

# THE WHITE BOOK

## CHAPTER 1

### Cadet Organization and Training

## SECTION 1

### SCCC Organization and Chain of Command

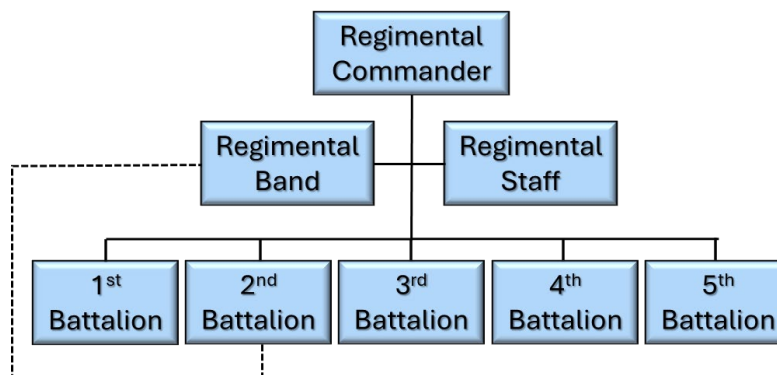
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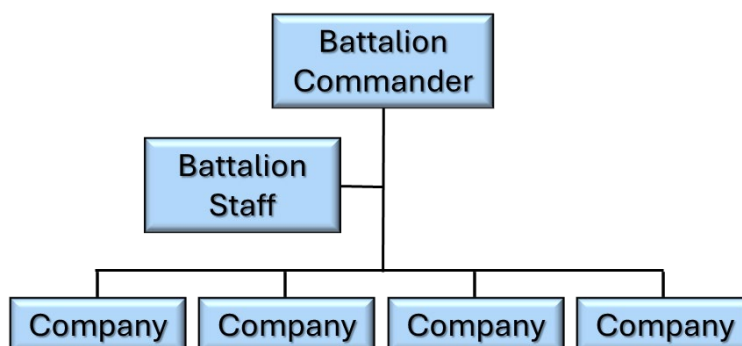
Position: Assistant Commandant for Discipline

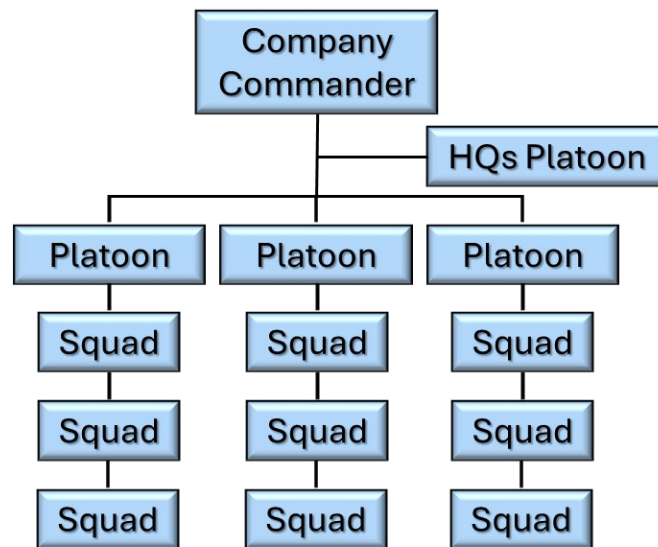
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- I. **Organization:** The Office of the Commandant is responsible for maintaining this section.
- II. **Functions:** The SCCC is organized as a regiment with five battalions.



Each battalion is organized into four companies. Although operationally a regimental asset, The Regimental Band is administratively assigned to 2nd Battalion, effectively making 2<sup>nd</sup> Battalion a battalion of five companies. Each company has three platoons, and each platoon has three squads.





The duties and responsibilities of each position in the SCCC chain of command are described in the Officer and NCO Guides. In general terms, the SCCC chain of command performs the following functions:

- A. Set the example as a Leader.
- B. Implement guidance and instructions, **in concert with the Commandant and his staff**, using the authority delegated to them.
- C. Makes recommendations to the Commandant and his staff and representatives.
- D. Supervises and conducts the administrative and operational business of the South Carolina Corps of Cadets.
- E. **Mentor** those in their care.
- F. **Hold subordinate cadets accountable.**
- G. Disseminate, report, and exchange information.

### III. Procedures:

- A. **Set the example as a Leader.** Cadet Leaders must hold themselves to the highest standards before they can expect subordinates to do the same. Anything less is hypocritical and contrary to good leadership practices. Therefore, Cadet Leaders will not hold rank within the Corps of Cadets unless they meet four specific requirements:
  - Maintain a cumulative GPA of 2.0 or higher
  - Pass the Cadet Physical Fitness Test
  - Can not have received tours for a disciplinary offense within the last two semesters
  - Are not currently participating in an Honor remediation program
- B. **Implement guidance and instructions, in concert with the Commandant and his staff, using the authority delegated to them.** The Commandant of Cadets is responsible to the President of The Citadel for the command and control of the SCCC. The Commandant delegates authority to his representatives, including his Cadet Leaders, staff and TACs necessary for them to perform their responsibilities. Cadet leaders exercise command and control in their areas of responsibility based on authority delegated to them by the Commandant and other college officials.
- C. **Makes recommendations to the Commandant and his staff and representatives.** The cadet chain of command is responsible for providing the Commandant and his staff with professional

feedback on the policies, decisions, and regulations that affect the SCCC. They also are responsible for generating their own recommendations for changes, improvements, and initiatives. Such information is routinely routed through the chain of command, but the Commandant and his staff also maintain open-door policies and other avenues for direct communication. Cadets are encouraged to try to solve problems at the lowest practical level and to make recommendations using the **Issue, Discussion and Recommendation format**.

- D. Supervises and conducts the administrative and operational business of the South Carolina Corps of Cadets.** TACs remain the ultimate authority in their unit and have responsibility as Commandant's Representatives to ensure such things as the maintenance of a positive command climate and discipline in accordance with college policies and regulations, but they do not act as commanders. That responsibility is exercised by the cadet chain of command under the TAC's **watchful eye** and includes such matters as accountability, complying with the training schedule, enforcing regulations, and executing administrative tasks.
- E. Mentor those in their care.** As a leadership laboratory, many of the objective missions assigned at The Citadel are not ends unto themselves but rather means of developing leadership capabilities. This idea is reflected in The Citadel's mission statement to develop students to become principled leaders in all walks of life. The "challenge and support" development model encourages cadets to experiment with various leadership techniques and take advantage of the resources and nurturing environment available to them. Even in a leadership laboratory, cadets must do their due diligence and act in good faith, but they are expected to make honest mistakes as part of the learning process.
- F. Hold subordinate cadets accountable.** Self-regulation and peer leadership present challenges for everyone, but cadets are expected to be The Citadel's first line of defense in maintaining standards. Individual cadets are expected to be "easy to lead" and to not make others correct personal behavior that they can correct themselves. Likewise, the cadet chain of command is expected to not make TACs handle things that are within the cadet's capability of handling.
- G. Disseminate, report, and exchange information.** The cadet chain of command is expected to disseminate information from higher to lower levels in a way that ensures understanding and follow-up. The cadet chain of command is expected to report information from lower to higher that keeps higher levels of command informed and able to make informed and timely decisions. The cadet chain of command is expected to exchange information, up, down, and laterally to ensure situational awareness and a common operating picture.