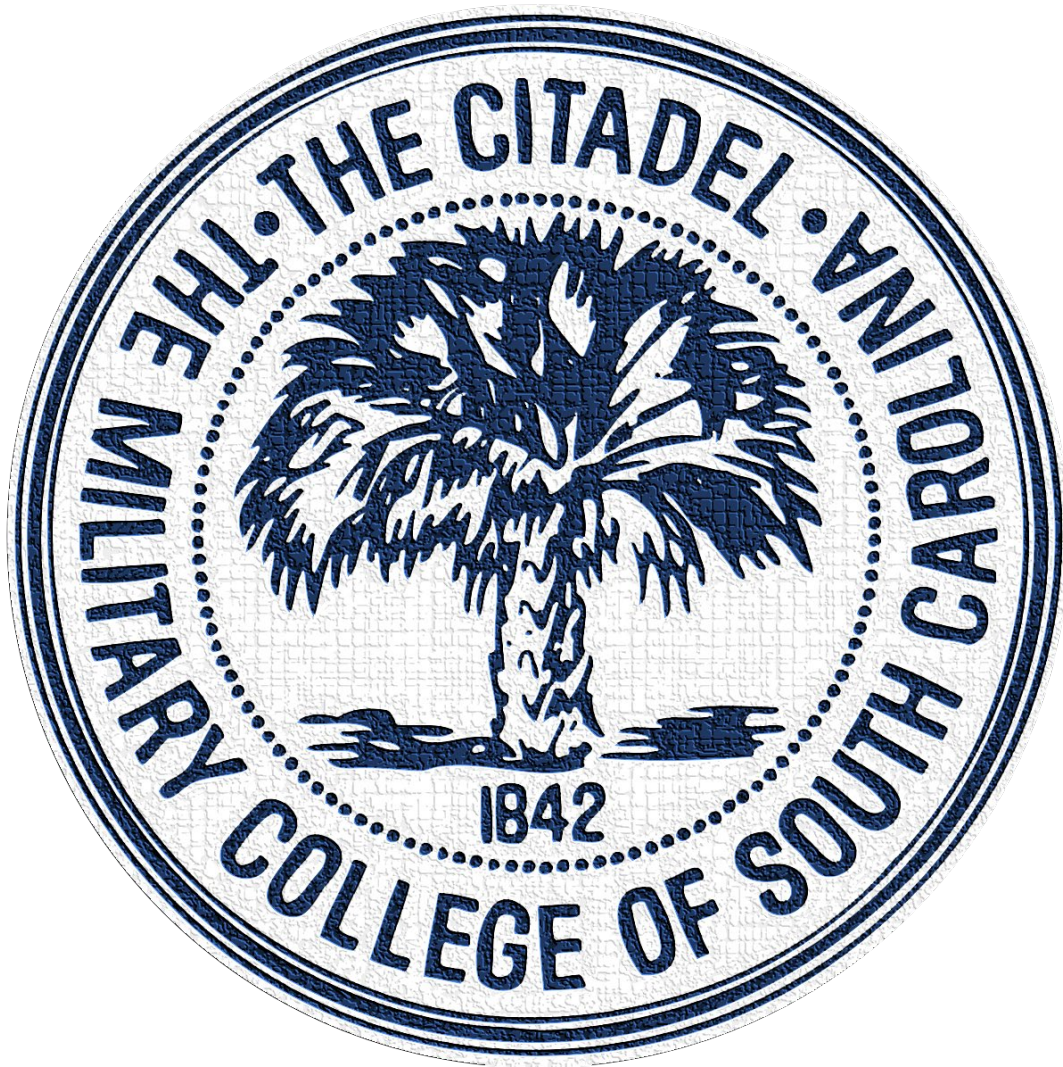


S.C.C.C. Blue Book



As of:

1 August 2025

(Changes highlighted in RED)

“Discipline is choosing between what you want now and what you want most.”

—Abraham Lincoln

“It's absolutely true that unless you can instill discipline upon yourself, you will never be able to lead others.” - Zig Ziglar

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INTRODUCTION

One commonly accepted dictionary definition of discipline has three parts.¹ The first is “control gained by enforcing obedience or order.” As part of The Citadel Experience, discipline in this context relates to **a cadet’s development as a leader**. The second is “orderly or prescribed conduct or pattern of behavior.” As part of The Citadel Experience, discipline in this context relates to the **organizational culture and climate** of The Citadel. The third is “self-control.” As part of The Citadel Experience, discipline in this context relates to **a cadet’s development as an individual**. Because discipline at The Citadel embraces all three of these contexts, the Blue Book is organized into chapters about organizational culture and climate, individual development, and leader development.

Discipline at The Citadel also includes both standards-based training and outcome-based education and training. Standards-based training is organized around the familiar task, condition, and standard format. Cadets train to these standards in a step-by-step/by-the-numbers training style that breaks the task into manageable pieces, and various tasks are then linked together to broaden cadet’s skills and knowledge. This broadening extends standards-based training into outcome-based education and training and provides cadets with the transferable skills they can use in all occupations. Sometimes these outcomes are very specific,

¹ Merriam-Webster Collegiate Dictionary, 11th edition, Thomson Press India: Faridabad, 2019, 356.

and sometimes they are captured more generally in one of the seven characteristics of principled leadership. Generally speaking, The Citadel uses standards-based training as a means to facilitate outcome-based education and training. Therefore, every regulation in the Blue Book represents a standard designed to promote an outcome, and those relationships are clearly identified to help articulate the “why” behind each regulation.

There are many different leadership styles, and the complete leader must be a master of many. The Blue Book is based largely on transactional leadership: a *quid pro quo* exchange of carrots and sticks. Transactional leadership can obtain rapid results, but it is a difficult system to manage over the long-term because it requires constant monitoring of behavior and regular re-negotiation of what items are valued. It is tough to move to a self-sustaining leadership environment with transactional leadership because the process must be renewed with each transaction.² The system also makes it a viable option for the subordinate to deviate from the desired behavior if he or she is willing to accept the consequence. A cadet can “do the crime if they are willing to do the time.”

Of course, there will always be an element of transactional leadership present in a military school and even in the workplace. Individuals rightfully expect to receive pay and perks in exchange for a certain level of performance. However, Joseph Badaracco cautions against creating a system in which people are “running faster and faster, like rodents on a treadmill, to get larger and larger monetary pellets.” Instead, he admonishes leaders to foster an environment in which people “work with devotion and passion to express who they are and what they really care about.”³

Transformational leaders understand the motivations and needs of their followers. Thus, rather than the relationship of exchanges that characterizes transactional leadership, transformational leadership is the process whereby an individual engages with others to the point of creating a connection that raises the level of motivation and morality in both the leader and follower. The transformational leader responds to the needs and motives of followers in a way that allows them to achieve their fullest potential.⁴

This sense of fulfillment must transcend the typical needs associated with transactional leadership such as financial reward, and extend to intangible needs such as learning, self-worth, pride, competence, and serving others. Transformational leadership taps into what people find enjoyable about work or an activity, rather than merely its utilitarian value. It seeks to allow people to find motivation from an inner sense of purpose rather than from extrinsic factors.⁵ At The Citadel, the transactional components of the Blue Book are appropriate for specific purposes and are entirely consistent with Step 4 of The Citadel Training Model (consequences), but the overall goal is to use transformational—specifically principled—leadership in pursuit of Step 5 of The Citadel Training Model (growth).

² Peter Northouse, *Leadership Theory and Practice*, (Thousand Oaks, CA: Sage Publications, 2004), 178.

³ Joseph Badaracco, *Questions of Character: Illuminating the Heart of Leadership Through Literature*, (Boston, MA: Harvard Business Review Press, 2006), 87.

⁴ Northouse, 170.

⁵ James Kouzes and Barry Posner, *The Leadership Challenge*, (San Francisco, CA: Jossey-Bass, 2012), 171-2.

CHAPTER 1 DISCIPLINE THAT FACILITATES ORGANIZATIONAL CULTURE AND CLIMATE

Values are statements of what is important to an organization. Top-level leaders consider those values in the context of the environment, trends, and other information in order to craft a vision that provides an ideal future end state for the organization. The organization then develops a strategic plan to achieve that end state.⁶ The execution of that strategy requires a systemic process of rigorous analysis, ruthless prioritization, tenacious follow-through, and continuous accountability.⁷ Only organizations with a culture and climate of discipline can remain focused along the obstacle-ridden path from values to execution.

Organizational culture is built on values and is part of the organization. Cultural values define the boundaries of acceptable thought and behavior within the organization, and influence how individuals talk to each other, approach problems, anticipate and judge situations, develop expectations, determine right from wrong, establish priorities, and react to many other aspects of organizational and personal behavior. Culture is a long-term, complex phenomenon.⁸ Discipline is reflected in the culture of The Citadel not exclusively, but perhaps most prominently, through the military pillar and The Citadel's core identity as a military college.

Climate is a short-term phenomenon created by the current leadership in the organization. The leader contributes to creating a positive climate when his or her behavior reflects competence and the underlying values, beliefs, and assumptions of the organization. Members of the organization receive guidance from the leader about what type of behavior is expected, and will be either rewarded or punished.⁹ Discipline is reflected in the climate of The Citadel largely at the company level and in the context of the actions and inactions of the chain of command that influence the degree to which behavior in the company aligns with The Citadel's three core values of Honor, Duty, and Respect.

The following table depicts the standards, outcomes, and explanations of expected discipline that facilitates a positive organizational culture and climate:

Standard	Desired Outcome	Explanation
Maintain an environment that is safe and secure for those who live and work in it	Barracks access that is restricted to authorized personnel. Dangerous contraband that pose a threat to health, safety, and welfare are not present. Properly registered and authorized vehicles that are operated in compliance with	Unauthorized visitors pose a risk to cadets and property and violate the privacy of what is essentially a place of residence. Items such as weapons and explosives present inherent safety threats. A safe and secure environment is fundamental to a positive organizational culture and climate. Guards and alert cadets must develop the situational awareness and take the proper actions to ensure a safe environment. Limited and shared space and the abundance of pedestrians and visitors necessitates careful management and strict adherence to motor vehicle operations and parking policies for the safety for all.

⁶ Strategic Leadership Primer, Carlisle Barracks, PA: Army War College, 1998, 21-23.

⁷ Larry Bassidy and Ram Charan, *Execution: The Discipline of Getting Things Done*, (New York: Crown Business, 2002), 2222.

⁸ Strategic Leadership Primer, 32.

