# OPERATIONS MANUAL

TEXAN

CORPS OF CADETS

College of Leadership & Military Studies
Office of the Commandant

August 1st, 2025
Ver. 8.0

www.tarleton.edu/lmc
www.tarleton.edu/cadets

@texancorpsofcadets

1) Three documents cover every facet of life in the Texan Corps of Cadets:

a) The Tarleton State University **Standard Administrative Procedure** (SAP) 13.99.99.T0.01, defines the Texan Corps of Cadets according to classifications contained in 10 U.S.C. and the Code of Federal Regulations, Title 32 for institutions hosting Senior ROTC units. The SAP provides the guidance, authority, and structure for the Texan Corps of Cadets and implementation of the Operations Manual.

b) The **Texan Corps of Cadets Operations Manual** outlines who Cadets are and what they endeavor to become. It is about the Corps' mission, vision, priorities, and values. Its carefully crafted policies, guidelines, standards, and rules are designed to support each Cadet's academic success, physical and mental well-being, and development as a leader. It includes information relevant to every Cadet, regardless of rank or class, regarding administration, operations, discipline, honor, academics, and Cadet life. Additionally, the Cadet Operations Manual includes information on membership, organizations, position descriptions, drills and ceremonies, physical fitness, uniform and grooming, and assistance programs.

c) The **Chisel** is a pocket-size summary of information specifically intended for freshman Cadets. First and Second year Cadets are intended to keep a copy of the Chisel on their person whenever in uniform.

2) The above documents are to be used in the instruction and operation of the Corps of Cadets. These documents are in addition to the Tarleton State University Student Rules found at www.tarleton.edu.

## HAZING AND HARASSMENT

Perhaps the greatest leadership challenges in any training environment are to guard against personally becoming overzealous in the application of training techniques and preventing subordinates from doing so. When training standards are exceeded or violated, there is a high probability that the trainer has taken the activity from legitimate training to the level of hazing or harassment. Hazing and harassment have no place in any organization whose vision includes treating every member of the organization as a valued member of the team. Every level of Corps leadership must understand that **every** Cadet will always be treated with dignity and respect.

The Texan Corps of Cadets is a student organization within a state university and, as such, is subject to both State law and University policies regarding harassment and hazing. Cadet leaders must understand that training techniques employed at military services' basic training or boot camps, ROTC summer camps, federal service academies, or other senior military colleges are inappropriate at Tarleton State if they violate either State law, University policy, or the mission and vision of the Corps of Cadets.

**Hazing and harassment are unacceptable in the Texan Corps of Cadets and will not be tolerated.**

**SEXUAL HARASSMENT, SEXUAL ASSAULT, DATING/DOMESTIC VIOLENCE, STALKING, OR RAPE PREVENTION**

Tarleton State University and the Corps of Cadets strives to maintain a work and educational environment free from discrimination, sexual harassment, stalking, dating and domestic violence, and related retaliation in accordance with applicable federal and state laws. Individuals are encouraged to report all unwelcome conduct of a sexual nature, stalking, or domestic or dating violence, and should not wait to report conduct of concern until it becomes severe, pervasive, or persistent harassment. University officials can take proactive steps to address conduct, perhaps prevent conduct from continuing or escalating, and/or to protect or otherwise assist the recipient of the conduct.

For more information on the Tarleton State University Sexual Harassment Grievance Procedure go to: http://www.tarleton.edu/studentrules/code-of-student-conduct.html.

Reporting to Law Enforcement. Students have the option of notifying or not notifying law enforcement authorities including University and local police. Tarleton State University Police Department – 254-968-9002.

Reporting to the University.

Students may contact the Dean of Students 254-968-9081 for assistance with reporting a complaint to the University.

Students may also make inquiries or file a complaint by contacting the University's Title IX Coordinator, 254-968-9754 or http://www.tarleton.edu/titleix/.

Confidential Reporting Option. In most cases, counselors in the Student Counseling Center at http://www.tarleton.edu/counseling/ or 254-968-9044 are not required to, nor may they, report an incident that in any way identifies the student concerned without the student's consent. However, if an imminent harm situation is present, the counselor must act to protect whomever is at risk.

Support Services:

- Title IX Coordinator – 254-698-9754
- University Police Department – 254-968-9002 or 911
- Student Counseling Center – 254-968-9044
- Student Health Center – 254-968-9271
- Office of Diversity and Inclusion – 254-968-9488
- Cross Timbers Family Services (Community Resource) – 254-965-4357 or 866-934-HELP
- Choices Clinic (Pregnancy/Parenting Community Resource) – 254-965-5139
- National Sexual Assault Hotline – 800-656-HOPE
- National Domestic Violence Hotline – 800-799-SAFE

## PREVENTION AND EDUCATION PROGRAMMING:

Tarleton engages in comprehensive, intentional, and integrated programming, initiatives, strategies, and campaigns intended to end dating violence, domestic violence, sexual assault, and stalking. These programs are culturally relevant, inclusive of diverse communities and identities, sustainable, responsive to community needs, and informed by research, or assessed for value, effectiveness, or outcome; and consider environmental risk and protective factors as they occur on the individual, relationship, institutional, community, and societal levels.

To further this goal the Corps of Cadets provides meaningful education and prevention training through multiple methods including SHARP programming (Sexual Harassment/Assault Response and Prevention) and programming provided through a partnership with the Tarleton Substance Abuse & Violence Prevention Program, a part of the Division of Student Affairs.

## EMERGENCY AND CRISIS COUNSELING

Assistance is available 24 hours a day for students experiencing crisis situations which need to be addressed immediately. During office hours, 8am to 5pm, Monday – Friday, please call the Counseling Center at **(254) 968-9044** or come to the Center located in Traditions North and you can meet with one of our highly qualified professional counselors. This information is also available on the back of the Texan Card.

If you call after business hours, you will be will be automatically directed to Protocall which is staffed 24 hours a day by counselors who can guide you through your crisis over the phone and connect you with resources. **If our center is closed and you need to speak to someone face-to-face immediately, call 911 or go to the nearest hospital emergency room.** Below are some additional phone numbers that may be helpful.

Local Numbers:
Campus Police 968-9002 or 911
Pecan Valley Center Suicide Hotline 1-800-772-5987
Rape, Sexual Abuse and Domestic Violence Hotline 254-965-HELP (4357)

1 PROCEDURES & RESPONSIBILITIES ..... 07
2 FOUNDATIONS OF THE CORPS OF CADETS ..... 10
3 PRINCIPLES ..... 14
4 MEMBERSHIP & SCHOLARSHIPS ..... 16
5 ORGANIZATION ..... 22
6 LEADERSHIP ..... 28
7 MEDIA RELATIONS ..... 38
8 LOGISTICS ..... 39
9 CHARACTER ..... 40
10 ACADEMICS ..... 43
11 PHYSICAL TRAINING ..... 49
12 MILITARY CUSTOMS & COURTESIES ..... 52
13 FIRST YEAR (DUCK) CADETS ..... 57
14 ORDER AND DISCIPLINE ..... 60
15 UNIFORMS & CIVILIAN ATTIRE ..... 74
16 DISCIPLINE SYSTEM ..... 94
ANNEX A (CADET ADMINISTRATIVE FORMS) ..... 106

# 1 PROCEDURES AND RESPONSIBILITIES

The Texan Corps of Cadets (Corps) is organized and maintained within the student body of Tarleton State University as a self-contained Corps of Cadets to promote student success. The Corps combines the traditions common to institutions of higher learning with the customs and courtesies of military training. The primary objective of the Corps is the development of student-Cadet's leadership and character by means of military training and the regulation of their conduct in accordance with the principles of military discipline.

The Operations Manual implements a military system of organization and training that has long been recognized for its effectiveness in developing leadership, self-discipline, and efficiency. The Corps utilizes this system to supplement and complement academic study programs in developing an individual to their maximum potential.

## 1.1 AUTHORITY

By direction of the President, Standard Administrative Procedure (SAP) 13.99.99.T0.01 Texan Corps of Cadets defines the authority, structure, and expectations of the Texan Corps of Cadets, its members and Office of the Commandant staff in conjunction with the principles, procedures and directives contained in the Texan Corps of Cadets Operations Manual (Cadet Operations Manual). The SAP, in conjunction with the Operations Manual, prescribes the guidance essential for the effective and efficient command and administration of the Texan Corps of Cadets. The guidance documents enunciate the standards of conduct, deportment, and personal appearance expected of Corps members and Office of Commandant staff.

## 1.2 RESPONSIBILITIES

1.2.1 The President has the ultimate authority in matters pertaining to the governance of the Corps of Cadets.

1.2.2 The Executive Vice President for Academic Affairs and Provost (Provost) has overall responsibility for academic affairs and regulation of the Corps as a learning community.

1.2.3 The Vice President for Student Affairs oversees the coordination for student affairs related to the Corps of Cadets, including services, facilities, and special events that promote student success and foster a diverse and inclusive campus community and the application of Student Rules to student-Cadets.

1.2.4 The Dean of the College of Leadership and Military Studies (COLMS) is responsible to the Provost for academic affairs related to the college.

1.2.4.1 The Dean of the College of Leadership and Military Studies oversees Reserve Officer Training Corps (ROTC) programs at Tarleton through the departments of Military Science and Aerospace Studies (via crosstown agreement) and the Department of Leadership and Strategic Studies. Each ROTC department has its own Chair and staff, and is run independently according to the needs and administration of the service branch. The Dean will coordinate Corps of Cadet policies and procedures with the Vice President for Student Affairs to ensure compliance with Student Rules.

1.2.5 The Commandant of Cadets (Commandant) is responsible to the President of the University for the total military program at the institution, its administration, discipline, and welfare and is the supervisor of his/her staff and all Cadets. The Commandant is responsible for all University-sponsored Cadet activities and the implementation of the Operations Manual.

1.2.6 The Professor of Military Science (PMS) is the senior active-duty Army officer assigned to the University by the Department of the Army and serves as the Department Head of Military Science and the supervisor of all military personnel assigned to the department.

1.2.7 The Professor of Aerospace Studies (PAS) is the senior active-duty Air Force officer assigned by the Department of the Air Force to provide instruction to Cadets at Tarleton and also serves as the Department Head of Aerospace Studies and supervisor of all military personnel assigned to the department.

1.2.8 The Department Head of Leadership and Strategic Studies provides academic curricula and instruction to support a minor in Leadership Studies. The Department Head also schedules, coordinates, and facilitates leadership seminars focused on Cadet development.

## 1.3 COMMAND OF STUDENT-CADETS

1.3.1 Command within the Corps is vested in student-Cadet officers under the supervision of the Commandant of Cadets and guidance of College of Leadership and Military Studies faculty and staff.

1.3.2 Each semester, members of the Corps are appointed to leadership positions within the Corps. Cadets shall be appointed on orders issued by the Commandant. Cadet officers and Cadet non-commissioned officers are normally expected to exercise the authority and responsibilities assigned to them by virtue of their rank and grade.

## 1.4 INTERPRETATION

The interpretation of the Operations Manual is a function of the Commandant. When doubt arises as to the meaning of a directive, a Cadet will seek the advice of the supervising authority using the chain of command structure in the following sequence: the Cadet Training Officer, the Deputy Commandant, and the Commandant (in that sequence).

## 1.5 COMPLIANCE

Cadet leaders will maintain thorough familiarization with the Operations Manual and all changes or additions herein, all annual supplements, and all policy letters. Cadets will comply with the obvious intent as well as the letter of all directives and orders. In cases not specifically covered by the Operations Manual, Cadets will conduct themselves as good judgment and common-sense dictate. Cadets will at all times conduct themselves with the propriety and decorum characterized by a society of ladies and gentlemen.

