculty Company Academic Advisor who is another resource for general academic pillar support, but who should not be confused with the Academic Advisor within the department of your academic major to advise you specifically on your academic program. Even more specifically, each of your professors maintains “office hours” in which he or she is available for walk-in assistance. You can also make specific appointments to see your professor outside of established office hours.

The Student Success Center, Library, Career Center, and Public Speaking Lab also are excellent resources for specific academic needs, and their services are described elsewhere in The Guidon. The main thing for you to remember is that there is a healthy support network available to assist you. You do not necessarily need to know the details of each resource yourself. If you go to your Cadet Academic Officer or TAC and describe your situation, he or she can quickly point you to the appropriate resource. Your responsibility is to take that first step.

## **Part 2-**

### **Practical Advice**

1. You are no longer a civilian. Certain answers such as “yeah” and “ok” will no longer be part of your vocabulary. The five “knob answers” are, “Yes, sir/ ma’am,” “No, sir/ ma’am,” “No excuse, sir/ma’am,” “Request better judgement, sir/ma’am,” and “Request permission to make a statement, sir/ma’am.” In all communication, you must refer to an upper-class cadet as “Mister” or “Ms.” Avoid facetiousness or attempts at humor. Your answers, questions, and statements will always be professional.

2. When you receive an order, carry it out to the best of your ability. Arguments are never appropriate. You are expected to obey any legal order by an upper-class cadet.

3. Maintain proper posture and take pride in your appearance and bearing. You not only represent yourself, but your family, your Company, the Corps, and your Classmates.

4. The life of a cadet is far removed from your former way of living. A “lone wolf” will find it difficult to survive within the Corps. Your classmates are your only companions, since fraternization with upper-class cadets is prohibited. Start off right by getting acquainted with your classmates. However, never be afraid to ask an upper-class cadet a question; request permission first and you will find them ready and willing to assist you. When you are allowed to leave campus, stick together with your classmates and go as a group. Leave no one out. Your classmates will be your friends for life.

5. You should always hold the highest esteem for the cadet uniform. For many years it has commanded recognition and respect. Never injure that respect by acting in a manner that will reflect discredit upon you, the uniform, or The Citadel. Such actions would constitute a serious infraction of regulations and would dishonor the traditions of The Citadel.

6. Hazing and harassment are incompatible with The Citadel's leadership development program and core values and will not be tolerated. Hazing in the State of South Carolina is against the law, forbidden on campus, and may result in expulsion. Hazing is defined as wrongful striking, an unauthorized laying hand upon, threatening with violence, or offering to do bodily harm by any student to another student, or any other unauthorized treatment by one student toward another student of a tyrannical, abusive, shameful, insulting, or humiliating nature, or otherwise requiring any student to perform a personal service for another student except as specifically provided for in Cadet Regulations. The maintenance of a high standard of discipline does not imply that Cadets should be required to perform duties or acts that do not have AUTHORIZED beneficial training and development outcomes. All orders or instructions must be based on sound judgment.

Harassment is unwelcomed verbal, written, graphic, printed, audio-visual, electronic (social media), or physical conduct or deportment directed against any student or group of students based on their race, gender, religion, disability, sex/sexual orientation, or personal beliefs or ideology that is sufficiently severe, pervasive, persistent or subjectively and objectively offensive so as

to adversely affect a student's or group's ability to participate in or benefit from the programs and services provided by the college. Additionally, conduct that materially and substantially disrupts another person's or group's expressive activity, prevents the communication of a message or prevents the transaction of the business of a lawful meeting, gathering or procession may be construed as harassment. Such harmful conduct may include, but is not limited to, objectionable epithets, demeaning depictions or treatment, and threatened or actual abuse or harm.

Any incident of suspected hazing or harassment must be reported immediately to the Cadet chain of command and the TAC officers. For a full discussion of institutional policy on hazing and harassment, consult the Blue Book.





## **3.B**

### **REQUIRED KNOB KNOWLEDGE**

Freshmen will be tested on the following definitions and Citadel information throughout the Fourth-Class year. The tracking log for recording proficiency falls at the end of this section on pages 74-75. The required knowledge is:

#### During Challenge Week:

What are The Citadel's Core Values?

- Honor, Duty, and Respect.

What is the mission of The Citadel?

- To educate and develop 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.

What are the Four Pillars of Leader Development?

- Character, Academics, Military, and Fitness

What are the "5 C's" of Character Development?

- Code, Compass, Courage, Conduct, Consistency (for more details, refer to Chap. 5.A)

What are the rank insignias of the United States Armed Forces?



# US Armed Forces OFFICER Rank Insignia

0-1	0-2	0-3	0-4	0-5	0-6	0-7	0-8	0-9	0-10	Special
<b>Army</b>										
Second Lieutenant (2LT)	First Lieutenant (1LT)	Captain (CPT)	Major (MAJ)	Lieutenant Colonel (LTC)	Colonel (COL)	Brigadier General (BG)	Major General (MG)	Lieutenant General (LTG)	General (SGN)	General of the Army (GA)
<b>Marines</b>										
Second Lieutenant (2nd Lt)	First Lieutenant (1st Lt)	Captain (Capt)	Major (Maj)	Lieutenant Colonel (Lt Col)	Colonel (Col)	Brigadier General (BGen)	Major General (MajGen)	Lieutenant General (LtGen)	General (Gen)	
<b>Air Force</b>										
Second Lieutenant (2nd Lt)	First Lieutenant (1st Lt)	Captain (Capt)	Major (Maj)	Lieutenant Colonel (Lt Col)	Colonel (Col)	Brigadier General (Brig Gen)	Major General (Maj Gen)	Lieutenant General (Lt Gen)	General (Gen)	
<b>Navy</b>										
Ensign (ENS)	Lieutenant Junior Grade (LTJG)	Lieutenant (LT)	Lieutenant Commander (LCDR)	Commander (CDR)	Captain (CAPT)	Rear Admiral Lower Half (RDML) (LJ)	Rear Admiral Upper Half (RADM) (UJ)	Vice Admiral (VADM)	Admiral (ADM)	Fleet Admiral (FADM)
<b>Coast Guard</b>										
Ensign (ENS)	Lieutenant Junior Grade (LTJG)	Lieutenant (LT)	Lieutenant Commander (LCDR)	Commander (CDR)	Captain (CAPT)	Rear Admiral Lower Half (RDML) (LJ)	Rear Admiral Upper Half (RADM) (UJ)	Vice Admiral (VADM)	Admiral (ADM)	

FOR HD PICTURES OF INSIGNIA GO TO : <https://www.army.mil/ranks/>

# US Armed Forces

## ENLISTED Rank Insignia

Senior  
Enlisted  
Advisor

E-1	E-2	E-3	E-4	E-5	E-6	E-7	E-8	E-9	Senior Enlisted Advisor
<b>Army</b>									
no insignia									
Private (PV1)	Private (PV2)	Private First Class (PFC)	Specialist (SP4)	Sergeant (SGT)	Staff Sergeant (SSG)	Sergeant First Class (SFC)	Master Sergeant (MSG)	First Sergeant (1SG)	Sergeant Major (SMA)
<b>Marines</b>									
no insignia									
Private (PV1)	Private First Class (PFC)	Lance Corporal (LCpl)	Corporal (Cpl)	Sergeant (Sgt)	Staff Sergeant (Ssgt)	Gunnery Sergeant (GySgt)	Master Sergeant (MSG)	First Sergeant (1stSgt)	Sergeant Major (SgtMaj)
<b>Air Force</b>									
no insignia									
Airman Basic (AB)	Airman (Amn)	Airman First Class (A1C)	Senior Airman (SrA)	Staff Sergeant (SSgt)	Technical Sergeant (TSgt)	Master Sergeant (MSG)	First Sergeant (1stSgt)	Chief Master Sergeant (CMSgt)	Chief Master Sergeant of the Air Force (CMAAF)
<b>Navy</b>									
no insignia									
Seaman Recruit (SR)	Seaman Apprentice (SA)	Seaman (SN)	Petty Officer Third Class (PO3)	Petty Officer Second Class (PO2)	Petty Officer First Class (PO1)	Chief Petty Officer (CPO)	Senior Chief Petty Officer (SCPO)	Master Chief Petty Officer (MCPO)	Master Chief Petty Officer of the Navy (MCPON)
<b>Coast Guard</b>									
Seaman Recruit (SR)	Seaman Apprentice (SA)	Seaman (SN)	Petty Officer Third Class (PO3)	Petty Officer Second Class (PO2)	Petty Officer First Class (PO1)	Chief Petty Officer (CPO)	Senior Chief Petty Officer (SCPO)	Master Chief Petty Officer (MCPO)	Master Chief Petty Officer of the Coast Guard (MCPG-CG)

FOR HD PICTURES OF INSIGNIA GO TO : <https://www.army.mil/ranks/>

## **When and whom do I salute?**

The salute is an honorable and well-respected greeting between members of the military services of this nation and our allies. You will receive detailed instructions on how, when, where, and whom to salute. This will include both the hand, rifle, and guidon (company ensign) salute. In general, the following rules, apply:

1. Salute all commissioned and warrant officers, as well as officers of friendly foreign nations. (on or off campus).
2. The junior-in-rank always salutes first, and the senior-in-rank returns it.
3. In addition to the above, you will salute:
  - Recipients of the Congressional Medal of Honor.
  - When the U.S. National Anthem, “Taps” (at funerals), “To the Colors,” “Ruffles and Flourishes,” “Hail to the Chief,” or foreign national anthems are played. If driving in a vehicle, come to a halt and remain seated until the above music is completed.
  - The American Flag (national colors) when uncased and carried in parades or ceremonies.
  - When reporting to an officer indoors.
  - At “Reveille” and “Retreat” formations during the raising or lowering of the flag.
  - In formations, salute only when directed by the person-in-charge.
  - All officers in vehicles

### **What is the Cadet Creed?**

“I will always remember that I am part of something bigger than myself; something that extends into the past, present, and future. I acknowledge the debt that I owe to those who came before me and who left me with an institution, corps, and reputation of excellence. I pledge that I will conduct myself to honor, safeguard, and cherish that which has been entrusted to me and always will bring credit to The Citadel. I will commit myself to the future of The Citadel and ensure it continues in perpetuity to serve and to lead. I am, now and forever, The Citadel.”

### **What is The Citadel's Honor Code?**

“A cadet does not lie, cheat, or steal, nor tolerate those who do.”

### **What is The Citadel Alma Mater?\***

Oh, Citadel, we sing thy fame  
For all the world to hear,  
And in the paths our fathers showed us  
Follow without fear.  
Peace and Honor, God and Country,  
We will fight for thee.  
Oh, Citadel, we praise thee now  
And in Eternity.  
Oh, Citadel, though strife surrounds us,  
We will ever be  
Full conscious of the benefits  
That we derive from thee.  
Stand forever, yielding never  
To the tyrant's Hell  
We'll never cease our struggles for  
Our mighty Citadel.

\*Cadets stand at attention for the Alma Mater

## What is your Chain of Command?

- **Team Leader** – \_\_\_\_\_
- **Squad Sergeant** – \_\_\_\_\_
- **Platoon Sergeant** – \_\_\_\_\_
- **Platoon Leader** – \_\_\_\_\_
- **First Sergeant** – \_\_\_\_\_
- **CO Executive Officer** – \_\_\_\_\_
- **Company Commander** – \_\_\_\_\_
- **Battalion Commander** – \_\_\_\_\_
- **Regimental Commander** – \_\_\_\_\_
- **Company TAC** – \_\_\_\_\_



## **Challenge Week Through End of Cadre :**

### **Describe the history of the 5 Barracks:**

- **Murray Barracks (1st BN)** was built in 1999 and named for Andrew B. Murray, who provided funding for the original in 1926.
- **Padgett-Thomas Barracks (2nd BN)** was completed in 1922 and was replaced and reopened in 2004. It was named for Colonels J. G. Padgett (c/o 1892) and John Pulaski Thomas (c/o 1893) The building (a model for all the barracks) features a tower that overlooks the parade ground.
- **Law Barracks (3rd BN)** is named for Brigadier General Evander M. Law, C.S.A., Class of 1856. The original structure was completed in 1939 and replaced in 2006.
- **Watts Barracks (4th BN)** was built in 1996 as part of a long-range program to update cadet living quarters. This new barracks is named for Lieutenant General Claudius E. Watts III, Class of 1958, who served as The Citadel President from 1989-1996.
- **Stevens Barracks (5th BN)** is the last remaining original barracks. Built in 1942 to address increased enrollment, it is named for Major P. F. Stevens (c/o 1849).

## Explain the history and Symbology of The Citadel Ring:

- **History:** The Citadel ring signifies a host of accomplishments. Not only does it symbolize a partial history of the State of South Carolina and The Citadel, but also it relates the ideals for which the college was founded. A tradition that has evolved is the different manner in which cadets and alumni wear their rings. First-class cadets wear them with the numerals facing toward the wearer. After graduation exercises, however, the rings are turned about. In 1940, the Ring Committees of the classes of 1940, 41, and 42 standardized The Citadel ring, bringing 2 advantages: First, it makes The Citadel ring easy to recognize, since all graduating classes wear the same ring, and secondly, it denotes not a member of a certain class, but a Citadel graduate.
- **Symbology:**  
The oval crest is dominated by the S.C. state tree, the palmetto. This also represents the “Palmetto Regiment” and a fort on Sullivan’s Island built from palmetto logs, which successfully resisted many British assaults during the Revolutionary War.



The two oval shields at the base of the palmetto tree are miniature replicas of the state shield. The shield inscriptions are accurate and readable if you look closely.

