

TACTICAL OFFICER HANDBOOK

2010-2011

TABLE OF CONTENTS

Chapter I- Role of the Tactical Officer.....

1. Mission of the Commandant of Cadets
2. Definitions
3. Tactical Officer Mission
4. Roles and Functions of the Tactical Officer
 - a. Roles
 - b. Functions
5. Specific Duties and Responsibilities
 - a. Leader Development
 - b. Creating an Environment the Fosters Individual Development
 - c. Tactical Officer Specific Areas of Focus
 - d. Battalion Tactical Officer's Additional Duties
 - e. ADOs/NCOs Specific Areas of Focus

Chapter II- Military Program and Environment.....

1. General
2. Specific Responsibilities
 - a. Cadet Rank Selection
 - b. Counseling and Evaluations
 - c. Regulations and References
 - d. Inspections
 - e. Teaching
 - f. Urinalysis
 - g. Individual Cadet Awards
 - h. Unit Awards
 - i. Communications with Parents/Guardians/Relatives
 - j. Social Events
 - k. Emergencies
3. Summary

Chapter III- Academics.....

1. General
2. Company Academic Advisors (CAAs)
3. Academic Probation
4. Academic Classroom Visits and Instructor Interaction

Chapter V- Discharge, Reinstatement & 4th Class Withdrawal/Out Processing.....

1. Authority to Discharge
2. Temporary Suspension
3. Resignation
4. Types of Discharge

5. Reinstatement
6. Fourth Class Withdrawal/Out-Processing
7. Tactical Officer Responsibilities

Chapter I

The Role of the Tactical Officer

1. **MISSION OF THE COMMANDANT OF CADETS**

The Commandant's mission comes from The Citadel College Regulations, paragraph 1, Mission Statement and paragraph 4.b., Commandant of Cadets.

- a. Responsible to the President for the command and control of the South Carolina Corps of Cadets for administration, training, housing and discipline necessary to support and coordinate their activities in accordance with Annex A, the Commandant's Calendar.
- b. Provide an environment for cadets to develop the qualities and attributes of leadership with emphasis on moral and spiritual principles as exemplified by integrity, morality, discipline, and a strong sense of duty and ethical responsibility.
- c. To coordinate ROTC matters as they relate to providing a broad basic military education to the Corps of Cadets.
- d. To develop high standards of physical fitness.
- e. To instill the motivation essential to the profession of arms and to provide orientation for a career in the United States armed services and to serve the citizens of the Low Country and the State of South Carolina.

2. **DEFINITIONS**

- a. Tactical Officer (TAC). They are employees of The Citadel and the State of South Carolina and are directed by the Commandant. Their responsibilities are to provide command and control of the Corps of Cadets through the direct supervision of Cadet Commanders and subordinate Cadet Company Officers and NCOs in the performance of their duties. General responsibilities are to mentor, coach, teach, train, advise, inspect, discipline and administer to cadet leaders and their subordinates.
- b. Active Duty Officer (ADO)/Staff Non Commissioned Officer (NCO). Active Duty Officers/NCOs may perform specific duties in support of the Commandant and the South Carolina Corps of Cadets. ADOs/NCOs will coordinate their duties with the Battalion TACs. Specific Duties may include Morning Room Inspections (MRIs), Saturday Morning Inspections (SMI's), Commandants Inspections and Presidents Inspections.

3. **THE TACTICAL OFFICER MISSION**

With the Citadel purpose and mission, as well as the above stated Commandant of Cadets' mission serving as a guide, the Commandant established the following as the primary TAC mission. The ADOs/NCOs, as provided for in the Position Description, will assist the TACs.

- a. Implement the Commandant's Calendar and training schedule.
- b. Develop individual cadets to be effective leaders of strong character.
- c. Create an environment in the cadet company that fosters individual and group development.
- d. Support and administer systems and programs in the cadet company.