# 2 FOUNDATIONS OF THE CORPS OF CADETS

## 2.1 BRIEF HISTORY OF TARLETON STATE UNIVERSITY

Tarleton State University was founded in 1893, when the citizens of Stephenville raised $6,500 to build Stephenville College. Under the direction of Marshall McIlhaney as president, the college operated as a private institution until 1898. The property was then transferred to the trustees of the newly established John Tarleton College, which had been endowed by John Tarleton at his death. The school operated under the direction of the trustees designated by Tarleton in his will, and William H. Bruce was the first president. For a short time, senior college work was offered, but the school later reverted to junior status with two years of high school work and two years of college work in liberal arts. Like similar schools of that period, John Tarleton College was faced with inadequate financing. In 1916, when a movement in the legislature to establish a west Texas agricultural and mechanical college became apparent, citizens of the community and the trustees of the college offered the properties of the college to the state as a nucleus for the new school.

The 35th Legislature accepted the properties and on February 20, 1917, passed a bill establishing a branch of Texas A&M College at Stephenville to be named John Tarleton Agricultural College. The school continued to offer a two-year degree, the preparatory program, and specialized study in agriculture, home economics, and military training. Citizens of Erath County raised $50,000 to purchase a 500-acre farm and additional acreage for the campus and $75,000 to become a permanent loan fund for worthy students. These assets were added to the existing property of the college and conveyed to the state. That fall, all male students became members of the Corps of Cadets.

In 1926, the Southern Association of Colleges and Schools accredited John Tarleton College as a junior college. After that the school reverted to a focus on the liberal arts. In 1949 the name was changed to Tarleton State College, and in 1953 the preparatory department closed, since access to public education had improved in the region. The college property in 1943 consisted of a 40-acre campus, 16 brick buildings, a 700-acre college farm, and a 24-acre poultry project. One of the outstanding contributions of the college was the excellent course in military science and tactics, conducted since 1923, when a permanent unit of the Reserve Officers Training Corps (ROTC) was established.

In 1943, 2,500 men trained at Tarleton were serving in the Armed Forces of the United States, and the college cooperated with the United States Army in the housing, maintenance, and instruction of students. During this period, affairs of the college were administered by the board of directors of Texas A&M. Active administration was delegated by the board to a local dean, James F. Cox, president of the old John Tarleton College, who was dean for two years. Upon his resignation, J. Thomas Davis became dean. E. J. Howell was president of the school in 1949. In 1954, participation in the Corps of Cadets became optional for male students. Tarleton State College grew from an enrollment of 900 in 1950 to 3,027 in the fall of 1972. The curriculum expanded to include a four-year college program in 1959, with the first degrees conferred in May

1963.

The school was accredited as a senior college in 1966. Degrees were offered in liberal arts, sciences, general business, education, and general agriculture.

In 1970 a graduate program was added after gaining the approval of the Texas Higher Education Coordinating Board. In 1973 the legislature again reorganized the college and changed its name to Tarleton State University.

## 2.2 TARLETON STATE UNIVERSITY MISSION

Tarleton State University, a founding member of the Texas A&M University System, transforms generations by inspiring discovery and leadership through educational excellence.

## 2.3 TARLETON STATE UNIVERSITY VISION

Tarleton State will be the premier comprehensive public university in the nation, with a keen focus on student success, teaching, and research.

## 2.4 TARLETON VALUES AND STATEMENTS

***Excellence***, Tarleton Texans pursue greatness in all efforts, promoting a spirit of leadership, adaptability, and innovation for exceptional outcomes and a better world.

***Integrity***, Tarleton Texans hold to the highest ethical standards and commit to serving others through transparency and accountability in everything we do.

***Respect***, Tarleton Texans create a thriving community by embracing varied perspectives with civility, honoring tradition, and promoting collaboration so everyone thrives.

## 2.5 HISTORY OF THE TEXAN CORPS OF CADETS

Tarleton has maintained a military tradition since its earliest days.

When John Tarleton College became a part of the Texas A&M System in 1917, it automatically became an institution of military training. The male students certainly resembled soldiers, being referred to as *Cadets* and being required to wear uniforms. Military drills were a part of the physical education curriculum. Mr. S. F. Davis, who was a graduate of the Texas A&M College, was made commandant. "John's Army," was what the Cadets termed the military organization of John Tarleton Agricultural College. The first year "John's Army" was organized, it was composed of 68 Cadets including a Cadet second lieutenant and the first captain in the Cadet Corps, Cecil Chamberlain. Yet, there was no government sponsored military science program on campus until 1918.

The Student Army Training Corps (SATC) was based on campus in the fall of 1918 and was designed to train officers for service in World War I. The SATC stayed on campus briefly, being discontinued during December of 1918. Dean S. F. Davis reactivated the SATC program the following year and maintained the Corps structure. This included wearing uniforms and receiving daily military training. In 1921, the War Department approved the assignment of a regular Army officer to oversee the ROTC program. Two years later, the National Defense Act, as amended, granted John Tarleton Agricultural College standing on August 6, 1923 as a part of the senior division of Infantry Unit, Reserve Officer's Training Corps of the Agricultural and Mechanical College of Texas, College Station, Texas.

The first marching band at Tarleton was organized in 1919 with only nine members. Dennis G. Hunewell began, in 1920, to build a Military Band that would eventually bring a considerable amount of acclaim to the University. The Cadets exhibited their marching precision at the 1922 State Fair of Texas and in San Antonio at the *Battle of the Flowers*.

The most elite Cadet unit was the Wainwright Rifles Drill Team, which was established in 1949, named after Medal of Honor recipient, General J. M. Wainwright. Cadets who composed this unit were required to audition and were voted on by the rest of the members. While marching, the Rifles did not employ a set pattern in their demonstrations. They learned a few basic movements, and then relied upon a great deal of improvisation. Their skills were exhibited statewide at numerous competitions, Army bases, and at home football games. The Rifles' finest moment occurred in 1961, when they were invited to perform at John F. Kennedy's presidential inauguration in Washington, D.C.

Every male student was required to join the Corps of Cadets until 1954, when the program became optional. In the Fall of 2016, the University reinstituted the Texan Corps of Cadets as the premiere leadership development organization on campus, including a minor in Leadership Studies, new Cadet uniforms, and a dedicated residence hall for Cadets. And in the Fall of 2017, the U.S. Air Force Reserve Officers' Training Corps and the Marine Corps Platoon Leaders Course programs were introduced to the Tarleton Corps of Cadets.

## 2.6 COLLEGE OF LEADERSHIP AND MILITARY STUDIES

The College of Leadership and Military Studies (COLMS), is a leadership and character development initiative at Tarleton State University, designed to prepare individuals with marketable leadership-skills valued by business, government, and the military. The COLMS combines academic course work and real-world experiences to cultivate an individual's leadership potential through three distinct, yet complementary programs, each focused-on leadership and character development. These programs include a military-style student leadership organization, known as the Texan Corps of Cadets; three leadership degrees (Bachelor of Arts, Bachelor of Science, & Bachelor of Applied Arts and Science in Leadership and Strategic Studies), a minor in Leadership and Strategic Studies, a certificate in Cybersecurity, and internship programs. The COLMS also hosts The Center for Leadership and Strategic Studies, a leadership development program which provides a distinguished leader speaker series and seminars.

The foundation of the COLMS is the Texan Corps of Cadets. All Cadets must choose a pathway to maintain membership in the Corps, including Army ROTC, Air Force ROTC, Marine PLC, or Texan Leader Cadets. All Army ROTC and Air Force ROTC participants are required to be members of the Corps of Cadets. The Corps program is a leadership-based, living- learning community open to all undergraduate students. Cadets may also earn a minor in Leadership Studies.

Finally, the COLMS promotes and facilitates internships for all participating student-Cadets, with opportunities in the private sector, government agencies and the military. Through internships, the private and public workplaces seek deliberate chances to evaluate potential new hires. Ultimately, the internship enhances the opportunity for post-graduation employment. For employers, the program provides both a nonbinding short-term evaluation opportunity and an early opportunity to identify potential fulltime employees.

The College of Leadership and Military Studies is designed to promote student success; to encourage and challenge Cadets to become critical thinkers, communicators, problem solvers, and to accept social responsibility. The resulting leadership development will provide students a perspective highly sought after by employers and will provide Tarleton graduates a distinct, competitive advantage in the job market. The overarching goal of the program is to provide students and faculty unique access to highly effective, successful leaders and to inspire a life-long pursuit of service and excellence.

# 3 PRINCIPLES

## 3.1 MISSION

The College of Leadership and Military Studies, through the Texan Corps of Cadets, builds, educates, and trains our future commissioned and civilian leaders for a lifetime of service to our Armed Forces, the communities in which we live, and our Nation.

## 3.2 VISION

The vision of the Texan Corps of Cadets is to be the premier student-focused leadership and character development program in Texas. We will transform generations by developing leaders of exemplary integrity committed to a life-long pursuit of service and excellence.

## 3.3 PURPOSE

The purpose of the Texan Corps of Cadets is to develop unparalleled leaders of character.

***"PRINCIPES UNICI"***

The Corps of Cadets is designed to teach and develop personal characteristics, traits, techniques, and performance capabilities. This is accomplished through practical application in a series of varied and progressively responsible job assignments and commitment to leadership and character development.

## 3.4 END STATE

To build resilient leaders of character that are able to properly follow, teach, coach and mentor others for committed and honorable service to our Armed Forces and our communities.

## 3.5 CORPS BRASS INSIGNIA

The Texan Corps of Cadet brass insignia contains three components. The crossed rifles signify designation by the National Defense Act, as amended, granting John Tarleton Agricultural College standing on August 6, 1923 as a part of the senior division of Infantry Unit, Reserve Officer's Training Corps of the Agricultural and Mechanical College of Texas, College Station, Texas. The banner below the rifles declares the purpose of the Corps to produce **PRINCIPES UNICI**, "Unparalleled Leaders". The single star represents the Corps of Cadets as **TEXANS** and symbolizes the bright future for each Cadet.



## 3.6 STRUCTURE OF THE TEXAN CORPS OF CADETS

The Texan Corps of Cadets is organized and maintained within the undergraduate student body as a self-contained Corps of Cadets, including the following:

3.6.1 Requires all members of the Corps of Cadets to be enrolled in ROTC or LDRS courses.

3.6.2 Requires all Cadets to be in the uniform of the day during business hours, both on and off campus, unless granted an exception to policy.

3.6.3 Has as a key objective, the development of the Cadets' character by means of military training and the regulation of their conduct in accordance with the principles of military discipline.

3.6.4 Provides members of the Corps of Cadets with guaranteed Cadet housing.

3.6.5 Requires all members of the Corps of Cadets to be under constantly maintained military discipline.

3.6.6 In general, meets military standards similar to those maintained at the Military Service Academies.

# 4 MEMBERSHIP & SCHOLARSHIPS

## 4.1 CORPS MEMBERSHIP REQUIREMENTS

4.1.1 All Cadets must choose a pathway to maintain membership in the Corps, including Army ROTC, Air Force ROTC, Marine PLC, or Texan Leader Cadets. Additionally, first and second-year Cadets, regardless of intended pathway, are required to enroll in an ROTC program.

4.1.2 Participation in ROTC, including military labs and physical training, is an integral part of the Corps leadership experience at Tarleton. Depending upon the military branch and career interests, participation may include physical training, field training and practical military instruction.