- On the right shank of the ring, the star commemorates the shelling of the Union supply steamer “The Star of the West” and memorializes all Citadel alum who have died in defense of their country. The United States and South Carolina colors depict the unity and coordination between the two. Serving as a link between the old Citadel (Marion Square) and the Greater Citadel, as well as representing the artillery, a stack of cannon balls adorns the bottom.



- On the left shank of the ring are a rifle, a saber, a wreath, and a 30-caliber bullet. Upon closer observation, an oak leaf is seen in the background of the muzzle of the rifle, and by the tip of the sword is a spray of laurel. The oak leaf/tree represents strength and endurance. Of equal importance in a world torn by perpetual military conflicts, the concept of victory blessed by peace is represented by the laurel and the wreath respectively.





-The rifle and 30-caliber bullet symbolize the infantry, along with artillery, taught in the original department of military science. Since duty and responsibility have their reward at The Citadel, that of being appointed a cadet officer in the first-class year, these ideals, too, are embodied in the ring by the sword, the symbol of the cadet officer

### **What is The Citadel Mascot?**

“I come from a long line of Generals and Boos  
I eat knobs and Paladins and Kangaroos  
If your scared of my bark, dont mess with my bite  
For The Citadel blue I'll do what is right  
Peace and honor, God and country, I will fight for thee  
I am The Citadel bulldog. It's a great day to be me.”

### **Battle and cCampaign Streamers:**

- Star of the West, January 9, 1861
- Wappoo Cut, Nov 1861
- James Island, June 1862
- Charleston and Vicinity, July - Oct 1863
- James Island, June 1864
- Tulifinny, Dec 1864
- James Island, Dec 1864 - Feb 1865
- Williamston, May 1865

### **When was The Citadel Established?**

- 20 December, 1842

### **When did The Citadel move to it's current location?**

- 21 October 1922

### **What is the Phonetic Alphabet?**

Alpha	Juliet	Sierra
Bravo	Kilo	Tango
Charlie	Lima	Uniform
Delta	Mike	Victor
Echo	November	Whiskey
Foxtrot	Oscar	X-ray
Golf	Papa	Yankee
Hotel	Quebec	Zulu
India	Romeo	

## Remainder of 1st Semester

### **Where is General Mark Clark buried?**

- Between Mark Clark Hall and Summerall Chapel - the only person buried on campus

### **What did John Stuart Mill say about war?**

- “War is an ugly thing, but not the ugliest of things; the decayed and degraded state of moral and patriotic feelings which thinks that nothing is worth war is much worse. A man who has nothing for which he is willing to fight, nothing which is more important than his own personal safety, is a miserable creature and has no chance of being free unless made and kept so by the exertions of better men than himself.”



## Name the Superintendents/Presidents of The Citadel:

1. Captain William F. **Graham**, USA, 1843-1844
2. Major Richard W. **Colcock**, USA, 1844-1852
3. Major Francis W. **Capers**, CSA, 1852-1859
4. Major Peter F. **Stevens**, CSA, 1859-1861
5. Major James B. **White**, CSA, 1861-1865
6. Colonel John P. **Thomas**, CSA, Class of 1851, 1882-1885
7. Brigadier General George D. **Johnston**, CSA, 1885-1890
8. Colonel Asbury **Coward**, CSA, Class of 1854, 1890-1908
9. Colonel Oliver J. **Bond**, SCM, Class of 1886, 1908-1931
10. General Charles P. **Summerall**, USA, Ret. 1931-1953
11. General Mark W. **Clark**, USA, Ret. 1954-1965
12. General Hugh P. **Harris**, USA, Ret. 1965-1970
13. Major General James W. **Duckett**, SCM, Class of 1932, 1970-1974
14. LTC General George M. **Seignious II**, USA, Ret., Class of 1942, 1974-1979
15. Vice Admiral James B. **Stockdale**, USN, Ret. 1979-1980
16. Major General James A. **Grimsley, Jr.**, USA, Ret., Class of 1942, 1980-1989
17. Lt Gen. Claudius E. **Watts III**, USAF, Ret., Class of 1958, 1989-1996
18. Major General John S. **Grinalds**, USMC, Ret., 1997-2005
19. Lieutenant General John W. **Rosa**, USAF, Ret., Class of 1973, 2006-2018
20. General Glenn M. **Walters**, USMC, Ret., Class of 1979, 2018- Present

**For more details, please visit:**

**<https://www.citadel.edu/citadel-history/brief-history/>**

## End of 1st Semester through

### Recognition Day

#### **Explain the history and Symbology of The Citadel Cap Device**

- **“History:** changed several times between 1842 and 1910, but since the latter date (except 1933-1937) it has remained the same as it appears on Citadel caps today.
- **Symbology**
  - Palmetto tree, which appears on the South Carolina state flag, and two shields taken from the Seal of the State of South Carolina..
  - 2 dates appear on the device, 1776 (Independence) and 1842 (founding of The Citadel).
  - The words Animis Opibusque Parati, meaning, “Prepared in mind and resources.”
  - The shield on the left side of the large palmetto has the figure of a woman walking on the seashore over swords and daggers. In her right hand, she holds a laurel branch, and she is looking toward the sun just rising above the sea. The words Dum Spiro Spero meaning “While I Breathe I Hope,” are inscribed at the summit of the shield and Spes, meaning “Hope,” is inscribed within the field below the figure.



### **What does CTM stand for?**

- Citadel Training Model

### **What are the five steps of CTM?**

- Expectations, Skills, Feedback, Consequences, and Growth.

### **What is General Lee's duty quote?**

- "Duty is the sublimest word in the English language. You should do your duty in all things. You can never do more. You should never wish to do less."

### **What is General Schofield's discipline quote?**

- "The discipline which makes the soldiers of a free country reliable in battle is not to be gained by harsh or tyrannical treatment. On the contrary, such treatment is far more likely to destroy than to make an army. It is possible to impart instructions and to give commands in such a manner and in such a tone of voice as to inspire in the soldier no feeling but an intense desire to obey, while the opposite manner and tone of voice cannot fail to excite strong resentment and a desire to disobey. The one mode or other of dealing with subordinates springs from a corresponding spirit in the breast of the commander. He who feels the respect which is due others cannot fail to inspire in them regard for himself; while he who feels, and hence manifests, disrespect towards others, especially his inferiors, cannot fail to inspire hatred against himself."

### **What are The Citadel's Four Pillars of Leadership Development?**

- Character, Academics, Military, and Fitness

## **Describe the Campus Gates & Monuments:**

**Lesesne Gate**, consisting of imposing limestone pillars and wrought iron gates, provides the main access to The Citadel campus. The gate is named for Thomas Petigru Lesesne, Class of 1901, who was instrumental in the move of The Citadel from its original site on Marion Square to its present location.

**Summerall Gate**, named for former Citadel President General Charles Pelot Summerall, is located adjacent to Mark Clark Hall. It is one of Charleston's famous sword gates, whose companion is found at 32 Legare Street.

**The Seraph Monument** is a memorial consisting of relics from the H.M.S. Seraph, including the periscope and a forward torpedo loading hatch. Both the U.S. and British flags fly from the structure to symbolize that this English submarine was placed under the command of an American naval officer for a special mission during World War II. It is the only shore installation in the U.S. permitted to fly the Royal Navy Ensign. The H.M.S. Seraph also secretly landed General Mark Clark in North Africa. It is dedicated to Anglo-American cooperation during World War II.

**The Bulldog Monument** is a memorial dedicated to Major Sam M. Savas, Jr., Class of 1951, who died in Vietnam in October 1965. He served as a TAC from 1962-1965. As a cadet and while assigned to The Citadel, he so inspired Citadel cadets toward dedication to their Alma Mater that upon his death, cadet members of the Society of American Military Engineers determined to erect the monument in his honor. It also contains a bronze plaque in memory of his naval aviator son, Lieutenant Sam M. Savas III, Class of 1979, who also died in service to his country in October 1985. The Bulldog Monument is made

from brass belt buckles, waist plates, and breast plates collected from cadets. In 1966 the monument was unveiled.

**The Star of The West Monument** is dedicated to the memory of all Citadel cadets and graduates who have died in defense of their country. Inscribed on the monument are the names of those cadets who have annually won the Star of the West Medal for individual drill competition. The monument was dedicated in 1961

**General Mark W. Clark's grave**, by General Clark's choice and with the approval of the BOV and the General Assembly of South Carolina, is on The Citadel campus. General Clark was the second man to serve as President Emeritus of The Citadel and is the only person buried on campus. The grave site General Clark selected is between Mark Clark Hall and Summerall Chapel, near the Carillon Tower.

**The Citadel War Memorial** is centered on the **Thomas Dry Howie Carillion**. "When country calls, The Citadel answers. The brave warriors immortalized here honor all who went before and who follow. Duty done, they rest so we may live free. Speak softly in the company of heroes." These words written by noted author and member of the class of 1967, John Warley, greet the visitor at the entrance of the memorial. In October 2017, on the fifty year anniversary of the Class of 1967, the vision of that class came to fruition with the dedication. A five-year effort from concept to construction, it is the most comprehensive listing of Citadel alumni who have made the supreme sacrifice in the nation's conflicts from the Mexican-American war to the present. The 760 names currently on the memorial are arranged by conflict and listed randomly so that each might be read by someone whether looking for a friend, a



classmate, or family member.

**Marine Landing craft (LVT-H-6); Army Sherman Tank (M4A3); Air Force Jet (F4-C Phantom II); AH-1 Cobra helicopter, and; a Navy anchor from the U.S.S. Coral Sea.** A **United States Coast Guard bell** serves as a monument to Citadel cadets and graduates who have lost their lives upon the sea.

**Along the Avenue of Remembrance** and on Summerall Field, memorial trees honor Citadel graduates. An inscribed plaque lies with each tree.

**Memorial plaques on Summerall Chapel** list the names of all graduates killed in action in each war from the Civil War to the present.



## **Common Cadet Words:**

**Blue Book:** The book containing the cadet regulations

**BT (Battalion Transfer):** A reassignment to another battalion, usually for disciplinary reasons

**CAS (Cadet Accountability System):** A web-based platform used to manage many cadet administrative actions

**Con (confinement):** An hour long punishment period served in a specified location

**CTM (Citadel Training Model):** A five step process for training

**Division:** A floor or level of the barracks

**ERW (Explanation Required in Writing):** The cadet's opportunity to respond to an accusation of a regulations violation

**ESP (Evening Study Period):** Time dedicated each night to achieve academic excellence

**Furlough:** A period of leave for the entire corps

**Junior Sword Arch:** A Citadel drill team comprised of selected juniors

**Knob:** A freshman cadet

**MRI (Morning Room Inspection):** A period each school day in which rooms must be arranged as described in the regulations

**Nightwatch (duty for The Officer in Charge):** The staff member on duty to monitor the barracks overnight

**PLS (Principled Leadership Skills):** An hour-long period held most Tuesdays in which leader development training is conducted

**Pull/PR (Performance Report):** Documentation of suspected regulations violations

**PT (Physical Training):** Periods of organized physical exercise held twice a week

**Quad (Quadrangle):** The ground level space within barracks where formations are held

**Rack:** A cadet bed

**Sallyport:** The arched passageway that provides an entry to the barracks

**SMI (Saturday Morning Inspection):** Formal weekend inspections

**Special orders:** Orders assigning a cadet certain duties and relieving him or her from others

**Summerall Guards:** Rifle drill team comprised of selected seniors

**TAC (Teach, Advise, Coach):** A former military officer or NCO assigned to cadet companies and Battalions

**Tour:** An hour-long punishment period served marching on the quad

**White Book:** The book describing the organizations, functions, and standard operating procedures of the Corps

# KNOB KNOWLEDGE TRACKER/CHECKLIST

DURING CHALLENGE WEEK				
Knob Knowledge	Initially TESTED	Successfully DEMONSTRATED	Sustained PROFICIENCY	NOTES
Core Values				
Mission / Four Pillars				
Rank Insignia				
When / Whom do I salute?				
Cadet Creed				
Honor Code				
Alma Mater				
Chain of Command				

CHALLENGE WEEK THROUGH PARENT'S WEEKEND				
Knob Knowledge	Initially TESTED	Successfully DEMONSTRATED	Sustained PROFICIENCY	NOTES
Barracks History				
Ring Symbolology				
Mascot				
Campaign Streamers				
Citadel Established / Current Location				
What is The Citadel?				
Phonetic Alphabet				

## PARENT'S WEEKEND THROUGH 1<sup>ST</sup> SEMESTER

Knob Knowledge	Initially TESTED	Successfully DEMONSTRATED	Sustained PROFICIENCY	NOTES
General Mark Clark				
John Stuart Mill Quote				
Superintendents/ Presidents				

## THROUGH RECOGNITION DAY

Knob Knowledge	Initially tested	Successfully demonstrated	Sustained Proficiency	NOTES
Citadel Cap Device				
CTM				
Lee and Schofield Quotes				
Campus Monuments				

## **3.C**

### **HONORS AND AWARDS**

#### **Individual Awards**

**Gold Stars** are awarded each semester for those cadets with a GPA of 3.7 or better.

**Dean's List** recognizes cadets with a 3.20 GPA or higher (with no grade below C).

**President's List** is the most distinguished of Cadet awards and represents excellence in academics and military duties.

**The Commandant's Distinguished Service List** is composed of cadets who contribute the most to their companies and who have excellent military, discipline, physical fitness, and academic records.

#### **Company Awards**

**President's Cup** goes to the Company earning the highest overall score in academics, military bearing, physical effectiveness, freshman retention, Regimental Commander's Bowl, and service learning.

**The BOV Trophy** goes to the Company accumulating the most points in intramural competition and physical fitness testing.

**Charles P. Summerall Cup** is awarded by the Provost of the College to the Company with the highest overall GPA. This is the top unit academic award and is one of the criteria for the President's Cup.