4. **ROLES AND FUNCTIONS OF THE TACTICAL OFFICER**

To achieve the above mission, TACs must perform the following critical roles and functions. TACs are responsible for coordinating and supervising the efforts of the ADO's/NCOs as they perform their roles.

a. Roles

- i. **Role Model.** TACs must be individuals who embody and display the values, skills and personal and physical abilities required of a professional leader in the United States military services and civilian community.
- ii. **Developer.** TACs must teach, train, observe, provide feedback, and evaluate cadets along each developmental path of the Citadel Experience (intellectual, military, physical, and moral/ethical).
- iii. **Climate Setter.** TACs are responsible for establishing an environment that is consistent with the developmental goals set by the Citadel. The environment must contribute directly to cadet development through providing direct leadership experiences for the cadets and the opportunity to learn by observing and interacting with others.

b. Functions

- i. **Counselor/Mentor.** TACs formally and informally counsel cadets as required or in conjunction with an event/activity. Cadets having trouble meeting and/or sustaining academic, physical, or military standards receive counseling regarding their achieving the standards. The primary purpose of counseling is to provide the cadets with feedback concerning performance in an effort to help them develop into effective leaders. As counselors/mentors, TACs must routinely conduct performance centered, problem-centered, and career development counseling with cadets.
- ii. **Coach/Teacher.** TACs present formal and informal instruction in the areas of career and professional development, human relations, moral/ethical, and military instruction. In addition, as coach/teachers, TACs serve as coaches to the cadets by actively guiding, advising, and supporting cadets as they move through the phases of the Citadel experience.
- iii. **Evaluator.** TACs continually assess each cadet's performance and suitability for cadet command and military commissioned service.
- iv. **Regulations/Systems Administrator.** TACs serve as the primary administrators and facilitators of the Citadel regulations and programs such as those found in the

"White Book", "Blue Book", "Red Book", billeting, urinalysis testing, physical fitness and weight management programs, and all other policies and regulations associated with the Citadel Corps of Cadets.

- v. **Mission Success.** Even though cadet commanders are held accountable (responsible) for the welfare, safety, security, command climate, and good order and discipline within their cadet organizations, their success or failure within the "leadership laboratory" environment of the Citadel is directly linked to the TACs. TACs are responsible for taking the necessary actions to ensure that cadet leaders succeed and step in where required to prevent unsafe actions or poor planning/execution.

5. **SPECIFIC DUTIES AND RESPONSIBILITIES**

The ultimate responsibility for accomplishment of the following duties rests with the TACs. They are responsible for coordinating and supervising the efforts of the ADOs and NCOs as they assist the TACs with their duties.

- a. **Leader Development.** The primary duty of every TAC is individual leader development. Inherent in this duty is the responsibility of the TACs to observe, critique and evaluate each cadet along each developmental path (academic, physical, military, and moral-ethical). Some methods to accomplish this duty are:
 - i. Ensure that each cadet is counseled (in writing) each semester.
 - ii. Ensure that each cadet is formally counseled (in writing) as required for academic probation, conduct deficiency, overweight, or physical fitness failures.
 - iii. Enforce high standards through the cadet chain of command. This includes instruction, inspection and on-the-spot correction.
 - iv. Observe the cadets in all their developmental environments to include the classroom, the sports field, the company area and performance of cadet chain of command duties.
 - v. Monitor cadet quality of life issues to ensure actions are taken as necessary.
 - vi. Build a strong "Company Support Group" by integrating the TACs, Honor Representative, Academic Counselors, Company Program Integrators, and Physical Education Guidance Counselors into company programmed activities.
 - vii. Know the governing regulations on-line.
 - viii. Check leave/pass administration and disciplinary reports as needed.
 - ix. Prepare mandatory Cadet Counseling Forms and comments as required.
 - x. Ensure that each cadet duty position is used in the most effective way by challenging each cadet to comply with his/her duty description.
 - xi. Prepare and effectively conduct the Presidents Values and Respect Program. The TACs are responsible for the planning and execution of the program and determine who will teach the respective classes. This requires the actual teaching of leadership, honor, and consideration of others, team building and allowing cadet instructors to teach selected classes. When cadets provide the instruction, the TACs should provide the appropriate oversight of the classes.