4.1.2.1 Any student enrolled in Army or Air Force ROTC classes are members of the Corps of Cadets and must submit a Corps application; exception to policy is approved by the Office of the Commandant.

4.1.3 Cadets who do not receive an ROTC contract, may continue (with approval of the Commandant's Office) as Texan Leaders in the Corps of Cadets without military obligation.

4.1.4 Until a Cadet resigns, is removed, or completes their academic and commissioning requirements, they are considered a member of the Corps and subject to the rules and regulations of the Corps.

4.1.5 Applicants must agree to comply with the following Corps membership requirements:

4.1.5.1 Abide by all rules and regulations of Tarleton State University and the Corps of Cadets.

4.1.5.2 Attend required drill periods, ceremonies and formations unless properly excused.

4.1.5.3 Enroll as a full-time student at Tarleton State University, which requires a minimum of 12 hours of Tarleton courses.

4.1.5.4 Cadets pursuing a commission through an ROTC program are required to take an ROTC course associated with their class year or as specified by the PMS or PAS.

4.1.5.5 Texan Leader Cadets and Marine PLC Cadets must enroll in either the LDRS or ROTC course. Junior and senior level ROTC courses require advanced permission from the PMS/PAS.

4.1.5.6 All Cadets will comply with the Tarleton State University academic requirements, including GPA requirements. Any Cadet placed on academic suspension or probation from the university will be reviewed for potential removal from the Corps of Cadets.

4.1.5.7 Cadets must complete a Tarleton housing contract and pay for a Corps residence hall room unless approved for off-campus housing or day student status. Off-Campus requests must be submitted in writing to the Commandant's Office for approval.

4.1.6 Approval of Corps application is contingent upon compliance with the above membership requirements and the assessment of the Cadet's performance by the chain of command. All applications are subject to review at the end of each semester.

## 4.2 RESERVE OFFICERS TRAINING CORPS (ROTC)

The tradition of military training in civilian colleges was born in 1819 at what is now Norwich University, Vermont. The Reserve Officers Training Corps (ROTC) began with the National Defense Act of 1916.

The ROTC programs at Tarleton exist to commission well-educated officers into the Army and Air Force in sufficient numbers to meet the requirements of these services. The general objectives of the programs are to provide understanding of the principles of military science and aerospace studies; to develop comprehension of associated professional knowledge; to build attitudes of integrity, honor, and individual responsibility; and to encourage appreciation of national security requirements. These objectives support the mission of Tarleton and the Texan Corps of Cadets and augment the training plan necessary to prepare Cadets for service to the nation as soldiers, airmen, and citizens. The ROTC requirement is both an obligation and an extraordinary opportunity. Cadets will study leadership, ethics, and a broad array of military service-related courses.

### COMMISSIONING THROUGH ROTC

Cadets may participate in four semesters of ROTC with no obligation to serve in the Armed Services. Those who wish to pursue a career as a commissioned officer compete for that opportunity by earning an ROTC scholarship or a non-scholarship contract. That is an individual pursuit; one that begins before or during enrollment at Tarleton.
Tarleton also participates in the Marine Platoon Leader Course program for students pursuing a commission in the United States Marine Corps.

## 4.3 TEXAN LEADER CADETS

Texan Leaders are those Cadets who are not pursuing a military commission through ROTC or PLC, but desire to be exposed to the leadership training, spirit, and camaraderie of Corps life. Texan Leaders are expected to participate in all Corps activities and limited ROTC activities. All Texan Leaders may pursue a minor in Leadership Studies and are eligible to hold any leadership position within the Corps.

## 4.4 RECRUITING

The purpose of the Corps Recruiting program is to organize, coordinate, and direct all Cadets in a systematic and personalized effort that ensures all prospective Cadets are informed and encouraged to apply to Tarleton State University, participate in Corps recruiting programs, and to join the Texan Corps of Cadets. The Corps conducts an ongoing program to advise high school students about the Texan Corps of Cadets. The Deputy Commandant is responsible for the overall recruiting operation of the Corps of Cadets. Coordination of Cadet recruiting activity will be through the official Corps Recruiters and the Cadet Recruiting Officer (S-5).

## 4.5 ASSIGNMENT OF FRESHMEN AND TRANSFER STUDENTS

All freshman Cadets will normally be assigned to units based on class level and needs of the unit at the time of entry.

Out-of-Cycle Cadets. Cadets who enter the Corps in a status other than the fall of their Duck year (e.g., transfer students who are academically qualified above the freshman level and wish to assume that class status in the Corps) will be assigned to a platoon for their first semester as a Duck level Cadet. After completing a semester as a Duck, these Cadets may be assigned leadership positions as they become available to match year group. Exceptions to this policy will be considered for students with prior military service or transfer from another Corps of Cadets program. Cadets will be considered the grade level assigned to them by the Commandant's Office and treated as such within the formation.

## 4.6 REQUESTING DAY STUDENT STATUS

Cadets who wish to reside off-campus may request military day student status on their Corps application provided they meet one or more of the following criteria:

- Married and plan to reside with spouse in the Stephenville area
- Plan to reside with parents in the Stephenville area
- Former active-duty military service member
- Graduate student

## 4.7 TEMPORARY LEAVE OF ABSENCE

Temporary leave of absence refers to Cadets who are absent from Corps activities for long periods. Cadets may be approved for leave of absence for several reasons including illness, emergency, military training, study abroad, internship, etc. Cadets approved for a leave of absence remain members of the Corps and subject to Corps and University rules. This does not excuse Cadets from following basic standards, therefore, Cadets granted a leave of absence are expected to wear the uniform to class and events during the duty day. The point of contact for requesting a leave of absence is the Deputy Commandant. Cadets must notify their Cadet leadership before speaking to the Deputy Commandant.

## 4.8 INVOLUNTARY TERMINATION

4.8.1 Membership in the Corps of Cadets may be terminated at any time for failure to comply with the university rules or membership requirements; for unsatisfactory performance in an ROTC or LDRS course; based on the recommendation of the commander; as the result of a disciplinary sanction; or for just cause as determined by the Commandant.

4.8.2 If at any point the Commander needs to recommend that a Cadet be removed, they must supply the office with counseling or documentation showing that the leadership has attempted to handle the situation and inform the Cadet of the violations.

4.8.3 If a Cadet is presented to the office for termination, this will be strictly in house operation and the office has the final say in the future of the Cadet.

## 4.9 RESIGNING FROM THE CORPS

Cadets who choose to resign from the Corps may initiate the process by obtaining a Corps Resignation Form from the Cadet Training Officer (CTO). The Cadet must complete the form and obtain the required signatures listed on the form. Resigning Cadets are still considered members of the Corps and must abide by all operations within the manual, including wear of the uniform, until their process is complete.

4.9.1 Normally, Cadets enrolled in ROTC who withdraw from the Corps are dropped from the ROTC program. Where the PMS or PAS determines completion of the ROTC course is in the best interest of the military, they will make such a request to the Commandant.

4.9.2 The Cadet Training Officer (CTO) should ensure the person responsible for the Cadet's ROTC records is aware of the resignation and completes the required steps for ROTC disenrollment.

4.9.3 Upon notification that a Cadet wishes to resign, each level of the Cadet leadership must meet with them to understand the reasons for resignation. Leaders should, when appropriate, provide alternate courses of action and make all attempts necessary to retain the Cadet. The Cadet leadership is also responsible for walking the Cadet through the entire drop process and ensuring their success as they depart from the Corps.

## 4.10 MEMBERSHIP IN STUDENT ORGANIZATIONS / PART-TIME EMPLOYMENT

Cadets are encouraged to participate in university activities and organizations. Furthermore, the Corps recognizes that part-time employment is often a key element in meeting financial needs while a student. However, the demanding Cadet training environment may require certain restrictions be placed on Cadets in joining social, service and campus organizations, or accepting part-time employment so that they do not jeopardize their success in academics, as a Cadet, or as an ROTC student.

4.10.1 The Corps of Cadets policies on joining student organizations or accepting employment while at Tarleton State are as follows:

4.10.2 Corps functions and activities take priority over all University and student activities except scheduled academic requirements. Part-time work is not an acceptable reason for missing a scheduled Corps event. On a case-by-case basis a Cadet may be excused for work, but only with explicit permission of the Commandant's Office.

4.10.3 Transfer students generally follow the same policies as above. Transfer Cadets may make special requests to the Deputy Commandant that will be considered along with such things as GPA and non-interference with training activities.

4.10.4 All Cadets are responsible for notifying their commanders of any Corps and University organizations (to include clubs, honor societies, Greek letter organizations, service organizations, honor organizations, non-Greek letter service organizations) and part-time employment in which they are involved. Cadets should not make financial payments for extracurricular events that require their absence from Corps functions until they have coordinated their absence with their chain of command.

## 4.11 SCHOLARSHIPS

The Corps of Cadets has its own scholarships that may be awarded to Cadets. The Commandant's Office works in conjunction with scholarship donors to determine eligibility criteria and requirement standards for each scholarship.

4.11.1 Cadets may receive scholarships granted by the Corps, so long as they meet the specific criteria for that award. All Cadets must have a General Scholarship Application on file with the University to be considered. The eligibility criteria may include but are not limited to:

- Academic status (Major, GPA, standing)
- Branch affiliation (Enrollment in ROTC or LDRS)
- Demonstrated financial need
- Demonstrated leadership or character
- Physical fitness (ROTC or Corps fitness scores)

4.11.2 Compliance is a clause for Corps scholarship eligibility. Compliance refers to all responsibilities of Cadets found in the Operations Manual and other directives and orders, including wear of the uniform, participation, academic standing, etc. Cadets found in noncompliance may be deemed ineligible to receive scholarships from the Corps of Cadets. The Corps of Cadets reserves the right to remove and redistribute scholarships from Cadets found in violation of this clause.

4.11.3 Each military service offers scholarships in accordance with their regulations. Cadets may accept these regardless of Corps Scholarship eligibility.

# 5 ORGANIZATION

The Corps of Cadets is designed to teach and develop certain personal characteristics, traits, techniques, and performance capabilities. This is accomplished through practical application in series of varied and progressively responsible leadership assignments (Follow, Teach, Coach, Mentor).

The organization and execution of the Corps is designed to develop a leader with increasing levels of responsibility and with increasing demand placed on the leader's time. To achieve success, the individual must learn to establish priorities, plan the effective use of time, and work within a team structure using effective communication.

## 5.1 UNIVERSITY ADMINISTRATIVE ORGANIZATION

5.1.2 THE PRESIDENT – has the ultimate authority in matters pertaining to the governance of the Corps of Cadets. The President of the University has general control of the government of the institution, its administration, discipline, and instruction.

5.1.3 EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS AND PROVOST – has overall responsibility for academic affairs and regulation of the Cadet Corps as a learning community.

5.1.4 DEAN, COLLEGE OF LEADERSHIP AND MILITARY STUDIES (COLMS) – is responsible to the Provost for academic affairs. The Dean oversees Reserve Officers' Training Corps (ROTC) programs at Tarleton through the departments of Military Science and Aerospace Studies and the Department of Leadership and Strategic Studies, plus Cadet activities through the Office of the Commandant. Each ROTC department has its own Chair and staff, and is run independently based on policies of the service branch.

5.1.5 COMMANDANT OF CADETS (University official) – is responsible to the President of the University for the total military program at the institution, its administration, discipline, and welfare. The Commandant is the Commander of staff and all Cadets.