**Commandant's Cup** goes to the Company which earns the highest marks in military bearing.

**Kelly Cup** is awarded to the best drilled freshman squad in the fall semester. All companies enter and complete through a series of preliminary stages. The top 4 companies perform during Parent's Weekend and the award is presented at the Parent's Day Review by the Regimental Commander.

**Regimental Commander's Bowl** is awarded to the Company earning top marks during the Cadre Training Period. Points are based on freshmen's performance in military performance, knob knowledge, squad competition, physical fitness test scores, and retention. The award is presented at the Parent's Day Review by the Regimental Commander.

**The Milton A. Pearlstine Award** goes to the Company achieving the highest freshman GPA.

**The Murray D. Bonnoitt Award** is presented to the Company that achieves the highest freshman retention rate.

# **CHAPTER 4**

## **RESILIENCE & FITNESS**

### **4.A**

#### **RESILIENCE**

This section will focus on the regulation of stress as a gateway to resilience. Stress, at its simplest, is a motivator. Your body reacts to perceived threats through the release of hormones like adrenaline and cortisol and the residue is stress. Stress is a reaction to adversity and a motivator to act. Stress can be personal/relational, work related, financial, or safety induced.

Every time a young person overcomes adversity, they build resiliency. Every time a young person successfully navigates an obstacle, they build resolve. The word resilience comes from the Latin verb “resilire,” which means “to jump back.” In science, resilience is the ability of a substance to absorb energy when it is deformed, and then release the energy back. Resilience, therefore, is not invincibility, but adaptability.

Resilience is the process and outcome of successfully adapting to difficult or challenging life experiences, especially through mental, emotional, and behavioral flexibility to external and internal demands. Many factors contribute to how well a person adapts to adversity, including how they view and engage with the world, the availability and quality of resources, and the application of specific coping strategies. Resilience can be developed and practiced.

Just like pushups, resilience is a developed skill as opposed to a mythical power that you are either blessed with or born without. It is NOT an either-you-have-it-or-you-don't situation. Like an effective fitness routine, if you know



who you want to be, adopt a strategy, and do the hard work, you inevitably arrive at a destination of enhanced strength, confidence, determination, and resilience.

The muscle soreness you feel after a tough workout is your body reacting to new physical challenges. Your psyche will be similarly stimulated as your mind and spirit adjust to its new environment. Growth and comfort can never coexist. It is normal to feel conflicted, inadequate, or overwhelmed when faced with unique new obstacles - especially when you are not immediately successful at everything. You will adjust, develop, improve, and grow. You will become more resilient to change and difficulties as you embrace each challenge. It is all a part of the process.

Navy Vice Admiral James Bond Stockdale's abilities to accept, adapt to, and then act upon external and internal demands are legendary - but also entirely humanly possible for any of us. After all, his journey - much like yours - began as a plebe within a military 4th-Class System.



Vice Admiral Stockdale was a Medal of Honor recipient and the 15th President of The Citadel. He suffered and persevered as the senior military officer in a notorious North Vietnamese prisoner of war camp, the “Hanoi Hilton,” for over seven years. He wrote “The invincible man is he who cannot be dismayed by any happenings outside of his control.” <sup>2</sup> The ability to determine what is in your power and what is not is a critical step to building resiliency. In philosophy, this is called the dichotomy of control, or the ability to distinguish what is within your agency to control and what is not. As a freshman, you give up a degree of freedom of action. Your cadre will tell you where to be, when, and what to do. As a knob, there are only four things you retain agency over under the 4th-Class system:

- Your preparation
- Your effort
- Your attitude
- Your response

The truth is these are the only four things you control in life. The reason why there is so much depression and anxiety in the world today is because people are trying to control things that are outside of their control. When you learn how to be “indifferent to indifferent things,” you will learn how to focus on things you can control and not get stressed out about things you cannot.

Our resiliency is also a product of our environment. Your Knob year is designed to teach you that none of

us are self-sufficient. You cannot make it alone. You will need the trust and support of your classmates, and to be a good teammate yourself, to make it. In her book *Grit: <sup>3</sup>The Power of Passion and Perseverance*, Angela Duckworth discusses at length the power of conformity and the value of a “gritty culture.” Duckworth concludes that there are two ways to grow resilience, or what she calls “grit.” The hard way is to develop it by yourself. The easy way is to surround yourself in a culture of grit. The fourth-class system at The Citadel focuses on building collective grit.

Resiliency requires a high degree of personal accountability and self-reflection, discipline, and a strong work ethic - along with the willingness to trust and support others. Should you embrace the challenge and apply the fundamentals discussed throughout the Challenge Week Guide (Mental, Physical, Social, Spiritual), you will discover how to successfully navigate Challenge Week,

Knob Year, and life. It will not be easy, but if it were, it would not mean anything. You came for the challenge, so accept it, embrace it, and make yourself and your family proud by enduring and developing yourself beyond even your own high expectations.

**When you do experience stress, here are a few techniques to negotiate the effects:**

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3 Angela Duckworth *Grit The Power of Passion and Perseverance*, (Simon and Schuster, 2016), 247

### **--Hip-Pocket Tactics for stress relief--**

- **Breathe through your nose!** Close your eyes and take 5 deep, slow breaths. It works.
- **Compliment someone else** - “Keep it up, classmate, you’re doing great”
- **Self-talk #1 –Compliment yourself** - “I’m doing my best, and that’s good enough”
- **Self-talk #2 -Replace one inner negative thought with a positive one** (My shoes still don’t look great, but my belt buckle does)
- **Self-talk #3 -Visualize long-term success** “I’m not there yet, but I’m going to master this task”
- **Self-talk #4 -Work in some self-compassion** - Cut yourself some slack. Simply not beating yourself up and making things worse is beneficial. Treat yourself the way you would treat a friend by being supportive and understanding. Do not be so self-critical that you break yourself down. Understand that you will have great days, good days, bad days, and terrible days. Everyone does. Have a short memory. Do your best, learn from your failures, accept, and move on. Balance your self-assessments by giving yourself credit when you are due.
- **Write down 2-3 things you are grateful for today.** It’s fact - you can’t be grateful and stressed out at the same time. Journaling can help to process emotions and gain better perspective.
- **Regular exercise** (running, lifting, stretching)
- **Progressive Muscle Relaxation (PMR)** is methodically tensing then relaxing muscles in the body.

PMR helps relieve stress, lowers blood pressure, and can help you fall asleep faster.

- **Write a letter to or call a loved one.** Tell them how much you admire them or are grateful for their support. Expressing yourself will reduce stress.
- **Complete an act of service.** Help a classmate with a simple task, or volunteer to support a community organization like Habitat for Humanity. Serving others will help build your principled leadership skills, grow relationships, and give your life greater meaning, all of which reduce stress.
- **Stay connected.** Build and maintain strong social relationships with your classmates. Even one trusted friend makes a difference.
- **Get off campus.** Simply being outdoors breathing fresh air is helpful - walk downtown on leave or simply visit Hampton Park.
- **REST.** Sleep deprivation is a major threat, so you must make time to sleep.

## **4.B**

### **CADET SUPPORT SERVICES**

**TAC Officers and NCOs** - Each Company and Battalion is assigned an experienced military officer or non-commissioned officer as a “TAC.” These personnel “teach, advise, and coach” cadets as they develop as principled leaders, and are the primary integrators of a cadet’s leadership development program. They also perform a series of functions to connect cadets to the resources they need to be successful.

**Company Advisor** - Each Company is assigned a specially chosen faculty or staff member who works closely with the Company TAC and the cadet chain-of-command (primarily the Academic Officer) to ensure that academic and military requirements are compatible and that cadets are aware of academic resources and services.

**Cadet Academic Officer** - The Academic Officer promotes academic excellence by mentoring and advising cadets in their company and battalion concerning academic performance at The Citadel. These officers monitor class absences and the academic performance of all cadets in the company and battalion. Their focus is on freshmen, sophomores, and cadets on academic probation. In addition, these officers work with the chain of command to establish an environment conducive to studying and learning by: enforcing the rules and guidelines of Evening Study Period (ESP); modeling exemplary study/academic behavior; answering academic questions as well as other issues; and providing an opportunity for cadets, (especially freshmen) to understand academic policies and guidelines as well as academic and college resources. Also, these officers coordinate job functions/duties with the TACs through email or frequent

meetings. Finally with considerable autonomy, the Academic Officer reports to the Associate Provost for Academic Affairs and is relied upon to exercise independent judgment when making decisions and to maintain confidentiality.

**The Student Success Center (SSC)** provides subject area tutoring, academic coaching, math lab, writing lab, and public speaking lab. It also provides services for student athletes and students with disabilities. A computer lab and printing services are available to all students. For further information on the Student Support Center services and how to make an appointment, see the webpage at <https://www.citadel.edu/ssc/>.

**The Services for Students with Disabilities Office** is housed in the Student Success Center (117 Thompson Hall). Students with documented disabilities, or students who think they may have a disability, are encouraged to contact the office as soon as possible to discuss accommodations and supports. Students can self-report at any time. For additional information, please see our webpage at <http://www.citadel.edu/root/asc-disability-services>.

**The Counseling Center** provides free, confidential, face to face, short-term counseling services to currently enrolled cadets. In addition, the My Group Student Assistance Program provides free, confidential telehealth services including counseling (video, telephone, or in person) and a 24 hour a day, 7 day a week telephone hotline. Cadets are encouraged to access these services for personal concerns such as stress and anxiety, depression, and relationship concerns. For additional information, visit the Counseling Center web page at <http://www.citadel.edu/root/counselingcenter>, visit the Counseling Center at the MUSC Medical Clinic on 9 Hammond Ave,

or call 843-953-4827. Cadets can also contact My Group directly for telehealth counseling and hotline support at their web page at <https://www.mygroup.com/services/eap/student-assistance-program/> , or call 800-633-3353.

**The Ombudsperson Office** at The Citadel provides a neutral party who helps Citadel cadets, CGC students, parents of cadets and students, faculty, and staff resolve disputes and concerns informally and confidentially. When possible, the ombudsperson will work to settle grievances and seek solutions to problems outside the college's formal problem resolution systems. In general terms, the Ombudsperson Office provides visitors the opportunity to safely share issues and discover as many possible resolution paths as possible. As such, the greatest benefits tend to be yielded by visitors who use these services in the early stages of a growing issue. For more information, or to begin discussing a problem contact anyone of The Citadel's Ombudspersons:

MAJ Shamus Gillen, 953-7698, Holliday Alumni Center- CAA Offices

Dr. Lee Westberry, 953-5188, 237 Bond Hall

Col John A. Robinson, Jr., 953-4822, 369 Bond Hall

**The Campus Alcohol and Other Drug Information Center (CADIC)** provides alcohol, tobacco, and other drug misuse prevention services and programs. All services and programs are free; individual, one-on-one services are private and confidential. For additional information, visit the CADIC web page at <http://www.citadel.edu/root/cadic> or visit CADIC in Mark Clark Hall, Room 217, above Starbucks. For immediate assistance you can email the director at [kmodglin@citadel.edu](mailto:kmodglin@citadel.edu) or [cadic@citadel.edu](mailto:cadic@citadel.edu) or you can call/text him at 843-813-6326.



**Campus Advocacy, Response, and Education (CARE)** provides programs to cadets on matters relating to sexual assault, sexual harassment, relationship issues, and bystander intervention. Additionally, the CARE director and advocate is on call 24/7 to support cadets who believe they, or someone they know, has been sexually assaulted, harassed, or a victim of interpersonal violence. Advocacy services include information and options for reporting, medical care, counseling, and on-campus modifications, if applicable, and support for claimants throughout the administrative process. For more information, call 706-358-6192 or see CARE's web page at <http://www.citadel.edu/care>.

**Title IX:** Cadets who believe they, or someone they know, has been sexually assaulted should contact the Title IX Coordinator (843-953-6881) to understand their rights and options or to seek support and resources. More in-depth information can be found in Annex 2. or at:

<https://www.citadel.edu/compliance/title-ix/>

**Multicultural Student Services** works to ensure that educational equity for all students is achieved and that an environment that appreciates culture and diversity exists at The Citadel. Further information regarding this office can be found at <https://www.citadel.edu/miss/>.

**The Krause Center for Leadership and Ethics (KCLE)** creates and advances Citadel-focused leadership programs, ethics education, and community engagement to develop principled leaders. The Krause Center delivers leadership (LDRS) courses in support of the Four-Year Academic Leadership Curriculum, leads the Service Learning and Community Engagement program, and executes The Citadel's Annual Leadership Day. The Krause Center also provides students, including first-year cadets,

with opportunities to delve into ethical decision making. The Krause Center supports The Citadel's Ethics Bowl team and annual one-day Ethics Colloquium. For more information go to <http://www.citadel.edu/root/krausecenter>.

**The MUSC (Medical University of South Carolina) Health at The Citadel Clinic** provides routine and urgent medical care through morning sick call and scheduled afternoon appointments, as well as inpatient infirmary care (16 beds), for cadet members of the SC Corps of Cadets. Further information regarding the Clinic can be found under the Cadet Life tab Mary Bennett Murray Infirmary on The Citadel's webpage.

**Daniel Library** serves the information and research needs of Citadel students, faculty, and staff. The Library provides access to print and electronic resources, research assistance, study rooms, quiet spaces, desktop and laptop computers, printing, 3-D Printing (in Makerspace) faxing, scanning, and more. Starbucks and vending machines are also available. The Citadel Archives & Museum are located on the third floor. Visit [library.citadel.edu](http://library.citadel.edu) or call 843-953-2569 to chat with a librarian, reserve a study room, or find resources for an assignment. Library services are comprehensively described at <http://library.citadel.edu/home>.