⁹ Ibid., 33.

	established regulations, policies, and laws. A tobacco-free campus.	While tobacco use is an individual choice, it negatively impacts organizational culture and climate by the second-hand health risks and the quality-of-life degradations it imposes on others.
Maintain an environment that is conducive to the business at hand	Barracks, classrooms, and other spaces that are free from disturbances and other breaches of the peace and expected decorum	Close quarters require respect for the reasonable expectation of fellow occupants to be able to conduct their business without undue interruption or distraction. This is consistent with the CTM principle of mutual respect.
Protect and contribute to a positive image of The Citadel	Conduct that places into action the core values and bears witness to all observers that The Citadel and its cadets are welcome and upstanding members of society	Organizations are judged, both positively and negatively, by the conduct of their members. Each cadet represents something larger than him or herself. The particularly reprehensible conduct of an individual cadet can cause lasting damage The Citadel's and the Corps of Cadets' reputation. Conversely, meritorious individual conduct enhances The Citadel's reputation and creates additional opportunity, grace, and favor for all.
Support, obey, and respect the chain of command and those in authority	A network of members who by being "easy to lead" empowers the chain of command to accomplish its mission	Routine obedience and duty often result in outstanding unit or organizational achievement. Disrespect, insubordination, undermining, or threatening the chain of command in a military organization constitutes "toxic followership."
Treat everyone with respect and dignity, and in accordance with their legal rights and protections	An organizational culture and climate that makes all members feel safe, valued, welcome, included, and able to exercise their civil liberties with equal protections under the law	While affording others their constitutional rights is an act of individual discipline, the inclusion, teamwork, and respect that facilitate the opportunity of each member to contribute to their fullest extent and to unleash their full potential is representative of positive organizational culture and climate. Contrary to such a culture and climate is one in which fraternization and preferential treatment transcends merit-based consequences and is unacceptable.
Maintain a drug-free environment	Zero tolerance	Illegal drug abuse by members of the South Carolina Corps of Cadets is incompatible with Citadel standards of discipline, performance, and operational readiness. It is a threat to our organizational culture and climate and threatens the safety of cadets, staff, faculty and community members.
Conserve resources and safeguard organizational property under your care	There is no fraud, waste, misuse, or abuse. The only degradation to property is due to fair wear and tear or legitimate and unpreventable accident. Performing routine maintenance is the hallmark of a good unit and problems with equipment and facilities are addressed before developing in to larger ones.	Leaders and members must be responsible stewards of the organization's finite resources. Irresponsible, negligent, or wasteful management diverts resources from other priorities, raises costs, and negatively affects quality of life.

Cadets are expected to pursue the intent and spirit of standards designed to facilitate a positive organizational culture and climate. The discussion below is designed to help them understand that intent and spirit so they can act consistently with it.

Maintain an environment that is safe and secure for those who live and work in it. According to Abraham Maslow's hierarchy, before self-actualization can occur, an individual's fundamental physiological and safety needs must first be met. A safe and secure environment is perhaps the most basic responsibility an organization must provide for its members. Safety and security is more than just the absence of danger and fear. It is the sense of peace and well-being that allows people the freedom of action to prioritize other tasks. This standard is met when the members of the organization feel that sense of peace and well-being. It is violated when infrastructure, systems, and policies designed to provide safety and security are compromised, violated, damaged, or tampered with, when dangerous or harmful items are used, available, or improperly regulated, and when unit's members align themselves with those that threaten the organization's values and its security. The Citadel's policies that prohibit alcoholic consumption and tobacco use on campus and those that govern the operation of motor vehicles are also designed to contribute to a safe and healthy environment for all cadets.

Maintain an environment that is conducive to the business at hand. The "business at hand" at The Citadel is "to educate and develop cadets to become principled leaders in all walks of life." Certainly, principled leaders have fun, rest and recreate, and enjoy society and its pleasures. They know, however, that "there is a time and a place for everything." This standard is met when cadets contribute to an environment that is conducive to what it is that the organization must accomplish. That means, for example, that during ESP, the environment should be conducive to studying and that the environment contributes to that end. In the classroom, the environment should be conducive to learning. In the barracks, the environment should be conducive to living without undue disruption. Lastly, The Citadel is a place of military decorum and it is inappropriate for cadets to engage in sexual activity on campus.

Protect and contribute to a positive image of The Citadel. Members of an organization are part of something bigger than themselves. Members of The Citadel's Corps of Cadets are part of something special and extraordinary, but the continuance of that status and reputation is dependent on each cadet doing his or her part. The Citadel's excellent reputation provides cadets opportunity and freedom of action. This standard is met when the members of the organization act in ways that continue to foster this opportunity and freedom of action. The standard is violated when cadets act in a way that is unbecoming of a cadet or brings discredit to The Citadel.

Support, obey, and respect the chain of command and those in authority. An organization's leaders have the immense responsibility to accomplish the mission and serve and care for those placed in their charge. The organization's members should actively assist their leaders as they fulfill this responsibility. Especially in a military structure built on a chain of command, each successive level must do its part to contribute to the success of the unit as a whole. This

standard is met when followers empower their chain of command to lead them. It is violated when there is disrespect, insubordination, interference, obstruction, undermining, disobedience, or threatening to those in authority who are in good faith pursuing their duties.

Treat everyone with respect and dignity, and in accordance with their legal rights and protections. This type of respect makes organizational members feel included and their contributions valued. Every member brings to an organization unique talents, experiences, perspectives, and ideas. When individuals feel respected, they contribute greatly to the success of the team. When they do not feel respected the individual's sense of self-worth is diminished, and the organization suffers. This standard is met when all team members feel included and valued for who they are and what they can contribute.

Conserve resources and safeguard organizational property under your care. The organization maintains certain finite resources to accomplish its mission and provides certain resources to organization members so they can accomplish their supporting tasks. These resources are limited and represent both tangible and opportunity costs. The mission cannot be accomplished without necessary resources and growth cannot occur without the acquisition of additional resources. This standard is met when organization members act as good stewards of organizational resources. It fails when, through malice or neglect, organizational member's misuse, waste, damage, misappropriate, or fail to properly care for the organization's resources.

CHAPTER 2 DISCIPLINE THAT FACILITATES INDIVIDUAL DEVELOPMENT

Discipline derives from the word "disciple" which relates to being a follower of or active adherent to someone or something. Discipline in the context of being a follower of someone involves being "easy to lead." Someone who has discipline in this sense respects authority, complies with regulations and standards, gives maximum effort, is open and receptive to new ideas, and is an active participant in the learning and developmental process.¹⁰ Discipline involves intrinsic elements such as self-awareness, self-regulation, and motivation. An individual with this kind of intrinsic discipline can realistically assess his or her strengths and weaknesses, controls or redirects disruptive impulses or moods, has a strong desire to achieve, and is committed to the organization.¹¹ Cadets begin to develop this type of individual discipline during the "prepare" stage of development at The Citadel and use that foundation to exercise individual discipline in a more transformational way throughout The Citadel Experience.

The following table depicts the standards, outcomes, and explanations of the sort of discipline that facilitates positive individual development:

¹⁰ CTM, 13-14.

¹¹ Daniel Goleman, "Emotional Intelligence and Leadership," in Timothy McMahon, *Leadership Classics*, (Long Grove, IL: Waveland Press, Inc, 2010), 134-142.

Standard	Desired Outcome	Explanation
Be at your appointed place of duty and properly accounted for	Maintain the presence and punctuality necessary to be a good team member	Every member of an organization has a role. If you are not present, you cannot contribute. General Stanley McChrystal calls it “your share of the task.” Being late or absent also creates a distracting burden on your leadership that diverts resources to determining your status and reallocates labor to accomplish your duties.
If you choose to drink, consume alcohol in a legal and responsible manner	Respect for the law, society, the institution, the Corps of Cadets and yourself	At the very heart of the core value of duty is obedience to the law. Laws provide the maximum good for the maximum number. Citizens must have the discipline to subordinate their personal preferences to this greater good. The minimum drinking age is designed to allow citizens to develop the necessary maturity to drink responsibly. DUI laws protect fellow motorists. Laws against public drunkenness preserve the peace. Even when legally drinking, the loss of self-control and poor decision-making are detrimental to one’s own self-interest. Public drunkenness violates our core values.
Wear the uniform IAW White Book standards	Present a personal appearance that reflects professionalism IAW the expectations of your organization and its stakeholders	Every organization has an official or unofficial dress code that reflects the culture and members of the organization are expected to comply with that dress code. The exacting uniform standards of The Citadel help prepare a cadet for this future requirement.
Maintain your room IAW White Book standards	Live in such a way that reflects order, safety, hygiene, and freedom from excess	The nature of close-quarters barracks living requires a disciplined system that optimizes space and respects the needs of others. At the same time, barracks living promotes a uniformity that builds the character of shared experience. Such a lifestyle is particularly useful in developing skills associated with attention to detail, following instructions, and cleanliness.
Be dutiful and display good judgment	Do what is required without being asked or ordered to do so or requiring excessive supervision. If deficiencies are noted, respond quickly and completely to make the correction. In cases where personal choices are made, exercise wise decision-making and judgment that optimize The Citadel’s core values develop leaders of character.	Cadets are assigned various duties and given certain levels of authority and responsibility to both allow the Corps to function but also to prepare them for positions of greater authority and responsibility. It is in performing at their present level that cadets display the potential and capacity for greater authority and greater responsibility.

Cadets are expected to pursue the intent and spirit of standards. The discussion below is designed to help them understand that intent and spirit so they can act consistently with it.

Be at your appointed place of duty and properly accounted for. To meet this standard a cadet must be where he or she is supposed to be, when he or she is supposed to be there. These

locations and times are disseminated through training schedules and written and verbal orders or instructions, and it is the cadet's responsibility to be aware of such requirements. Cadets may be excused from normal duties by special orders, but those orders merely create a new appointed place of duty for the cadet. In order to be accounted for, a cadet must be in some other authorized status such as on leave or in the infirmary and must be properly signed out via CAS. Training schedules are orders, and cadets cannot be excused from training schedule duties other than by a TAC or a person higher in rank. Cadets who are without authority in an off-campus location instead of at their appointed place of duty are "AWOL" and AWOL offenses are categorized based on the length of their absence. Cadets who depart the barracks in an unauthorized fashion after taps are in "breach of barracks." Cadets who are on-campus but not at their appointed place of duty will be considered "absent," and absent offenses are categorized based on the event or duty the cadet is absent from. Cadets who are absent at the start of the activity but arrive shortly thereafter may be considered "late" rather than "absent" at the discretion of the cadet or college official in charge. Cadets who prematurely depart an event or duty without authority will be considered absent.

If you choose to drink, consume alcohol in a legal and responsible manner. To meet this standard a cadet must meet federal and state laws concerning all aspects of alcohol possession, consumption, purchase, and use. Additionally, cadets will not possess or consume alcohol or possess alcohol containers on campus other than in accordance with the procedures specified in separate policies involving Citadel football games at Johnson Hagood Stadium. Cadets who consume alcohol are expected to do so responsibly and will not allow their consumption to negatively impact their behavior, judgment, or self-control. Irresponsible consumption of alcohol contributing to some other misbehavior will result in additional punishment for an "alcohol related incident." Drunkenness is never acceptable.

Wear uniform IAW White Book standards. To meet this standard, a cadet must meet all uniform, civilian clothes, and grooming standards identified in the White Book. Violations are categorized as "careless appearance," "gross appearance," and "disrespectful appearance." Unauthorized wearing of civilian clothes is considered "disrespectful appearance." In other cases, reporting officials will use the following guidance to subjectively categorize the offense: "Careless appearance" consists of a lack of attention to detail or effort that results in a minor deviation from standards that requires some dedicated focus to notice. Examples include but are not limited to isolated or small combinations of unshined shoes, unshined brass, hair barely touching the ears or in an unacceptably loose bun, chewing gum in uniform, and "five o'clock shadows." "Gross appearance" exists when violations are readily apparent with casual observation. Examples include but are not limited to several small deficiencies, faddish haircuts, hair clearly too long, wearing unauthorized items, obvious stains and wrinkles, public displays of affection in uniform, and using a cell phone while walking. "Disrespectful appearance" amounts to a willful disregard for a cadet's obligation to represent The Citadel in uniform. Examples include but are not limited to civilian clothes violations, wearing the

improper uniform, wearing a broken or incomplete uniform or mixing the uniform with items of civilian clothing, and wearing the uniform in a way that creates embarrassment to The Citadel.