5.1.6 DEPUTY COMMANDANT AND CHIEF OF STAFF (University official) – is responsible to the Commandant of Cadets for the daily administration and discipline of the Corps of Cadets. They shall prescribe the duties of the Cadet Training Officers and supervise the discharge of those duties.

5.1.7 PROFESSOR OF MILITARY SCIENCE (PMS) – is the senior active-duty Army officer assigned to the University by the Department of the Army. They are the Chief of Instruction and responsible for all military personnel assigned to the Military Science Department.

5.1.8 PROFESSOR OF AEROSPACE STUDIES (PAS) – is the senior active-duty Air Force officer who is the chair of the Aerospace Studies Department that provides instruction to Cadets via a crosstown agreement between Tarleton State University and Texas Christian University.

5.1.9 DEPARTMENT HEAD, LEADERSHIP AND STRATEGIC STUDIES – The Chair provides academic curricula and instruction to support a minor in Leadership Studies for Cadets. The Chair also schedules, coordinates and facilitates leadership seminars focused on Cadet development.

5.1.10 ASSISTANT PROFESSORS OF MILITARY SCIENCE/AEROSPACE STUDIES – are active-duty officers assigned to the University by the Departments of the Army and Air Force under the command of the PMS/PAS. They primarily serve as instructors but shall perform other duties as the PMS/PAS dictates.

5.1.11 CADET TRAINING OFFICERS (University officials) – are directly responsible to the Assistant Commandant. Their primary functions are to serve as counselors to Cadets concerning general unit operations and management, morale and welfare, minor disciplinary matters, and residence hall activities and conditions.

5.1.12 THE CORPS OF CADETS – All Cadets will be assigned to Cadet organizations for administration, training, and discipline. The Corps shall be organized as outlined in these regulations.

5.1.13 CADET OFFICERS AND CADET NON-COMMISSIONED OFFICERS – are appointed annually to leadership positions within the Cadet Corps. Cadets shall be appointed on orders issued by the Commandant of Cadets. Cadet officers and Cadet non-commissioned officers are normally expected to exercise the authority and responsibilities assigned to them by their rank and grade with mature judgment, common sense, and constant respect for the individual.

## 5.2 ORGANIZATION OF THE CORPS OF CADETS

The Corps of Cadets is organized as a military unit with corresponding command and leadership responsibilities. The Corps will be organized with the traditional service organization. A brigade will be composed of two or more battalions. Each battalion will be comprised of three or more companies. Companies will be composed of two or more platoons. Platoons will be composed of two or more squads. Each company level will be composed of Cadets from all classes.

5.2.1 The team is a group within a squad comprised of freshman and sophomore Cadets leading. This is where Cadets learn the basics and how they fit within their new platoon.

5.2.2 The squad is the basic military organization. It will normally be led by a third-class Cadet. Two or more numbered squads will be assigned to each platoon.

5.2.3 The platoon is the focal point of Cadet life and the basis for most unit competition. It is commanded by a fourth-class Cadet.

5.2.4 The company is commanded by a fourth-class. The company is responsible for the organization, administration, supply, maintenance or equipment, and training of Cadets.

5.2.5 The Corps is the current lowest level authorized to have a fully functional staff. It is commanded by a fourth-class Cadet. Two or more numbered battalions will be assigned to the Corps.

## 5.3 DAILY SCHEDULE (Typical)

This schedule is a representative, routine schedule for the Corps. The actual schedule may vary and can change based off the needs of the University and Corps.

| EVENT | TIME | DAY |
|---|---|---|
| Physical Fitness Training | 0550-0650 | M,W,TH |
| Corps Formation/Lab | 0630-0740 | T,F |
| First Call Formation / Morning Meal | 0745 | M-F |
| Academic Day (Quiet Hours) | 0800-1600 | M-F |
| Noon Meal | As Desired | M-F |
| Evening Meal | As Desired | M-F |
| Corps Study Hall | 1830-2030 | Mon |

## 5.4 WEEKLY SCHEDULE

In addition to a separately published Tarleton State University calendar, Corps schedule of events and specific ROTC detachment training, there is a need for establishing a weekly plan of activities. At the beginning of each academic year, the Corps Commander, in conjunction with the Commandant of Cadets, Professor of Military Science, and Professor of Aerospace Studies, will formulate the Training Exercise Employment Plan with a weekly schedule of Cadet activities, including drill practice times, formations, and physical training periods. The S-3 will publish this schedule as a Special Order within the first week of the Fall Semester.

## 5.5 COMMAND AUTHORITY

5.5.1 Authority to exercise command with the Corps is vested in Cadet officers and non-commissioned officers under the supervision of the Commandant, with the assistance of the Cadet Training Officers, Professor of Military Science (PMS) and Professor of Aerospace Studies (PAS). They will be responsible for maintaining military discipline, for instructing those placed under their control, and for setting a soldierly example at all times. Each Cadet personally shares by example the responsibility for maintaining the discipline, standards, and traditions of the Corps.

5.5.2 In any situation, including groups not in formation, class social events, athletic contests, responsibility for command and maintenance of order, discipline, proper behavior, and general decorum will rest with the ranking Cadet officer or non-commissioned officer present insofar as the objectives of the Corps of Cadets are concerned.

5.5.3 It will be considered an unauthorized exercise of command and a flagrant, intolerable breach of trust and these guidelines for any Cadet to require another Cadet to perform personal service, or to suffer any harassment (mental or physical), any indignity, or any oppression, or to deprive a Cadet of any right, privilege, or advantage to which they are entitled.

5.5.4 The authority a commander exercises over subordinates starts with the virtue of rank and/or assignment but is best derived from competence and acceptance. Command includes the authority and responsibility for effectively using resources for planning, organizing, directing, coordinating, and controlling an organization in the accomplishment of assigned missions.

5.5.5 The Cadet commander is responsible for all that their unit does or fails to do from the time they assume command until relieved of that command. The commander may share but cannot delegate command responsibilities. The Cadet commander discharges their responsibilities through an established chain of command. Through this chain of command, the Cadet commander holds each subordinate Cadet commander responsible for what the subordinate unit does or fails to do. All orders and directives from a higher unit to the commander of the next subordinate unit are issued by the commander of the higher unit. Intermediate commanders are bypassed only in urgent situations. In such instances, both the commander issuing and the commander receiving the order should notify intermediate commanders of the situation and the higher commander's guidance/orders as soon as possible.

5.5.6 The Cadet commander's staff has one key purpose: successful execution of the commander's mission and intent. To this end, the staff must be organized to provide the commander with the most effective assistance. The Cadet commander normally delegates authority to the staff to take final action on matters within established command policy to free the commander to focus on the essential aspects of command. Within a staff, the authority delegated to staff officers varies with the mission of the command and the immediacy of operations. When a staff officer, acting within their delegated authority, issues an order in the name of the commander, responsibility for the order remains with the commander. In the performance of its functions, the staff prepares the details of the commander's plan, translates the commander's decisions and guidance into orders, and causes such orders to be transmitted to each command element. The staff assists to the extent authorized by the commander in the supervision of the execution of the commander's intentions. The effectiveness of a staff depends on the quality of its members. Staff members must exercise strong leadership. They must be thoroughly grounded in the organization and its capabilities, limitations, and operating techniques.

5.5.7 Cadet commanders are required to delegate authority to the next ranking Cadet during their absence but are not relieved of their responsibilities. To ensure compliance with directives, Cadet officers and non-commissioned officers are authorized to give orders at any time to any Cadet if these orders are necessary for the maintenance of military discipline and the operation of the Corps and are within the limits of established policies.

5.5.8 Except when acting in an official capacity, sophomores and freshman Cadets will give orders only to Cadets of their own unit and then only as specified by their unit commander. Cadets have the responsibility and authority to point out and correct deficiencies of underclassmen of any unit.

## 5.6 CADET SPECIAL UNITS

### WAINWRIGHT RIFLES DRILL TEAM

The Wainwright Rifles Drill Team was established at Tarleton in 1949. Cadets who comprise this unit are required to audition and are voted on by the rest of the members. The team trains year-round to compete in precision drill competitions each year. The team regularly provides a detail of Cadets for "Retreat" and is also responsible for overseeing all Cadet drill practices and ensuring proper drill and ceremonies. The team may be asked to organize and teach drill to any unit of the Corps at the Commander's discretion as well as perform at university events such as Homecoming and Silver Taps.

### THE COLOR/HONOR GUARD

The Color Guard is a group of Cadets who represent Tarleton State University and the Texan Corps of Cadets at march-ins, reviews, special events, and as requested. Cadets represent the Colors, act as an honor guard, and recruit for Tarleton State University and the Texan Corps of Cadets.

### RUDDER'S RIDERS

Rudder's Riders, founded in 2021, is a unit comprised of motivated, dedicated Cadets that serve as the cannon crew for the Corps' M1905 3" Field Gun, 75mm Pack Howitzer, and silver cannon. The crew practice year-round and perform at designated functions and ceremonies such as "Retreat", the Pointe du Hoc marches and football games, as well as other requested events.

### GRILL SERGEANTS

The Grill Team is a unit comprised of Cadets that are "forced to drill and born to grill"! The Cadets that are a part of this team maintain and operate the Corps of Cadets grill. The team is at every football game and other sporting events providing food and drinks to Cadets, Tarleton students, and Alumni. The team also competes in food competitions and serves other events requested.

### RANGER CHALLENGE

Ranger Challenge is a nationwide Army ROTC competition that involves tough, challenging events designed to test military field skills and marksmanship proficiency as well as the physical endurance of its participants. It is the "varsity sport" of Army ROTC. The Texan team trains year-round and competes in regional and national competitions. All Cadets interested in this type of military

competition and physical fitness training are encouraged to join. There is a selection process for those who are chosen to attend as part of the competition team.

## BATAAN MEMORIAL DEATH MARCH

The Bataan Team is a group of Cadets that train to participate in the nationwide Bataan Memorial Death March. The event is a memorial for World War II heroes held in White Sands, New Mexico. Teams from across the nation compete by rucking a 26.2-mile marathon, all the while honoring the heroes that marched there decades ago. The team trains throughout the Fall and beginning of Spring semester to prepare for the physical challenges of the event. There is a selection process for those who are chosen to attend as part of the competition team.

# 6 LEADERSHIP

## 6.1 GOAL

Our goal is to inspire and motivate Cadets to be accountable for their education, leadership and character development through a progressive and intentional four-year program. The program is a combination of the study of theory and hands on experience with the principles of leadership that allows us to validate our Cadets in their leadership style and philosophy.