**The Career Center** educates and empowers students to become active participants in their professional success starting their freshmen year. The Career Center uses development, training and resources to enable students to create and execute a career plan. The Career Center is located in Capers Hall. Visit [citadel.edu/career](http://citadel.edu/career) for more information and start career planning today.

**Public Speaking Lab** helps cadets and others in The Citadel community learn to speak with confidence and clarity, gaining skills that will serve them well throughout their lives. Coaching and video equipment is available to assist those wanting to improve their public speaking skills and the materials they use in presentations. The lab is in 365 Bond Hall. The lab also sponsors The El Cid Toastdawgs, The Citadel's public speaking club. Visit [www.citadel.edu/psl](http://www.citadel.edu/psl) for more information.

**Communications & Support Services** is located in Bond Hall, room 253. You may contact Communications by calling 953-TELE (8353) or sending email to [telecom@citadel.edu](mailto:telecom@citadel.edu).

**Bulldog Alert** 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. Cadets can enter their information for Bulldog Alert by logging into Lesesne Gateway and navigating to the Student Tab to update their personal information. For those who register to receive text messages from Bulldog Alert, please note that your cell phone provider may require you to accept the message and agree to any cost charged by your cell provider.

**100% Confidential Chaplain Counseling** is available daily to all cadets who request assistance. In addition to this service provided by the Chaplain to the Corps of Cadets, the campus pastoral team of over 20 campus ministers and volunteers are available to provide pastoral care and counseling.

**On-Call Chaplain - 843-953-HOPE (4673)**

**Chaplain to the Citadel** and Director of Religious Activities -  
Ch, Lt Col Aaron Meadows.

**Associate Chaplains** – Ch, Capt Aly José, and Ch,  
1Lt Stephen Rutland

Summerall Chapel: 843-953-5049  
Chapel Satellite Office, Mark Clark Hall room 227

St. Alban's Anglican Campus Ministry  
The Reverend Rob Sturdy  
Mark Clark Hall, Room 342, 953-6840

Catholic Campus Ministry  
Fr Renaud West and Mr Joe Ytem  
Mark Clark Hall, Room 350, 843-953-7693

Additional campus ministers are available on call through the  
Chaplain's Office at 953-5049.

## 4.C

### ATHLETICS

The Citadel provides opportunities for all students to participate in sports. Cadets who take advantage of these opportunities enhance their education in the fitness and character development pillars.

#### NCAA Athletics

The Citadel offers 16 varsity teams (9 for Men and 7 for Women) that compete in NCAA Division I and are members of the Southern Conference (SoCon). The college also offers Cheerleading as a quality club level program that supports our varsity teams. Varsity Athletes **are often referred to as Corps Squad.**

#### Men's Sports

Baseball  
Basketball  
Cross Country  
Football  
Rifle  
Tennis  
\*Track and Field  
Wrestling

\* Indoor & Outdoor

#### Women's Sports

Cross Country  
Golf  
Rifle  
Soccer  
\*Track and Field  
Volleyball

#### **Quick Facts**

School Colors:	Blue and White
Mascot:	Spike
Live Mascot:	"G3"
Nickname:	Bulldogs

**More information can be found at:**  
**[www.citadelsports.com](http://www.citadelsports.com)**

## **Intramural Club & Recreational Athletics** **(ICRA)**

The purpose of the ICRA program is to provide and promote safe and healthful means for competition, exercise, physical fitness, and recreational pursuits for students, faculty and staff. ICRA is a division of the Department of Human Performance (HHP)

**Intramural Athletics-** Citadel Intramurals are an integral part of cadet life with year-long competitive activities in individual sports and cadet company team sports. Cadet companies compete annually for the Board of Visitors Trophy, awarded to the Commanding Officer of the company accumulating the most intramural points.

**Club Sports-** Citadel Club Sports provides structure for student-run competitive sport teams not governed by the NCAA or Southern Conference, and other sports-related activities that may not be fully supported by the academics of HHP or events of Citadel Intramurals. Club Sport athletes are not part of Corps Squad.

**Physical Recreation-** The primary purpose of Deas Hall is to provide instructional support for students in the Department of HHP and support activities of Intramural Athletics and Club Sports. Deas Hall is otherwise available to all students, faculty and staff.

**More information can be found at:**  
**[www.citadel.edu/icra](http://www.citadel.edu/icra)**

## **4.D**

### **SPIRITUAL WELLNESS**

The college years are exciting times of growth and challenge in all areas of life, including faith. All people put faith in something: religion, personal convictions, philosophical ideology, themselves, etc. The primary purpose of the Chaplaincy is to protect and enable the free exercise of religion for the entire campus community while ensuring all members are empowered and cared for on their faith journey. The Chaplain, as the Director of Religious Activities, and larger chapel team are committed to caring for every student and ensuring access to worship and spiritual growth opportunities for all.

Regimental and Battalion Cadet Chaplains are embedded in the barracks along with cadet chaplain assistants. They work closely with the Chaplains, serving as resources and advocates to all cadets as an extension of the Chapel ministry to the Corps.

#### **The Cadet Prayer**

*“Almighty God, the source of light and strength, we implore Thy blessing on this our beloved institution, that it may continue true to its high purposes. Guide and strengthen those upon whom rests the authority of government; enlighten with wisdom those who teach and those who learn; and grant to all of us that through sound learning and firm leadership, we may prove ourselves worthy citizens of our country, devoted to truth, given to unselfish service, loyal to every obligation of life and above all to Thee.*

*Preserve us faithful to the ideals of The Citadel, sincere in fellowship, unswerving in duty, finding joy in purity, and confidence through a steadfast faith.*

*Grant to each one of us, in his (her) own life, a humble heart, a steadfast purpose, and a joyful hope, with a readiness to endure hardship and suffer if need be, that truth may prevail among us and that Thy will may be done on earth.*

*Through Jesus Christ, Our Lord. Amen."*

(Composed for the Centennial by Bishop Albert S. Thomas, Ret., First Honor Graduate, Class of 1892)

### **Cadet Choirs**

The Gospel Choir, Catholic Choir, Worship Team, and Cadet Chorale provide opportunities for students to share their musical gifts both on and off campus. The groups are ambassadors for the college, singing in Summerall Chapel, local churches, at civic functions, and occasionally on tours. They also participate in the widely acclaimed Christmas Candlelight Service. Choir directors and the campus organist provide professional training, direction, and musical accompaniment for these superb musical groups.

### **Faith Groups**

Three Christian congregations provide on-campus services: Protestant (Sunday at 0900), Catholic (Sunday at 1700.), and Anglican (Monday at 1830). In addition to these services, various faith groups meet on Monday and Thursday evenings at 1830 for worship, religious instruction, meditation, and fellowship. Typically, denominational faith group meetings are



held each Monday evening and para-church groups meet each Thursday evening. While attending chapel and campus religious activities is optional, all cadets are encouraged to explore their faith as a part of their personal growth and development. Please note that Monday and Thursday 1830-1945 are specifically designated for faith-based activities and you are free to attend as part of your religious right (free exercise of religion).

### **Campus Faith Groups Include**

African Methodist Episcopal	Lutheran Student	Campus Outreach
Catholic Campus Ministry	Muslim Student Association	Fellowship of Christian Athletes (FCA)
Reformed Campus Fellowship	Orthodox Christian Fellowship	The Navigators
Charleston Wesley Foundation (United Methodist)	Presbyterian Student Association (PCUSA)	VALOR (Campus Crusade for Christ Military)
Latter-Day Saints	Episcopal	Young Life
Baptist Collegiate Ministry	Anglican	Jewish Student Union (Hillel)

In addition, numerous churches, synagogues, mosques, and other houses of worship provide weekly opportunities for worship off campus. Contact the Chapel office for more information (843-953-5049).

### **On Campus Worship Services**

Cadets are invited to attend worship services on campus and participate in a faith group to develop their moral and spiritual values.

Throughout the school year, there are weekly Catholic and Protestant services of worship on Sundays and an Anglican worship service on Monday evenings. Hours of services are:

**Sunday/0900 – Non-Denominational Christian**  
Worship Service, Summerall Chapel

**Sunday/1600- Catholic Sacrament of Reconciliation**  
**1700- Catholic Mass**, Summerall Chapel

**Monday/1830 –Anglican Holy Eucharist**, Summerall Chapel

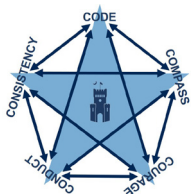
**Jewish and Muslim worship services** are provided weekly off campus for cadets of these faiths

In addition to regularly scheduled worship, Summerall Chapel is open daily to all for prayer, rest, and meditation.

# CHAPTER 5

## CHARACTER

### The Five C's of Character Development



The Citadel experience transforms new cadets into Principled Leaders who demonstrate **excellent character** by way of continuous education, training, advisement, and mentoring by upperclassmen, TACs, coaches, staff and faculty members. The Five C's frame this process and provide a “roadmap” to future success. All new cadets shall commit the Five C's of Character Development to memory and dedicate themselves to the lifelong pursuit of character development, in keeping with generations of Citadel Cadets and alumni that comprise the Long Gray Line.

### The Five C's are: Code, Compass, Courage, Conduct, and Consistency

The following is a brief introduction to each:



**Code:** A code is a system of principles that defines a person or an organization. It is an expectation that sets a high standard for behavior and performance. The Cadet Honor Code is foundational to the development of character. The Honor Code states, “A cadet does not lie, cheat, or steal, nor tolerate those who do.” The Honor Code promotes the virtues of honesty, respect, fairness, merit and accountability expected of all Citadel Cadets. Being honest and respecting others (and their property) creates trust and forms the bedrock of all healthy relationships - personal and professional. Being honest in all academic endeavors and

providing one's own work for evaluation builds intellectual competency and allows all students to be judged fairly on merit. The Honor Code demands that all cadets hold each other accountable for their actions. Accountability promotes honorable behavior throughout the S.C.C.C.




**Compass (moral):** A compass is a useful tool in navigation. It helps determine direction, but to be truly helpful, one must know two things: current location, and desired location. For our purposes, we will discuss a “moral compass.” Your ‘current location’ could be a present predicament. Your ‘desired location’ might be a desired positive outcome. Your moral compass is internal-- it exists in your mind and conscience and allows you to make ethically sound decisions (right vs. wrong). It is particularly helpful in times of crisis when time is short, stress is high, and outcomes are uncertain. Your moral compass is unique--it is influenced by family, faith, philosophy, ethics, culture, laws, rules, traditions, experiences, etc. You should re-calibrate your moral compass over time and through experiences by consulting trusted friends and by spending time in self-reflection.




**Courage (moral):** Courage is strength and resolve. It is the ability to face fear – not the lack of it. Courage empowers each of us to risk personal loss or conflict to defend truth, morality, and justice. For our purposes, we will discuss “moral courage.” Moral courage enables cadets to stand up for what is right during times when they are under pressure to do the wrong thing, back down, or look the other way. It takes moral courage to be accountable and to hold others accountable, as well. Exercising moral courage builds strength and endurance which makes follow-on acts of courage easier, in the same way that physical exercise does.

Facing adversity gets easier with repetition and time, so one should never miss an opportunity to practice moral courage and “do the right thing.” Cadets must demonstrate moral courage to achieve excellent character.

 **Conduct:** Conduct is behavior--what you do and say. It is the external manifestation of your internal Code, Compass, and Courage. Conduct is a simple way for others to see and judge your character. These guidelines will help improve your conduct:

- Rule following is not enough - unlawful or immoral orders or rules must be challenged.
- Conduct should not be motivated by threats or rewards but instead guided by virtues, moral principles, integrity, and self-control.
- At the Citadel and in life, conduct is a choice. Choose honesty, truth, fairness, respect, humility, empathy, kindness, patience, civility, sobriety, and inclusion.
- “The Golden Rule” is a powerful example of honorable conduct. Before you act, ask yourself this question: “Is this how I would want to be treated?” If not, don’t do it.

 **Consistency:** Consistency is being the same person in public and private. It means that your behavior does not change based on circumstances. Consistency - when it is applied to Code, Compass, Courage, and Conduct - means that you have disciplined your mind and body to routinely think and act according to high moral principles and ideals. Consistency requires a great deal of self-control; it is achieved through practice and repetition. Consistency builds trust by allowing others to better understand who you are and what you represent. Consistency ties the other four C’s together--they cannot exist holistically without it.

## Honor

Honor is the summation of outstanding virtues a person possesses characterized by excellence of character, ethical decision making, moral courage, self-control, accountability, and integrity. Honor promotes principled leadership by enhancing a person's ability to discern between right and wrong, establishing boundaries of acceptable behavior, and providing the fortitude to always do the right thing—even when no one is watching or when personal cost is incurred.

Honor begins with personal adherence to the letter and spirit of the Honor Code. The Honor Code states simply: “A cadet does not lie, cheat, or steal, nor tolerate those who do.” The Honor Code provides the minimum standard of honorable behavior for Citadel Cadets. In more advanced stages, honor guides ethical decision-making and produces the internal strength of character to do what is morally right during times of adversity. Honorable people demonstrate excellent character in everything they do and behave consistently in a manner that garners trust, respect, and admiration from others. Honor preserves the moral authority and trustworthiness that leaders must earn to effectively influence others.

The four precepts of the Honor Code promote the development of excellent character.

- First precept: a cadet does not lie. Citadel Cadets are expected to be honest and truthful at all times. Quibbling (i.e. using vague language to intentionally mislead someone else) and using a fake ID to get an undeserved privilege or benefit, are two examples of not being honest and truthful. Cadets who choose to lie compromise their personal honor. Liars do not deserve to wear the ring.

