

PROMOTION/RANK BOARDS (Process for leadership assignments and other billets for the 2024-2025 AY)

1. Mission. The Commandant's Department identifies the AY 2024-2025 cadet chain of command NLT 18 March 2024 in order to facilitate a smooth transition from the AY 2023-2024 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:

- a. Identification of nominees for RG Staff positions (those who work at the RG Level with a Citadel faculty/staff counterpart).
- b. CPL Boards facilitated by CO TACs.
- c. 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 4-11, 2024
 2. Rising Juniors (NCOs): January 11-19, 2024
 3. Rising Sophomores (Corporals): January 19- 27, 2024
- b. **Cadets wanting to compete for rank:** will complete and submit the CQR Worksheet and fill out the online CQR Data Input Form 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 A and Board Members will score using the Board Member's Appraisal Worksheet at Annex B. 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. 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
- the Regimental Commander, Deputy Regimental Commander, or XO

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 Commandants Conference 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.

<u>RG and/or BN Special Staff Positions:</u>	<u>Contact The Citadel Staff/Faculty Counterpart AND your BN TAC to let them know your interest:</u>	<u>Counterpart Position:</u>						
Regimental Mascot Handlers	SFC Rich	Commandant's Dept.- Director of Cadet Activities						
Regimental (RG) Academic Officer	Dr. Kevin Bower	Assistant Provost for Academic Operations						
RG Adjutant	SgtMaj Yagle	Commandants Dept.- Command SgtMaj						
RG Provost Marshall/Safety	SgtMaj Yagle	Commandants Dept.- Command SgtMaj						
RG Operations Officer	Col Dunne	Commandants Dept.- Asst. Commandant for Operations						
RG Supply Officer	Col Dunne	Commandants Dept.- Asst. Commandant for Operations						
RG Public Affairs Officer	COL Hoffman	VP for Communications & Marketing						
RG Religious Officer	Chaplain Meadows	Commandants Dept.- Director of Religious Activities/Chaplain						
RG Human Affairs Officer	Dr. Gilmore	Commandants Dept.- Director of Campus Advocacy, Response, and Education (CARE)						
RG Athletic Officer	TBD	Commandants Dept.- Physical Readiness Program Manager						
RG Drillmaster	SgtMaj Yagle	Commandants Dept.- Command SgtMaj						
RG Activities Officer	SFC Rich	Commandant's Dept.- Director of Cadet Activities						
RG Recruiting Officer	Maj Price	Director -Office of Admissions						
RG Academic NCO	Dr. Kevin Bower	Assistant Provost for Academic Operations						
RG Admin NCO	SgtMaj Yagle	Commandants Dept.- Command SgtMaj						
RG Operations NCO	Col Dunne	Commandants Dept.- Asst. Commandant for Operations						
RG Supply NCO	Col Dunne	Commandants Dept.- Asst. Commandant for Operations						
RG Provost NCO	SgtMaj Yagle	Commandants Dept.- Command SgtMaj						
RG Human Affairs NCO	Dr. Gilmore	Commandants Dept.- Director of CARE						
RG Public Affairs NCO	Col Leggett	VP for Communications & Marketing						
RG Recruiting NCO	Maj Price	Director -Office of Admissions						
RG Athletic NCO	TBD	Commandants Dept.- Physical Readiness Program Manager						
RG Activities NCO	SFC Rich	Commandant's Dept.- Director of Cadet Activities						
BN Special Staff <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>BN Academic Officer</td></tr> <tr><td>BN Religious Officer</td></tr> <tr><td>BN Adjutant</td></tr> <tr><td>BN Provost Marshal</td></tr> <tr><td>BN Operations Officer</td></tr> <tr><td>BN Supply Officer</td></tr> </table>	BN Academic Officer	BN Religious Officer	BN Adjutant	BN Provost Marshal	BN Operations Officer	BN Supply Officer	BN TACs	1 st - LCDR Adcock 2 nd - LtCol Hughes 3 rd - LTC Polites 4 th - LTC Brace 5 th - Lt Col Fortenberry
BN Academic Officer								
BN Religious Officer								
BN Adjutant								
BN Provost Marshal								
BN Operations Officer								
BN Supply Officer								

BN Human Affairs Officer		
BN Athletic Officer		
BN Activities Officer		
BN Supply NCO		
BN Academic NCO		
BN Recruiting/PAO NCO		