## 6.2 FOUR+ YEAR PROGRAM

Our intentional program is as follows:

| YEAR | ROLE | FOCUS |
|---|---|---|
| 1st Year | Follower | Learning to Follow; Self-leadership |
| 2nd Year | Team Leader (Teach) | Responsible for self & others; Develop Major Life Skills |
| 3rd Year | Direct Leader (Coach) | Accountable for training; Making day-to-day decisions to attain operational goals. |
| 4+ Year | Organizational Leader (Mentor) | Leading leaders; Setting policy; Establishing environment |

## 6.3 EXPECTATIONS OF EACH CLASS YEAR

6.3.1 Expectations for freshmen in the Corps (FOLLOW) - Development of the following life skills:

- Understand the Texan Honor Code
- A sense of honor and integrity
- Selflessness
- Service to others
- Respect for self and others
- Teamwork
- Work ethic…With a bit of polish
- Handling stress
- Time management
- Tolerance for frustration
- Ability to handle disappointment and failure
- Take responsibility for actions
- Self-discipline
- Listening
- Attention to detail
- Obedience to orders

- Posture, carriage, and bearing
- Neatness in appearance
- A sense of belonging
- Maintain a sense of humor
- Maintain focus and perspective
- Pass all classes
- Earn Corps Brass
- Be prepared to become a sophomore

### 6.3.2 Expectations for sophomores in the Corps (TEACH):

- Understand yourself, your preferred style of leading and communicating
- Know your self-constraint threshold
- Understand and support subordinate goals
- Understand each individual's constraints, challenges, and potential
- Understand strength through diversity
- Understand the differences between uniformity, unity, and teamwork
- Understand how to sustain proficiency in individual tasks over time
- Understand the importance of modeling the performance you seek
- Focus on positive motivation
- Air Force ROTC: Be prepared to excel at Field Training (If contracted)
- Be prepared to be a junior

### 6.3.3 Expectations for juniors in the Corps (COACH):

- Plan, conduct, and evaluate training
- Understand the tasks to be trained
- Understand performance-oriented training
- Understand the use of peer trainers
- Demonstrate ability to supervise squads, platoons, and companies
- Demonstrate ability to conduct performance counseling
- Know the nature of their subordinates
- Understand Superior – Subordinate relationship
- Establish the environment in which people work and develop
- Understand performance-oriented training
- Understand the importance of modeling the behavior you seek in others
- Understand the importance of legislating behavior
- Understand the importance of accountability to standards
- Develop subordinate leaders
- Be an effective higher-order follower
- Address gaps between intentions and performance
- Address problems
- Army ROTC: Be prepared to excel at Advanced Camp. (If contracted)

6.3.4 Expectations for seniors in the Corps (MENTOR):

- Focus on the purpose and vision of the Texan Corps of Cadets
- Communicate the purpose and vision of the Texan Corps of Cadets
- Establish and maintain a positive environment by setting policies, enforcing standards, and leading by example
- Develop other subordinate leaders
- Lead larger units
- Make decisions in a complex environment

## 6.4 PLATOON MEETINGS

Communication down through the chain of command and to the Cadet is vital to the success of each Company. One of the most efficient ways to accomplish this is through a platoon meeting, to be attended by all Cadets within the platoon. The recommended schedule for the platoon meeting is 1700-1900 Sunday nights, with meeting usually held in the platoon hallway/residence hall. However, this schedule is flexible and can be determined on a platoon-basis as long as it does not interfere with the academic day.

## 6.5 SELECTION OF CADETS FOR LEADERSHIP POSITIONS

Cadet officers and non-commissioned officers will be selected by a board and appointed by the Commandant. The appointments will include formal coordination and concurrence of the PMS and PAS. The basis of selection for appointment will be military and academic proficiency combined with character and leaders' qualifications. Selection of Cadets for appointment is based on academic standing, military knowledge, participation in general campus activities, spirit of cooperation, loyalty, dependability, qualities of leadership and physical fitness, and personal character.

Positions align closely to class level and years of experience within the Corps to ensure Cadets gain valuable leadership experience for their chosen pathway. However, positions will be chosen on a case-by-case basis and the Corps Commander may recommend high-performing Cadets to the CTOs and Commandant's Office to be promoted above the positions outlined by their classification.

## 6.6 COMMAND RESPONSIBILITIES AND POSITIONS

The Table of Organization (T/O) contains the authorized positions within the Corps of Cadets. Positions other than those identified may be assigned as additional duties provided they are authorized functions. Example: a Platoon Sergeant may be charged with the additional duty of Athletics Sergeant.

**Command of the Corps**
Corps Commander
Deputy Corps Commander
Command Sergeant Major

**Command of a Company**
Company/Flight Commander
First Sergeant
Platoon/Section Leader
Platoon Sergeant
Squad/Element Leader
Team Leader

6.6.1 In addition to the chain of command, there are several other Cadet Staff positions within the Texan Corps.

**Staff Positions**
S1 – Personnel and Administration Officer
S2 – Academics Officer
S3 – Operations Officer
S4 – Supply and Logistics Officer
S5 – Recruiting Officer
S6 – Communications Officer
S7 – Public Affairs Officer

**Special Unit Positions**
Wainwright Rifles, Officer-in-Charge
Color Guard, Officer-in-Charge
Rudder's Riders, Officer-in-Charge
Grill Sergeants, Officer-in-Charge
Ranger Challenge, Officer-in-Charge
Bataan Team, Officer-in-Charge

## 6.7 CORPS STAFF POSITION DESCRIPTIONS

6.7.1 **Corps Commander**. The senior ranking Cadet officer in the Corps is the Corps Commander who is ultimately responsible for all Cadets and their actions as well as Corps events and activities. The Corps Commander may delegate authority to subordinates to act in accordance with directives, but can never delegate responsibility for ensuring standards are met and policies followed by every member of the Corps. The Corps Commander supervises subordinate commanders, staff officers, and the Sergeant Major and ensures units comply with all Corps and University policies while conducting proper risk assessments of organization activities. The Corps Commander is accountable to the Commandant.

6.7.2 **Deputy Corps Commander**. The Deputy Corps Commander assists with the execution of Corps activities and supervision of Cadets as directed by the Corps Commander. As the Second-In-Charge (2IC) may temporarily assume the duties, responsibilities and authority of the Corps Commander in their absence to ensure the Commander's policies are followed and plans are executed to standard. The Deputy Commander also serves as the Cadet senior supervisor for all special units within the Corps. The Deputy is accountable to the Corps Commander and the Commandant.

6.7.3 **Corps Command Sergeant Major**. The Corps Command Sergeant Major is the senior ranking Cadet noncommissioned officer (NCO) in the Corps and is the right-arm of the Corps Commander. The Corps Sergeant Major carries out duties and tasks as directed by the Commander and works closely with the Unit Sergeants Major to ensure compliance with all Corps and University policies and execution of proper risk assessments of organization activities. The Corps Sergeant Major is accountable to the Corps Commander.

6.7.4 **Corps Staff**. Corps Staff consists of the Commander, Deputy Commander, the Corps Sergeant Major, additional officers, and additional sergeants serving in staff positions. The Commander, Deputy Commander, and the Corps Sergeant Major form the upper tier of the Cadet command chain while the staff officers and their sergeants are responsible for staff areas, each with its own chain of coordination and communication. Delegation to act (as granted by the Commander) includes authority for staff leads to develop and issue orders that task subordinate units based on Commander 's guidance. Sergeants on Corps staff are accountable to their staff functional area officer. Corps Staff Officers are accountable to, and they receive guidance from, the Commander.

6.7.4.1 **Personnel and Administration Officer & Assistant** (S-1). The Personnel and Administration Officer works with unit admin personnel to ensure effective management of personnel data. They supervise admin, discipline, and accountability, including PERSTAT and Pass Forms. and ensure the accuracy of statistical information for compiling reports. The S-1 also ensures access to and dissemination of information, and contributes to the maintenance and accuracy of the information

6.7.4.2 **Academics Officer & Assistant** (S-2). The Academics Officer coordinates academic activities and works with the Corps/Unit Scholastic Officers and unit academic coordinators to ensure scholastic personnel effectively manage Corps academic programs and inform unit members of available academic tutoring programs, supplemental instruction, testing, and counseling. The S-2 works with Cadets experiencing academic difficulties to create additional opportunities to improve academically, including Corps Study Hall. The S-2 ensures the accuracy of statistical information for compiling/computing the various awards and recognition.

6.7.4.3 **Operations Officer & Assistants** (S-3). The Operations Officer conducts detailed planning and coordinates the execution of the operations and training activities for the unit. The S-3 works with unit representatives to ensure proper execution of operations and training for all Cadets and the effective use of logistical resources. The S-3 supervises the preparation of orders, the incorporation of risk assessment, and the accounting of all logistical issues for all planned activities. The S-3 publishes the training schedule and provides oversight of unit athletic programs ensuring units and Cadets receive credit for activities as well as the accuracy of statistical information for compiling/computing the various awards and recognition.

6.7.4.4 **Supply and Logistics Officer & Assistant** (S-4). The Supply and Logistics Officer assists with detailed planning and coordination of logistics, and training activities for the major unit. They work with unit representatives to ensure the proper execution of training for all Cadets and the effective use of logistical resources. They account for all logistical issues in support of planned activities.

6.7.4.5 **Recruiting Officer & Assistant** (S-5). The Recruiting Officer coordinates the recruiting efforts within the unit. The S-5 works closely with the Office of the Commandant and Corps staff to manage recruiting programs. The S-5 coordinates Cadet activities related to public outreach with the rest of the University and the surrounding community.

6.7.4.6 **Communications Officer & Assistant** (S-6). The Communications Officer coordinates the written and electronic communications for the unit. The S-6 works closely with the staff and Office of the Commandant to ensure effective communication across the Corps of Cadets. They also assist with university functions and communicating with university officials.

6.7.4.7 **Public Affairs Officer & Assistant** (S-7). The Public Affairs Officer works closely with the S-5, S-6, and Commandant's Office to coordinate community outreach. The S-7 also works with the website organization and social media output.

## 6.8 COMMAND OF A COMPANY UNIT OFFICER/NCO POSITION DESCRIPTIONS

6.8.1 **Company Commander**. The Company Commander (CO) is a senior ranking Cadet officer assigned to a unit. Commanders are ultimately responsible for all unit Cadets and their actions/activities. Commanders may delegate authority to subordinates to act in accordance with directives, but can never delegate responsibility for ensuring standards are met and policies followed by every member of the command. A

CO ensures the company complies with all Corps and University policies and performs proper risk assessments of organization activities. A CO supervises Platoon Leaders, unit staff officers, and the First Sergeant. Unit Commanders are accountable to the Commandant and the other commanders within their chain of command.

6.8.2 **Executive Officer**. When assigned, the Unit Executive Officer (XO) assists with the execution and coordination of Cadets and activities within the unit. The XO will temporarily assume the duties, responsibilities and authority of the commander in their absence and ensure the commander's policies are followed and executed to standard. The XO manages the unit staff as required. The XO is the chief morale officer, sounding board, and informal confidant/counselor for unit Cadets. The XO assists Cadets with problems by referring them to professional staff on campus.

6.8.3 **First Sergeant** (1SG). The unit First Sergeant is the senior ranking Cadet noncommissioned officer (NCO) in the unit. The 1SG supervises unit activities and ensures compliance with all Corps and University policies including execution of proper risk assessments of organization activities. The 1SG handles any delegation of tasks from the assigned CO.

6.8.4 **Guidon Bearer**. The Guidon Bearer is responsible for the unit guidon. The Guidon Bearer ensures the unit guidon is present at required formations and other appropriate activities and reports to the First Sergeant.

6.8.5 **Platoon Leaders and Assistant Leaders**. The Platoon Leaders are responsible for all platoon activities and Cadets. PLs ensure the platoon/flights comply with all Corps and University policies and conduct proper risk assessments of planned activities. When assigned, Assistant Leaders assist with programs and Cadets as directed by the Platoon Leaders.

6.8.6 **Platoon Sergeants and Assistant Sergeants**. These leaders assist in the supervision of all Platoon activities and assigned Cadets. They ensure compliance with all Corps and University policies as directed by the Platoon Leader.

6.8.7 **Squad Leaders**. These leaders execute Squad activities and ensure Cadets comply with all Corps and University policies as directed by the Platoon leadership.

