PROMOTION/RANK BOARDS (Process for leadership assignments and other billets for the 2023-2024 AY)

1. Mission. The Commandant’s Department identifies the AY 2023-2024 cadet chain of command NLT 22 March 2023 in order to facilitate a smooth transition from the AY 2022-2023 chain of command and prepare for future operations.

2. Execution.
   a. Commander’s Intent. The desired end state is the selection and assumption of a chain of command ready, willing, organized, and able to lead and command the corps as part of The Citadel mission to educate and develop principled leaders. In order to achieve that end state, the Commandant’s Department must establish a transparent, efficient, and effective system to consider and select qualified candidates, and the members of the SCCC must diligently and thoughtfully prepare for, participate in, and respect the results of the process.

   b. Concept of Operations. The concept is to create synergy at the individual, unit, and organizational levels by holistically considering individual cadet performance, potential, interests, and developmental needs; unit climate, culture, strengths, and weaknesses; and organizational strategic objectives and values. Rank boards are the first of three significant spring semester activities. It is when next year’s chain of command is selected. The next event is the academies where the selected cadets are trained. The third event is the METL briefs where the in-coming and outgoing chains of command transition by facilitating continuity of operations.

   c. Pre-Boards begin in the fall semester to identify cadets interested in Regimental (RG) special staff positions. The Promotion Boards Coordinator (Jenni Garrott) will send an email to all rising seniors and juniors in order to collect a list of those interested in RG special staff positions. The list will then be forwarded to the Staff Counterpart OPRs and BN TACs. The vetting process will follow according to the OPRs schedule. During the fall semester, TACs will also conduct Battalion (BN) boards for cadets who will not be on campus the following (spring) semester. The remaining process is broken down into 4 PHASES:

   I. **PHASE I** begins at the start of spring semester and includes cadets’ **BUILDING OF RESUMES** (required for all rising seniors at the BN Level Boards and required for rising juniors who qualify to attend the RG level NCO Boards), preparation and submission of cadets’ **CADET QUALIFICATION REPORT (CQR)**, and collection and calculation of **INITIAL QUALIFICATION SCORES (IQS)** according to submitted CQR data. Cadets who are not interested in being considered for rank at any level will complete the “**Promotion Board Opt-Out Request**” form online.

   Additionally, Phase I includes BN and CO TACs scheduling/organizing their SOPs for the BN Level Boards according to the timeline.

   II. **PHASE II** involves **BN LEVEL BOARDS** (presided over by BN TACs, CO TACs, and BN NCO TACs).
Once the BN level boards are completed, **ORDER OF MERIT (OML) lists** will be provided to each BN TAC (1BN, 2BN, 3BM, 4BN, and 5BN) listing the order of merit (high to low) according to the cadets in the BN who submitted their CQR. Separate lists for the upper-class rank levels (rising officer candidates and rising NCO candidates). Based on the BN OMLs, qualifying cadets who are interested in pursuing a command position will move forward to the RG Level Boards to compete for the command positions. Those not interested in command positions will return to his or her home CO/BN for rank consideration.

III. **PHASE III** includes **RG LEVEL OFFICER AND NCO BOARDS** presided over by the Commandant (RG Officer Boards) and the Commandant’s Department Command Sergeant Major (RG NCO Boards). The RG Level Officer and NCO Board Presidents and members vet the selection of the RG Commander, Deputy RG Commander, RG Executive Officer, RG CSM, BN Commanders, BN CSMs, CO Commanders, & CO First Sergeants. The selections are in conjunction and with consideration of IQS score, OML ranking, and RG level board score results.

Phase III also includes:
- Identification of nominees for RG Staff positions (those who work at the RG Level with a Citadel faculty/staff counterpart).
- CPL Boards facilitated by CO TACs.
- Mascot Handler Boards.

IV. **PHASE IV** focuses on the selection of the rest of the chain of command and finalization of Tables of Organization (TOs) for each BN and CO.

3. Scheme of Maneuver.

I. **During Phase I**, cadets will either submit a CQR or submit a “Promotion Board Opt-Out Request”, form online. All cadets must do one or the other. The penalty for not submitting either is Neglect of Military Duty (Minor), Class II, Code 071(2), 5D/20C.

   a. **Submission will be open to the different classes according to the dates below:**
      1. Rising Seniors (Officers): January 5-15, 2023
      2. Rising Juniors (NCOs): January 15-24, 2023
      3. Rising Sophomores (Corporals): January 24- February 4, 2023

   b. **Cadets wanting to compete for rank:** will complete and submit the CQR Worksheet (Annex A) and fill out the online CQR Data Input Form (Annex B). The CQR records points to generate an IQS (initial qualification score) for each cadet.

   c. **Cadets who do not want to be considered for rank** will instead complete and submit the “Promotion Board Opt-Out Request” online form (they do not need submit a CQR).