- xii. Hold frequent meeting with company commanders on administering the discipline system.
- b. Creating an Environment that fosters Individual Development. This responsibility is an absolutely vital TAC mission. Creating an environment that facilitates healthy and meaningful learning and development for the cadets is not an easy task, but it is extremely important. The following are areas where the TACs can influence the environment in a way that will help the cadets experience leadership roles and challenges.
 - i. Selecting and then developing the cadet chain of command to reinforce the norms, values, and attitudes will lead to achieving the institution's mission. The key to success is starting the cadets off with high standards, solid goals, and an understanding of proper procedures for running the company.
 - ii. Effectively managing the chain of command will ensure good order and discipline while allowing cadets to learn through their leadership experiences. The TAC focus is on individual development while the cadet chain of command focus is on a strong, winning team. TACs must always be cognizant of the possible discrepancies in the operation of the chain of command and be proactive in keeping lines of communication working.
 - iii. Ensure that cadet leaders have a direction and purpose. Encourage the setting of measurable goals. Cadets often resort to generalizations such as "To be THE BEST" or "To be # 1." Orient them to specific goals that are measurable and attainable. Develop both individual and unit goals in academics, physical education, intramural and drill/parade competition. Once cadets are committed, monitor progress and provide feedback. They expect it! Remember. TACs are individual developers, and should not be unit oriented. The cadet chain of command should be unit oriented.
 - iv. Talking to cadet leaders about their responsibilities will assist in the development of the "whole person" aspect of the curriculum. This is sometimes a difficult concept for cadets to grasp and they insist many areas of performance are individual responsibilities over which they have no control.
 - v. The TAC must constantly supervise the chain of command in conducting inspections with a view toward setting and maintaining high standards within each company. The primary focus should be on requiring the cadet chain of command to properly execute their duties and responsibilities. TACs must model proper behaviors/actions, provide feedback to the cadet chain of command to ensure the maintenance of desired standards and to teach cadets how to improve their effectiveness as leaders. Inspecting and rewarding a good effort fosters pride. As a rule of thumb, TACs should inspect or spot check units at various times throughout the week to include weekday morning/evening, weekends, and at meal/accountability formations. The TACs should require the cadet chain of command to conduct similar inspections and report their results. Ensure your observations are pertinent to the chain of command to ensure they are checking standards.

- c. Tactical Officer Specific Areas of Focus. Specific TAC responsibilities are:
- i. Exercise the practical command responsibilities necessary to maintain the health, welfare, training and good order and discipline within the cadet company. TACs should, as much as possible, exercise these responsibilities through the cadet chain of command.
 - ii. Focus the cadet leaders on accomplishment their established goals.
 - iii. Support, develop and monitor the disciplinary system.
 - iv. Monitor cadet accountability formations whenever possible.
 - v. Develop and monitor those cadets deficient in conduct and grades. Develop and monitor programs to assist cadets who are problematic, on academic probation, overweight or physical fitness test failures.
 - vi. Conduct the planning and execution of Commandant's professional development training. TACs must be responsible for and coordinate these efforts to produce a training and education program that enhances cadet character development.
 - vii. Coach and guide the battalion and company leadership.
 - viii. Teach "professional development" and "values and respect" as required.
 - ix. Formally counsel (in writing) each cadet in the company a minimum of once a semester.
 - x. Supervise the cadet urinalysis program as directed.
 - xi. Monitor the company supply SFC's furniture inventory, barracks OS&D program and request maintenance needs through the Battalion TAC.
 - xii. Conduct required inspections (personnel/MRIs) of assigned cadet companies.
 - xiii. Assist in managing the Cadet Weight Management Program.
 - xiv. Supervise the cadet physical security and cadet guard programs.
 - xv. Supervise drill and physical training.
 - xvi. Serve as mentor for battalion level drill/parades.
 - xvii. Monitor the mess hall activities on a frequent basis with emphasis on the 4th Class messes.
 - xviii. Serve as escort for visiting dignitaries as directed.
 - xix. Observe drill, ceremonies, and other formations on a periodic basis.
 - xx. Attend weekend functions in support of the Corps of Cadets and the College as directed. (i.e. Parents Day, Homecoming, Corps Day, SMIs, home football games etc.)
 - xxi. Perform Coordinating Officer in Charge (COC) duties and monitor Officer in Charge (OC) duties as required.
 - xxii. Screen request for special leaves, overnights, and weekends.
 - xxiii. Monitor the performance of company duty teams (i.e. tours, confinements and cadet accountability etc.).
 - xxiv. Serve as members of Commandant's Boards.
 - xxv. Conduct formal and informal investigations in accordance with "The Blue Book."