6.8.8 **Team Leaders**. These leaders execute the directions of the Squad Leader in the management of squad activities and Cadets. They provide direct leadership (e.g., Academic Supporter and Role Model) to freshmen assigned to a Team.

6.8.9 **Other Positions.** Commanders may recognize additional duties as needed. These will not be formally recognized without written approval from the Corps Commander.

## 6.9 CLASS SYSTEM

6.9.1 Seniors (4th Year Cadet) generally hold the rank of Cadet officers. They are the executive leaders of the Corps and are expected to establish, focus, and communicate their organization's vision; establish and maintain a positive environment; develop others; and make the decisions that affect operations.

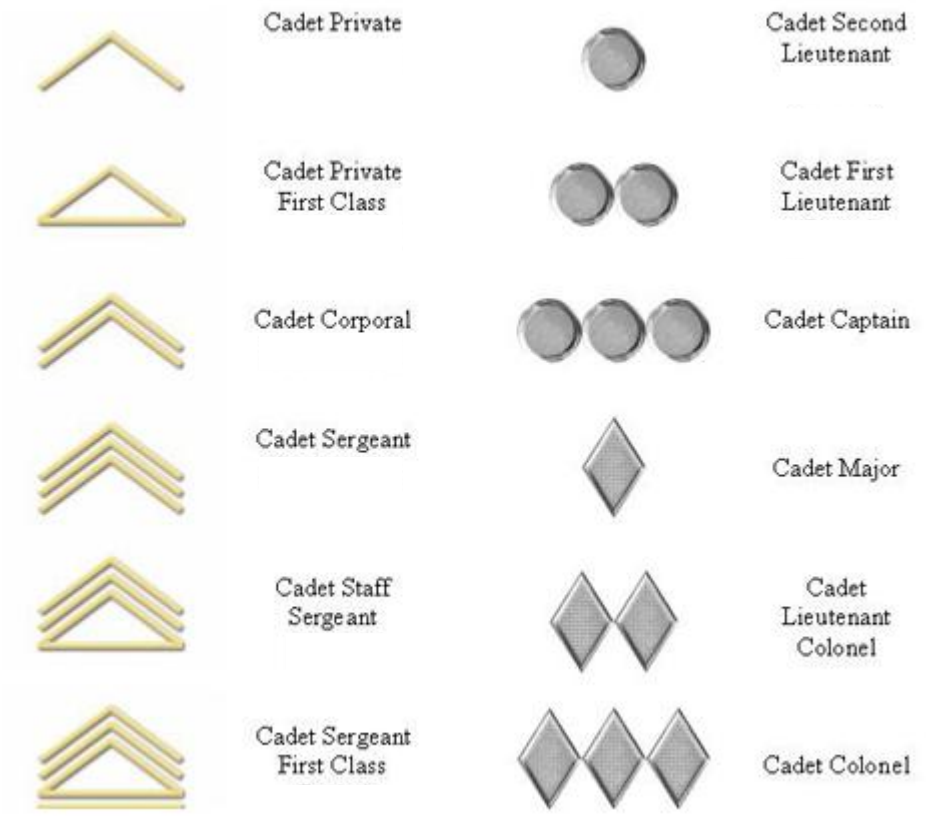
6.9.2 Juniors (3rd Year Cadet) generally hold the rank of Cadet Sergeants (SGT-CSM). They are the day-to-day leaders of the Corps and are expected to communicate their organization's vision; maintain a positive environment; develop and train freshman and sophomore Cadets; and supervise the directions, orders and guidance provided by the Corps leadership chain.

6.9.3 Sophomores (2nd Year Cadet) generally hold the rank of Cadet Private First Class (PFC), Cadet Corporal (CPL), or Cadet Sergeant (SGT). They implement and execute the directions, orders, and policies of the Cadet leadership chain in accordance with the Operations Manual.

6.9.4 Freshmen (Ducks, 1st Year Cadet) generally hold the rank of Cadet Private upon Brass Ceremony, with the opportunity to be promoted to Cadet PFC. They are expected to follow and carry out the lawful orders and directions of the upper-class Cadets in accordance with policies and practices.

**Note: Cadets have the opportunity to be promoted outside the class system IAW performance and assigned position.**

## 6.10 CADET RANK INSIGNIA




Note: Freshman Cadets, known as Ducks, are the equivalent of an E-1 and will not wear rank insignia during the fall semester, until after their Brass Ceremony.

## 6.11 OPERATIONS ORDERS

Operations Orders are required to document and direct actions or movements of the Texan Corps of Cadets or elements thereof. The purpose of this section is to provide procedures for the preparation of Operations Orders. Requirements of any kind that are levied upon the Corps of Cadets, line units thereof and/or social, service and honorary organizations of the Corps may be implemented only by written operation orders that are authenticated by proper Cadet authority and approval by the Commandant (or the PMS or PAS for ROTC events).

6.11.1 The S-3 is responsible for publishing operations orders for the Corps or elements thereof as required. The S-3 may delegate this authority, as they deem necessary. Orders must be approved by the Corps Commander before publishing. The order must include as a minimum the following paragraphs:

- Situation – contains information on the overall status and disposition of our force
- Mission – clear, concise statement of what the unit must accomplish (5 Ws)
- Execution – "how to" information needed to conduct mission (concept of operation, tasks and coordinating instructions)
- Admin & Logistics – information, instructions related to administrative and supply matters ("beans, bullets & band aids")
- Command and Signal – contains instructions and information relating to command and communications functions (Cadet officer in charge, University official directly responsible, after-action verbal/written reports, acknowledgments, thank you letters, etc.)

6.11.2 Operations orders, or Fragmentary Orders, will be issued for all Cadet activities.

# 7 MEDIA RELATIONS

**7.1 S7 RESPONSIBILITIES**. The S-7 is responsible for assuring that any item of interest concerning the Corps of Cadets as a whole or a Cadet individually receives media exposure. The media includes:

- Commercial newspapers
- Texan News Service
- University publications
- Radio (commercial or campus)
- Television
- Corps website
- Social Media Accounts

7.1.1 The S-7 will contact the Executive Officer for instruction, guidance, and briefing on how to handle news releases and the Cadet Training Officers for instruction, guidance, and briefing on posting stories to the Corps of Cadets media. All Corps events require general media exposure.

7.1.2 The S-7 will present a copy of all student media outlet news releases to the XO and Commandant's Office prior to submission to the media. The release will be checked for authenticity and compliance with university policies on the release of information to the media.

7.1.3 The S-7 will discuss all outside media requests with the Commandant's Office prior to providing information or accepting commitments to interviews.

7.1.4 The S-7 will be responsible for ensuring the display case designated for Corps information, in the lobby of Thompson Student Center, is periodically updated and that it presents information that will help others to understand the heritage, value, and contributions of the Corps of Cadets.

# 8 LOGISTICS

## 8.1 GENERAL SUPPLY PROCEDURES

8.1.1 The Corps S-4 is responsible for the inventory, maintenance, issue, recovery and accountability of all Corps supplies and equipment. A unit's Executive Officer will serve as the point of contact and overall coordinator for unit logistics/supply issues.

8.1.2 Issue and Recovery of Equipment: The S-4 will implement procedures and control for all equipment issues and recovery. At the end of each semester, the S-4 will conduct a joint inventory with their successor. At the conclusion of the joint inventory, the incoming S-4 will physically sign for all equipment and report discrepancies to the Commandant's Staff (University employee). All Corps equipment will be accounted for.

8.1.3 The requisitioning unit/individual is responsible for all equipment damaged or lost. Once signed out of Corps Supply, equipment will be the responsibility of the requisitioning unit until returned to and inspected by the S-4.

8.1.4 When properly recovered, the S-4 will sign opposite the signature of the requisitioning party in the issue/recovery log. Discrepancies will be reported to the Commandant's Staff immediately.

8.1.5 No Cadet is allowed access to the Corps Supply room unless accompanied by a member of the Commandant's Staff or the S-4. Request for Corps equipment (water cans, radios, tug-of-war rope, etc.) must be made in writing to the S-4 at least seven days in advance of the date required.

## 8.2 RIFLE STORAGE AND SECURITY

8.2.1 The S-4 is responsible for the storage, security, inventory, issue, and recovery of all rifles. The S-4 is assisted in this function by the Inventory and Property Control Coordinator (University employee). The model M-1 Garand rifles issued to Cadets will be always handled and secured as operating weapons.

8.2.2 All rifles will be issued and accounted for by serial number. Individuals will sign for their rifles by serial number and maintain a log of all serial numbers signed for. The Company Commander is responsible for rifle security.

8.2.3 The S-4 will conduct a monthly by-serial-number inventory and inspection of company rifles. Results of the inventory will be reported to the Property Control Coordinator. The S-4 will immediately report a missing rifle to the Commandant's staff.

# 9 CHARACTER

## 9.1 CHARACTERISTICS OF TEXAN CADETS

The Corps of Cadets is designed to teach and develop certain personal characteristics, traits, techniques, and performance capabilities.

SELF-DISCIPLINE: Individuals must learn to follow before they can effectively lead. Cadets are initially disciplined by the system with progressive reliance upon individual establishment and achievement of conduct and performance standards. Leaders cannot expect higher standards of subordinates than they maintain for themselves.

ACADEMICS: Academic achievement is the cornerstone that will enable a Cadet to be successful while at Tarleton State. It plays a role in rank selection and participation in most extracurricular activities. Senior leaders must ensure that subordinates are given ample study time and should foster an environment conducive to study.

USE OF TIME: The more responsible the position, the more demands it places on the leader's time. To achieve success, the individual must learn to establish priorities and plan for effective use of time. Individual priorities must be established, and schedules developed for other functions such as study and social activities.

PERSONAL AFFAIRS: Individuals who do not conduct their personal business in a satisfactory manner reflect unfavorably on their organization, family, and friends. Personal affairs include financial and social obligations and the formation of personal relationships.

PERSONAL BEHAVIOR: Cadets are expected to conduct themselves to an elevated standard of behavior, whether on campus or off campus, 24 hours each day.

TEAMWORK: Few professions or jobs permit any reasonable measure of success solely on individual effort. Individuals must learn to perform as members of a group or team.

LEADERSHIP: The effectiveness of leaders is based on their ability to obtain the willing compliance and cooperation of subordinates. Cadet leaders are afforded the opportunity to identify those techniques that serve them best and develop a personal style of leadership. All Cadets should recognize that the Cadet leader is in a learning process and is not expected to be perfect.

## 9.2 TEXAN CADET CODE OF HONOR

***"TEXANS do not lie, cheat, or steal, nor tolerate those who do."***

Since the earliest days of recorded history, the requirement for integrity in the military leader has been universally recognized. It is this requirement which makes military standards and the military life exacting. There is a strong element of integrity in all vocations; but this trait, which is desirable of others, is indispensable to the Cadet and the military leader.

## 9.3 PRINCIPLES OF THE HONOR CODE

The ultimate responsibility for the success or failure of the Honor Code rests with the individuals who make up the Corps of Cadets. The Honor Code of the Texan Corps of Cadets is based on the principles that a Cadet will not lie, cheat, or steal, nor tolerate those who do. Allegiance to the Honor Code supersedes all personal friendships and loyalty.

### ARTICLES OF THE TEXAN CADET CODE OF HONOR

**Article I**
A CADET will not knowingly make any false statement, written or spoken.

**Article II**
A CADET will not impart or receive any assistance, either outside or inside a classroom or places of instruction, which would tend to give any student an unfair advantage.

**Article III**
A CADET will not take or receive any property of another person or persons, under any circumstances, without the specific authority of that person or persons.