II. **During Phase II**, BN TACs, CO TACs and/or BN TAC NCOs preside over BN level boards. Cadets are encouraged to consult with Career Services for help during this phase in creating a resume and preparing for interviews. Rising officers are required to prepare and bring their resume to their BN Board. Resumes are optional for rising NCOs and rising CPLs at the BN level Boards. Uniform for all BN Boards is UOD.
BN Boards for officers will be composed of:
-- Two TACs (Battalion or Company TAC Officers or BN TAC NCO), one of whom will be president;
-- Any two of the following: Battalion Commander, Battalion Executive Officer, Battalion Operations Officer, Battalion Academic Officer; the Company Commander, Company Executive Officer, Platoon Leader, and Company Academic Officer from the cadet’s company.

BN Boards for NCOs will be composed of:
-- Two TACs (Battalion or Company TAC Officers or BN TAC NCO), one of whom will be president;
-- Any two of the following: Battalion Command Sergeant Major or Battalion Supply Sergeant; the First Sergeant, Supply Sergeant, or Academic NCO from the cadet’s company.

Board presidents will score candidates using the Board President’s Appraisal Worksheet at Annex C and Board Members will score using the Board Member’s Appraisal Worksheet at Annex D. Board Presidents will collect all board appraisal worksheets and submit the scores to the BN TAC with the calculation of each candidates total score. Once reviewed and approved by the BN TAC, he will email the results in a consolidated spreadsheet to the Promotion Boards Coordinator (Ms Garrott). The Promotions Boards Coordinator will then combine the BN Board score with the cadet’s IQS Score (CQR data) to generate an OML for officers and for NCOs.

III. During Phase III, The Commandant and Chief of Staff preside over RG-level Officer and NCO Boards. Uniform for all RG Boards is UOD.

RG Officer Boards- the following cadets will advance to a RG Board:
-- The top eight cadets from 1st, 3rd, 4th, and 5th Battalions plus two “BN TAC discretionary selectees” selected by the BN TAC.
-- The top ten cadets from 2nd Battalion plus two “BN TAC discretionary selectees” selected by the BN TAC.
-- All cadets currently serving as CSMs and all junior cadets serving as NCOs on Regimental Staff. The Assistant Commandant for Leadership Programs will verify the RG NCOs that are interested in competing for a command position prior to the RG Officer Boards.
-- Unfilled regimental board quotas will be returned to the pool and, after considering BN TAC input, the Commandant will decide how they be distributed.

The Regimental Officer Boards will be presided over by the Commandant and be held in the Commandant’s Conference Room or the Greater Issues Room in Mark Clark Hall.
They will consist of:
-- the Commandant,
-- the Commandant Department’s Sergeant Major
-- all Battalion TACs,
-- one ROTC professor,
-- one academic professor or associate provost; and
This board will nominate the Regimental Commander, Deputy Regimental Commander, Regimental Executive Officer, Battalion Commanders, and Company Commanders.

**RG NCO Boards** - the following cadets will advance to a RG Board:

- The top eight cadets from 1st, 3rd, 4th, and 5th Battalions plus two “BN TAC discretionary selectees” selected by the BN TAC.
- The top ten cadets from 2nd Battalion plus two “BN TAC discretionary selectees” selected by the BN TAC.
- Unfilled regimental board quotas will be returned to the pool and, after considering BN TAC input, the Commandant will decide how they be distributed.

This NCO Board will be presided over by the Commandant Department Chief of Staff or the Commandant Department's SgtMaj and be held in the Greater Issues Room in Mark Clark Hall.

It will consist of:

- the Chief of Staff (COS) and/or the Commandant Department SgtMaj
- all Battalion TACs or their BN TAC NCO,
- the Regimental CSM or a Battalion CSM.

It will nominate the Regimental and Battalion Sergeants Major and the First Sergeants.

**CPL Boards** will be conducted simultaneously with the Officer and NCO Boards in the company area. The Company TAC or BN TAC NCO will be the president and the other members will be:

- The Company Commander, XO, or a Platoon Leader;
- 1SG or a Platoon Sergeant; and
- The cadet’s Squad Sergeant or Squad Corporal.