Maintain room IAW White Book standards. To meet this standard, a cadet's room must meet all standards identified in the White Book. Violations are categorized as "careless appearance," "gross appearance," and "disrespectful appearance." "Careless appearance" consists of a lack of attention to detail or effort that results in a minor deviation from standards that requires some dedicated focus to notice. Examples include but are not limited to isolated or small combinations of loose bed, dirty floor, lights left on, or items neatly displayed but out of order in the full press. "Gross appearance" exists when violations are readily apparent with casual observation. Examples include but are not limited to several small deficiencies or a single instance of highly visible violations such as unmade beds, unsecured bedrolls and blankets, excessive clutter or improperly displayed items, full press items in disarray, damaged items without work orders, or unsecured rooms or valuables. "Disrespectful appearance" amounts to a willful disregard for room inspection standards and a lack of any substantive effort to prepare. Examples include but are not limited to two or more highly visible violations as described in "gross appearance," possession of contraband, or being in bed during MRI.

Be dutiful and display good judgment. To meet this standard, cadets in the chain of command are expected to perform the duties incumbent in their rank and position as described in the Officer's Guide, NCO Guide, and other directives. All cadets are expected to perform duties described in the training schedule, Blue Book, White Book, and other directives and to "be easy to lead," and to take the measures necessary to be knowledgeable of those duties. Cadets on guard will perform duties in their general and special orders and as representatives of the commander. Cadets in the classroom will perform duties described by their professor and in the syllabus and other directives. Cadets will perform both specified and implied tasks, and exercise good judgment consistent with their rank and experience. Duty violations are categorized as "major" and "minor," based on the reporting official's subjective assessment of such factors as the importance of the duty, the degree of neglect, the willfulness of the neglect, and its impact on others. Examples of major neglect include but are not limited to failure to report for guard duty, failure to complete a major academic assignment, failure to register for classes or provide the required room deposit, and failure to properly prepare for and deliver an assigned block of training. Examples of minor neglect include falling asleep during class, improperly performing guard duty, or failing to turn items in to the tailor shop when required. Based on the severity, indifference to the fourth class system may constitute either major or minor neglect of duty. Cadets who display a pattern of low-level non-compliance with orders and duty will be subject to punishment for "Patterns of Misconduct." Judgment violations as an individual will be categorized as "poor" and "gross poor," based on the reporting official's subjective assessment of such factors as the severity of the results of the judgment and its impact on others, the presence or absence of any malice or ill-intention, and the presence or absence of due diligence. Examples of poor judgment as an individual include but are not limited to failure to properly plan the amount of time necessary for a task such as returning

from furlough or failing to resolve ambiguous information before making a personal decision. Examples of gross poor judgment as an individual include but are not limited to failure to resolve a conflict between simultaneous duty obligations or inform the chain of command of such a conflict.

CHAPTER 3 DISCIPLINE THAT FACILITATES LEADER DEVELOPMENT

In addition to disciplining themselves as individuals, leaders must also discipline others. Discipline in this context certainly includes the appropriate administration of punishment as a consequence for undesired behavior, but it much more holistically means infusing in individuals and teams the discipline—the resiliency, the persistence, the duty concept—to accomplish what the leader desires them to do. Discipline in this context is represented by what Pat Conroy (Citadel Class of 1967) calls the “immortal epigram” that “discipline is the training that makes punishment unnecessary.”¹² A leader disciplines his or her followers when he or she brings them into alignment with his or her will, and positive leaders resolve to achieve such discipline by persuasion, motivation, and articulation of a compelling vision, and only by punishment if those efforts fail.

The following table depicts the standards, outcomes, and explanation of the sort of discipline that facilitates positive leader development:

Standard	Desired Outcome	Explanation
Hold others accountable	The ability to use both personal and positional authority to align the behavior of others with the organizational standards and values, and the awareness of what actions are so detrimental that they cannot be tolerated	Holding yourself accountable requires individual discipline. Holding others accountable requires leadership discipline, which is often more difficult, especially among peers. Cadet leaders who choose to hold rank must also accept the responsibility that comes with it. “The only thing necessary for the triumph of evil is for good men and women to do nothing.” For “the Corps to lead the Corps,” such willingness is essential. A good litmus test is, “am I acting like a Lieutenant or Ensign?”
Administer the fourth class system in a standards-based, developmental, and professional manner	An ability to lead in a way that respects followers, motivates them to follow in a transformational way, and applies the proper mix of “challenge and support”	“The discipline which makes soldiers of a free country reliable in battle is not to be gained by harsh or tyrannical treatment” per Schofield’s Definition of Discipline. ¹³ Every cadet, regardless of rank, will be treated professionally and with dignity and respect. Leaders will accept nothing less.

¹² Pat Conroy, *The Boo*, Atlanta, GA: Old New York Book Shop Press, 1996,174.

¹³ *The Guidon* 2019-2020. Charleston, SC: The Citadel, 2019, 109.

Exercise sound judgment as a leader	Expanded decision-making and judgment skills from the personal to the group and organizational level that fulfill the “mission first, people always” mandate	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, principled leadership represents a particularly empowering form of leadership that develops creative and adaptive solutions that meet the demands of fluid and complex decisions. ¹⁴
Properly use authority as a leader	Compassionate, fair, standards-based leadership that conforms to the “rule of law” and the core value of respect	Abraham Lincoln cautioned that “Nearly all men can stand adversity, but if you want to test a man’s character, give him power.” One of the principles of CTM is “leadership as service,” and leaders should use their authority to serve others. Simply put, Leaders work for their subordinates.

Cadets are expected to pursue the intent and spirit of those standards designed to facilitate a positive leader development. The discussion below is designed to help them understand that intent and spirit so they can act consistently with it.

Hold others accountable. This standard falls in line with our core value of “Duty.” Leaders are responsible, or accountable, for everything their unit or subordinates do or fail to do. In order for leaders to hold others accountable, they first must hold themselves accountable. That means knowing and following the rules and regulations that everyone must abide by and modeling what right looks like through both word and deed. Leaders set the standards, and then train their subordinates to understand and meet those standards. This is reinforced regularly with feedback through on-the-spot corrections, informal counseling, and formal counseling highlighting both positive and negative performance. In doing so, leaders show that they “Care” about their job and the personnel they lead, or their “Duty,” and do it to the best of their ability. By holding themselves and others accountable, leaders ensure that every member of the unit, or the Corps as a whole, is a positive representation of The Citadel values and standards.

Administer the fourth-class system in a standards-based, developmental, and professional manner. This standard falls in line with our core value of “Respect.” The Fourth-Class System represents the foundation of The Citadel’s signature four-year leadership development program. This is the critical phase for overall success and is entrusted only to the high-quality leaders selected as training Cadre. While the intent of the fourth-class system is to be challenging, demanding, and stressful, it is not the job of the leaders or the cadre to add to this stress. The system is the stress. Instead, those administering the “system” are there to help the fourth-class cadets navigate the challenges, develop through the process, and, in doing so, reduce the stress. In other words, it is the upperclassmen’s duty to help the fourth-class cadets succeed, rather than to help them fail. This provides our leaders with another opportunity to

¹⁴ Cadet Leader Development Program, Charleston, SC: The Citadel, 2018, 5.

“Care” for those under their charge. However, do not confuse “caring” for “coddling.” In this case, caring includes administering the system in a professional, demanding, exacting, and efficient manner that leads the fourth-class cadets to adapt, learn, and develop in an environment that is positive, professional, and respectful. It is important to remember that the fourth-class cadets will all arrive at different levels of experience and ability. Some will require more training than others to master tasks. The caring leader will show respect for themselves, their subordinates, and the institution in all interactions and training. They will pursue a “train your replacement” philosophy, see the fourth-classmen as valuable members of the organization, and see themselves as a critical step in developing leaders. When administered properly the trainer and the trainee develop and mature through the process. For many, this will be the first time in their lives where they will positively or negatively affect lives.

Exercise sound judgment as a leader. This standard is in line with our core value of “Honor,” but not just the negative honor as in the Honor Code that “A Cadet will not lie, cheat or steal, nor tolerate those who do.” More expansively, exercising sound judgement as a leader requires honorable action in both word and deed. In doing so, leaders demonstrate that they “Care” for their institution, The Citadel. Leaders strive to do their best in every endeavor. They strive for excellence in themselves and those around them. They live with courage, integrity, purpose, and dignity. When all else fails, they follow the Golden Rule: “Do unto others as you would have them do unto you.” When deciding or reacting to a given situation, leaders take time to think and act on facts and not emotions. If time is available, leaders seek input from others. Particularly if the situation or decision is new to the leader or potentially volatile, they should not act in the heat of the moment or let frustration cloud their judgment. It is also important for leaders to recognize when they need to step into a situation to prevent a situation from escalating unnecessarily without impeding subordinate leaders.

Properly use authority as a leader. This standard is in line with all of the core values of “Honor, Duty, and Respect.” There is an old saying that “to those whom much is given, much is expected.” This correlates well with those who carry the huge responsibility to lead and care for others – sometimes referred to as the “burden of command.” With that responsibility, leaders are expected to do their best and lead in a way that brings honor to themselves, their unit, and the institution. The intent of The Citadel four-year leadership model is that cadet leaders have the opportunity to practice principled leadership in a controlled and safe environment. Ideally, the leadership skills that cadets learn, develop, and practice here are transferable to whatever career path they chose, be it in the military or civilian sector. Simply, cadets should not lead here in a way that would be unacceptable anywhere else. Unfortunately, the authority, or power, that cadet leaders receive sometimes goes to their head and they place egos before leadership. This is especially true of immature or inexperienced leaders. It is important for all leaders to realize that leadership is never about you. Leadership is about the success of their subordinates, their team, and the accomplishment of the mission. Good leaders are selfless and self-sacrificing. Remember the common phrase that Leaders eat last. Leaders don’t take things personally and don’t make things personal with subordinates. Instead, they address the issue, not the individual. Finally, leaders must be

their authentic selves. Oftentimes, when an individual is given a level of responsibility or authority, they mistakenly believe that they have to take on a different persona. It is unnecessary, unacceptable and consumes time and energy. Subordinates are smart and will quickly see through the façade. Leaders are selected based on their past performance but, more importantly, on their recognized future potential. Lastly, leaders cannot lead trying to be liked. Instead, good leaders want to be respected and take an unemotional approach to being liked. Achieving Honor, Duty, and Respect takes time and practice. But, once achieved, it becomes ingrained in the fabric of who you are.

CHAPTER 4 THE ADMINISTRATION OF THE DISCIPLINE SYSTEM

In order to administer an effective and efficient discipline system within an organization, principled leaders must ensure a complete understanding of expectations and standards, the rule of law, the progressive and tailored nature of consequences, and due process.

Understanding Expectations and Standards. Step 1 of The Citadel Training Model is “expectations,” and this step is essential to the administration of a discipline system. The rules and regulations of The Citadel define the expectations of cadet behavior. The rules and regulations used across the Corps of Cadets are transparent so that all members of the Corps know from what authority the rules come, the reason for implementation, and the standard used to enforce the regulation. Leaders have a responsibility to clearly articulate their expectations ensuring that their followers understand those expectations before the leader can hold them accountable to them. The Citadel communicates expectations both verbally and in writing. Most Citadel doctrine is readily available on The Citadel’s website. Cadets are responsible and accountable for understanding and abiding by the regulations, policies, and procedures of The Citadel and the South Carolina Corps of Cadets. Not knowing specific rules and regulations is NOT a valid excuse or defense for a Cadet’s actions. Cadets are always expected to, in good faith, execute not just the letter of the law, but truly understand the intent of the regulations, policies, and procedures and why they exist. If in doubt, seek counsel in the chain of command.