- d. Battalion TACs Additional Duties. Each Battalion TAC has the following additional duties and responsibilities:
- i. Coordinate the activities of the Company TACs, ADOs and NCOs.
 - ii. Guide, assist and provide the experience base to new TACs, ADOs and NCOs
 - iii. Guide, coach, counsel and evaluate the battalion commander and staff.
 - iv. Serve as the point of contact to the Commandant on battalion matters.
 - v. Provide direct supervision of Company TACs and ADOs.
 - vi. Monitor the OC, Battalion Guard, Daily Guard Mount and Company Duty Teams.
 - vii. Operate the Battalion OS&D management system.
 - viii. Monitor TAC Team's leave schedules.
 - ix. Supervise all ERWs and Cadet leaves. These must go through the Battalion TAC for review prior to being submitted to the Commandant's Department.
- e. ADOs/NCOs Specific Areas of Focus. Each ADO/NCO, through their respective ROTC Department Head, will assist the Commandant of Cadets in providing leadership training and advisory assistance to cadet companies and the cadet chain of command as required.
- i. Coordinate with Bn/Co TAC and conduct required inspections (personnel/MRI's) of assigned cadet company to include noting and reporting OS&D discrepancy items to the Battalion TAC.
 - ii. Assist as required specific official Saturday events to include SMI's and big weekends (Homecoming, Parents Day, Corps Day, home football games. etc.).
 - iii. Perform COC duties as assigned.
 - iv. Serve as escort and hosts for visiting dignitaries as requested and approved by the respective ROTC Department Head.
 - v. Inspect reveille, morning, noon, or evening formations as requested by the Battalion TAC and when assigned as COC.
 - vi. Observe and assist in enforcing Evening Study Period (ESP) procedures as directed.
 - vii. Attend weekend functions as requested by the Commandant or President, as approved by the respective ROTC Department Head.
 - viii. Serve as special project officers as requested.
 - ix. Assist TACs in monitoring those cadets deficient in conduct.

Chapter II

Military Program and Environment

1. GENERAL

The Military College of South Carolina selected you to be a TAC because of your superior past performance and your potential to develop individual leaders of character in a structured military environment. The experience you have had in challenging leadership positions to date will serve you well as a TAC. You will be called upon to exercise wise, mature judgment; implement and enforce regulations and policies; provide logical, candid recommendations to superiors; and guide cadets toward the right priorities. You will make difficult decisions that have significant impact on many lives; therefore you must always take your responsibilities seriously.

2. SPECIFIC RESPONSIBILITIES

The following areas are related to cadet military development that you will be involved with throughout the year.

- a. Cadet Rank Selection. This is perhaps the most important decision the TACs will make for their cadets and their units. The Commandant will publish a guidance memorandum for cadet rank selections. You recommend and/or approve **all** rank positions within the company. The Commander and First Sergeant must be strong performers while the balance of all other positions in the company can be filled based on individual cadet developmental needs. Consult your predecessor, TAC Files, Cadet records and the Battalion TAC for information on cadet rank selections. Cadet input on cadet chain of command positions is often useful and allows for a valuable developmental opportunity for the cadets. However, you know the developmental needs of each cadet; therefore, you should not rely totally on cadet input when considering rank positions. Our goal is to grow the Cadet Leaders in each respective organization.

- b. Counseling and Evaluations

- i. The Citadel Counseling Center:

1. The Citadel Counseling Center provides cadets and other students with direct, professional, and confidential counseling services and psychotherapy. It is also available for those persons aware of or experiencing sexual harassment (in addition to the Sexual Assault Prevention and Response Coordinator, a.k.a. "SARC"- see below). Personal, educational and career counseling services are available by appointment. Counseling is provided in an informal setting where cadets may benefit from a relationship with an experienced counselor.
 2. Appointments must be made directly by the cadet or individual concerned. However, referrals from others such as professors, faculty advisors, chaplains, TACs, the College Physician, cadet officers, or friends are considered. The Counseling Center is located at 203

Richardson Avenue (behind Bond Hall) and the telephone number is 953-6799.