Current TACs will identify “CPL Qualified” cadets. After rebalancing, gaining TACs will assign those individuals to the TO.

**Mascot Handler Boards** will be conducted simultaneously with the CPL Boards at the BN Level. Each Battalion TAC will nominate one rising sophomore, one rising junior, and one rising sophomore candidate. Those candidates will prepare an application package and appear before a board consisting of the Director of Cadet Activities, the Deputy Regimental Commander, the Regimental Cadet Activities Officer, and the Senior Mascot Team Member who will evaluate all candidates and make recommendations to the Commandant.

**Special Staff Boards/Appointments:** Also during Phase III, cadets interested in designated special cadet staff positions will meet with the appropriate Citadel faculty/staff counterpart for an interview (see list of counterparts below). The faculty/staff counterpart will communicate and coordinate with the BN TACs and Chief of Staff as to their preferred choices through the vetting process. Final decisions rest with the Commandant and BN TACs.
<table>
<thead>
<tr>
<th>RG and/or BN Special Staff Positions</th>
<th>Contact The Citadel Staff/Faculty Counterpart AND your BN TAC to let them know your interest</th>
<th>Counterpart Position:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regimental Mascot Handlers</td>
<td>SFC Rich</td>
<td>Commandant’s Dept.- Director of Cadet Activities</td>
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<tr>
<td>Regimental (RG) Academic Officer</td>
<td>Dr. Kevin Bower</td>
<td>Assistant Provost for Academic Operations</td>
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<tr>
<td>RG Adjutant</td>
<td>SgtMaj Yagle</td>
<td>Commandants Dept.- Command SgtMaj</td>
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<tr>
<td>RG Provost Marshall/Safety</td>
<td>SgtMaj Yagle</td>
<td>Commandants Dept.- Command SgtMaj</td>
</tr>
<tr>
<td>RG Operations Officer</td>
<td>Col Dunne</td>
<td>Commandants Dept.- Asst. Commandant for Operations</td>
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<tr>
<td>RG Supply Officer</td>
<td>Col Dunne</td>
<td>Commandants Dept.- Asst. Commandant for Operations</td>
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<tr>
<td>RG Public Affairs Officer</td>
<td>Col Leggett</td>
<td>VP for Communications &amp; Marketing</td>
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<tr>
<td>RG Religious Officer</td>
<td>Chaplain Meadows</td>
<td>Commandants Dept.- Director of Religious Activities/Chaplain</td>
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<tr>
<td>RG Human Affairs Officer</td>
<td>Dr. Gilmore</td>
<td>Commandants Dept.- Director of Campus Advocacy, Response, and Education (CARE)</td>
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<tr>
<td>RG Athletic Officer</td>
<td>Ms. Haugen</td>
<td>Commandants Dept.- Physical Readiness Program Manager</td>
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<tr>
<td>RG Drillmaster</td>
<td>SgtMaj Yagle</td>
<td>Commandant’s Dept.- Director of Cadet Activities</td>
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<tr>
<td>RG Activities Officer</td>
<td>SFC Rich</td>
<td>Commandants Dept.- Command SgtMaj</td>
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<tr>
<td>RG Recruiting Officer</td>
<td>Maj Price</td>
<td>Director -Office of Admissions</td>
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<tr>
<td>RG Academic NCO</td>
<td>Dr. Kevin Bower</td>
<td>Assistant Provost for Academic Operations</td>
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<tr>
<td>RG Admin NCO</td>
<td>SgtMaj Yagle</td>
<td>Commandants Dept.- Command SgtMaj</td>
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<tr>
<td>RG Operations NCO</td>
<td>Col Dunne</td>
<td>Commandants Dept.- Asst. Commandant for Operations</td>
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<tr>
<td>RG Supply NCO</td>
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<td>Commandants Dept.- Asst. Commandant for Operations</td>
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<tr>
<th>BN Special Staff</th>
<th>BN TACs</th>
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<tbody>
<tr>
<td>BN Academic Officer</td>
<td>1st- LCDR Adcock</td>
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<tr>
<td>BN Religious Officer</td>
<td>2nd - LtCol Hughes</td>
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<tr>
<td>BN Adjutant</td>
<td>3rd- LTC Polites</td>
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<tr>
<td>BN Provost Marshal</td>
<td>4th- LTC Brace</td>
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<td>5th- Lt Col Fortenberry</td>
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</table>
Selection Boards- On order, the Commandant will convene a meeting with the Chief of Staff, Sergeant Major, and BN TACs to finalize selection of the Regimental Commander, Deputy Commander, Executive Officer, Battalion Commanders and Command Sergeants Major, and Company Commanders and First Sergeants.