- Second precept: a cadet does not cheat. Citadel Cadets are expected to be fair and just; they succeed based on competency and merit. Cheating is not fair or just to others who strive for success through dedication and hard work. Cadets who choose to cheat compromise their personal honor.

- Third precept: a cadet does not steal. Citadel Cadets are expected to show respect to other people (and their personal belongings and property). Showing respect to others earns their trust. Stealing demonstrates a complete lack of respect for other people and betrays their trust. Cadets who steal compromise their personal honor.

- Fourth precept: a cadet does not tolerate lying, cheating, or stealing. Dishonorable actions by other cadets cannot be ignored. For this reason, Citadel Cadets must do their duty and report known violations of the Honor Code. The Honor Code demands that all cadets hold each other accountable for their actions. Accountability promotes honorable behavior throughout the S.C.C.C. and helps maintain The Citadel's traditionally high standards for honor and discipline.

## **5.B**

### **COMMUNITY SERVICE**

The Citadel's mission is to produce Principled Leaders, men and women of virtue and character, who are successful in all walks of life. Principled leadership entails SERVICE. Community service builds character, a sense of duty, and respect outside the classroom and off campus. In addition, it fosters:

- .. Teamwork and opportunities for Leadership
- .. Involvement in a cause larger than one's self (Satisfaction)
- .. Service-based learning (putting into practice what you have learned)
- .. Promoting your institution
- .. Support for your Community and Neighbors
- .. Gratitude and Perspective
- .. Learning new Trades and Skills

Community service is much more than simply helping others. It empowers the servant to grow their leadership and followership skills, but it also allows them to learn about other people and life-long skills that will be of great value throughout life. For example, many cadets serve with organizations such as Habitat For Humanity, and they learn how to repair roofs and floors, install drywall, and frame houses. It is on-the-job training that will benefit both parties for a lifetime.



On campus, service comes to your doorstep with the opportunity to donate blood multiple times during the school year. In addition to providing life-sustaining whole blood and plasma, you will accrue points towards earned extra leave. Service is a win-win.

There are service opportunities at the club level (Omicron Delta Kappa) or through the Krause Center for Leadership and Ethics, or Student Activities (Blood donation drives).

Visit <https://krausecenter.citadel.edu/> to learn more about your GivePulse account and how you can engage with your community.



## **CHAPTER 6.A: HISTORY**

The The Citadel has a long history of preparing its graduates to serve their country, in civil and military pursuits. The idea of “citizen-soldiers” - trained to take up arms for their country in time of conflict but prepared to serve with integrity and discipline in all walks of life - has been central to its mission from the beginning.

The original Citadel, intended to serve as an arsenal and guardhouse, was constructed in 1822 near the site of Charleston’s Revolutionary War fortifications. Located just north of Calhoun Street, today the building still stands in service as a hotel. In 1833, the legislature voted to consolidate arms and munitions at two locations, The Citadel in Charleston and the Arsenal in Columbia. In 1842, they voted to replace the local guard with students. Half of the students would pay tuition; the other half would be “beneficiary cadets,” young men selected from among the poorer residents of each county, whose tuition would be paid by the state. Importantly, all cadets took the same classes and performed the same duties, while uniforms erased social distinctions. The inclusion of cadets from all counties helped unify the state politically, while the spaces available to beneficiary cadets made The Citadel one of the only places in the state where the sons of poorer citizens could gain a college education.

The first classes were taught in 1843. Two years later The Citadel and Arsenal were combined, so that Fourth Class cadets (freshmen) attended classes at the Arsenal, then transferred to The Citadel for their remaining three years. From the beginning, The Citadel was known for its high

academic standards. Cadets were required to take courses in history, literature, logic, French, moral philosophy, and elocution, a liberal arts education that would prepare them to serve as leaders in public life. They also studied the practical sciences, including chemistry, physics, civil and military engineering, mathematics, astronomy, geology, and surveying. Among the school's early alumni, E. L. Heriot, Class of 1847, conducted the first railroad survey west and south of the Rio Grande River, while T. J. Arnold, Class of 1852, designed the harbor and wharves of San Francisco and Oakland, California. Students also studied infantry and artillery tactics and helped train the state's Palmetto Regiment for service in the Mexican-American War.

When South Carolina seceded from the Union in December 1860, federal troops were moved from Fort Moultrie to Fort Sumter. To protect the entrance to Charleston Harbor, the Governor of South Carolina ordered a fortification to be constructed on Morris Island. On January 9, 1861, Citadel cadets who were stationed on Morris Island fired on a U.S. steamer, the *Star of the West*, which had been sent to resupply Fort Sumter.

On January 28, 1861, the Corps of Cadets were incorporated into the military organization of the state as "The Battalion of State Cadets" and took part in eight engagements in defense of Charleston and South Carolina. The South Carolina Adjutant General authorized The Citadel to carry the following battle and campaign streamers:

- Star of the West, January 9, 1861
- Wappoo Cut, Nov 1861
- James Island, June 1862
- Charleston and Vicinity, July - Oct 1863
- James Island, June 1864
- Tulifinny, Dec 1864
- James Island, Dec 1864 - Feb 1865
- Williamston, May 1865

The college remained in operation throughout much of the war, and cadets were eligible for commissions in the state's military upon graduation. Of the 224 graduates living at the time of the Civil War, 209 entered the Confederate service.

The Arsenal Academy burned during the fall of Columbia in 1865 and never reopened. The Citadel was occupied by federal troops when Union forces entered Charleston in early 1865. After the end of Reconstruction, Citadel alumni, who had organized the Association of Graduates in 1852, pressured the legislature to reopen the school. Although many legislators questioned the need for a state-supported military college, alumni and the Washington Light Infantry ultimately saved the institution, and it reopened in 1882.

## **The Red South Carolina Flag (“Big Red”)**

“Big Red” is the official spirit flag of The Citadel Corps of Cadets and has been associated with the college since the Civil War. In the weeks following South Carolina’s withdrawal from the Union on December 20, 1860, the citizenry flew a variety of “secession flags” throughout the new republic. The ladies of the Vincent family presented one such banner -- a red flag with a white palmetto in its center -- to a company of Citadel cadets stationed on Morris Island. According to the captain of the Star of the West, a red flag with the white palmetto flew above the battery that fired on his ship. After the Civil War, this red and white palmetto flag seems to have disappeared for almost a century.

In the fall of 1960, Romeo Company, as the honor company, used the red palmetto flag as a guidon in anticipation of the centennial reenactment of the firing on the Star of the West on January 9, 1961. Because the flag was much larger than a guidon it is probably when the term “Big Red” was first used to describe the flag. In recent decades, the Touchdown Cannon Crew carries “Big Red” and fires the cannons each time The Citadel’s football team scores.

Since 1989, “Big Red” has replaced the Confederate Naval Jack that the cadets once waved at sporting events. You can also see “Big Red” flying daily near the center of The Citadel campus at the north end of the parade ground. A Civil War-era red palmetto flag - believed by some to be the actual flag that flew over Fort Morris when cadets fired upon the Star of the West - was unveiled in a ceremony during the 2010 Corps Day weekend. It is currently on loan from the Iowa Historical Society resides in The Holliday Alumni Center.

## **Citadel Expansion**

By the end of World War I, the school had outgrown its location on Marion Square and the City of Charleston donated land, previously the site of the South Carolina Interstate and West Indian Exposition, for a new campus. The current campus opened in 1922 with Padgett-Thomas Barracks, an infirmary, two wings of Bond Hall, and other auxiliary buildings. State- and federally funded building projects during the Depression included Summerall Chapel and the distinctive Works Progress Administration faculty houses.

The Corps of Cadets has grown from 43 students to ~2300, in 2023-2024. With ~40 percent of the Corps now coming from out of state (and over 20 countries), the college draws students from a wide range of backgrounds and experiences. Go to [citadel.edu/institutional-research/enrollment-profiles](https://citadel.edu/institutional-research/enrollment-profiles) for more information.

The Citadel has attracted international students since the 1920s, when Chinese students entered as cadets, sponsored by the Boxer Indemnity Fund. Most went on to serve in the Chinese Army, several achieving the rank of Brigadier General. The Chinese cadets were followed by groups of students from Thailand in the 1960s, Iran in the 1970s, and Jordan in the 1970s and 1980s. Connections forged during international students' college years could grow into lifelong bridges: Charles G. Huie later returned to the U.S. to conduct research as an engineer with the U.S. Army; Andrew Chinn became a business owner in the U.S.

The first African American cadet, Charles D. Foster, entered The Citadel in 1966, three years after South Carolina began integrating its public colleges and universities. He graduated in 1970, followed by Joseph Shine in 1971; six African American students graduated in 1973. African American students were often targeted with racial slurs and threats of racial violence. At the same time, the unique culture of the Corps of Cadets, and particularly the shared experience of the Fourth-Class system, helped promote integration across racial lines.

Women began attending The Citadel in 1949 as part of the summer school program and were admitted to evening classes in 1966. In 1995, Shannon Faulkner, through court orders, became the first woman to matriculate into the Corps of Cadets. She resigned a few days later, but the next year, following a United States Supreme Court ruling on a similar case involving VMI, The Citadel Board of Visitors voted to revoke the male-only admissions policy of the Corps of Cadets.

In August of 1996, four females matriculated with the class of 2000. Negative publicity associated with this change marked a difficult time for the reputation of The Citadel and its alumni. Nancy Mace received her degree three years later, becoming the first female graduate of the Corps of Cadets. She was followed by Petra Lovetinska, who became the first female cadet to receive a commission in the U.S. Armed Forces. Women and minorities are an integral part of the Corps, many occupying key positions in the cadet chain-of-command, varsity athletics, and campus organizations. They also form an important part of The Citadel's strong alumni network and have served on The Citadel Board of Visitors.

Veterans were first admitted as civilian students under the GI Bill at the end of World War II; the current program was established in 2007 and offers veterans the opportunity to complete or advance their education in an environment that understands and appreciates military service.

In 1968, The Citadel began granting graduate degrees through an evening program. In 1994, what is now The Citadel Graduate College, or CGC, was founded, offering coeducational opportunities to earn more than 60 graduate degrees and certificates.

### **Military Service**

Citadel alumni have served in all major military actions in which the United States has been involved since the late nineteenth century. Seventeen graduates served with volunteer regiments and five alumni served with the Regular Army in the Spanish-American War in 1898. The National Defense Act of 1916 began the formation of Reserve Officers Training Corps in U.S. colleges and offered the opportunity for recent graduates to enter the Regular Army. 315 Citadel graduates served in World War I; of the class of 1917, all 33 entered military service.

During World War II, The Citadel had the distinction of having the highest percentage of its students enter the military service of any college, with the exception of the service academies. Of 2,976 living graduates in 1946, 2,927 had served their country. Before the end of the war, 279 Citadel men had given their lives. Citadel graduates participated in all major campaigns of World War II, from Pearl Harbor through the major engagements in the



European, North African, and Pacific Theaters, and at sea. A number of Citadel graduates fought in the Philippines and endured the Bataan Death March. The Citadel also provided wartime training to over 10,000 men under a contract with the War Department.

In the Korean War, roughly 1500 alumni were on active duty, and 31 graduates were killed in action. Sixty-five Citadel men gave their lives in Vietnam, and several graduates were prisoners of war in North Vietnam. Graduates also displayed their valor in the liberation of Grenada and peacekeeping operations in Beirut, Lebanon, and in the Balkans. During the Persian Gulf War, 22 cadets served with Reserve and National Guard units. Citadel alumni, veteran students, and current cadets assigned to activated Reserve and National Guard units have served in both Afghanistan and Iraq.

### **Leading the Community and the World**

In addition to a long history of military service, the school's citizen-soldier ideal prepares graduates for service and leadership in civil capacities. Alumni have gone on to pursue distinguished careers in areas including law, politics, medicine, engineering, education, business, and law enforcement. Ernest F. Hollings, Class of 1942, served as South Carolina Governor and United States Senator. Joseph P. Riley, Jr., Class of 1964, served ten consecutive terms as mayor of Charleston, overseeing a number of ambitious development projects. Alvah H. Chapman, Class of 1942, headed the influential Knight Ridder newspaper chain, while author Pat Conroy graduated in the Class of 1967. The Citadel and its graduates have also

been active in world affairs. In addition to serving as Governor of South Carolina, John C. West, Class of 1942, served as U.S. Ambassador to Saudi Arabia, while Langhorne A. Motley, Class of 1960, served as U.S. Ambassador to Brazil and as Assistant Secretary of State for Latin American Affairs.

On April 13, 1970, the now infamous Apollo 13 moon landing mission was crippled by a severe maintenance issue that threatened the capsule and the survival of its astronauts. Among the Citadel graduates critical to the repair and return of the spacecraft and its crew were: Donald Small - '56, E. Stokes Fishburne III - '57, Bryan Respass - '50, James Hiers - '53, Albert Spears - '54, Francis Casey - '56, Robert Mann - '56, James Robertson - '56, William Milligan - '56, Gordon Knight - '57, Richard Guerreri - '59, James Raybourne - '63, David Woods - '64, and Bob Kirchhoff - '57.

Today's Citadel builds on this distinguished legacy, preparing students to lead with integrity in an increasingly interconnected world. Through a growing study abroad program, students develop language skills and gain experience working with a range of cultures and countries. The current honor system, re-instituted in 1955, enshrines the integrity of students and alumni as a cornerstone of The Citadel's values. During their academic careers and beyond, Citadel men and women put into practice the core values and principles of the institution

.