Documentary sources of rules and regulations:

The ***College Regulations*** guides the operation of the College and is reviewed and approved annually by the Board of Visitors. To the extent that any rules or regulations published elsewhere conflict with the *College Regulations*, the *College Regulations* override other published doctrine and rules supreme. The College Regulations can be found at <https://www.citadel.edu/root/policies-procedures>.

The *Regulations for the Corps of Cadets* or the “Blue Book” and the *Organization, Functions, Procedures, and Administrative Standing Operating Procedures* or the “White Book” are reviewed and approved by the Commandant of Cadets regularly and are available at

<https://www.citadel.edu/root/cadet-regulations>. In case of a conflict between the Blue Book and the White Book, the Blue Book overrides the White Book but remains subordinate to the College Regulations.

Rules and regulations are also disseminated through other sources such as the Academic Catalog, department memos, OPORTERS, verbal orders, and emails. General information about these and other sources are available at:

- The White Book Chapter 1, Section 2 and Chapter 7, Section 3
https://www.citadel.edu/root/images/commandant/garrott/whitebook1920/chapter%201%20section%202%20references%20dougherty_jg.pdf
- The Citadel webpage of Policies, Procedures, Regulations, and Forms
<http://www.citadel.edu/root/policies-procedures>
- The Office of the Commandant webpage at <http://www.citadel.edu/root/commandant>

Personnel sources of rules and regulations

The cadets of The Citadel constitute a military corps and are subject to military discipline under the immediate command of the Commandant of Cadets, who reports directly to the college President, and is responsible for the administration, training, housing, and the good order and discipline of the Corps of Cadets. "Commandant's Representatives," such as the Assistant Commandants, department staff officers, TACs, and NCOs derive authority from the Commandant and assist him in the accomplishment of his responsibilities. Members of the faculty and staff outside of the Office of the Commandant also participate in the maintenance of good order and discipline at the College.

Cadet Officers and Non-Commissioned officers are appointed and reduced by the Commandant of Cadets as authorized by the President. Cadets assume duties and responsibilities within the Corps of Cadets in addition to their educational objectives building confidence in their abilities to lead. These cadets, however, are not acting as agents or employees of The Citadel or the State of South Carolina. Therefore, the Commandant's Representatives are expected to teach, advise, and coach cadets as they perform their leadership responsibilities.

Rule of law. Rule of law is the philosophy that all members of a society are equally subject to the legal codes and processes. The Citadel's discipline process follows this principle. The fourth-class system imposes additional requirements on freshmen, and those additional requirements are a critical component of the CTM and are consistent with the rule of law. Showing disciplinary favoritism to classmates, friends, or subordinates or using the disciplinary process to settle intrapersonal disputes through "grudge pulls," or ignoring upper-class violations while punishing fourth-class violations is inconsistent with the rule of law. These types of actions create double standards and are NOT consistent with our principles of Duty, Honor, and Respect. Cadet athletes are equally subject to the rule of law, but their unique schedules require deviations from the normal hours for serving punishments. The procedures for how cadet athletes serve punishments are in Chapter 7, Section 1 of the White Book.

Progressive and Tailored Nature of Punishments. Step 4 of the CTM is consequences. Effective discipline systems include an array of consequences to match appropriately the consequence to the behavior. At The Citadel, progressive consequences include:

- **Corrective Push-ups.** The purpose of corrective push-ups is to immediately stop minor instances of undesirable behavior and to serve as a deterrent that future undesirable behavior will result in additional negative consequences.

Push-ups may be assigned only by TACs, Faculty/ Staff, the individual cadet's Chain of Command (Company Commander, Platoon Leader, First Sergeant, Platoon Sergeant, Squad Leader), and may only be executed within the barracks unless otherwise authorized by a member of The Citadel staff or administration. Push-ups are to be a continuous 2-count exercise, performed IAW The Citadel Physical Fitness standards, with the exception that freshmen will count the repetitions out loud. Stopping cadets in the "front leaning rest" position is not consistent with the intent of push-ups as discipline and is expressly forbidden. Only one set of push-ups will be assigned for an infraction, and 15 minutes must be observed between push-up sets. Having Knobs report to upperclassmen every 15 minutes to conduct push-ups is not within the spirit of this disciplinary measure and may be construed as a violation of the fourth-class system. Push-ups will **not** be assigned during designated study periods, ESP or during periods of General Leave (on or off campus). Push-ups, or any other physical activity, are expressly forbidden in cadet rooms. The Commandant is the approval authority for requests for extracurricular physical training activities processed through the Company Commander and the Battalion TAC for approval by the Commandant.

A cadet's class determines the maximum number of push-ups in a set. The following are the number of pushups that can be assigned:

- C-1 Cadets: 30 First Semester; 40 Second Semester
- C-2 Cadets: 50
- C-3 Cadets: 60
- C-4 or higher Cadets: 75

- **Demerits.** The purpose of demerits is to acknowledge subpar performance for minor offenses and to record a pattern of misbehavior that, if unchecked, may lead to stronger disciplinary action such as a Suitability Board. Demerits are awarded separately or in conjunction with other punishments, such as tours or confinements. Demerits accumulate by month and semester and are not affected by amnesty. Cadets exceeding their authorized demerit allotment during a demerit period (a demerit period is defined as four consecutive weeks) will get one tour for each demerit above the demerit period

Class	Semester	Year
C1	120	240
C2	100	200
C3	90	180
C4	80	160

allotment. Cadets who exceed the authorized demerit totals shown above are subject to disciplinary action and counseling. The number of demerits a cadet can accumulate without further penalty is based upon the class of the cadet. The procedures for counselling, Conduct Review Boards, and Suitability Boards generated as a result of excessive demerits are in Chapter 7, Section 1 of the White Book. Cadets exceeding 100% of their allotment will go to a Suitability Board and face possible Suspension or Dismissal for poor performance.

- **Merits.** The purpose of merits is to acknowledge cadet performance beyond expectations and to record patterns of excellence that may lead to greater reward. Merits are not awarded for merely meeting standards or for the specific purpose of offsetting previously awarded demerits. Twenty-five merits accrued by a cadet during a demerit period will result in an overnight, regardless of class. The procedures for merits are in Chapter 7, Section 1 of the White Book.
- **Confinements.** A confinement is a 50-minute period during which confined cadets, in duty uniform, are required to remain in their assigned confinement classroom studying. Sleeping or other forms of entertainment are not allowed. The Confinement Periods are Wednesday from 1500 until 1800, Friday from 1900 until 2200, and Saturday from 1400 until 1700 and again at 1900 until 2200. Voluntary confinements can be served on Sundays from 1400 to 1800. Cadets can only serve a total of 16 hours of punishments per week. The procedures for confinements are in Chapter 7, Section 1 of the White Book. See the chart below.
- **Tours.** A tour is a 50-minute period during which a cadet marches on the quadrangle at 120 steps a minute with a rifle at right or left- shoulder arms. The cadet marches in Seasonal Leave under arms. Tours are conducted in the cadets' respective battalion. Tour Periods are Wednesday from 1500 until 1800, Friday from 1900 until 2200, Saturday from 1400 until 1700 and again at 1900 until 2200. Voluntary tours can be served on Sundays from 1400 to 1800. Cadets can only serve a total of 16 hours of punishments per week. The procedures for tours are in Chapter 7, Section 1 of the White Book. See the chart below.

- **Restrictions and Attestation Statements.** Cadets who are assigned cons or tours are automatically restricted to campus for the period of time in which they are serving cons or tours. Cadets serving punishments, and who are restricted to campus, are required to sign an Attestation Statement once daily 15 minutes prior to or 15 minutes after the first punishment period of the day on Wednesdays and Fridays. On Saturdays and Sundays, cadets sign the Attestation Statement between 0745 and 0815. The Attestation Statement is an acknowledgement by the cadet that they understand they are restricted to campus until all punishments are complete, and they will not depart campus. The procedures for restrictions are in Chapter 7, Section 1 of the White Book. See the chart below.

Punishment Periods								
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	
0800						Sign 0745-0815	Sign 0745-0815	
0900								
1000								
1100								
1200								
1300								
1400			Sign 1445-1515			CONs and Tours	Optional for all Cadets	
1500	In Season Athletes		CONs and Tours					
1600								
1700								
1800					Sign 1845-1915			
1900					CONs and Tours	CONs and Tours		
2000	In Season Athletes	Optional for In Season Athletes	Optional for In Season Athletes	Optional for In Season Athletes				
2100								
2200								
2300								
Restriction Sign In Times								

- **Reduction in Rank.** Rank-holding cadets may be immediately relieved of duties if it is determined that the cadet exhibits poor leadership characteristics or does not set a proper example for subordinates. The Commandant is the reduction authority for Cadet Commanders, Sergeants Major, and First Sergeants. TACs or Cadet Commanders may reduce other cadets as prescribed by the Commandant.
- **Rank-holding cadets will also be administratively reduced in rank if:**
 1. The cadet becomes conduct deficient for a tour offense.
 2. The cadet becomes physically deficient by failing the CPFT.
 3. The cadet becomes academically ineligible by failing to maintain a 2.0 cumulative GPA.
 4. The cadet is placed on the Honor Remediation program.

All conduct reductions remain in effect for the current semester plus one additional semester. Non-rank holding cadets who receive tours are also not eligible to hold rank for the current semester plus one. Physically deficient Cadets become eligible for rank upon the successful passing of a Citadel CPFT (remedial or record). Academically

deficient Cadets become eligible for rank when they achieve a green status in CAS and cadets in the Honor Remediation program become eligible upon successful completion of the program. The procedures for reductions are in Chapter 7, Section 1 of the White Book.

- **Community Service.** Cadets who have completed at least 50% of the punishments assigned them for a non-Class I offense may be authorized to perform work projects in lieu of confinements and tours. The Assistant Commandant for Discipline must approve these projects before the cadet begins work. The procedures for community service are in Chapter 7, Section 1 of the White Book.
- **Extra Military Instruction (EMI).** Extra Military Instruction is included in this section, but it is not a disciplinary tool. It is, as stated in its name, an instructional tool. EMI is designed to correct specific training deficiencies. It is not designed to punish. It is training designed to make future punishment unnecessary and must be directly related to the specific training deficiency. EMI should be used to correct training deficiencies associated with offenses annotated with a Code (1) in Annex B. The Cadet Company Commander can assign EMI. No PR is required. EMI must be supervised by a member of the cadet's chain of command and should have a specific objective that relates to the training deficiency. An example of EMI for a cadet who has a dirty floor during MRI would be to fix the deficiency, have his room re-inspected by his squad leader, followed by sweeping all the galleries in the company area as reinforcement training. An example of EMI for a cadet who is late for formation would be to have him or her report to his or her squad leader five minutes early for formation for the rest of the week. EMI will be conducted in and around the battalion area.