IV. During Phase IV, the Chief of Staff will coordinate with BN TACs and the appropriate Citadel staff/faculty counterparts to finalize selection of cadets for the designated RG cadet staff positions. BN and Co TACs will select the rest of their chains of command. TACs will submit TOs their BN TAC in the form at Annex E. TACs will determine eligibility of all cadets on the TO using the criteria at Annex F. They will highlight in red on the TO any cadet requiring a waiver and attach the waiver request in the format at Annex G. A 90% completed TOs should be available NLT 22 MAR. 2023 in order to notify cadets to their appropriate Academy to attend.

d. Tasks to Subordinate Units

i. Commandant.
   a) Preside over Commandant-level Officer Board
   b) With the advice of the Chief of Staff, Commandant Department Sergeant Major, and BN TAC Officers and NCOs, the Commandant will select the Regimental Commander, Deputy RCO, Executive Officer, and Command Sergeant Major; Battalion Commanders and Command Sergeants Major; and Company Commanders and First Sergeants.
   c) Brief the President on the rank selection process as necessary.

ii. Chief of Staff.
   a) Preside over Commandant-level NCO Board (or reassign the Commandant Dept.’s SgtMaj to preside at the Commandant’s direction)
   b) Coordinate with the BN TACs and appropriate Citadel staff/faculty counterparts to finalize selection of cadets for the designated cadet staff positions.
   c) Submit those names and the names of the Regimental Commander, Deputy RCO, RG XO, Battalion Commanders and CSMs, and Company Commanders and 1SGs to Ms Eigner for preparation of the Rising Leadership memo.

iii. Commandant Department Sergeant Major.
   a) Serve as senior enlisted advisor for all Officer and NCO Board actions.
   b) Per COS guidance, preside over the RG NCO Boards.

iv. BN TACs.
a) Identify the schedule and location for when and where the BN Boards will take place and
b) Ensure the conduct of Battalion-level Officer and NCO Boards.
c) Provide Ms Garrott the names of the cadets moving forward to the RG Level Boards
d) Serve as members of the Commandant-level Officer Board.
e) Submit 2-3 nominations (per BN) for RG Clerks to Ms Garrott.
f) Submit mascot handler nominations to Ms Garrott (1 rising SR, 1 rising JR, and one rising SOPH per BN).
g) Provide recommendations to the Commandant and Sergeant Major concerning assignments of commanders and 1SGs to particular units.
h) Consult with the Chief of Staff as well as the appropriate Citadel faculty/staff counterparts for recommendations concerning RG staff positions.
i) Route Waiver Requests in the format of Annex H to the appropriate office (see Annex G).
j) Determine and submit battalion staff TO to Ms Garrott.
k) Send a consolidated worksheet that includes all COs in the BN as well as the BN TO no later than 3 MAY, 2023.

v. Company TACs.
   a) Identify the schedule and location for when and where the CO Boards will take place and
   b) Conduct Battalion-level Officer and NCO Boards as directed by Battalion TAC.
   c) Conduct Corporal Boards
d) Provide recommendations to the Commandant and Sergeant Major concerning assignments of commanders and 1SGs to particular units.
e) Determine and submit company TO to BN TAC.

vi. Assistant Commandant for Operations and Training.
   a) Put board events on training schedule.
   b) Decide on waiver requests involving physical fitness qualifications.
   c) Schedule clerk support for Commandant-level boards.

vii. Assistant Commandant for Discipline.
    a) Decide on waiver requests involving conduct qualifications.

viii. Assistant Commandant Operations.
     a) Supervise the Promotions Boards Administrator and assist her with the finalization of the RG Staff TO.
     b) Identify the current RG NCOs who want to go to the RG Officer Boards to compete for a command position.
     c) Disseminate the Rising Leadership memo to the Associate Provost of Academic Affairs for distribution to Company Academic Advisors.

ix. Promotions Boards Administrator.
     a) Overall responsible for the technical aspects of the process.
     b) Produce and publish OMLs.
     c) Provide staff/faculty counterparts with lists of potential cadets for designated cadet staff positions.
     d) Schedule Commandant-level Officer and NCO Boards.
e) Coordinate with Ms Eigner for the necessary information and prepare the Regimental Staff TO.
f) Collect TOs, ensure completeness, and submit to the Department Sergeant Major.
g) Consolidate all of the approved unit TOs and send them to the Tailor Shop.