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 C. TACs will determine eligibility of all cadets on the TO using the criteria at Annex D. They will highlight in red on the TO any cadet requiring a waiver. A 90% completed TOs should be available NLT 18 MAR. 2024 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 the Commandant's Department Executive Assistant 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 the Promotion Boards Coordinator.
- f) Submit mascot handler nominations to Promotion Boards Coordinator (1 rising SR, 1 rising JR, and one rising SOPH per BN).
- e) Provide recommendations to the Commandant and Sergeant Major concerning assignments of commanders and ISGs to particular units.
- f) Consult with the Chief of Staff as well as the appropriate Citadel faculty/staff counterparts for recommendations concerning RG staff positions.
- g) Determine and submit battalion staff TO to The Promotion Boards Coordinator.
- h) Send a consolidated worksheet that includes all COs in the BN as well as the BN TO no later than 11 MAY, 2024.

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 ISGs 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 Coordinator

- 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 the TACs for the necessary information to 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 the Promotion Board Coordinator 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). 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.

iv). In the context of this Oorder and Annex C, mark a “C” in the column 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
RG DRILLMASTER

BN CDR
BN XO

BN CSM
BN HA OFFICER

CO CDR
CO XO
CO 1SG
CO HAO
CO HA SGT
CO HA CPL
PLT LDR
PSG
SQD LDR (4 PER CO)
SQD CPL (9 PER CO)

3. Sustainment.

- a. NA

4. Command and Control.

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

ANNEXES:

Annex A- Board President Appraisal worksheet

Annex B- Board Member Appraisal worksheet

Annex C- Table of Organization format example (with cadre column)

Annex C- Eligibility Criteria and Waiver Consideration Requirements

Gordon
Col, USMC (Ret)

OFFICIAL:

Dunne

Assistant Commandant for Operations and Training

Annex A: Board President Appraisal Worksheet

<p>BOARD PRESIDENT Promotion Boards APPRAISAL WORKSHEET</p>	<p>Level Seeking: <input type="checkbox"/>CPL <input type="checkbox"/>NCO <input type="checkbox"/>Officer</p> <p>CADET'S NAME: _____</p> <p>CO/BN or RS: _____</p> <p>Current Position: _____</p> <p>Knob Class: _____ Academic Class: _____</p>	
<p>Top 3 Positions cadet is seeking</p> <p>1. _____ 2. _____ 3. _____</p>		
<p>Score cadet in each area (A-E) below on a scale from 1-10</p>	<p>POINTS:</p>	
<p>A. Relevance, applicability, and articulation of personal leadership philosophy</p>	<p>*</p>	
<p>B. Awareness of and concept for execution of duties associated with the specific chain of command position</p>	<p>*</p>	
<p>C. Ability to express a plan for applying the concepts of the core values and CTM to daily cadet life</p>	<p>*</p>	
<p>D. General poise, bearing, communication ability, and interpersonal skills</p>	<p>*</p>	
<p>E. Response to specific board member questions</p>	<p>*</p>	
<p>Eligible? <input type="checkbox"/>Yes <input type="checkbox"/>No- reason: _____</p>	<p>Add all 5 scores above (total should be 0-50) MARK TOTAL HERE →</p>	<p>1. Board President's SCORE: _____</p>
<p>REMARKS (cont. on back as needed):</p>	<p style="text-align: center;">Board Member's Name:</p>	<p>Board Member's SCOREs (0-25):</p>
	<p>2. _____</p>	<p>_____</p>
	<p>3. _____</p>	<p>_____</p>
	<p>4. _____</p>	<p>_____</p>
	<p>Add all 4 scores above (PRESIDENT + 3 MEMBERS) Total score should be 0-125</p>	<p>TOTAL: _____</p>
<p>CADET IS INTERESTED IN PURSUING A COMMAND POSITION AND WILLING TO MOVE TO ANOTHER BN/CO? <input type="checkbox"/>Yes <input type="checkbox"/>No</p>		
<p>Position Recommendations:</p> <p>1. _____ 2. _____ 3. _____</p>		
<p>Board President LAST NAME: (Print)</p>	<p>Board President SIGNATURE:</p>	

CC FORM 18A (OCT 2019)

Annex B: Board Member Appraisal Worksheet

<h1 style="margin: 0;">Board ● Member ●</h1>		<h2 style="margin: 0;">Promotion Boards APPRAISAL WORKSHEET</h2>	
Cadet's NAME:	RS/BN:	CURRENT CO:	
Rate cadet in <u>each area</u> (A-E) below on a scale from 1-5			POINTS:
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			*
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:	

Annex D: 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 waivable. 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.