Due Process. Due process ensures that the rights of the accused are safeguarded throughout the administration of the discipline system. Due process ensures the accused understands the charges, that the accused has the opportunity to present testimony and evidence on his or her behalf, that established procedures are transparent and followed, the proper authorities administer discipline, and the process is as timely as practical. Additionally, punishments will not be arbitrary or capricious. At The Citadel, due process includes:

- **The Performance Report (PR)/ERW process.** PRs notify the cadet of the alleged offense. ERWs allow the cadet to respond to the allegation with mitigating or extenuating circumstances.
- **Reports and Statements.** Reports and statements provide evidence that becomes a matter of record that is available to all parties involved in the disciplinary process.
- **Investigations.** Investigations collect evidence, gather facts, and serve as the basis for determining whether a Board is required. Investigations seek information that is more detailed and covers a wider scope than a normal Performance Report.

- **Boards.** Boards follow prescribed administrative procedures to consider the disciplinary matter before them in a way that protects the rights of the accused. Boards are diverse, represent the composition of the institution, and contain a cadet representative.
- **Appeals.** Appeals allow cadets to have a higher authority review the disciplinary decision.
- **Amnesty.** Amnesty, under very specific circumstances, removes punishments but not demerits.
- **Cadet Accountability System (CAS).** CAS is an automated management tool that facilitates the administrative process. CAS is not intended to replace face-to-face communication in the disciplinary process.

The procedures for these and other aspects of due process in the disciplinary system are detailed in Chapter 7, Section 1 of the White Book.

Annex A Consolidated Table of Merits

Merits are awarded as reflected below. Awarders will assign values based on their subjective assessment of both the situation and the performance.

OUTSTANDING PERFORMANCE	CODE	MERITS	AUTHORITY
Outstanding Room Appearance	502	Up to 10	TAC/CDT CPT NOTE 1
Outstanding Personal Appearance	505	Up to 10	TAC/CDT CPT NOTE 1
Outstanding Performance of Duty	506	Up to 15	TAC/CDT CPT NOTE 1
Outstanding Service	512	Up to 20	COMMANDANT, BN TAC
Outstanding Leadership	517	Up to 20	COMMANDANT, BN TAC
Outstanding Academic Performance, Receiving an "A" grade on a test, paper, or assignment that is worth 10 or more percent of the total course grade	519	5	Academic Officer NOTE 5
Outstanding Academic Performance, Gold Stars	507	20 and authorization to use the gym during ESP	AUTOMATIC NOTE 2
Outstanding Academic Performance, Dean's List	508	20	AUTOMATIC
Outstanding Physical Performance, CPFT Score of 280-299	509	10	AUTOMATIC NOTE 3
Outstanding Physical Performance, CPFT Score Of 300 or Higher	510	20 and release from one Regt PT session that semester	AUTOMATIC NOTE 3
Freshman of the Month	521	15	
Sophomore of the Month	522	15	
Selection for Audie Murphy Club	523	20	

Outstanding Contribution During Intramurals Member of Battalion Championship Team	511	10	AUTOMATIC NOTE 4
Battalion Individual Winner Member of Regimental Runner-Up Team	513	10	AUTOMATIC NOTE 4
Regimental Individual Runner-Up	514	15	AUTOMATIC NOTE 4
Member of Regimental Championship Team	515	20	AUTOMATIC NOTE 4
Regimental Individual Champion	516	20	AUTOMATIC NOTE 4

NOTE 1: AUTHORITY TO AWARD IS TAC OFFICER OR HIGHER OR CADET CAPTAIN OR ABOVE.

NOTE 2: GOLD STAR RECIPIENTS DO NOT RECEIVE DEAN'S LIST MERIT AWARD.

NOTE 3: ATHLETIC OFFICERS/ACADEMIC OFFICERS MUST SUBMIT CERTIFIED ROSTERS OF QUALIFYING CADETS.

NOTE 4: AWARDS ARE BASED UPON OFFICIAL STANDINGS REPORTED BY THE DIRECTOR OF INTRAMURALS.

NOTE 5: ALL "A" GRADES MUST BE SUBMITTED IN 5 DAYS AND ARE CONSIDERED AUTOMATIC.

Annex B Consolidated Table of Punishments

INDIVIDUAL: individual actions that primarily reflect poor self-discipline and followership.

OFFENSE	CLASS	CODE	MAXIMUM PUNISHMENT
Be at your appointed place of duty and properly accounted for			
AWOL Less than 30 minutes	II	001 (1)	5D/10C
AWOL 30 minutes to 4 hours	II	002 (2)	10D/20T
AWOL 4 hours to 24 hours	II	003 (3)	20D/40T
AWOL Over 24 hours	I	004	40D/80T and a BT
AWOL Over 48 hours	I	005	60D/120T and a BT
Breach of Barracks / Unauthorized Departure from Barracks	I	006	40D/80T and a BT
AWOL While Restricted (Departed campus while restricted)	I	007	60D/120T and a BT
Absent or Premature Departure From:			
Tours; (per missed or improper Tour)	II	010	3D/5T
Confinement; (per missed or improper Con)	II	011	3D/5C
Missing Restriction Sign In	II	012	5D/10C
Required Event (Training, Formation, Parade, LTP, Duty Team Meeting, Guard Mount) [LIST EVENT MISSED ON PR]	II	013 (2)	15D/30C
Unexcused Class Absences	II	014 (3)	5D/10C
Late arrival to appointed place of duty	III	015(1)	5D
Be Properly Accounted For			
Abuse of leave/pass/No CP	II	020 (1)	10D/20C
Failure to sign in/out	II	021 (1)	5D/10C
In an unauthorized area during ESP	II	022 (3)	5D/10C
If you Choose to Drink Alcohol or Use Tobacco, do it in a legal and Responsible Manner			
Alcohol: All alcohol related offenses, except empty containers, result in the loss of on Campus driving and parking privileges for current semester plus one and forfeiture of parking fees. Empty container violations is at the discretion of the AC-D.			
Alcohol Related Incident on/off Campus	I	030	30D/60T*
Open Alcohol Container on/off Campus (empty)	II	031	20D/40T
Possession/Use by Minor off Campus First Offense	II	032	20D/40T*
Possession/Use by Minor off Campus Second Offense	I	033	60D/120T* and a BT
Possession/Use on Campus First Offense	I	034	40D/80T* and a BT
Possession/Use on Campus-Second Offense	I	035	60D/120T* and a BT
Third or More Cumulative Alcohol Offenses during Cadet career	I	036	Mand CRB; DISMISSAL*
Tobacco:			
Tobacco Container/Bottle on/off Campus	III	040	20D/40T
Possession/Use by Minor off Campus First Offense	II	041	20D/40T*
Possession/Use by Minor off Campus Second Offense	I	042	60D/120T* and a BT
Possession/Use on Campus First Offense	I	043	40D/80T* and a BT
Possession/Use on Campus-Second Offense	I	044	60D/120T* and a BT
3rd or More Cumulative Tobacco Offenses during Cadet career	I	045	60D/120T/CRB*
All alcohol, tobacco, and other drug violations result in a fine of \$175 for substance abuse education and screening.			
Wear Uniform IAW White Book and Expected Standards			
Disrespectful Appearance (Includes Civilian Clothes Violations)	II	050 (2)	20D/40T
Gross Appearance	II	051 (2)	10D/20C
Careless Appearance	III	052 (1)	10D
Maintain Barracks and Room IAW White Book Standards			
Disrespectful Appearance	II	060 (2)	10D/20T 20D/40T
Gross Appearance	II	061 (2)	10D/20C
Careless Appearance	III	062 (1)	10D

Be Dutiful and Display Good Judgment as an Individual			
Neglect of Duty Major	II	070 (3)	15D/30T
Neglect of Duty Minor	II	071 (2)	10D/20C
Gross Poor Judgment as an individual	II	072	20D/40T
Poor Judgment as an individual	II	073	20D/40C
Assumption or Abuse of Privileges (Pass/Leave/No CP)	II	074	20D/40C
Possession of a false ID card	I	075	60D/120T/BT*
Denying Cadets Authorized Privileges	II	076	20D/40T
Enforcing Unauthorized Rule/Regulation/Policy	I	077	40D/80T/BT
Haircutting, possession of barber equipment/cutting own hair or cutting another cadet's hair (anywhere on campus)	II	78 (2)	10D/20T
Learning and Growing as a Follower and Leader			
Repeated Minor Offenses:			
Awarded by Company CO	II	080 (1)	5D/10C
Awarded by Battalion CO	II	081 (1)	10D/15C
Awarded by Regimental CO	II	082 (1)	10D/20C
Awarded by TAC Officer	II	083 (2/3)	10D/20T
Patterns of Misconduct (Recurring Minor Infractions)	II	084	40D/80T and a BT

KEY: D=demerit; C=confinement; T=tour; S=suspension; DS=dismissal; E=expulsion; *no amnesty; \$=pay for damages, +Diversity Counseling required; (1)=Company Commander Adjudicates; (2)=Company TAC Adjudicates; (3)=Battalion TAC Adjudicates; CRB=Conduct Review Board; . (\$) Reimbursement for damages.

LEADERSHIP: Failure to hold others accountable, demonstrate appropriate authority or influence, & exercise good leadership. [100 Series]

OFFENSE	CLASS	CODE	MAXIMUM PUNISHMENT
Hold Others Accountable			
Failure to report an Alcohol or Tobacco related violation	II	100	20D/40T*
Providing Alcohol or Tobacco to a Minor	I	101	40D/80T* and a BT
Failure to report unauthorized person in barracks	I	102	60D/120T* and a BT
Toleration of Sexual Harassment	I	103	60D/120T* and a BT
Failure to perform duties as a Member of a Guard Team	II	104	20D/40C
Failure to Enforce Standards of Subordinates	II	105	20D/40C
Properly Perform the Duties of Rank and Position Exercising Sound Judgment as a Leader			
Abuse of Authority/Intimidation			
Major	I	110	Dismissal
Minor	II	111 (3)	20D/40T
Gross Poor Judgment as a leader	II	112	30D/60T
Poor Judgment as a leader	II	113	20D/40C 30D/60C
Failure to Keep the Chain of Command Informed	II	114	10D/20C
Neglect of Duty as a Leader – Major	II	115	30D/60T
Neglect of Duty as a Leader – Minor	II	116	20D/40C 30D/60C
Violations of the principles of the CTM	II	117	20D/40C
Uncertified Mess Carver at head of Mess/Unauthorized Upper Class Cadet at 4th Class Mess	II	118 (1)	5D/10C
Administer the Fourth Class System in a Professional and Developmental Manner			
Hazing or Toleration of Hazing	I	120	Expulsion*
Fourth-Class System Upper Class Violation – Major	I	121 (3)	SUSPENSION *
Fourth-Class System Upper Class Violation – Minor	II	122 (2)	30D/60T

KEY: D=demerit; C=confinement; T=tour; S=suspension; DS=dismissal; E=expulsion; *no amnesty; \$=pay for damages, +Diversity Counseling required; (1)=Company Commander Adjudicates; (2)=Company TAC Adjudicates; (3)=Battalion TAC Adjudicates; CRB=Conduct Review Board; . (\$) Reimbursement for damages.

ORGANIZATIONAL: This category includes actions that are detrimental to a positive, safe, and efficient organizational climate; undermine authority; and reflect poorly on The Citadel and the SCCC as a body.