**Article IV**
A CADET will not use evasive statements or technicalities in order to shield guilt or undermine one's integrity.

**Article V**
A CADET will report to their Commander all known or suspected honor violations by any CADET or CADETS.

## 9.4 CADET OATH

"I,_____, do solemnly swear (or affirm) that I will obey all University regulations, the Cadet Operations Manual, and the directives of my superior officers; that I will be diligent in my studies; that I will hold myself and my fellow Cadets to the Texan Code of Honor; that I will remember that to be a member of the Texan Corps of Cadets is a privilege which must be earned every day by my honorable actions; and that I will conduct myself in a manner that will reflect credit on the University and the Corps."

**This will be the Oath you take after the completion of Duck Orientation Training.**

# 10 ACADEMICS

## 10.1 ACADEMICS POLICY

The academics policy is designed to reinforce the importance placed on academic pursuits within the Texan Corps of Cadets. Academic success is the leading priority of the Texan Corps of Cadets, because first and foremost, Cadets attend Tarleton State University to attain a degree. The Corps promotes and enhances the academic performance of all Corps members by providing the most successful academic support program on campus. This academic policy utilizes an intentional, standards-based approach to establish the environment, provide professional academic advising and a mentorship support program, and recognize academic achievement. This policy also promotes an academic plan with the structure to ensure graduation in a timely manner.

## 10.2 MINOR IN LEADERSHIP STUDIES

The Texan Corps of Cadets affords undergraduate students an opportunity to complete a minor in Leadership Studies. The minor is administered for Cadets by the Department of Leadership and Strategic Studies, in collaboration with the Department of Military Science, and the Department of Aerospace Studies.

The 18-hour curriculum is open to all Tarleton State University Students.

The minor prepares Cadets to be effective industry, community, organization, and/or military leaders. Students explore leadership roles in their future contexts, develop an awareness of personal leadership styles, and apply leadership characteristics and models to future professional experiences.

It is the responsibility of the Cadet/Student to ensure that they are properly enrolled in the minor, have enough hours in their degree plan, and have credits being credited to their minor prior to their final semester. Any course substitutions must be approved by the Dean of the College of Leadership and Military Studies the semester prior to granting an exception.

### 10.2.1 Requirements for the Minor in Leadership Studies:

10.2.1.1 Eighteen (18) hours of university-recognized leadership coursework in one of the tracks described below:

- Military Track – Successful completion of the Military Science or Aerospace Studies curricula combined with successful completion of Leadership Progression in the Corps of Cadets.

- Civilian/Combination Track – Cadets may use credit hours from the Military Science or Aerospace Studies curricula toward completion of the 18-credit requirements above combined with successful completion of Leadership Progression in the Corps of Cadets.

10.2.1.2 Satisfactory completion of Leadership Progression within the Tarleton Corps of Cadets. Leadership Progression is defined as participation and good standing in the Tarleton Corps of Cadets.

10.2.1.3 Satisfactory completion of the summer training or internship and evaluation conducted by the Department of Military Science, Department of Aerospace Studies, or Department of Leadership and Strategic Studies.

10.2.1.4 A minimum minor grade point average of 2.5 in all courses taken to fulfill the minor is required.

10.2.1.5 A minimum of six hours of coursework at the 3000-level or above must be taken to fulfill the minor requirement.

10.2.1.6 Students not enrolled in an ROTC program may be permitted to take MLSC courses as electives with advanced approval of the PMS or PAS, and the concurrence of the Department of Leadership and Strategic Studies.

## 10.3 KEYS TO ACADEMIC SUCCESS

10.3.1 Attend every class, every day.

10.3.2 Sit at an appropriate location of the classroom so you can effectively see, hear, and be less distracted.

10.3.3 Introduce yourself to your instructors and meet with them during office hours within the first month of the semester. Have several substantive questions to ask.

10.3.4 Meet with each instructor at least once more during the semester.

10.3.5 Read all assignments before class.

10.3.6 During class, stay awake and take good notes. Ask questions in class. Find a study partner in each class and meet once a week to exchange information and review notes.

10.3.7 Review your textbooks and notes after each class and fill in any missing information.

10.3.8 Seek tutoring, supplemental instruction, and additional departmental help when needed.

10.3.9 Attend review sessions as offered for each class.

10.3.10 Find a suitable place on campus to study for at least two (2) hours each day for classes; a place that is comfortable and effective for studying (i.e., library, study

rooms, classrooms, etc.)

10.3.11 Treat school like a full-time job. Focus on academics from 0800-1700 every day. Fill your week, M-F, with 40 hours of academic related activities. Use a day planner for effective time management.

10.3.12 Utilize Study Hall efficiently. Use this time to attend test reviews, tutoring, departmental help sessions (provide notification), or for your own personal study time.

10.3.13 Seek support from your Cadet mentor.

10.3.14 See the departmental advisor in your major each semester to review your courses, grades, and registration for the next semester.

10.3.15 Find a faculty/staff advisor each semester and get to know them well. They are valuable sources of information and can provide a supportive contribution to your adjustment to the Corps and school.

10.3.16 Seek help from the Corps' Academic's Officer or Assistant Commandant for Academics when needed for assistance with resources, mental health, academics, career, study skills, time management, and more.

## 10.4 CLASS ATTENDANCE

10.4.1 Academic success of all Cadets is a priority of the Corps.

10.4.2 Activities that prevent a Cadet from getting to class on time are prohibited.

10.4.3 Cadets will attend every class and will be on time. This is not an option.

10.4.3.1 Excessive absences (over 2) from any class may result in written counseling by the Cadet leadership.

## 10.5 ACADEMIC STANDARDS

10.5.1 To remain "in good standing" each Cadet must maintain a 2.5 term GPA and complete a minimum of 12 hours per semester.

10.5.2 Cadets must be "in good standing" and maintain a 2.50 overall and 2.50 term GPA in order to be considered for and remain in key leadership positions (i.e., Commander, XO and Command Sergeant Major).

10.5.3 All Cadets must maintain a 2.5 GPA for membership and to remain in Corps Special Units, such as Ranger Challenge, Wainwright Rifles, Color Guard, and Rudder's Riders, Grill team and Bataan Memorial Death March. Exceptions to policy may be submitted in writing to the CTO through the Corps Commander at the beginning of the semester

10.5.4 Cadets unable to meet the academic standards will be placed on "academic watch".

10.5.5 Cadets will submit weekly grade reports to platoon leadership. Platoon leadership will submit their platoon grade reports to the Cadet Academics Officer (S-2). The S-2 will submit the Corps grade reports to the Assistant Commandant for Academics.

## 10.6 ACADEMIC WATCH

10.6.1 Cadets who fall below 2.5 term GPA will be on Academic Watch.

10.6.2 Cadets on Academic Watch will be provided supplemental academic support and supervision to encourage success.

## 10.7 ACADEMIC SUSPENSION

Cadets who have been academically suspended from the University will also be suspended from the Texan Corps of Cadets. However, if the University grants an appeal to the Cadet, the Cadet may request Commandant approval, in writing, to continue in or rejoin the Corps.

## 10.8 ACADEMIC INSPECTIONS AND REPORTS

10.8.1 The Corps Academics Officer is responsible for coordinating and executing inspections of the Academic Day and Evening Study conditions.

10.8.2 All Cadets must report their academic week to their platoon leadership.

10.8.3 All Cadets must have their weekly class schedule posted on their door card. Scheduled tutoring and supplemental instruction sessions should be included on the Cadet's weekly schedule.

## 10.9 ACADEMIC AWARDS

10.9.1 At the beginning of each semester, Cadets who excelled academically the previous semester will be formally recognized for their achievements.

10.9.2 Cadets who meet standards for academic excellence will be awarded ribbons for wear on the Cadet uniform. Awards will be based on the following criteria:

10.9.2.1 Scholar Award – 3.00 – 3.24 term GPA

10.9.2.2 Honors Award - 3.20 to 3.49 term GPA

10.9.2.3 Dean's List Award - 3.50 to 4.00 term GPA

10.9.2.4 Stars will be placed on the award to designate the Cadet has earned the award more than once (e.g.; one star for 2nd award, two stars for 3rd award, etc.). Additional ribbons may be worn and stars added for the 6th and subsequent awards.

10.9.2.5 Corps Distinguished Student (Silver Star) – 3.50 – 3.99 term GPA, enrolled in 12+ hours

10.9.2.6 "4.0" Certificate (Gold Star) – 4.00 term GPA, enrolled in 12+ hours

10.9.3 The S-2 Academics Officer is responsible for:

10.9.3.1 Publishing the unit and class GPA statistics each semester.

10.9.3.2 Coordinating with the Corps Commander and the Assistant Commandant the publication of the academic awards ceremony operations order.

10.9.3.3 Coordinating with Corps Supply to aid in the procurement of academic awards.

## 10.10 STANDARD DOOR CARD

10.10.1 All cadets living in Corps residence halls must have the Standard Door Card completed and attached to their hallway door.

## 10.11 ACADEMIC DAY

The purpose of the Academic Day (Duty Day) is to maintain an atmosphere within the Corps that is conducive to the pursuit of academic excellence and personal wellness.

10.11.1 Respectable conditions in halls and rooms will be in effect for all Cadets, from 0600-1700 Monday through Thursday and 0600-1400 on Friday. Be mindful of other Cadets may be studying, resting, or taking personal time to complete other tasks.

10.11.2 The Academic Day will consist of:

10.11.2.1 Attending Class.

10.11.2.2 Study time at any appropriate place on campus.

10.11.2.3 Rest time. If a Cadet is sleeping, they will not be awakened unless it pertains to academic matters (i.e. waking someone up for class, waking someone to ask why they are not in class if their door card indicates they have a class scheduled at that time).

10.11.2.4 Personal time needed for daily living and individual Corps activities such shining shoes, uniform preparation, room cleaning and

personal hygiene.

10.11.2.5 Room inspections may be conducted but may not interfere with the study environment.

10.11.3 Violation of the Academic Day rules may result in consideration for suspension from the Corps.

## 10.12 STUDY HALL

The purpose of Study Hall is to promote academic success by providing Cadets with dedicated time to complete assignments, prepare for upcoming classes, and collaborate with Corps peers.

10.12.1 An all-Corps Study Hall will occur weekly on Monday from 1830-2030 in an assigned room on campus.

# 11 PHYSICAL TRAINING

The purpose of the Corps physical training is to improve and maintain the overall level of physical fitness, strength, and endurance of every Cadet Along with physical fitness training, a healthy diet and control of physical weight will go a long way toward helping Cadets learn to live a healthy lifestyle.

11.1.1 Good physical health and physical conditioning support a leader's ability to perform in stressful circumstances and are a means of developing a disciplined approach to life. Physical fitness is critical. A well-conditioned body and mind will help you succeed in school as well as in your future careers. Additionally, ROTC and Marine PLC Cadets are required to pass certain physical standards to join their service. For these reasons, physical fitness is emphasized and encouraged for all Cadets to accomplish at their own pace. The Corps generally follows the Army's Physical Readiness Training program.

11.1.2 Physical training (PT) can be a very positive tool in building organizational cohesion, pride, and morale. When conducted improperly or excessively, physical training detracts from mission accomplishment by undermining cohesion and morale, producing unnecessary injury or fatigue, and generating resentment in subordinates.

11.1.3 The Corps of Cadets does not have the primary responsibility of physically preparing Cadets for military service; that is the responsibility of the respective ROTC detachments. On the other hand, Cadet leadership does have the responsibility to instill good physical fitness practices that will serve Cadets well for the rest of their lives.