x. RG CSM
   a. Assist Ms. Garrott with scheduling clerks for the RG Boards. A schedule will be provided.

xi. Individual Cadets
   a) Prepare and submit CQR or a “Request to Decline Rank” form. Rising officer and NCO candidates prepare and provide a resume at his/her BN Board and, for those qualified, at his/her RG board.
   b) Schedule board times per TAC and Promotions Boards Administrator’s instructions.
   c) If interested in a designated special RG Special Staff position, notify Ms Garrott and the faculty/staff counterpart.

xii. Staff/Faculty Personnel with Specific Cadet Counterparts
   a) Coordinate with Commandant’s Chief of Staff and BN TACs during the vetting process.
   b) Interview interested cadets and provide recommendations to the Commandant, Chief of Staff, Sergeant Major, and Battalion TACs.

e. Coordinating Instructions
   i) Uniform for all boards is UOD.

   ii) Cadets seeking assistance with resume preparation are encouraged to make an appointment with Career Services or consult their webpage.

   iii). The Process Time Line is at Annex H.

iv). At the end of the semester, the Promotions Boards Administrator will notify BN TACs of the “final changes” date for editing TOs. She will then send a consolidated master TO to the Tailor Shop. After this time, all subsequent changes are affected via the promote/demote orders process and do not go through the Promotion Boards Administrator.

v). In the context of this Oporder and Annex E, mark a “C” in column C for those who will be participating in cadre. Cadre includes:

   REGT CDR
   DEPUTY REGT CDR
   REGT XO
   REGT CSM
   REGT HA OFFICER
   REGT HA NCO
3. Sustainment.
   
a. NA

   
a. Ms Garrott is the POC for all administrative issues concerning the rank selection process.

ANNEXES:
Annex A- Cadet Qualification Report (CQR) worksheet
Annex B- Online CQR Data Submission form
Annex C- Board President Appraisal worksheet
Annex D- Board Member Appraisal worksheet
Annex E- Table of Organization format example (with cadre column)
Annex F- Eligibility Criteria and Waiver Consideration Requirements
Annex G- Waiver Request forms
Annex H- Process Timeline

Gordon
Col, USMC (Ret)

OFFICIAL:
Dunne
Assistant Commandant for Operations and Traini
Annex A: Cadet Qualification (CQR) Worksheet - 3 pages PDF

### Cadet Qualification Report (CQR) Worksheet

**IF YOU DO NOT WANT TO COMPETE FOR RANK, YOU DO NOT NEED TO COMPLETE THIS FORM.**

**STEP 1:** Calculate your scores for each of the FOUR Pillars below:

- **Complete only the lines that apply to you.** If they do not apply leave "0".
- **If filling out manually, add the points together and input your total for each pillar then total the sum of all 4 Pillars and input in the "TOTAL CQR SCORE" box on page 2.

#### Academics Pillar

<table>
<thead>
<tr>
<th>Points</th>
<th>Name</th>
<th>BN (assigned)</th>
<th>CO (assigned)</th>
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**1. Academic Score:** (Maximum Points: 7)

- **Enter Your Cumulative GPA (to hundreds place):**
- **Validated as an Academic Tutor** by the Academic Support Center or BN Academic Officer (this year):
- **Dean's List** (ever during cadet career):
- **Gold Stars** (ever during cadet career):

#### Fitness Pillar

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<th>Points</th>
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<th>CO (assigned)</th>
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**2. Fitness Score:** (Maximum Points: 6)

- **Input Your Current FTPT Score (divided by 100)**: If your current FTPT score is 250, you will enter 2.5.
- **Club Sport Letter Winner** (ever during cadet career):
- **NCAA Athletic Letter Winner** (ever during cadet career):
- **Member of 2 or more Intramural Teams** during last fall semester:

#### Military Pillar

**Points:**

- **Successful completion of duties as a Cadre Member (this year):**
- **Successful completion of duties as a Corporal or Sergeant** for a Full School Year (during cadet career):
- **Successful completion of duties as a Staff Sergeant or Master Sergeant** for a Full School Year (during cadet career):
- **Successful completion of duties as a First Sergeant or Sergeant Major** for a Full School Year (during cadet career):
- **Current ROTC Contract:**
- **Elected class officer, club officer, or club sport captain** (during cadet career):
- **NCAA Team Captain** (during cadet career):
- **Current member of National Guard or Reserve:**