## **SUPERINTENDENTS/PRESIDENTS OF THE CITADEL:**

Captain William F. Graham, USA, 1843-1844  
Major Richard W. Colcock, USA, 1844-1852  
Major Francis W. Capers, CSA, 1852-1859  
Major Peter F. Stevens, CSA, 1859-1861  
Major James B. White, CSA, 1861-1865  
Colonel John P. Thomas, CSA, Class of 1851, 1882-1885  
Brigadier General George D. Johnston, CSA, 1885-1890  
Colonel Asbury Coward, CSA, Class of 1854, 1890-1908  
Colonel Oliver J. Bond, SCM, Class of 1886, 1908-1931  
General Charles P. Summerall, USA, Ret. 1931-1953  
General Mark W. Clark, USA, Ret. 1954-1965  
General Hugh P. Harris, USA, Ret. 1965-1970  
Major General James W. Duckett, SCM, Class of 1932, 1970-1974  
Lieutenant General George M. Seignious II, USA, Ret., Class of 1942, 1974-1979  
Vice Admiral James B. Stockdale, USN, Ret. 1979-1980  
Major General James A. Grimsley, Jr., USA, Ret., Class of 1942, 1980-1989  
Lieutenant General Claudius E. Watts III, USAF, Ret., Class of 1958, 1989-1996  
Major General John S. Grinalds, USMC, Ret., 1997-2005  
Lieutenant General John W. Rosa, USAF, Ret., Class of 1973, 2006-2018  
General Glenn M. Walters, USMC, Ret., Class of 1979, 2018-Present

**For more details, please visit:**

**<https://www.citadel.edu/citadel-history/brief-history/>**

## **6.B**

### **PROFILES IN PRINCIPLED LEADERSHIP**

**Colonel Myron Harrington, USMC, Class of '60 – received the Silver Star and Navy Cross for separate heroic actions eight days apart.**

In January 1968, Captain Harrington, in command of D Co, 1st Battalion, 5th Marine Regiment was tasked with capturing Dong Ba Tower within old Hue City. He and his men attacked uphill, coming under intense fire. Capt Harrington courageously moved forward of his lead elements to an exposed vantage point where he called in fire support, receiving the Silver Star for valor during the successful offensive and repulsion of the enemy counter-attack. Eight days later, Harrington once again proved his mettle when Delta Company came under intense fire from enemy machine guns, mortars, and anti-tank rockets. Disregarding his own safety, Captain Harrington moved from position to position to point out the enemy's location while simultaneously adjusting artillery fire. Harrington received the Navy Cross for facing the enemy's fiercest opposition, inspiring his men, and leading a successful assault against a determined enemy. Harrington served his country with honor, duty, and respect throughout his 30-yr career, later serving his alma mater again as a member of the Board of Visitors.

**Major Thomas Dry Howie, USA, Class of '29 –  
posthumously awarded the Silver Star for gallantry in action  
against the enemy in Normandy, France.**

Major Howie was in command of the 3rd Battalion on the outskirts of Saint-Lô in northern France. He received orders to move into the city, to which he replied: "Yes sir, I will see you in Saint-Lô." Soon after he hung up the telephone, heavy enemy mortar fire ripped through his command post. Disregarding his own safety and attending to his troops, he was struck in the back by shrapnel, which claimed his life. Shocked but galvanized by the loss of their beloved Major, the 116th pulled together for one final push into the city. Still leading them was their slain Major, his body secured to a stretcher on the hood of the lead jeep. Major Howie remained in combat gear and was covered by an American flag. As a testament to Howie's leadership, the 116th ensured that their Major would achieve in death what he was denied in life: He would be the first American soldier into Saint-Lô. Howie's flag-covered body was placed among the ruins of a church in the town. He became known around the world as "The Major of Saint-Lô." Today, a mural titled "The Major of Saint-Lô" hangs in the Daniel Library in his honor.

**Captain Hugh Reavis Nelson, Jr., USA, '59 – Medal of Honor. Presented posthumously by President Biden on 3 Jan 2025.**

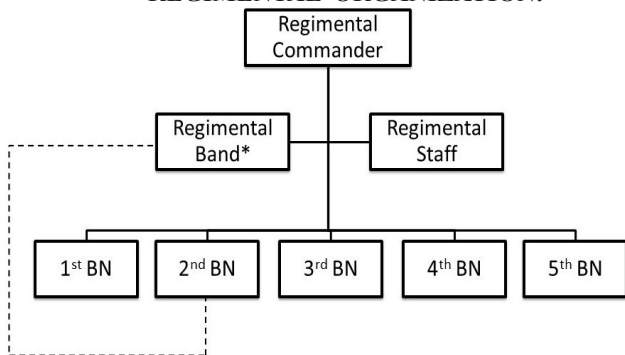
In 1966, Captain Nelson was the aircraft commander of a Huey helicopter in Vietnam when it was struck by a large volume of enemy fire. He and his co-pilot managed to crash land, and Nelson quickly exited the aircraft to aid and support his wounded crew. Having removed one teammate from the wreckage, he worked to remove his door gunner who was stuck inside. Nelson was successful, lying the man on the ground, but both men came under heavy fire from enemy combatants as close as 30'. Without regard for his own life, Nelson used his own body as a shield to cover his comrade. Captain Nelson was hit several times by point blank enemy fire, sacrificing his own life to save his crew. His selfless sacrifice allowed the others time to use a smoke grenade to signal supporting aircraft in the area that there were crash survivors. All but CAPT Nelson were subsequently rescued, the co-pilot being fellow Citadel graduate, CAPT Warren Bailey Jones, Citadel '64.

## 6.C

### THE ORGANIZATION OF THE CORPS OF CADETS

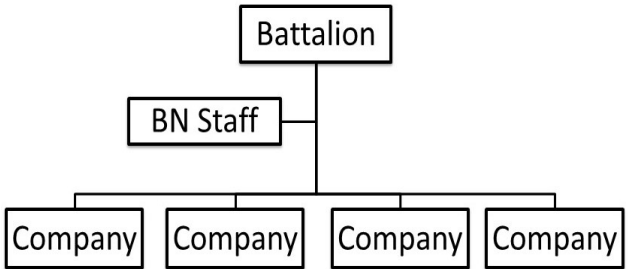
The SCCC constitutes a regiment (REGT). It is commanded by a Cadet Colonel with the direct supervision and advice of the Commandant and the TACs. Under the Cadet Colonel's control are the Regimental Band and five battalions (BN). Each battalion is, in turn, commanded by a Cadet Lieutenant Colonel who is in charge of one of the five barracks in which the cadets are billeted. The Companies (CO) housed in each battalion are commanded by a Cadet Captain. The Company is the basic administrative unit to which the new cadet will be assigned. Each Company is divided into three platoons, each one under the supervision of a Cadet Second Lieutenant. The platoons are further subdivided into three squads headed by a Cadet Sergeant. The squads are the smallest units within the Corps.

#### REGIMENTAL ORGANIZATION:

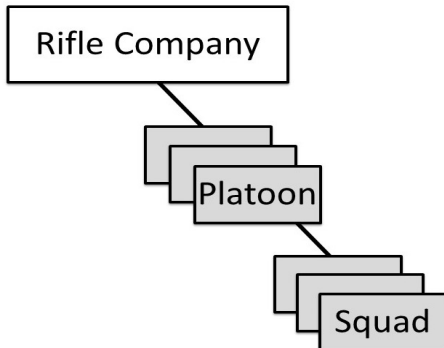


\*Although operationally a regimental asset, **The Regimental Band** is administratively assigned to 2nd Battalion.

## BATTALION ORGANIZATION:



## COMPANY ORGANIZATION:





## **The Uniform**

The Citadel uniform is symbolic of an institution that has maintained an enviable standing in the military and scholastic circles around the nation. Fourth Class cadets will immediately be taught that it is a privilege to wear the uniform and that it must be worn properly at all times.

Badges, ribbons, and medals are awarded to cadets of The Citadel as symbols of acknowledgment for individual or unit achievement. Badges and medals are worn on the full dress uniform. Ribbons and badges are worn on the dress, or summer leave uniforms. For a complete list of uniforms, badges, ribbons, and medals and their proper positions on uniforms, see chapter 7, Section 5 of the White Book.







## **Cadet Rank Insignia**











NOTE: The collar insignia is worn on the right collar of the duty uniform. A cadet rank patch will be worn on the rank tab centered on the ACU blouse. RG Staff insignia is worn on both collars. BN Staff rank is worn on the sleeve of both the dress and full dress uniform.









ADDITIONAL NOTES: Fourth Class Cadets are required to know all rank insignias and must know by name their own chain of command, e.g. only their Team Leader, Squad Leader, Platoon Sergeant, Platoon Leader, First Sergeant, Supply Sergeant, CO Executive Officer (XO), CO Commander (CDR), BN Command Sergeant Major (CSM), BN XO, BN CDR, REGT Command Sergeant Major (RCSM), REGT XO, Deputy REGT CDR, and REGT CDR.











# RANK INSIGNIA









(Fill in names of your COC/Rank Holders)











CADET OFFICERS		
Collar Rank	Sleeve Rank	Rank Title/ (FILL IN) Chain of Command
		<p style="text-align: center;"><b>COLONEL</b></p> <p>REGT COMMANDER:</p> <p>_____</p>
		<p style="text-align: center;"><b>LIEUTENANT COLONEL</b></p> <p>DEPUTY REGT CDR:</p> <p>_____</p> <p>REGT XO:</p> <p>_____</p> <p>BN CDR:</p> <p>_____</p> <p>HONOR CHAIR:</p> <p>_____</p> <p>REGT ACADEMIC OFFICER:</p> <p>_____</p>
		<p style="text-align: center;"><b>MAJOR</b></p> <p>BN XO:</p> <p>_____</p> <p>BAND CDR:</p> <p>_____</p>



		<p><b>MAJOR</b></p> <p>REGT ADJUTANT (S-1):</p> <p>_____</p>
		<p><b>MAJOR</b></p> <p>REGT PROVOST MARSHAL/SAFETY:</p> <p>_____</p>
		<p><b>MAJOR</b></p> <p>REGT OPERATIONS (S-3):</p> <p>_____</p>
		<p><b>MAJOR</b></p> <p>REGT SUPPLY (S-4):</p> <p>_____</p>
		<p><b>MAJOR</b></p> <p>BN ACADEMIC:</p> <p>_____</p>

		<p style="text-align: center;"><b>MAJOR</b></p> <p>HONOR VC ACADEMICS: _____</p> <p>HONOR VC DEFENSE: _____</p> <p>HONOR VC EDUCATION: _____</p> <p>HONOR VC INVESTIGATIONS: _____</p> <p>HONOR VC OPERATIONS: _____</p> <p>BN HONOR REP: _____</p>
		<p style="text-align: center;"><b>MAJOR</b></p> <p>REGT CHAPLAIN: _____</p>
		<p style="text-align: center;"><b>MAJOR</b></p> <p>REGT PUBLIC AFFAIRS: _____</p>
		<p style="text-align: center;"><b>MAJOR</b></p> <p>REGT HUMAN AFFAIRS: _____</p>







		<p align="center"><b>CAPTAIN</b></p> <p>REGT ATHLETIC:</p> <p>_____</p>
		<p align="center"><b>CAPTAIN</b></p> <p>REGT ACTIVITIES:</p> <p>_____</p> <p>MASCOT TEAM (CIC):</p> <p>_____</p>
		<p align="center"><b>CAPTAIN</b></p> <p>REGT RECRUITING:</p> <p>_____</p>
		<p align="center"><b>CAPTAIN</b></p> <p>CO CDR: _____</p> <p>REGT DRILLMASTER: _____</p> <p>REGT BAND XO: _____</p> <p>DRUM MAJOR: _____</p> <p>PIPE MAJOR: _____</p> <p>PIPE BAND DRUM MAJOR: _____</p>
		<p align="center"><b>CAPTAIN</b></p> <p>BN ADJUTANT:</p> <p>_____</p>

		<p><b>CAPTAIN</b></p> <p>BN PROVOST MARSHAL/SAFETY:</p> <hr/>
		<p><b>CAPTAIN</b></p> <p>BN OPERATIONS:</p> <hr/>
		<p><b>CAPTAIN</b></p> <p>BN SUPPLY:</p> <hr/>
		<p><b>CAPTAIN</b></p> <p>BN CHAPLAIN:</p> <hr/>





		<p align="center"><b>CAPTAIN</b></p> <p>TEAM CAPTAIN: _____</p> <p>SR CLASS PRESIDENT: _____</p>
		<p align="center"><b>CAPTAIN</b></p> <p>BN HUMAN AFFAIRS: _____</p>
		<p align="center"><b>FIRST LIEUTENANT</b></p> <p>BN ATHLETIC: _____</p> <p>BATTERY OPS: _____</p>
		<p align="center"><b>FIRST LIEUTENANT</b></p> <p>CO XO: _____</p> <p>BN ACTIVITIES: _____</p> <p>MASCOT TEAM XO: _____</p>
		<p align="center"><b>FIRST LIEUTENANT</b></p> <p>CO ACADEMIC: _____</p>







		<p><b>SECOND LIEUTENANT</b></p> <p>PLT LEADER: _____</p> <p>CO ATHLETIC: _____</p> <p>CO HUMAN AFFAIRS: _____</p> <p>BUGLE MASTER: _____</p> <p>TRAINING &amp; SAFETY OFFICER: _____</p>
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## CADET SERGEANTS

		<p><b>REGIMENTAL SERGEANT MAJOR:</b></p> <p>_____</p>
		<p><b>BATTALION SERGEANT MAJOR</b></p> <p>_____</p>
		<p><b>FIRST SERGEANT:</b></p> <p>_____</p>