OFFENSE	CLASS	CODE	MAXIMUM PUNISHMENT
Maintain an Environment that is Safe and Secure			
Maintaining Barracks/Room/Buildings			
Tampering with locks, gates, window security screens, door handles, floors	II	200 (3)	20D/40T/ \$
Bringing unauthorized person(s) into room/barracks	I	201	60D/120T/ and a BT *
Failure to comply with open door/lights on policy when a cadet other than a roommate, regardless of gender, or a member of the Upper Class Cadet in a 4th Class Cadet's room or vice versa	I	202	30D/60T
Visiting during unauthorized times	II	203 (1)	5D/10C
Staying overnight in another cadet's room w/o authorization	I	204	40D/80T/ and a BT *
Entering a vacant/empty room	II	205 (1)	10D/20C
Tampering with or damaging Fire Safety Equipment	I	206	40D/80T and a BT *
Maintain a Drug Free Environment			
Use, sale, possession or solicitation of prohibited/controlled substances or drug paraphernalia, refusing to submit a sample or compromising the process of The Citadel's testing program	I	210	EXPULSION *
Inappropriate use of prescription drugs by a cadet for whom the drug is prescribed by a physician	I	211	30D/60T *
Acts supporting or encouraging prohibited/controlled substance use	I	212	30D/60T *
Bartering, trading, giving, soliciting or receiving prescription drugs to or from another cadet	I	213	EXPULSION*
Any drug or alcohol violation not resulting in E/D/S results in the loss of driving/parking on campus for semester +1			
Maintain an Environment Free of Explosives/Firearms/Ammunition:			
Unauthorized possession/use on campus	I	220	DISMISSAL *
Unauthorized use of fireworks on campus (includes MRE bombs)	I	221	60D/120T and a BT *
Failure to properly register firearms and/or ammo	I	222	60D/120T and a BT
Possession of a dangerous weapon (other than firearm on campus)	II	223	20D/40T
Possession of Contraband	II	225	10D/20T
Maintain Safe Streets and Proper Use of Vehicles			
Traffic Offense on Campus	II	230 (3)	10D/20C
Failure to stop at gate when required	II	231 (3)	10D/20T & loss of parking privilege for current semester+1
Parking Decal improperly displayed	II	232	10D/20C
Parking in unauthorized space (on-campus)	II	233 (3)	10D/20C
Repeated parking violations (2 or more)	II	234 (3)	10D/20T & loss of parking privilege for current semester + 1
Parking in a restricted area or on streets in the vicinity of The Citadel	II	235	20D/40T & loss of parking privilege for current semester + 1
Registration violation (unregistered on campus) / Missing Decal	II	236 (3)	20D/40T & loss of parking privilege for current semester + 1
Unauthorized use on campus	II	237 (3)	5D/10T
Four or more vehicle offenses	II	238 (3)	25D/50T & loss of parking privilege for current semester + 1
Maintain an Environment that is Conducive to the Business at Hand			
Disturbances			

Creating a disturbance in a room (Loud music, TV, talking, etc.)	II	240 (2)	10D/20C
Disruptive behavior on campus (Major)	II	241 (3)	30D/60T
Disruptive behavior on campus (Minor)	II	242 (2)	10D/20C
Maintain Positive Associations and Activities			
Fraternization	II	244	40D/80T/BT
Gambling	II	245	10D/20T
Unauthorized Employment (on or off campus)	I	246	30D/60T
Fraternization of a Sexual Nature (On or off campus)	I	247	EXPULSION*
Serious Sexual Activity on Campus	I	248	EXPULSION *
Protect and contribute to a positive image of The Citadel			
Conduct unbecoming a cadet**	I	250	EXPULSION *
Bringing discredit to The Citadel	I	251	DISMISSAL *
Obscene language/gestures in public:	II	252 (2)	10D/20C
Public display of affection in uniform	III	253 (1)	5D/10C
Conduct Discreditable to the Institution or to the Uniform	I	254	DISMISSAL*
Persistent Serious Misconduct	I	255	DISMISSAL*
Support, Obey, and Respect the Chain of Command and Those in Authority			
Disrespect to anyone in authority	II	260	20D/40T*
Disrespect To a College Official	I	261	DISMISSAL *
Disrespect to a member of the Guard in accomplishment of duties	I	262	SUSPENSION *
Insubordination or Disorderly Conduct	I	263	SUSPENSION *
Undermining the Chain of Command	I	264	60D/120T* and a BT
Any Threat to Intimidate or Influence someone in performing their Duty to enforce the rules and regulations of the College	I	265	DISMISSAL*
Failure to render proper military courtesies	II	266 (1)	5D/10C
Direct disobedience of a lawful order	I	267	DISMISSAL *
Avoiding strict compliance with a lawful order	II	268	10D/20T
Failure to report as ordered	II	269 (1)	5D/10C
Treat everyone with respect and dignity, and in accordance with their legal rights and protections			
Retaliation or Reprisal (Can be Conduct Unbecoming; Code 250)	I	270	60D/120T and a BT
Assault, Battery	I	271	EXPULSION *
Sexual Harassment/ Sexual Misconduct	I	272	EXPULSION *
Pornography	I	273	30D/60T
Indecent Exposure	I	274	EXPULSION*
Discrimination (Use CUB – Code 250)	I	275	
Harassment: Unwelcomed oral, written, graphic, electronic (social media), or physical conduct or deportment (Can be CUB; Code 250)	I	276	60D/120T/BT/Training +
Depriving any cadet of food (including beverage/condiments, etc.)	I	277	40D/80T and a BT *
Interfering or obstructing an investigation	I	278	60D/120T and a BT *
Conserve resources and safeguard organizational property under your care			
Misuse or abuse			
Unauthorized taking of food	II	280	20D/40T
Misappropriation of Funds	I	281	DISMISSAL \$*
Deliberate or negligent damage to property (major)	II	282	60D/120T and a BT / \$
Deliberate or negligent damage to property (minor)	II	283	20D/40T/\$
Unauthorized removal of a rifle from campus	I	284	DISMISSAL*
Leaving Rifle unsecured (other than rifle rack)	II	285 (1)	5D/10T
Loss of government weapon	I	286	SUSPENSION *

KEY: D=demerit; C=confinement; T=tour; S=suspension; DS=dismissal; E=expulsion; *no amnesty; \$=pay for damages, +Diversity Counseling required; (1)=Company Commander Adjudicates; (2)=Company TAC Adjudicates; (3)=Battalion TAC Adjudicates; CRB=Conduct Review Board; . (\$) Reimbursement for damages.** (Use if charged with a felony or DUI)

Annex C Glossary

Abeyance. Abeyance is the suspension or remission of punishment, approved by the AC-D, for superior performance of duty or exemplary conduct and will be no more than one third of the total amount of awarded punishments. A cadet can receive abeyance of punishments once during their cadet career.

Academic status. A cadet's academic status is where they fall within their four-year college career and can differ from their Class status that indicates with which cohort the cadet will graduate. A cadet must have 6 on campus semesters for eligibility to earn a cadet ring. Undergraduate students' academic classification is based strictly on earned credit hours. The table below reflects the required number of earned credit hours for each designated academic classification.

Credits Earned	Academic Classification
0-14	First Semester Freshman (4A)
15-29	Second Semester Freshman (4B)
30-44	First Semester Sophomore (3A)
45-59	Second Semester Sophomore (3B)
60-74	First Semester Junior (2A)
75-89	Second Semester Junior (2B)
90-104	First Semester Senior (1A)
105 and above	Second Semester Senior (1B)

Amnesty. Amnesty is the removal of punishments except those specifically designated as not qualifying by Annex B. Amnesty may be granted by the President of the United States, a foreign Head of State, the Governor of South Carolina, The Citadel Board of Visitors, or The Citadel President.

Approved study areas. Cadet barracks, the library, academic classrooms or labs with the permission of the instructor (not merely inside the academic building), the Student Success Center, and athletic study hall locations designated by the Athletic Director.

ASP. Afternoon Study Period that runs from 1250 to 1600 hours.

BOV. The Board of Visitors is the governing body of The Citadel. The Board defines the mission, role, and scope of The Citadel, establishes the general policies of the College, approves the budget for each fiscal year, and provides accountability to the public and the General Assembly. The Board establishes long-range development plans of the College by providing oversight and guidance on the strategic planning process and plan duration, establishing lines of effort that facilitate the successful achievement of the plan, and monitoring progress of the plan implementation and resourcing at least twice annually. The Board annually reviews and approves these College Regulations, which guide the operation of the College.

CAS. The Cadet Accountability System is the closed internal automated system used primarily by the staff and faculty of The Citadel in managing cadet information regarding Accountability, Academics, Conduct, Fitness, Military Readiness, and Character. CAS provides cadets with real time statuses such as grades, punishments, demerits, leaves, and class schedules. CAS is the primary system through which cadet duty teams execute proper accountability of the Corps of Cadets.

Campus. The area encompassing 171 Moultrie Street, Johnson Hagood Stadium and accompanying parking lots, The Citadel Beach House, the Lockwood Property, College/Riley Parks, and The Citadel Alumni Facilities when in use by The Citadel or when The Citadel is participating in an event.

C Status. A Cadet's Class Status, as determined by the Registrar, determines what class collar insignia and uniform class year stripes a cadet is entitled to wear. A cadet's C Status, not academic classification, determines which class privileges they are afforded. Cadets are classified according to the number of years they have been a cadet and their classifications have no relationship to their Academic Status. The C Statuses are:

- C1 represents a freshman in his/her first year
- C2 represents a cadet in his/her second year
- C3 represents a cadet in his/her third year
- C4/5 represents a cadet in his/her fourth/fifth year

Classes of Offenses

- a. **Class I: Offenses** that can result in Expulsion, Dismissal or Suspension.
- b. **Class II: Offenses** for which the Assistant Commandant for Discipline has the authority to assess penalties up to and including restrictions and/or 30 demerits and 60 tours.
- c. **Class III: lesser** offenses that have assigned punishments per Annex B.

Commandant. The Commandant reports directly to the President and is responsible for the administration, training, housing, good order and discipline of the Corps of Cadets.

Commandant Board. A Commandant Board is convened if a cadet violates a serious regulation (Class I offense) where the punishment is potentially Suspension, Dismissal or Expulsion. The board consists of a Battalion TAC Officer as President, one other TAC Officer or TAC NCO, a Cadet Captain or above (not from the accused's battalion), and a nonvoting Recorder.

Conduct deficient. A cadet is conduct deficient if one of the following conditions applies:

- a. Punishment Order - Cadets receiving punishment for Class I or II offenses with awarded tours and/or confinements or cadets who exceed their allotment of demerits during a demerit period.
- b. Placed on restriction by the President, Commandant or other official of the college.

Cadets who are conduct deficient:

- a. Are restricted to campus until all ordered punishments are served.
- b. Are not authorized Charleston Passes, Overnight Leaves, or Weekend Leaves.
- c. May not hold rank if tours are awarded.
- d. May not receive their diploma, an honorable discharge, or transfer to special student status.
- e. Cadets not able to complete their punishments prior to graduation must coordinate a plan with the Assistant Commandant for Discipline (AC-D). Once punishments are completed, the AC-D will contact the Registrar's Office to release the diploma.

Conduct Review Board. A Conduct Review Board consists of the Company TAC Officer and the Company Commander for each cadet company. A Conduct Review Board can be convened for a cadet based on persistent misconduct or for a cadet who accumulates one-half of the maximum allowance of demerits for the semester or the academic year. The Conduct Review board will review the cadet's record with the cadet. The cadet may present information to remove demerits from his or her record and/or clarify his or her conduct. The CRB shall submit a report of this review to the Assistant Commandant for Discipline. If the cadet still exceeds the maximum allowable number of demerits, or if the cadet has not been able to clarify his or her conduct, the Assistant Commandant for Discipline may recommend a Suitability Board.