- ii. Sexual Assault Prevention and Response Coordination: Cadets who experience sexual assault and/or harassment will be directed to see the SARC - (953-7277).
- iii. Human Affairs Action Plan. Battalion and Company TACs will work in concert with their respective Human Affairs HA Teams to ensure the Battalion and Company climate is in concert with the College guidelines.
- iv. Cadet Evaluation and Development Ratings Documents. TACs must ensure that cadets in the company are counseled as necessary. Record the sessions in writing on a Cadet Counseling Form 98 and place it in the TAC file and Cadet 201 file. The bottom line is that the TAC must counsel each cadet, as necessary but at a minimum of one time each semester. Areas to focus on are the leader dimensions (strengths/areas for improvement), academic status, physical fitness, military development, conduct, leadership potential, and career options. TACs may use the Cadet Information System (CIS) on-line as needed when conducting Cadet Counseling. TACs are also encouraged to informally counsel cadets throughout their daily activities and events. Never lose an opportunity to talk and interact with your cadets as they progress through the Citadel experience. You're most significant impact as a TAC is coaching and counseling cadets during the many naturally occurring events associated with cadet life.
- v. Cadets will be counseled by TACs for disciplinary reasons in accordance with demerit limits set forth on the CC Form 98 and the "Blue Book", Chapter 7. TACs will formally counsel those cadets who are in jeopardy of exceeding 50%, 75% and 100% of their authorized semester and annual demerit totals. Prior to discussing any issue with a cadet's parent, all TAC's should always check Cadets 201 file to ensure cadet have authorized release of this information to their parents or guardian. When required, the Assistant Commandant for Discipline will notify parents when the cadet has reached these demerit limit milestones.
- vi. If the TAC obtains information during counseling sessions or through any other information source (personal observations, chain of command reports, family contacts, professors, etc.) which demonstrates that the cadet may require a more intensive or confidential intervention, the TAC should consult with or refer the cadet to the Counseling Center.
- vii. Military Development Grades. Cadet Commanders in the Chain of Command will use the "Cadet Evaluation Form", which can be found on-line, to grade the performance of subordinate cadets in the company a minimum of once each semester. This grade is called the Military Development (MD) grade. The MD grade includes the assessment of the leader dimensions; the cadet's conduct in terms of leader dimension weaknesses; and evaluations from TACs, coaches, instructors, and the Chain of Command. The grade does not count for record but is a useful indicator of performance to date.

- c. Regulations and References. In your position, you are expected to be familiar with all regulations and references found on line at <http://www.citadel.edu/commandant/cadet-regulations/index.shtm> . Hard copy of these regulations may be obtained from the Commandants staff.
- d. Inspections. It is appropriate for the TAC to inspect the company frequently and teach the Chain of Command the proper inspection procedures and standards. The focus is on teaching the cadet CoC how to inspect and maintain standards.
- i. As a general rule you should inspect cadets rooms (MRI's) weekly and do spot inspections at least one day and/or night per week as needed. This will give you an idea of how well the cadet CoC is maintaining/enforcing standards.
 - ii. Inspect haircuts weekly each week and Monday's the week of the Commandant and President Inspections.
 - iii. For teaching and modeling purposes, TACs should inspect during designated formal Inspections (SMIs/FAI's).
 - iv. With prior approval of the Commandant, conduct a health and welfare inspection as the situation dictates.
 - v. TACs will monitor the cadet division inspectors to ensure that standards are being maintained.
- e. Teaching. TACs are responsible for teaching and/or supervising the majority of cadet professional development classes. Cadet Professional Development classes involve all honor, Values and Respect (V&R), leadership, team building, and evaluation training. TACs **MUST** be heavily involved in the professional development training of the cadets. The classes that deal with influencing attitudes, values, and beliefs usually require the TACs to use teaching techniques different from those used in the private sector. These classes involve discussions and analyzing case studies concerning moral/ethical behavior and human relations' issues. Most classes are appropriate for the upper-class cadets to teach, with the help and support of the TAC. However, many classes may require a more experienced teacher.
- f. Urinalysis. The Commandant's Department randomly selects cadets in each battalion for urinalysis testing throughout the semester. You will be notified of a urinalysis inspection through the Commandant's office. Do not tell cadets about the urinalysis until you notify the commander no more than 1 to 2 hours prior to the test. Ensure your chain of command is trained early on this procedure and ready to execute. Particular emphasis is always needed with observers to ensure they actually see the urine properly collected in the containers. Command directed urinalysis can be coordinated as needed. The Assistant Commandant for Discipline is the designated Alcohol and Drug Control Officer.
- g. Individual Cadet Awards. These awards include, but are not limited to: Gold Stars/Dean's List Medal for academic achievement; Branch Bar for excellence in the military development program; Branch Contract Badge; Corps Squad letters and numerals; intramural team awards; and ribbons for other extracurricular activities. You may also present certificates of achievement and/or performance passes for individual