		<p align="center"><b>MASTER SERGEANT</b></p> <p>REGT ACTIVITIES NCO: _____</p> <p>REGT ADMIN NCO: _____</p> <p>REGT ATHLETIC NCO: _____</p> <p>REGT HUMAN AFFAIRS NCO: _____</p> <p>REGT OPERATIONS NCO: _____</p> <p>REGT PROVOST NCO: _____</p> <p>REGT PUBLIC AFFAIRS NCO: _____</p> <p>REGT RECRUITING NCO: _____</p> <p>REGT BAND OPERATIONS NCO: _____</p> <p>BN RECRUITING/ PA NCO: _____</p> <p>PALMETTO BATTERY OPERATIONS NCO: _____</p> <p>TEAM CAPTAIN: _____</p> <p>JR CLASS PRESIDENT: _____</p>
		<p align="center"><b>MASTER SERGEANT</b></p> <p>REGT ACADEMIC NCO: _____</p> <p>REGT CHAPLAIN NCO: _____</p> <p>REGT SUPPLY NCO: _____</p> <p>BN ACADEMIC NCO: _____</p> <p>BN SUPPLY NCO: _____</p> <p>MASCOT TEAM NCOIC: _____</p>

		<p align="center"><b>SERGEANT FIRST CLASS</b></p> <p>ASST DRUM MAJOR: _____</p> <p>ASST PIPE BAND DRUM MAJOR: _____</p> <p>BAND SUPPLY SGT: _____</p> <p>BUGLE SGT: _____</p> <p>CO SUPPLY SGT: _____</p> <p>CO ACADEMIC NCO: _____</p> <p>COLORS NCO: _____</p> <p>UNIT DRILL MASTER: _____</p> <p>PIPE BAND SUPPLY SGT: _____</p> <p>MASCOT TEAM SGT: _____</p>
		<p align="center"><b>STAFF SERGEANT</b></p> <p>PLATOON SGT: _____</p>
		<p align="center"><b>SERGEANT (upper sleeve)</b></p> <p>SQUAD LDR: _____</p> <p>CO HUMAN AFFAIRS SGT: _____</p> <p>CO RECRUITING SGT: _____</p>

		<p align="center"><b>CORPORAL (lower sleeve)</b></p> <p><b>REGT ADMIN CLERK:</b></p> <hr/> <p><b>REGT OPERATIONS CLERK:</b></p> <hr/> <p><b>REGT SUPPLY CLERK:</b></p> <hr/> <p><b>BN ADMIN CLERK:</b></p> <hr/> <p><b>CO CLERK:</b></p> <hr/> <p><b>COLOR CPL:</b></p> <hr/> <p><b>CO HUMAN AFFAIRS CPL:</b></p> <hr/> <p><b>ARMORER/ASECL:</b></p> <hr/> <p><b>SOPH CLASS PRESIDENT:</b></p> <hr/> <p><b>MASCOT TEAM (2):</b></p> <hr/> <hr/>

# **Annex 1**

## **Overview of The White Book and Blue Book**

The Regulations of The Citadel are contained in two books located on the college website under “Office of the Commandant.” The Blue Book and the White Book can be found under “Cadet Regulations.” An introduction, overview, and certification test of each book will be given to all Cadet Recruits during the Fourth-Class Training and Orientation Week. The Blue Book covers the rules of cadet behavior. The White Book details Cadet Basic Skills, Cadet Operational Procedures, and various Cadet Programs. All cadets are expected to know how to access these references. It would be beneficial for all incoming freshmen to review these publications prior to their arrival. To access these documents, go to <https://www.citadel.edu/commandant/cadet-regulations/>

## **Annex 2**

### **Overview of the Sexual Misconduct Policy and Title IX**

#### **Statement on Sexual Misconduct:**

All Citadel students and employees are entitled to a positive learning and working environment free from any type of sexual misconduct. The Citadel's administration has zero tolerance for any form of sexual misconduct, to include sexual harassment, sexual violence, and/or interpersonal violence. In severe instances of sexual misconduct, cadets may be expelled, and employees may have their employment terminated. Sexual harassment (SH) includes unwelcome sexual advances, requests for sexual favors, and other verbal or physical harassment of a sexual nature in the workplace or learning environment.

#### **Sexual Harassment Expanded:**

Sexual harassment (SH) is unwelcome conduct of a sexual nature that may occur in person, in writing, and/or through electronic means. It can be a display of formal or informal power intended to demean, embarrass, intimidate, or coerce a person of any gender or gender identity. SH does not always depend on a difference in power and is frequently found in peer-to-peer situations. Sexual harassment may consist of repeated behaviors or arise from a single incident if sufficiently severe.

## **Sexual harassment includes, but is not limited to:**

- Domestic violence
- Dating violence
- Lewd or sexually suggestive and/or explicit comments, jokes, or innuendoes
- Sexually demeaning gender-based words or gender-based comments or comments about not conforming to certain gender stereotypes
- Persistent, unwelcome flirtation, requests for dates, advances, propositions, or demands of a sexual nature that are not mutually agreeable to both parties
- Questions, comments, or rumors about a person's sexuality or sexual activities
- Sexually obscene messages or spreading rumors distributed via computer, email, phone and/or on social media sites
- Sexual graffiti and/or explicit pictures, videos, and/or cartoons
- Comments about or unwanted touching, fondling, patting, pinching, or deliberate brushing against a person's body
- Intentionally cornering or blocking another's passage
- Stalking
- Threats or insinuations that lead a person to reasonably believe that submitting to or denying sexual favors will affect his or her reputation, education, employment, advancement, or standing within The Citadel community
- Behaviors and language described above may also be considered harassment by third parties who are not the intentional targets for the behavior. Cadets who believe they have been sexually harassed or know someone who they believe has been sexually harassed should contact one of the many reporting options offered on and off campus, to include CARE, Title IX, Ombudsmen, Chaplain, the Counseling Center, or the MUSC Clinic. For more information see **The Citadel's Title IX website:** <https://www.citadel.edu/compliance/title-ix/>

## **Sexual Violence Defined:**

Sexual violence is defined as any non-consensual physical conduct of a sexual nature and encompasses a broad range of behaviors including, but not limited to:

**Non-Consensual Sexual Intercourse:** Any sexual penetration (anal, oral, or vaginal) however slight, with any body part or any object without affirmative consent. This is commonly referred to as rape.

**Non-Consensual Sexual Contact:** Touching of someone's intimate body parts such as genitalia, groin, breast, buttocks, or any clothing covering them; touching a person with one's own intimate body parts; or compelling another to touch one's intimate body parts without affirmative consent. These acts are commonly referred to as sexual assault.

The Citadel recognizes the standard of Affirmative Consent.

Affirmative consent is:

1. Knowing, and
2. Voluntary, and
3. Clear permission
4. By word or action
5. To engage in any sexual activity

Consent must be given from the beginning to end of each sexual activity and each type of sexual contact. A person's silence or lack of resistance, in and of itself, does not establish consent. This definition of consent applies notwithstanding a participants' sex, sexual orientation, gender identity, or gender expression. An incapacitated person lacks the ability to make informed judgments and cannot consent to sexual contact. Incapacitation is the inability, temporarily or permanently,

to give consent because an individual is mentally and/or physically helpless, asleep, unconscious, or unaware that sexual activity is occurring. Mentally helpless means a person is rendered temporarily incapable of appraising or controlling one's own conduct. Physically helpless means a person is physically unable to verbally, or otherwise, communicate consent or unwillingness to an act. When alcohol is involved, incapacitation is a state beyond drunkenness or intoxication. When drug use is involved, incapacitation is a state beyond being under the influence of or impaired by the use of the drug. Alcohol and other drugs impact each individual differently.

Cadets who believe they, or someone they know, has been sexually assaulted should contact the Title IX Coordinator to understand their rights and options or to seek support and resources. More in-depth information can be found at:

<https://www.citadel.edu/compliance/title-ix/>

### **Other Types of Discrimination or Harassment:**

The Citadel expressly forbids discrimination by or toward any person hired by, affiliated with, or a student at the college because of race, color, religion, gender, sexual orientation, or national origin. This includes peer-on-peer harassment. Details on reporting cases of discrimination or harassment can be found in the Blue Book and in the “Policies and Procedures” page of the Human Resources website.



## **Annex 3**

### **Tobacco, Alcohol, & Drug Policies**

#### **Tobacco and Vaping Policy:**

The Citadel is a tobacco and vaping free campus. Tobacco use in all forms, including vaping devices, is prohibited in all facilities, buildings, and areas owned and operated by The Citadel. Information on the tobacco and vaping policy can be found at <http://www.citadel.edu/root/images/policies/2-014-tobacco-product-free-campus-policy.pdf>.

Cadets found in violation of any part of the tobacco and vaping policy can expect to receive disciplinary actions including monetary fines, tours, confinements, and loss of rank. Information about discipline for tobacco policy violations (TVs) can be found online in the Blue Book or by contacting the Assistant Commandant for Discipline, **COL Heyward Hutson** at [hhutson1@citadel.edu](mailto:hhutson1@citadel.edu).

#### **Alcohol Policy:**

The Citadel expressly prohibits the unlawful purchase, possession, distribution and/or use of alcohol (e.g., underage drinking) including the possession of alcohol on property owned or controlled by The Citadel (e.g., bringing alcohol onto campus or into the barracks) or off-campus when a cadet or student is acting as a representative of The Citadel. Information on the alcohol policy can be found at <https://web.citadel.edu/root/images/policies/alcohol-and-other-drugs-policy.pdf>.

Cadets found in violation of any part of the alcohol

policy can expect to receive disciplinary actions up to and including battalion transfers, loss of parking, loss of rank, monetary fines, or dismissal from the college for multiple violations. Information about discipline for alcohol policy violations (AVs) can be found online in the Blue Book or by contacting the Assistant Commandant for Discipline, **COL Heyward Hutson at [hhutson1@citadel.edu](mailto:hhutson1@citadel.edu)**.

### **Drug Policy:**

The Citadel expressly prohibits the use of illegal drugs and supports only the legal use of prescription drugs. Information on the drug policy can be found at <http://www.citadel.edu/root/images/policies/alcohol-and-other-drugs-policy.pdf>

The Citadel randomly tests members of the Corps of Cadets for the presence of illegal drugs. Participation in mandatory drug testing is a condition of acceptance and continued enrollment as a cadet at The Citadel. A positive drug test will result in expulsion from the college. Information about cadet discipline for violation of the drug policy can be found online in the Blue Book or by contacting the Assistant Commandant for Discipline, **COL Heyward Hutson at [hhutson1@citadel.edu](mailto:hhutson1@citadel.edu)**.

For private and confidential assistance with tobacco, vaping, alcohol and/or drug related issues, please contact the Director of CADIC (Campus Alcohol and Drug Information Center), Mr. Kevin M. Modglin at [kmodglin@citadel.edu](mailto:kmodglin@citadel.edu). or visit him in Mark Clark Hall, Room 217. Remote appointments via Skype, Zoom, or FaceTime are also available. Additional information is available at <https://web.citadel.edu/root/cadic>

## **Annex 4**

### **Student Support Centers**

**The Career Center** is located in Capers Hall. The staff educates and empowers students to become active participants in their professional success starting freshman year. It offers training and resources on all aspects of professional success, including career exploration, resume writing, recruiting events, alumni engagement, professional networking, interview skills. The Career Center supports the development of an effective job search strategy and a four-year career-planning timeline which, when followed, leads to preparation for gainful employment (or graduate school) by graduation.

**Daniel Library, The Citadel Archives, and The Citadel Museum** have a mission to deliver exemplary services and to provide resources and professional support for learning, research, scholarship and instruction that inspire the campus community; to offer a welcoming environment with spaces to study, converse, and reflect; and to empower students to become ethical and principled leaders by equipping them with the knowledge and skills to be lifelong critical thinkers. The library was constructed in 1960 in honor of brothers, Charles E. Daniel, Class of 1918, and R. Hugh Daniel, Class of 1929; both were lifelong benefactors of the college.

[For more information about resources and services, visit   
https://library.citadel.edu/home.](https://library.citadel.edu/home)

**The Holliday Alumni Center** houses alumni and fund-raising organizations for The Citadel as well as a visitors' center, catering kitchen, banquet hall, and two courtyards. Each graduating class will have their senior dinner in the Courvoisie Banquet Hall and be introduced to the Alumni Network. The hall is named for Lieutenant Colonel T. Nugent Courvoisie (also known as "The Boo"), Class of 1938, who served as Assistant Commandant from 1961-1968. The Alumni Center also houses The Citadel Foundation, a nonprofit organization created to secure, manage, and steward philanthropic support for the college.

**Medical University of South Carolina (MUSC) Clinic at The Citadel, (also known as the Mary B. Murray Memorial Infirmary)** provides routine and urgent medical care through morning sick call and scheduled afternoon appointments, as well as inpatient infirmary care (16 beds), for cadet members of the SC Corps of Cadets. Further information regarding the Clinic can be found under the Cadet Life tab Mary Bennett Murray Infirmary on The Citadel's webpage.

**The Citadel's Department of Public Safety (PSAF)** is committed to campus security. They provide law enforcement services, manage traffic and parking, oversee fire, industrial and environmental safety, and provide safety oversight for all activities on campus. PSAF's uniformed force are fully sworn South Carolina law officers, with arrest authority. They enforce the laws, ordinances, and regulations of South Carolina and The

City of Charleston, and all Citadel safety policies. Citadel PSAF integrates with Local, State and Federal agencies as required, and is a key component of The Citadel's crisis management and emergency response planning and execution. For more information, visit: <https://www.citadel.edu/publicsafety/>

**Summerall Chapel and Carillon** – The Chapel was constructed from 1936-1937 and officially dedicated in 1938. The inscription adorning the front of the Chapel reads “Remember Now Thy Creator in the Days of Thy Youth.” Since its inception, the Cadet Chapel (later re-named after General Summerall) has served as a sanctuary for worship, reflection, and remembrance. While designed in a specifically Christian cruciform style, Summerall Chapel belongs to no particular denomination. The chapel has 46 stained glass windows; 36 dedicated in honor of classes through the Class of 1945, upper facade and transept windows comprised of smaller “medallions” honoring Citadel cadets, along with a few distinguished faculty and staff, and the chancel window above the altar dedicated in 1942 as a memorial to all Citadel cadets and graduates who have given their lives for their country. St. Alban's Episcopal Chapel has occupied the north transept since 1990.