Confinement. A Confinement, or Con, is a one-hour block of time that a cadet serves as punishment. Confinements are conducted in classrooms on the third floor of Jenkins Hall. Confinements are dedicated study times served as a lesser punishment than Tours. Confinement Periods are: Wednesday from 1500 until 1800, Friday from 1900 until 2200, and Saturday from 1400 until 1700 and again at 1900 until 2200. Sunday's 1400 to 1800 punishment period is optional.

Contraband. Anything prohibited by regulation or law. No cadet may import or maintain on campus at any time the following articles: alcoholic beverages (to include empty alcohol containers); explosives (firecrackers and fireworks), electronic cooking devices, refrigerators, "Roomba" type vacuums, electric oil diffusers, candles, knives with a blade greater than 3 inches, articles for sale to other cadets, unserviceable articles of uniform or clothing, unauthorized drugs or narcotics, pets, sun lamps, pornography of any kind (including computer generated), false ID cards or enamel black heel and sole dressing. Normal Bic style lighters are authorized. This is not an all-inclusive list.

Crimes of Violence. Under the Family Educational Rights and Privacy Act (FERPA) the College is lawfully required to report and disclose any cadet found in violation of a crime of violence and such crimes will be reflected on the student's transcripts. Crimes of Violence are: Arson, Assault Offenses (Aggravated Assault, Simple Assault, Intimidation), Burglary, Murder, Manslaughter by Negligence, and Non-negligent Manslaughter, Destruction/Damage/Vandalism of Property, Kidnapping/Abduction, Robbery, Sex Offenses (Forcible Rape, Forcible Sodomy, Sexual Assault With An Object, **Criminal Sexual Contact**), and Non-forcible Sex Offenses (Incest, Statutory Rape).

Demerits. Demerits are punishments awarded either separately or in conjunction with other punishments, such as tours or confinements. Demerits accumulate by month and semester and are not affected by amnesty. Cadets exceeding the authorized demerit totals by academic class are subject to disciplinary action and potential suspension or dismissal.

Discrimination. Unequal or unfair treatment of people by making unjustified distinctions between people based on the groups, classes, or other categories to which they belong. People may be discriminated based on race, gender, age, religion, disability, or sex/sexual orientation, as well as other categories.

Dismissal. A cadet or non-cadet student is required to leave the College for a period of two semesters.

Drug testing. The Citadel's requirement of cadets to submit to unannounced random drug testing during the academic year as well as to submit to drug testing by officials of The Citadel if a reasonable suspicion of drug use by the cadet exists. Failure to report or refusal to submit to drug testing in accordance with The Citadel Drug Testing Policy is the equivalent of a positive drug test and can result in expulsion from The Citadel.

Duty team. The Duty Team System is an extension of the cadet chain of command and provides the Regimental Commander with a means of maintaining command and control, accountability, security, and discipline during periods when the regular chain of command is not present. Duty teams serve from 1700 Friday to 1700 the following Friday and are composed of a Regimental Duty Officer (RDO), Battalion Duty Officers (BDO), Company Duty Officers (CDO), Company Duty NCOs (DNCO), and Cadet Charge of Quarters (CCQ). Cadets on duty will not consume alcohol – specifically at football games.

EMI. Extra military instruction is an alternative to disciplinary action and is directed by the Cadet Company Commander and approved by their TAC. EMI is in lieu of a PR and must be directly related to the observed infraction. EMI work is authorized only in and around the battalion area.

ESP. Evening Study Period that runs from 1950 to 2230 hours.

ERW. Explanation of Report, Written is a cadet's response to a Performance Report (PR) written for a regulation infraction. The ERW is a detailed, but brief, description of the event or regulation violation highlighting extenuating or mitigating factors. The cadet chain of command, TAC officers, and the Assistant Commandant for Discipline use the ERW in determining a fair and equitable punishment. No cadet will prevent or attempt to influence any other cadet from writing an accurate explanation of the circumstances surrounding an alleged offense.

Expulsion. A cadet or non-cadet student is required to leave the College and is not eligible to return. An expelled cadet or non-cadet student may not enroll in classes in any of The Citadel's programs--Cadet, Citadel Graduate College, Maymester, or Summer School.

Fraternization. Fraternization is a disproportionally familiar personal relationship between cadets. The relationship is an undue familiarity that does not respect the rank or class differences between the cadets such that the relationship is deemed unprofessional, undermines military order, and is detrimental to the good order and discipline of the unit.

Harassment: Unwelcomed verbal, written, 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 or 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.

Hazing:

College Regulations. A 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 any personal service for another student except as specifically provided for in Cadet Regulations. Unauthorized physical activity may be considered Hazing.

Federal Law (SCHA): Any intentional, knowing, or reckless act committed by a person (whether individually or in concert with other persons) against another person or persons, regardless of the willingness of such other person or persons to participate that –

- is committed in the course of an initiation into, an affiliation with, or the maintenance of membership, in a student organization; and
- causes or creates a risk, above the reasonable risk encountered in the course of participation in the institution of higher education or the organization (such as physical preparation necessary for participation in an athletic team), of physical or psychological injury, including –
 - whipping, beating, striking, electronic shocking, placing a harmful substance on someone's body, or similar activity;
 - causing, coercing, or otherwise inducing sleep deprivation, exposure to the elements, confinement in a small space, extreme calisthenics, or similar activity;
 - causing, coercing, or otherwise inducing another person to consume food, liquid, alcohol, drugs, or other substances;
 - causing, coercing, or otherwise inducing another person to perform sexual acts;

- any activity that places another person in reasonable fear of bodily harm through the use of threatening words or conduct;
- any activity against another person that includes a criminal violation of local, State, or Federal law; and
- any activity that induces, causes, or requires another person to perform a duty or task that involves a criminal violation of local, State, or Federal law.

Improper question. Cadets cannot be compelled to incriminate themselves. When questioned, if a cadet chooses to answer, they are expected to answer truthfully. However, the Honor Code cannot be used as an investigative tool where the Honor Code's use improperly forces a cadet to incriminate him or herself. See the Honor Manual for updated guidance.

MRI. Morning Room Inspection.

MSP. Morning Study Period that runs from 0750 to 1100 hours.

Muster Inspection. An accountability formation conducted after each furlough period.

Ombudsperson. A member of the staff or faculty that serves as a trained and confidential source of informal resolution to receive complaints, answer inquiries, and informally address a wide range of inappropriate behaviors. Reporting issues, misfeasance, malfeasance or violations of policy or law to the Ombudsperson does not constitute reporting to an "official of the college." All communications with the ombudsperson are confidential except violations of federal or state criminal law. The Ombudsperson will listen and act to facilitate fair and equitable resolutions to concerns/disputes on behalf of those with problems.

Personnel action. Any action taken against a cadet that affects, or has the potential to affect, that cadet's current position or career. Such actions include a promotion, a disciplinary or corrective action, a transfer or reassignment, a performance evaluation or counseling, relief or removal from a position, referral to the infirmary or CCC, or other significant actions consistent with a cadet's responsibilities.

P.O. A Punishment Order is a printed document, generated Tuesdays and Thursdays, listing cadet punishments including tours, confinements, demerits, and battalion transfers.

PR or Pull. A Performance Report is an electronically generated statement of an observed regulation infraction. Only rank-holding cadets, cadets acting in an official capacity, or cadets who consider themselves victims of mistreatment and members of the staff and faculty of the college may write Performance Reports. Cadets receiving PRs have four days to respond providing a detailed explanation of the infraction with any extenuating or mitigating factors. PRs are the primary means of executing the disciplinary system and can result in simple demerits to expulsion.

President. The President has the governing authority and responsibility for the administration of the College and all of its activities. The President shall advise the Board on the selection of Vice Presidents and the terms of their employment. The President is responsible for providing leadership in all actions of the college, to all students, faculty, and staff. The President is responsible to the Board of Visitors for the proper conduct of the College in all departments. The President shall confer with the Board on proposed major changes in policy.

Provost. The Provost or Dean of the College is responsible directly to the President for all matters pertaining to the academic functions of the College. The Provost is the second ranking senior official of The Citadel and acts in the absence of the President.

Privileges. Are rights and freedoms afforded cadets, generally awarded by Class or C Status. Privileges include but are not limited to the wearing of the blazer, off campus privileges such as overnights and Charleston (CP) passes, the right to have a car and park on campus, and other traditional liberties.

Protected communication. A cadet's lawful communication to any member of the Commandant's department, chain of command, a member of the staff or faculty, the Chaplain's office, the Title IX office, the Directors of CARE or CADIC, law-enforcement, or other campus agencies where a cadet discloses information regarding a violation of law or regulation, mismanagement, abuse of authority, or a specific danger to public health or safety.

Resignation. A cadet or non-cadet student accused of a disciplinary offense that could result in suspension, dismissal or expulsion can resign before final adjudication. A cadet can resign up to the point when the board President signs the completed Suitability or Commandant's board packet. Upon resignation, The Citadel will treat the cadet as if he or she has been found to have committed the offense in question and has been awarded the maximum punishment authorized.

Restriction. Restrictions are automatically awarded to cadets who are assigned cons or tours for the period of time in which they are serving cons or tours. Cadets cannot depart campus until the completion of all punishments. Cadets signing for restrictions are attesting that they will remain on campus during the restricted period. Restriction signing is required in CAS on Wednesday from 1445 to 1515, on Friday from 1745 to 1815, Saturday from 0745 to 0815 and Sunday from 0745 to 0815.

Reprisal. Taking or threatening to take an unfavorable personnel action or withholding or threatening to withhold a favorable personnel action for making, preparing to make, or being perceived as making or preparing to make a protected communication.

Retaliation. Ostracism or acts of cruelty, oppression, or maltreatment committed against a victim, an alleged victim, or another member of the college by peers or other people because that individual made a protected communication.

Sexual Harassment: means conduct that satisfies one or more of the following:

- a. Quid Pro Quo Sexual Harassment – Conditioning the provision of an aid, benefit, or service on an individual's participation in unwelcome sexual conduct.
- b. Hostile Environment Harassment – Unwelcome conduct determined by a reasonable person to be so severe, pervasive, and objectively offensive that it effectively denies a person equal access to The Citadel's education program or activity.

Sexual Assault: An offense that meets the definition of rape, **criminal sexual contact**, incest, or statutory rape as used in the FBI's Uniform Crime Reporting (UCR) program. Per the National Incident-Based Reporting System User Manual from the FBI UCR Program, a sex offense is "any sexual act directed against another person, without the consent of the victim, including instances where the victim isn't incapable of giving consent."

- a. **Rape** is defined as the penetration, no matter how slight, of the vagina or anus with any body part or object, or oral penetration by a sex organ of another person, without the consent of the victim.
- b. **Criminal Sexual Contact** is defined as the intentional touching of another person's clothed or unclothed body parts without consent, for the purpose of sexual degradation, sexual gratification, or sexual humiliation. This definition explicitly applies when the victim is incapable of giving consent due to age, mental or physical impairment (temporary or permanent).
- c. **Incest** is defined as sexual intercourse between people who are related to each other within the degree wherein marriage is prohibited by law.
- d. **Statutory Rape** is defined as sexual intercourse with a person who is under the statutory age of consent. The age of consent in South Carolina is sixteen (16) years old.

Consent: is voluntary, informed, un-coerced agreement through words and/or actions freely given, which a reasonable person would interpret as a willingness to participate in mutually agreed-upon sexual acts. Consensual sexual activity happens when each partner willingly and affirmatively chooses to participate.