achievements. Individual awards that you present in your company must be within the parameters of Citadel regulations. Particular emphasis needs to be placed on the timely awarding of academic achievement recognition.

- h. Unit Awards. Companies may receive the Commandant's Cup for best in regiment for Drill and Ceremonies, Charles P. Summerall Cup for the best academic achievement and/or annual President's Cup Award for overall Honor Company. Each unit award comes with a streamer for the company guidon and is presented in a formal ceremony.
- i. Communications with Parents/Guardians/Relatives. Open communications with cadet family members is encouraged. TAC's should always check a cadets 201 File for FERPA statement prior to discussing any discipline or academic status with the respective parents or guardian.
 - i. **Be professional, polite, concerned and calm when discussing a cadet's situation. Make a record (Memorandum for the Record) of these conversations.**
 - ii. Commandant's Department will notify the cadet and parents or guardian when he or she has become academically, conduct/discipline or P. T. deficient. Be especially aware of any Privacy Act restrictions that the cadet has enacted and do not violate these restrictions. If the cadet does not authorize you to provide the information to the parents/guardians, you are only authorized to tell the parents that the cadet's status at the Citadel may change and they need to contact the cadet as soon as possible for more information. Remember, when in doubt, check the cadet's 201 file to determine if they have chosen to invoke the Privacy Act. If a cadet has decided to withdraw or is undergoing a separation action, notify the parents or guardians only if the cadet has signed a Privacy Act Statement authorizing the notification. If the cadet has not authorized disclosure, you must notify the parents or guardians that their son or daughter will depart the Citadel, but do not reveal further details. Tell the parent or guardian to contact the cadet for further information. If an incident is alcohol related, the college regulation mandate and allow for parents to be contacted even if a cadet has not signed a release form.
 - iii. To reduce the chances of confusion, NEVER PROVIDE PARENTS WITH YOUR OPINIONS OR GUESSES. PROVIDE ONLY THE FACTS ASSOCIATED WITH THE CADET'S SITUATION.
- j. Social Events
 - i. TACs and their spouses will receive formal invitations to attend the various class social functions throughout the year. Your presence at the receptions, dinners, and hops is an important way to teach your cadets military courtesy, proper etiquette and conversational skills. It also demonstrates your command interest in these very important social events. There is no cost to the TACs and spouses. Attendance at these formal functions is a duty and spouses are strongly encouraged to attend.

- ii. Many companies have unit cookouts, formal dinners, and parties. These activities are appropriate as long as they are in accordance with the Citadel regulations and approved by the Commandant's Department. TACs must know and explain the rules and procedures to the cadet leadership when they are planning and executing such activities.
 - k. Emergencies. Be prepared for your cadets to have emergencies similar to those that you faced as a leader in a regular military unit. Exercise the same good judgment and compassion that you did then. Remember to include the chaplain as appropriate. You may put a cadet on emergency leave but you will have to notify the Commandant's Office as soon as practical. Emergency leave normally spans no more than five (5) class days.
3. **SUMMARY.** As a TAC, you support and administer the cadet systems and programs. You also teach and coach your chain of command in leading the battalion/company toward accomplishment of their goals within clearly defined parameters that you establish with guidance from the Commandant's Office. Get out as much as possible to see and talk with cadets in their environment. Visit sports events, the mess hall, the barracks, and the classrooms frequently.