**The Thomas Dry Howie Memorial Carillon Bell Tower and Columbarium** is 90 feet high and was

initially donated to The Citadel by two alumni, Charles and R. Hugh Daniel, in tribute to their friend, Major Thomas Dry Howie, Class of 1929, who is remembered as the “Major of St Lo.” A carillon is a set of bronze bells that can be played from a keyboard in the tower. The Citadel carillon is one of the largest Dutch bell installations in the Western Hemisphere, with 59 bells, totaling 30,300 pounds in weight. The base of the tower houses the Citadel columbarium, which was added in 2012 and sponsored by the Class of 1957, allowing alumni to secure niches and be buried in the bell tower.

**The Swain Boating Center** provides a pavilion and docks for The Citadel community to enjoy our beautiful waterfront. Originally “The Citadel Yacht Club”, it has been in existence since the 1920’s and provides gathering facilities and a small fleet of power and sailboats available for use by Citadel Cadets and Graduate Students, faculty and staff and their qualifying dependents who have passed the South Carolina Basic Boating Course and The Citadel Boating Safety Boating Course. For more information visit <https://www.citadel.edu/swain-boating-center/>.

## **Annex 5**

### **Additional Cadet Services**

#### **Mark Clark Hall**

**The Citadel Bookstore** offers textbooks and a large variety of gifts and souvenir merchandise. Contact 843-953-5110

**The Citadel Marketplace** is a convenient place to purchase ready to eat sandwiches, hotdogs, pizza, snacks. and drinks. Additionally, the Marketplace offers toiletries, convenience items, and over the counter medications.

**The Barber Shop** offers haircuts to all cadets, civilian students, faculty, staff, and the general public. No appointments are necessary. For more information call 843-953-7467 (SHOP).

**Starbucks** serves a variety of coffee drinks, grab-and-go breakfast pastries, sandwiches, salads, and desserts.

**The Post Office** provides a full range of mailing services.

**The Canteen (also known as the Munnerlyn Snack Bar)** features Chick-Fil-A sandwiches, wraps, salads, soup, and breakfast offerings. Fourth Class cadets are allowed in the Knob Alley section anytime except during formations, drill periods, meals, and evening study periods.

#### **Other Locations**

**The Laundry & Dry Cleaning** is located behind Murray Barracks on Courvoisie Avenue and provides full-service operation to all cadets, faculty, staff, and visitors. Clean and press or fluff and fold for all your laundry needs. Pick-up

and delivery service to the barracks is available to all cadets. Turnaround time for Laundry is 48 hours. See the Cadet Pick-up Schedule for more information. Please call us at 843-953-WASH (9274).

**The Tailor Shop** is on Courvoisie Avenue between the Cadet Store and Laundry facilities. Services include full-service tailoring and alterations on both military uniforms and civilian clothing. Most services can be done within 5-business days. Contact 843-953-5076 for more information.

**The Tommy B. Hunter Cadet Store** is located on the Ashley River side of campus behind the barracks on the corner of Hammond Avenue and Courvoisie Avenue. The Cadet Store sells shoes, boots, clothing, accessories, convenience items and other cadet items.

**Vending machines** can be found throughout the campus and are available to all cadets. Refunds for vending machines are provided at the Cadet Store.

**The Citadel OneCard** is the official campus ID card that functions mainly as a campus debit card with two accounts. The restricted account can be used to purchase books, school supplies, the original uniform issue from the Cadet Store, and other required uniform items and haircuts.

The open account on the OneCard can be loaded with additional funds for use at campus facilities. It is mainly used to purchase food, drinks, and other non-required items that cannot be purchased with the restricted account. To add funds to the open account, go to Lesesne Gateway and navigate to Campus Center. The OneCard office is located at 208 Richardson Avenue. For more information go to <https://www.citadel.edu/auxiliary-enterprises/onecard/>.



## **Annex 6**

### **Major Weekends for the Corps of Cadets**

**Parents' Day is in September or October** and traditionally marks the end of Cadre Training Period. 4th-Class cadets are promoted from "Recruit" to "Private" and accepted into the Corps of Cadets. Seniors receive their rings and open barracks allows family and friends to enter the barracks and cadet rooms. Other highlights include: a Pipe Band performance, the Kelly Cup Finals, a Regimental Band concert, and a dress parade. Lunch is available for the cadets, their families and other guests followed by a Bulldog Football game.

**Homecoming, held in late October or November,** is a weekend for alumni to renew old friendships and revisit their alma mater. The 50th Year Reunion class is honored. Various events are scheduled throughout the weekend beginning on Friday with the Twilight Parade where the Corps of Cadets marches in silence to remember those alumni who have given the ultimate sacrifice for their country as the sun sets along the Ashley River. The next morning features open barracks, a performance by the Pipe Band and Summerall Guards followed by a dress parade in honor of all alumni and a Bulldog football game.

**Corps Day, the birthday of the Corps of Cadets, is scheduled in March** to celebrate the day in 1843 when the first cadets reported to The Citadel on Marion Square. The barracks are opened with a performance by the Pipe Band followed by the exchange of rifles from the old to the new Summerall Guards. The Corps Day Jeep Review tops the morning with the presentation of The Citadel Palmetto

Medals. The 4th-Class Recognition events are also part of this weekend which end with “the Knob System is no longer in effect.” Upperclassmen shake hands with the freshmen and share their first names. The Gold Star Journal, the college scholarly journal, and The Shako, the literary magazine, are distributed this weekend.

**Graduation Week** follows final exams and ends with Commencement Exercises. Highlights include: the “Star of the West – Best Drilled Cadet” competition, the Annual Awards Convocation, the Baccalaureate Service, and the Long Gray Line Parade honoring graduating seniors. The Citadel President and First Lady host a Garden Party following the parade for graduates and their families. On Saturday, freshmen are released for summer furlough and the seniors return to campus for commencement exercises.

## **Annex 7**

### **Cadet Activities and Publications**

In addition to the military and educational duties that cadets participate in daily, extracurricular activities and organizations exist to suit the needs of every cadet. There are a multitude of activities that the new cadet may participate in to diversify and enrich The Citadel experience.

#### **Activities**

**Blood Drives** - The American Red Cross, in cooperation with the Department of Cadet Activities, works closely with the community in coordinating blood drives. These blood drives are held in Buyer Auditorium monthly during the academic year. Competitions for donating the most blood are held amongst the cadet companies and between cross town college rivals.

**The Citadel Fine Arts Program** - Since its inception in 1965, the Fine Arts Series provides the Corps with an introduction to cultural pursuits by presenting a wide variety of programs. Third- and Fourth Class cadets are required to attend one event per semester in order to be academically proficient.

#### **Cadet Clubs**

**Cadet Organizations and Athletic clubs** provide opportunities to participate in academic, religious, athletic, military, community service, and honor society activities. They offer experiential learning, team building, and leisure opportunities. For a complete listing, please contact or visit the Dept. of Cadet Activities in Mark Clark Hall, room 211.

#### **Cadet Publications**

**The Gold Star Journal** - The Student Scholarly Journal of The Corps of Cadets and The Citadel Graduate College -- promotes academic excellence at The Citadel through the publication of cross-disciplinary, nonfiction papers. Selected works demonstrate effective writing, research skills, and critical thinking. Any student may submit nonfiction papers from any discipline to the journal and/or serve on the staff. The five to eight published works, which are selected by the staff, demonstrate quality writing and research. Since the first issue in 1997, the journal has been published for Corps Day distribution.

**The Guidon** is published annually as a source of information to Fourth Class cadets.

**The Honor Manual** - The Honor Manual explains the Cadet Honor System, its policies, trial procedures, appeal procedures, and all details necessary for cadets to effectively abide by the Citadel's Honor Code.

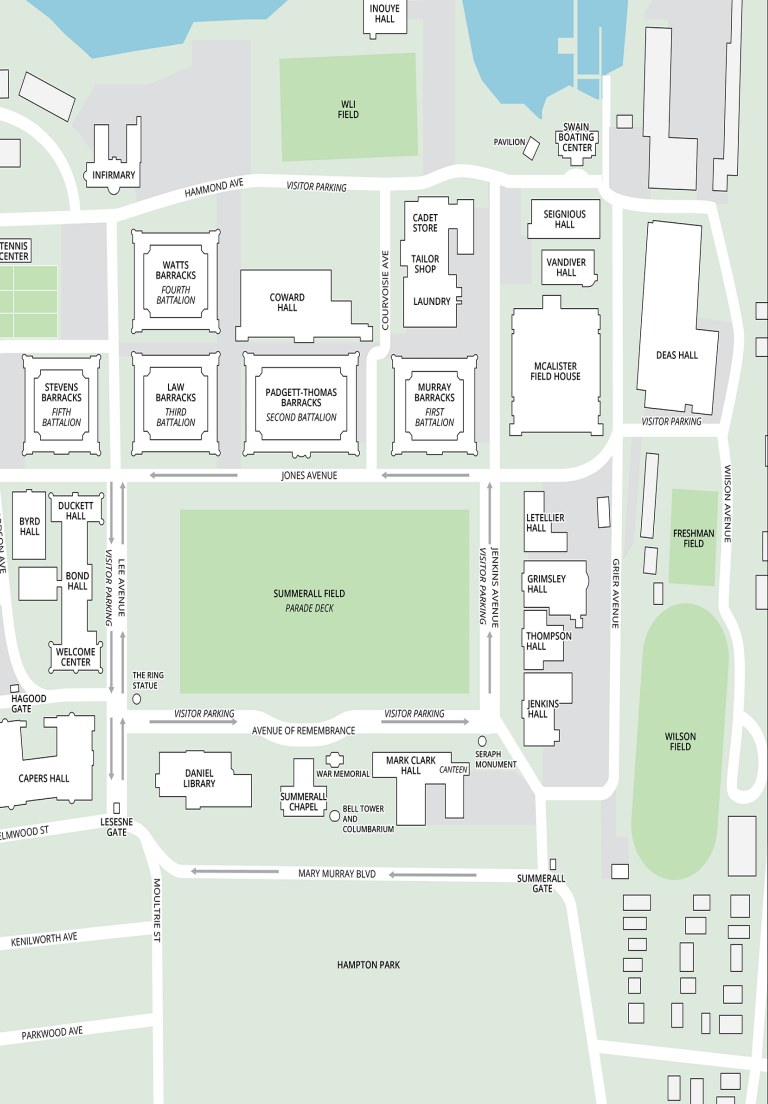
**The Shako** - the literary magazine of The Citadel is published once a year by a cadet staff and has been hailed as one of the best magazines of its type in the state. All cadets may submit poems, stories, articles, works of art, and book reviews for publication.

**The Sphinx** - The Sphinx, the yearbook of The Citadel, is one of the major publications of the Corps of Cadets. The Sphinx, which gives a picture of the activities of the Corps, faculty, and staff, is a lasting tribute to those who join the ranks of The Citadel



# THE CITADEL





INOUE HALL

WLI FIELD

PAVILION

SWAIN BOATING CENTER

INFIRMARY

HAMMOND AVE

VISITOR PARKING

WATTS BARRACKS  
FOURTH BATTALION

COWARD HALL

COURVOISIE AVE

CADET STORE  
TAILOR SHOP  
LAUNDRY

SEIGNIOUS HALL

VANDIVER HALL

MCALISTER FIELD HOUSE

DEAS HALL

VISITOR PARKING

TENNIS CENTER

STEVENS BARRACKS  
FIFTH BATTALION

LAW BARRACKS  
THIRD BATTALION

PADGETT-THOMAS BARRACKS  
SECOND BATTALION

MURRAY BARRACKS  
FIRST BATTALION

JONES AVENUE

VISITOR PARKING

VISITOR PARKING

BYRD HALL  
DUCKETT HALL  
BOND HALL  
WELCOME CENTER

LEE AVENUE

VISITOR PARKING

HAGOOD GATE  
CAPERS HALL

THE RING STATUE

VISITOR PARKING

AVENUE OF REMEMBRANCE

VISITOR PARKING

JENKINS AVENUE

VISITOR PARKING

LETELLIER HALL  
GRIMSLEY HALL  
THOMPSON HALL  
JENKINS HALL

GRIER AVENUE

FRESHMAN FIELD

WILSON FIELD

WILSON AVENUE

DANIEL LIBRARY

SUMMERALL CHAPEL

WAR MEMORIAL

MARK CLARK HALL  
CANTEEN

BELL TOWER AND COLUMBIARUM

SERAPH MONUMENT

LESENE GATE

MARY MURRAY BLVD

SUMMERALL GATE

ELMWOOD ST

MOUTRIE ST

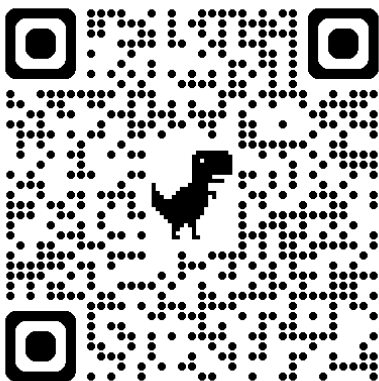
KENILWORTH AVE

PARKWOOD AVE

HAMPTON PARK



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THE CITADEL?**



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the history of The Citadel**





**HONOR-DUTY-RESPECT**

# THE 25-20-20 RULE