Dating Violence: Violence committed by a person who is or has been in a social relationship of a romantic or intimate nature with the victim.

- a. The existence of such a relationship shall be based on the reporting party's statement and with consideration of the length of the relationship, the type of relationship, and the frequency of interaction between the people involved in the relationship.
- b. For the purposes of this definition—
 1. Dating Violence includes, but is not limited to, sexual or physical abuse or the threat of such abuse.
 2. Dating violence does not include acts covered under the definition of domestic violence.

- c. For the purposes of complying with the requirements of this section and §668.41, any incident meeting this definition is considered a crime for the purposes of Clery Act reporting.

Domestic Violence:

- a. A Felony or misdemeanor crime of violence committed—
 - 1. By a current or former spouse or intimate partner of the victim;
 - 2. By a person with whom the victim shares a child in common;
 - 3. By a person who is cohabitating with, or has cohabitated with, the victim as a spouse or intimate partner;
 - 4. By a person similarly situated to a spouse of the victim under the domestic or family violence laws of the jurisdiction in which the crime of violence occurred; or
 - 5. By any other person against an adult or youth victim who is protected from that person's acts under the domestic or family violence laws of the jurisdiction in which the crime of violence occurred.
- b. For the purposes of complying with the requirements of this section and §668.41, any incident meeting this definition is considered a crime for the purposes of Clery Act reporting.

Stalking:

- a. Engaging in a course of conduct directed at a specific person that would cause a reasonable person to—
 - 1. Fear for the person's safety or the safety of others; or
 - 2. Suffer substantial emotional distress.
- b. For the purposes of this definition—
 - 1. Course of conduct means two or more acts, including, but not limited to, acts which the stalker directly, indirectly, or through third parties, by any action, method, device, or means follows, monitors, observes, surveils, threatens, or communicates to or about, a person, or interferes with a person's property.
 - 2. Reasonable person means a reasonable person under similar circumstances and with similar identities to the victim.
 - 3. Substantial emotional distress means significant mental suffering or anguish that may, but does not necessarily, require medical or other professional treatment or counseling.
- c. For the purposes of complying with the requirements of this section and section 668.41, any incident meeting this definition is considered a crime for the purposes of Clery Act reporting.

SMI. Saturday Morning Inspection.

Suitability Board. A Suitability Board consists of the Assistant Commandant for Discipline, a cadet officer of cadet captain or above, and an Academic Advisor. The Suitability Board reviews the cadet's record, and the cadet may present information in his or her own behalf. The Suitability Board can recommend up to and including dismissal. For recommendations less than

suspension, the Commandant may impose appropriate discipline, but recommendations of suspension or dismissal are forwarded to the President for adjudication.

Toleration. Failure to report a case of lying, cheating, or stealing, as defined in the Honor Manual, or the failure to report required regulation violations such as hazing, and alcohol violations.

Suspension. A cadet or non-cadet student is required to leave the College for a period of one semester.

Tour. A tour is a 50-minute period during which a cadet marches on the quadrangle at 120 steps a minute with a rifle at right or left- shoulder arms. The cadet marches in Seasonal Leave uniform under arms. Cadet's walk tours in their respective battalion areas. Tour Periods are Wednesday from 1500 until 1800, Friday from 1900 until 2200, and Saturday from 1400 until 1700 and 1900 until 2200. Sunday's 1400 to 1800 punishment period is optional.

Weapons, Arms, Ammunition, or Explosives. Cadets and non-cadet students shall not have in their possession on campus firearms, ammunition, weapons, or explosives of any kind, except as specifically authorized by the Commandant of Cadets. This restriction does not apply to a person who is authorized to carry a concealed weapon pursuant to S.C. Code Ann. Section 23-31-205, et. seq. when the weapon remains inside an attended or locked motor vehicle and is secured in a closed glove compartment, closed console, closed trunk, or in a closed container secured by an integral fastener and transported in the luggage compartment of the vehicle.

Consent to Drug Testing

I hereby acknowledge that I have been advised of The Citadel's "Policy on Hallucinogenic, Narcotic, and Other Controlled Drugs and Substances and Drug Paraphernalia and Drug Testing Policy." I hereby further acknowledge that I am aware of the following specific requirements of that policy (initial each item in the space provided indicating you have read it):

- _____ The Citadel will not tolerate the possession, solicitation, distribution, sale, or use of hallucinogenic, narcotic or other controlled drugs or substances of drug paraphernalia.
- _____ Violation of The Citadel's policy on controlled drugs and substances and drug paraphernalia may result in my being expelled from The Citadel.
- _____ I may be required to submit to unannounced random drug testing during the academic year.
- _____ I may be directed to submit to drug testing by officials of The Citadel if a reasonable suspicion of drug use by me exists.
- _____ Refusal to submit to drug testing in accordance with The Citadel Drug Testing Policy will be regarded as the equivalent of a positive drug test and can result in my being expelled from The Citadel.
- _____ ***I understand that marijuana and THC are illegal substances in the state of South Carolina and commercially sold CBD products are unregulated and may contain THC. If I choose to use CBD products, I understand that I might ingest substances in violation of The Citadel's drug policy and am subject to appropriate disciplinary action.***

I have read and I understand The Citadel's "Policy on Hallucinogenic, Narcotic, and Other Controlled Drugs and Substances and Drug Paraphernalia," and by signing this form I agree to abide by the terms of that Policy, and I hereby agree to The Citadel Drug Testing Policy, and I consent to be tested for controlled drugs and substances as required by that policy. I further agree that refusal to submit to testing as required by The Citadel Drug Testing Policy may subject me to being expelled from The Citadel.

Print Full Name

Signature by Parent/Guardian (if a minor)

Date: _____

Street Address: _____

City, State, Zip code: _____

REQUIREMENT TO REPORT HAZING

- a. Hazing is behavior which is inconsistent with The Citadel Core Values and dangerous to the well-being of others. Hazing is prohibited. Hazing is a violation of South Carolina Law and Citadel Regulations and is punishable by up to expulsion from The Citadel. Allowing any hazing to occur, condoning acts of hazing, or failure to immediately stop an incident of hazing where direct physical injury is most likely is also punishable by up to expulsion from The Citadel.
- b. Hazing is defined as a 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 any personal service for another student except as specifically provided for in Cadet Regulations.
- c. *Federal Law (SCHA): Any intentional, knowing, or reckless act committed by a person (whether individually or in concert with other persons) against another person or persons, regardless of the willingness of such other person or persons to participate that –*
- is committed in the course of an initiation into, an affiliation with, or the maintenance of membership, in a student organization; and*
 - causes or creates a risk, above the reasonable risk encountered in the course of participation in the institution of higher education or the organization (such as physical preparation necessary for participation in an athletic team), of physical or psychological injury, including –*
 - whipping, beating, striking, electronic shocking, placing a harmful substance on someone's body, or similar activity;*
 - causing, coercing, or otherwise inducing sleep deprivation, exposure to the elements, confinement in a small space, extreme calisthenics, or similar activity;*
 - causing, coercing, or otherwise inducing another person to consume food, liquid, alcohol, drugs, or other substances;*
 - causing, coercing, or otherwise inducing another person to perform sexual acts;*
 - any activity that places another person in reasonable fear of bodily harm through the use of threatening words or conduct;*
 - any activity against another person that includes a criminal violation of local, State, or Federal law; and*
 - any activity that induces, causes, or requires another person to perform a duty or task that involves a criminal violation of local, State, or Federal law.*
- d. I have read the Blue Book Regulations and understand that unauthorized physical activity may be considered hazing.

I, Cadet _____, (LEGIBLY Print Name - Last, First, MI)

understand the above definitions of hazing and understand that I have a personal and professional responsibility to report known instances of hazing. I also understand that I can report known instances of hazing knowing that any instances of retribution against me will be dealt with swiftly and severely by The Commandant.

Signature: _____

Date: _____

CWID: _____

Company: _____

CC Form 110 (July 2015)

WEAPONS ON CAMPUS ACKNOWLEDGMENT

I understand that, except in certain circumstances, firearms are prohibited on the campus of The Citadel.¹⁵ As a cadet at The Citadel, I understand I am authorized to possess a Citadel-issued M-1, M-14 and/or Springfield rifle in my barracks room. I understand that I may store a privately owned firearm in an attended or locked motor vehicle on campus, but it must be secured in a closed glove compartment, closed console, closed trunk, or in a closed container secured by an integral fastener and secured in the luggage compartment of the vehicle. See S.C. Code Ann. 16-23-420 (A). I know that The Citadel strongly recommends that I have a concealed weapons permit issued by the State of South Carolina, or a reciprocal state, prior to storing a firearm in my vehicle. Outside of the previously stated guidelines, I understand that South Carolina law prohibits me from possessing a firearm on campus, including but not limited to a pistol, rifle, shotgun, and any other device “that propels a projectile through the energy of an explosive.”¹⁶ I understand that possession of a firearm on campus is a felony, punishable by a fine of up to five-thousand (\$5,000) dollars and/or incarceration for up to five (5) years.¹⁷ Furthermore, law enforcement must confiscate and dispose of the weapon.¹⁸

I understand that I may store my privately owned firearm with Public Safety where I can retrieve or turn in my weapon at any time from the desk officer while taking general leave or overnights.

For long term storage, I understand that I may store my privately owned firearm or firearms in the Arms Room in Jenkins Hall. I must obtain written permission from the Commandant, and I must register each weapon with the College Armorer.¹⁹

Print Name: _____

Signature: _____

Date: _____

¹⁵ S.C. Code Ann. 16-23-420

¹⁶ S.C. Code Ann. 16-23-405 (A)

¹⁷ S.C. Code Ann. 16-23-420

¹⁸ S.C. Code Ann. 16-23-405(B)

¹⁹ White Book, Section 6-6.



Office of the Registrar
**Release Authorization for Education Records and
Information (FERPA*) ****

I, _____, voluntarily authorize The Citadel to
release the information from my education record, as follows:

1. **Items of information to be released (check all that apply):**

- ☐ **Billing information**, including statements, charges, credits, payments, past due amounts, and/or collection activity
- ☐ **Disciplinary information**, including the results of any honor trial or disciplinary hearing or board where I was the accused (if applicable)
- ☐ **Financial Aid information**, including awards, application data, disbursements, eligibility, and/or financial aid satisfactory academic progress status
- ☐ **Grades/GPA**, demographic, registration, CWID number, academic progress status, and/or enrollment information
- ☐ **Loan disbursement information, as maintained by The Citadel**, excluding Stafford and PLUS loans, including billing and repayment history (including credit reporting history), communication history, balances, and/or collection activity
- ☐ **Other/limitations on the above:** _____

2. **Purpose for which the records are to be released (check applicable):**

☐ Parent/Guardian info/request ☐ Other - request (specify) _____

3. ☐ **The information may only be released to the following persons or entities (Must be filled in; e.g. parent/guardian names):** _____

If for single use (e.g. authorize release of disciplinary information for a specific circumstance),

check here: (#2 and #3 must be completed)

4. **For Single Use Only:** this form revokes any previously signed FERPA form

☐ **Yes** ☐ **No** (all other forms are automatically revoked)

I hereby grant authorization to The Citadel to release my above referenced education records to the parties listed on this form. I understand that unless marked for "Single Use" this release is effective until revoked by me, by signed request to The Citadel.

Student Signature

CWID

Date (m/d/y)

*FERPA – Family Educational Rights and Privacy Act

**Fill out online, print, and sign or print, fill out, and sign