Chapter III

Academics

1. **GENERAL**

High academic standards are a shared responsibility by the TACs, Company Academic Advisors (CAAs), cadet chain of command and most importantly the individual cadet. Every effort must be made to ensure the Evening Study Period (ESP) has study conditions that promote academic success. ESP begins at 1900 hours, five days each week (Sunday through Thursday) and studying is the duty requirement for the evening. Noise, interruptions, and administrative requirements must be closely monitored during academic study time. The Citadel College Regulations and "White Book" are the source documents.

2. **COMPANY ACADEMIC ADVISORS (CAAS)**

CAAs should counsel every Third Class and Fourth Class Cadet in the company at least once each semester. First and Second Class Cadets are counseled by their academic departments each semester. CAAs assist TACs in identifying/counseling cadets in academic difficulty, making recommendations on study conditions, and provide a liaison with the Office of the Dean. Encourage your cadets to ensure CAAs are invited to participate in company functions.

3. **ACADEMIC PROBATION**

Cadets on academic probation must be identified early, monitored, and counseled by the TACs and the cadet chain of command. The Grade Reports are a good tool to track academic progress along with personal communication between the TAC and the cadets' instructors. Read and understand the rules and make sure you counsel the cadet on the rules and procedures (in writing).

4. **ACADEMIC CLASSROOM VISITS AND INSTRUCTOR INTERACTION**

TACs should make time to routinely visit academic classes. Instructors/professors can be a valuable resource in your cadet development and evaluation responsibilities. They can provide you with feedback concerning areas such as cadet behavior/conduct, teamwork, influencing others, appearance, duty motivation and decision-making in the classroom. TACs are encouraged to meet with and interact with instructors whenever possible.

Chapter IV

Discharge, Reinstatement, and Fourth Class Withdrawal/Out-Processing

1. AUTHORITY TO DISCHARGE

- a. No cadet shall be discharged before graduation except by Special Orders from the Office of the President or by policy stated in the College catalog. The President may, by written authorization, delegate the authority to discharge cadets administratively to an appropriate official of the College.
- b. The President has authority to discharge a cadet:
 - i. On the cadet's application or, if the cadet is a dependent and acquiesces, on request of the parent or guardian;
 - ii. For whom expulsion, dismissal, or suspension has been recommended;
 - iii. Who otherwise fails to meet continuing conditions of admission or matriculation set forth in the College Regulations or a college catalog; and
 - iv. On recommendation of the College Physician.
- c. The Chairman of the Board of Visitors will be informed of the discharge of cadets for disciplinary reasons. Only the President shall impose a disciplinary finding of expulsion, dismissal, or suspension or an honor finding of expulsion.

2. TEMPORARY SUSPENSION

The President may suspend a cadet temporarily pending a hearing when, in the President's opinion, such action is in the best interests of the suspended cadet or the maintenance of good order and discipline.

3. RESIGNATION

- a. A cadet who has been accused of a disciplinary offense that could require a board or hearing or who has accumulated sufficient demerits to warrant a board or hearing will not be permitted to resign except with the permission of the President, and must face the prescribed board or hearing. A cadet who has been given permission to resign by the President in lieu of facing the prescribed board or hearing will be treated by The Citadel as if he or she has been found guilty of the offense in question and has been awarded the maximum punishment authorized.
- b. A cadet who has not been given permission to resign but who elects to leave the College with a disciplinary board, hearing, or offense pending that could result in suspension, dismissal, or expulsion, will be suspended, dismissed, or expelled in absentia, as determined by the maximum punishment allowed for the charge in question. The Office of the President will direct the Office of the Registrar to so inform the cadet.
- c. A cadet accused of an honor violation may resign at any time prior to the final disposition of the case. A cadet who leaves the College with an honor trial or accusation pending will

be expelled in absentia. The Office of the President will direct the Office of the Registrar to so inform the cadet.