#### Character Pillar

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<th>Points</th>
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<th>CO (assigned)</th>
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**4. Character Score:** (Maximum Points: 6)

- **No Class 1 Offenses (during cadet career):**
- **Completed Honor Representative training:**
- **30-50 Total Community Service Hours** documented with KIA Center – OR...
- **If over 50 Community Service Hours** documented with KIA Center

**Total CQR Score**

**STEP 2:** Verify your information on each of the 4 Pillars to ensure your total CQR Score is correct (Max Total = 30).

**STEP 3:** Go to the Online CQR Data Submission Website and enter your data (including your scores above).

### Additional Statements for Board Review:

- **I am willing** to be considered for a position outside my company.
- **I am willing** to be considered for a position outside my battalion.
- **I am not planning on graduating or becoming a DSS student** at the end of fall semester and will be available to continue my chain of command position during spring semester.

### Additional Information/Comments:

- **STEP 4:** Save this document, you are required to bring a copy to your battalion rank board for review. SRs must also bring their resume.
Annex B: CQR Online Data Submission Online Form (input data from CQR Worksheet)

Fields marked with an * are required

Date *
01/05/2023

First Name *

Last Name *

CVID *

What rank level are you applying for? *
Scroll down to select

Battalion *
Scroll down to select

Current Company (or Home CO if you are on RG or BN Staff) *
Scroll down to select

Knob Year CO *
Scroll down to select

Knob Class *
Scroll down to select

CURRENT Academic Classification *
Scroll down to select

CURRENT Cumulative GPA *

How many academic course work credit hours are you taking this semester (Spring 2023)? *
Annex C: Board President Appraisal Worksheet

**BOARD PRESIDENT**

Promotion Boards

**APPRAISAL WORKSHEET**

**Level Seeking:** □ CPL □ NCO □ Officer

**CADET’S NAME:**

**CO/BN or RS:**

**Current Position:**

**Knob Class:**

**Academic Class:**

Top 3 Positions cadet is seeking

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Score cadet in each area (A-E) below on a scale from 1-10

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<tr>
<th><strong>POINTS:</strong></th>
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**A.** Relevance, applicability, and articulation of personal leadership philosophy

**B.** Awareness of and concept for execution of duties associated with the specific chain of command position

**C.** Ability to express a plan for applying the concepts of the core values and CTM to daily cadet life

**D.** General poise, bearing, communication ability, and interpersonal skills

**E.** Response to specific board member questions

**Eligible?**

□ Yes

□ No

**reason:**

**Add all 5 scores above (total should be 0-50)**

MARK TOTAL HERE⇒

**1. Board President’s SCORE:**

**Board Member’s Name:**

**Board Member’s SCOREs (0-25):**

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**Add all 4 scores above (PRESIDENT + 3 MEMBERS)**

Total score should be 0-125

**TOTAL:**

**CADET IS INTERESTED IN PURSUING A COMMAND POSITION AND WILLING TO MOVE TO ANOTHER BN/CO?**

□ Yes □ No

**Position Recommendations:**

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<td>3.</td>
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</tbody>
</table>

**Board President LAST NAME:** (Print)  **Board President SIGNATURE:**

**CC FORM 18A (OCT 2019)**
## Annex D: Board Member Appraisal Worksheet

<table>
<thead>
<tr>
<th>Rate cadet in each area (A-E) below on a scale from 1-5</th>
<th>POINTS:</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Relevance, applicability, and articulation of personal leadership philosophy</td>
<td>*</td>
</tr>
<tr>
<td>B. Awareness of and concept for execution of duties associated with the specific chain of command position</td>
<td>*</td>
</tr>
<tr>
<td>C. Ability to express a plan for applying the concepts of the core values and CTM to daily cadet life</td>
<td>*</td>
</tr>
<tr>
<td>D. General poise, bearing, communication ability, and interpersonal skills</td>
<td>*</td>
</tr>
<tr>
<td>E. Response to specific board member questions</td>
<td>*</td>
</tr>
</tbody>
</table>

**Board Member TOTAL:**
ADD ALL 5 POINTS ABOVE / TOTAL SHOULD BE 0-25
MARK TOTAL HERE

**REMARKS:**

Positions Board Member RECOMMENDS:
1. ____________________  2. ____________________  3. ____________________

Board Member NAME: (Print)  Board Member SIGNATURE:

CC FORM 18B (OCT 2019)
### Annex E: Company TO format

<table>
<thead>
<tr>
<th>CWID</th>
<th>NAME (Last, First)</th>
<th>Cadre / Support (<em>C or S</em>)</th>
<th>RANK</th>
<th>POSITION</th>
<th>AY 22-23 Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>C</td>
<td>CPT</td>
<td>Company Commander</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>1LT</td>
<td>Company Executive Officer</td>
<td></td>
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<td></td>
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<tr>
<td>S</td>
<td>1LT</td>
<td>Company Academic Officer</td>
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<td></td>
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<tr>
<td>S</td>
<td>PVT</td>
<td>Company Honor Rep</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>S</td>
<td>PVT</td>
<td>Company Honor Rep</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>S</td>
<td>2LT</td>
<td>Company Athletic Officer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>2LT</td>
<td>Company Human Affairs Officer</td>
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<td></td>
</tr>
<tr>
<td>C</td>
<td>2LT</td>
<td>Platoon Leader</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>2LT</td>
<td>Platoon Leader</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>1SG</td>
<td>First Sergeant</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>S</td>
<td>SFC</td>
<td>Academic NCO</td>
<td></td>
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<tr>
<td>S</td>
<td>SFC</td>
<td>Drill Master</td>
<td></td>
<td></td>
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<tr>
<td>S</td>
<td>SFC</td>
<td>Supply Sgt</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>C</td>
<td>SSG</td>
<td>Platoon Sgt</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SSG</td>
<td></td>
<td>Platoon Sgt</td>
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<td></td>
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<tr>
<td>C</td>
<td>SGT</td>
<td>Squad Leader</td>
<td></td>
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<tr>
<td>C</td>
<td>SGT</td>
<td>Squad Leader</td>
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<tr>
<td>C</td>
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<td>Squad Leader</td>
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<td>C</td>
<td>SGT</td>
<td>Squad Leader</td>
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<tr>
<td>C</td>
<td>SGT</td>
<td>Squad Leader</td>
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<tr>
<td>C</td>
<td>SGT</td>
<td>Squad Leader</td>
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</tr>
<tr>
<td>S</td>
<td>SGT/CPL</td>
<td>Recruiting NCO</td>
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</tr>
<tr>
<td>C</td>
<td>SGT</td>
<td>Human Affairs Sgt</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>CPL</td>
<td>Human Affairs Cpl</td>
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<tr>
<td>S</td>
<td>CPL</td>
<td>Company Clerk</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>S</td>
<td>CPL</td>
<td>Company Clerk</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>S</td>
<td>CPL</td>
<td>Armorer</td>
<td></td>
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<tr>
<td>C</td>
<td>CPL</td>
<td>Squad Corporal</td>
<td></td>
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<tr>
<td>C</td>
<td>CPL</td>
<td>Squad Corporal</td>
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<tr>
<td>C</td>
<td>CPL</td>
<td>Squad Corporal</td>
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<td>C</td>
<td>CPL</td>
<td>Squad Corporal</td>
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<tr>
<td>C</td>
<td>CPL</td>
<td>Squad Corporal</td>
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<tr>
<td>C</td>
<td>CPL</td>
<td>Squad Corporal</td>
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<tr>
<td>C</td>
<td>CPL</td>
<td>Squad Corporal</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

If cadet is not eligible (column G) a waiver request must be processed.
Annex F: Eligibility

1) Eligibility will be based on GPA, academic status, physical proficiency, and discipline. In order to be promoted, cadets must meet the criteria in all four areas on the effective date of promotion or have an approved waiver request.

   A. GPA: Must have a minimum of a 2.0 cumulative grade point average. There is no waiver.

   B. ACADEMIC STATUS: Must be academically aligned. There are no waivers for non-cadre positions. Unqualified cadets identified for cadre positions can be placed on the TO with an approved waiver from the Associate Provost for Academic Affairs based on his assessment that the cadet has a viable plan to be academically aligned by the effective date of promotion orders. The waiver is conditional pending the cadet’s regaining academic alignment.

   C. PHYSICAL PROFICIENCY: Must have a passing score (minimum of 60 points in each event) on the most recent Corps Physical Fitness Test or equivalent ROTC satisfactory score and have passed the most recent height/weight requirement screening. NCAA athletes are automatically exempted from this requirement. Cadets who do not meet this criteria because of a medical condition documented by the Citadel Surgeon can request a waiver from the Assistant Commandant for Operations and Training who will consider such factors as previous CPFT, and the impact on the cadet’s health and recovery.