4. **TYPES OF DISCHARGE**

The following terms are used by the Office of the President in announcing internally the discharge of cadets for disciplinary reasons. These terms do not appear on the cadet's academic transcript.

- a. PERMISSION TO RESIGN indicates that the cadet is not entitled to an honorable discharge and has been given permission to resign by the President. This cadet will be treated by the College as if he or she has been suspended, dismissed, or expelled, whichever is the maximum punishment the cadet could have received had he or she elected to face the charge or accusation that had been made and found guilty.
- b. SUSPENDED indicates that the cadet has been required to leave the College for a period of one semester beyond the semester in which the suspension is awarded.
- c. SUSPENDED IN ABSENTIA indicates that the cadet has left the College without permission while facing a charge for which the maximum punishment is suspension.
- d. DISMISSED indicates that the cadet has been required to leave the College for a period of two semesters beyond the semester in which the dismissal is awarded.
- e. DISMISSED IN ABSENTIA indicates that the cadet has left the College without permission while facing a charge for which the maximum punishment is dismissal.
- f. EXPELLED indicates that the cadet has been required to leave the College and is not eligible to return. A cadet who has been expelled may not enroll in classes in any of The Citadel's programs-Corps of Cadets, College of Graduate and Professional Studies, Maymester or Summer School.
- g. EXPELLED IN ABSENTIA indicates that the cadet has left the College without permission while facing a charge or accusation for which the maximum punishment is expulsion. A cadet who has been expelled in absentia may not enroll in courses in any of The Citadel's programs-Corps of Cadets, College of Graduate and Professional Studies, Maymester, or Summer School.

5. **REINSTATEMENT**

- a. A cadet who has been expelled, has been expelled in absentia, or has been given permission to resign with a possible expulsion offense pending will not be eligible for readmission to the College unless new evidence becomes available within one academic semester after the charges were filed or the action of the College is finalized and that evidence indicates to the satisfaction of the Vice President for Academic Affairs/Dean of the College that the original findings or charges were in error.
- b. A cadet who has been dismissed, has been dismissed in absentia, or has been given permission to resign with a possible dismissal offense pending may make written application during the second semester following the semester of discharge for readmission at the beginning of the semester following the application; i.e., a minimum of two semesters must elapse after the semester of dismissal before the semester of readmission. The summer will not serve as a semester for these purposes. Such applications will be considered by the appropriate dean who is responsible for the process of clearing readmission to the College.
- c. A cadet who has been suspended, has been suspended in absentia, or has been given

permission to resign with a possible suspension offense pending may make written application during the first semester following the semester of discharge for readmission at the beginning of the semester following the application; i.e., a minimum of one semester must elapse after the semester of suspension before the semester of readmission. The summer will not serve as a semester for these purposes. Such applications will be considered by the appropriate dean who is responsible for the process of clearing readmission to the College.

- d. A cadet who has un-served punishments when discharged must serve those punishments if reinstated, or apply for them to be held in abeyance upon return.

6. **FOURTH CLASS WITHDRAWAL/OUT-PROCESSING**

- a. General. This section provides a brief overview of the 4th class withdrawal and out processing procedures including initial identification and counseling and the out-processing and counseling of 4th class cadets. In both cases, opportunities are provided throughout the process for the new cadet to change his/her mind and remain at The Citadel provided there are no other issues that would require withdrawal.
- b. The formal out-processing of a 4th class cadet withdrawing will not begin until authorized by the Commandant's Department. Once the process has begun, it should be completed within 24 hours.

7. **TACTICAL OFFICER RESPONSIBILITIES**

- a. Counsel the cadet and ensure the Corps Squad Coach (if applicable) is notified and has an opportunity to speak with the cadet.
- b. Have the cadet complete his/her portion of the preprinted "Fourth Class Withdrawal Procedure", CC Form 97, to include their reasons for leaving.
- c. AC will make initial telephone call to parents and then notify Commandant's Department of cadet's intent to withdraw.
- d. Complete TAC endorsement on the "Fourth Class Withdrawal Procedure" request.
- e. Ensure that cadet's out-processing is coordinated with the Commandant's Department and that the "Withdrawal Questionnaire" (CC Form 97) has been completed.