   D. DISCIPLINE: Must be presently clear of all punishments (tours and confinements). This requirement is not waiverable. Cadets must also be in compliance with the “current semester plus one” policy regarding previous punishments. Cadets who do not meet this criteria can request a waiver from the Assistant Commandant for Discipline who will consider such factors as the nature of the previous offense and the cadet’s development after the punishment.

2) Waiver requests forms are at Annex G
Annex G: Waiver Request

Subject: **Academic Status Waiver Request** - Cadet Waiver for Promotion and Selection

RE: {Enter Cadet's Name, CWID #}

NOTE: There are no waivers for the required 2.0 minimum GPA. There are no academic alignment waivers for non-cadre positions. Academic alignment waivers for cadre cadets may be granted by the Associate Provost for Academic Affairs based on his assessment that the cadet has a viable plan to be academically aligned by the effective date of promotion orders. The waiver is conditional pending the cadet's regaining academic alignment.

INFORMATION:

TO position under consideration:

Current alignment status (i.e., 2A) - _______ Should be aligned (i.e., 2B) - _______

Major: __________________________ ACADEMIC ADVISOR: __________________________

Last semester GPA: __________________________ Cumulative GPA: __________________________

Explain why the cadet is not academically aligned (i.e., failed Chemistry, took semester off to care for family, awaiting transfer credits, etc.):

Explain the cadet's plan to be academically aligned by the effective date of the promotion orders:

Explain why the TAC feels a waiver is warranted:

______________________________
Jimmy Johns
MAJ, USA (Retired)
_______ Company Tactical Officer
Signature:

Approved by BN TAC: ☐ NO  ☐ YES  TAC Signature:

<table>
<thead>
<tr>
<th>Office Use:</th>
<th>Date Received: ___________ Date Sent to Approval Authority: ___________</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval Authority NOTES:</td>
<td></td>
</tr>
</tbody>
</table>

☐ NOT Approved  ☐ Conditionally Approved (see notes above)

CC Form 19A (Revised DEC 2017)
Annex H: Timeline Summary of Process

Aug 15, 2022

SRank Boards Action – Fall 2022/Spring 2023

2023

PHASE I: Cadet Qualification Brief (CQR) – Cadet submit online data

5 Jan - 3 Feb
- CQR Online submission is open in stages by class- announcements will be made when submission is open for the different classes (SRs will be first)
  (OR)
- Cadets submit a request to decline rank form online

Submission stages:
1. Rising SRs (Officers): January 5-14
2. Rising JRs (NCOs): January 15-24
3. Rising SOPhIs (Corporals): January 25- Feb 7

PHASE II:

BATTALION LEVEL BOARDS:

1. 9-23 Jan.- BN Level OFFICER Boards (BN TACs + assigned board members)
   - 25 Jan- BN Officer OMLs sent to BN TACs
2. 24 Jan. – 6 Feb.- BN Level NCO Boards (BN NCO TACs + assigned board members)
   - 7 Feb- BN NCO OMLs sent to BN TACs

PHASE III:

REGIMENTAL LEVEL BOARDS:

1. 30 Jan. – 10 Feb. -RG Level Officer Boards (Col Gordon + assigned board members)
2. 13 – 24 Feb. -RG Level NCO Boards (SgtMaj Yagle + assigned board members)

COMPANY CORPORAL BOARDS:

8 – 21 FEB -Company Level Corporal Boards (CO TACs coordinate w/ direction of BN and NCO TACs)

MASCOT HANDLER BOARDS:


20-23 Feb.
- RG Level Mascot Handler Boards (SFC Rich and Mrs. Milner)

SPECIAL STAFF:

NLT 28 Feb.- Staff counterparts conduct interviews with candidates and make nominations to BN TACs (BN positions) or Col O’Leary (RG positions) NLT 28 Feb.

PHASE IV

SELECTION BOARDS AND TOs

NLT 28 Feb. Secure date and time (the following week) for RG Selection Boards (Ellen Eigner- according to the Commandant’s schedule)
1-9 Mar.
- RG Selection Boards – Day/time TBD (According to the Commandant)

NLT-10 Mar.
- CDRs/C5Ms and 1SGs/ RG Special Staff Identified (Ellen Eigner will send the approved list)

22 Mar.
- TOs sufficiently complete in order to notify cadets of Academy attendance starting 31 March

3 May
- TOs 99% COMPLETE (BN TACs send to Ms. Garrott w/ all attached in one email)