11.1.4 Physical Training during Duck Orientation Training (DOT) should not focus on conditioning. The emphasis for PT during DOT is to instruct new Cadets how to follow instructions, execute exercises properly, and become comfortable with training as a group. Cadences should be deliberate and not overly fast or slow. Cadre should be attentive to form, not the ability to complete repetitions.

11.1.5 The Corps of Cadets will conduct PT three times a week, normally in the morning. All PT should be completed by 0700 to allow adequate time for all Cadets to dress for the academic day.

11.1.6 No PT will be conducted on any evening between the hours of 2100-0600 unless conducted as an authorized Corps or ROTC activity.

11.1.7 If a Cadet is medically restricted from a specific type or level of PT, they will not participate in any physical activity that exceeds the limits of the medical restriction, their willingness or desire to do so, notwithstanding. It is the joint responsibility of the Cadet and the Upperclassmen to be aware of such restrictions.

11.1.8 During the transition from DOT to the Academic Year, Platoon Leaders are to ensure that non-Cadre members conducting physical training with First-Year Cadets are

doing so using proper techniques and procedures outlined in this regulation.

11.1.9 First-year Cadets may not be subjected to physical training/exercises by upper-classmen outside of the first-year Cadet's immediate chain of command.

11.1.10 No PT will be conducted in individual rooms, hallways, latrines or stairwells. At no time will any upper-classman, alumni, or civilian stand and observe or comment. When First-Year Cadets exercise, all upper-classmen in the unit area must participate.

11.1.11 PT will only be administered in Tarleton Corps PT gear or OCPs. Upper-classmen administering the training will complete all exercises and repetitions s and all cadets will be in the same uniform.

11.1.12 Safety considerations such as terrain and space available will be considered before any exercise is given. AROTC Cadre certifies Cadets to lead Physical Readiness Training (PRT) drills. Cadet leadership shall utilize Deliberate Risk Assessment Worksheets, DD Form 2977, Jan 2014, for weekly PT plans. The Office of the Commandant (OC) is the approving authority for weekly PT plans.

## 11.2 COMPREHENSIVE FITNESS

In accordance with U.S. Army Five Dimensions of Strength from Army Regulation 350-53, Cadets will strive to embrace the concepts of Comprehensive Soldier and Family Fitness to increase resilience and performance enhancement skills by building on the following Five Dimensions of Strength: physical, emotional, social, spiritual, and family.

11.2.1 Physical Dimension. Performing and excelling in physical activities that require aerobic fitness, endurance, strength, healthy body composition and flexibility derived through exercise, nutrition and training describes the physical dimension.

11.2.2 Emotional Dimension. Approaching life's challenges in a positive, optimistic way by demonstrating self-control, stamina, and good character with your choices and actions. Because emotions drive how we approach challenges and problem solving, emotional control is critical to the development and sustainment of resilience and psychological health.

11.2.3 Social Dimension. Developing and maintaining trusted, valued relationships and friendships that are personally fulfilling and foster good communication, including a comfortable exchange of ideas, views, and experiences. Adherence to the Tarleton Core Values and Army Values and ethics help form and strengthen bonds of trust and esprit de corps that promote relationships and enhance resilience. These relationships are important because they serve as a support network for those who experience setbacks in life.

11.2.4 Spiritual Dimension. Identifying one's purpose, core values, beliefs, identity, and life vision define the spiritual dimension. These elements, which define the essence of a person, enable one to build inner strength, make meaning of experiences, behave ethically, persevere through challenges, and be resilient when faced with adversity. An individual's spirituality draws upon personal, philosophical, psychological, and/or religious teachings or beliefs, and forms the bases of their character.

11.2.5 Family Dimension. A nurturing Family unit is one that is safe, supportive, loving, and provides the resources needed for all members to live in a healthy and secure environment. Regardless of how a person defines their Family, it is often their primary source of support. A dysfunctional Family dynamic can result in personal distraction and degraded performance. Family members can address issues at home that might otherwise escalate into an unnecessarily stressful and potentially adverse situation.

# 12 MILITARY CUSTOMS & COURTESIES

Military customs and courtesies exist for the purpose of fostering pleasant, ethical, and harmonious living, good taste, and manners. The adage, "Do unto others as you would have others do unto you," remains sound guidance for proper conduct anywhere.

A custom is an established practice. Customs include positive actions - things to do, and taboos - things to avoid doing. All established arts, trades, and professions, all races of people, all nations and even different sections of the same nation have their own practices - their customs - by which they govern a part of their lives. The Armed Forces have their own customs, both official and social. The Texan Corps of Cadets will adhere to the customs as outlined herein.

## 12.1 COURTESIES

12.1.1 All Cadets will recognize fellow students of Tarleton State with a greeting as they pass.

12.1.2 All Cadets will recognize professors and staff members with a "Good morning, good afternoon, or good evening (as appropriate), Sir/Ma'am."

12.1.3 All Cadets will salute military officers (whether in or out of uniform) and will say "Good morning, good afternoon, or good evening (as appropriate), Sir/Ma'am."

12.1.4 All Cadets will be called to attention in Cadet meetings when a senior-ranking officer enters. A Cadet will be posted by the door and say "Room Attention!"

12.1.5 All Cadets will rise and be at attention when the Colors pass indoors. If covered or outside they will salute. All Cadets will pay proper respect to the Colors.

12.1.6 All Cadets will adhere to the highest standards of military decorum and performance.

12.1.7 Male officers and Cadets are addressed as "Sir." Female officers and Cadets are addressed as "Ma'am." When addressing more than one male officer, the correct address is "Gentlemen." When addressing more than one female officer, the correct address is "Ladies." You may address either by their rank and last name, i.e., "Major Smith." Noncommissioned officers are called by rank and last name, i.e., "Sergeant Jones."

12.1.8 Cadets are called "Mr." or "Miss" or "Cadet" (regardless of marital status) followed by their last name, i.e., "Miss Smith" or "Cadet Stone."

12.1.9 The rule on officers and noncommissioned officers applies to both Cadre and Cadet officers and noncommissioned officers.

## 12.2 SALUTE

12.2.1 The most important of all military courtesies is the salute. It is a greeting initiated by the subordinate and is always accompanied by an appropriate greeting such as "Good morning, Sir/Ma'am." Salutes are required both on and off campus for all official greetings in the line of duty, for ceremonial occasions, and when the national anthem is played or the colors pass by. When in uniform, a salute is rendered at the appropriate time regardless of place or company whether an individual is with a member of the family or a date.

12.2.2 Those persons entitled to the salute are the following:

- President of the United States
- Vice President of the United States
- State Governors
- Secretary of Defense
- Deputy Secretary of Defense
- Secretaries of the Army, Navy, and Air Force
- All commissioned officers of the military service
- All Cadet officers; a lower ranking Cadet officer must salute a higher-ranking Cadet officer
- It is unnecessary for two Cadet officers of the same rank to salute

12.2.3 Members of friendly governments to include:

- Heads of state
- Ambassadors
- Ministers of Defense or other civilian leaders of defense establishments and their assistants at or above the level of the Assistant Secretary of the Army, Navy, and Air Force
- Officers in any of the armed forces

12.2.4 The smartness with which a salute is rendered indicates the degree of pride one has in the organization. Accordingly, the salute must never be rendered in a casual or perfunctory manner, nor with pipe, cigar, cigarette or chew in the mouth or hands. The salute is rendered at approximately 6-30 paces from the superior and at the position of attention, while walking, or at a halt. When saluting, Cadets will look the officer or Cadet officer in the eye and render an appropriate greeting with the salute. Cadets in uniform, including Purple Thursdays, will salute commissioned and warrant officers, even if the officers being saluted are in civilian clothes. Cadets in uniform will not salute Cadet officers in civilian clothes.

12.2.5 A salute is rendered only once if the senior remains in the immediate vicinity and no conversation takes place. <u>If a conversation takes place, the subordinate again salutes when either leaves.</u>

12.2.6 When making reports at such occasions as formations, inspections, parades, etc., the person making the report salutes first, regardless of rank. In formation, individuals do not salute or return salutes except at the command, "Present, Arms". Commanders of units in formation will render proper salutes after calling the unit to attention. When an officer approaches a group of individuals, the group is called to attention by the first person noticing the officer. The senior ranking Cadet will render a greeting and will salute.

12.2.7 In general, one does not salute when:

- Out of uniform
- Engaged in routine work if the salute would interfere
- Indoors, except when reporting to a senior or on duty as a sentinel on guard, or under arms and covered.
- Carrying articles with both hands, or so occupied as to make saluting impracticable.
- Working as a member of a detail or engaged in sports or social functions.
- Driving a moving automobile and saluting is not practical.

12.2.8 Staff cars with designator license plates, paint schemes, or marker flags are saluted. If the officer is driving, it may be impractical for him/her to return the salute. While outside in uniform and when the flag is being raised or lowered, one should halt, face the flag and render a salute if the flag can be seen. If the appropriate bugle calls or music can be heard but the flag cannot be seen, halt, face toward the music, come to attention, and if in uniform, render a salute. If in civilian clothes, place the right hand over the left breast. If civilian headdress is worn, grasp it in the right hand and place it over the left breast.

12.2.9 Cadets will salute while in PT gear, except when on the PT field (unless reporting), and will follow Army or Air Force protocols when wearing ROTC PT gear. When in uniform, Cadets will salute all uncased colors. When not in uniform, Cadets will come to attention as the colors pass by.

12.2.10 During indoor ceremonies and when inside and uncovered, during the national anthem, stand at attention. If in civilian clothes, place the right hand over the left breast. If civilian headdress is worn, grasp it in the right hand and place it over the left breast.

12.2.11 In accordance with public law, Cadets reciting the Pledge of Allegiance will render the appropriate respect as follows:

US Flag present:

- If in uniform and uncovered or in civilian attire, Cadets will render honors to the flag by standing at attention. The hand will not be placed over the heart.
- If in uniform and covered, Cadets will salute the flag.

US Flag absent:

In or out of uniform, the right hand will be placed over the heart while reciting the Pledge of Allegiance.

12.2.12 Similar to policies used by the armed forces, Cadets will not use portable electronic devices with earbuds/earphones while walking in uniform. Similarly, Cadets will not use such devices with earbuds/earphones while running on or crossing streets used by motorized vehicles whether wearing Corps or civilian athletic attire. This is to ensure the ability of the Cadet to hear oncoming traffic.

12.2.13 Cadets may utilize mobile phones/smartphones while in uniform, however they should stop walking and move to the side of walkways or areas until such time as the call is completed. Cadets will not normally render salutes or greetings during such calls, but should remain cognizant of their surroundings.

12.2.14 Cadets will wear their covers at all times when outside. This includes when seated on benches or other areas on the campus while outside. If a Cadet officer or commissioned officer passes in the vicinity, a junior Cadet should stand and render a salute and appropriate greeting.

12.2.15 The confines of Memorial Stadium and other sporting venues, outdoors, will be considered "no-salute' areas.

*In any case not covered by specific instructions or in case of doubt, the following guide will be used: "WHEN IN DOUBT - SALUTE."*

12.2.16 From time to time during the year, Cadets will be invited to attend both official and unofficial social functions. The invitation will specify time and date and probably the initials, RSVP. RSVP means you are to respond as soon as possible to advise your host that you will or will not attend. **It is a breach of etiquette to ignore this responsibility to respond to your host's invitation.**

12.2.17 When the National Anthem or its counterpart in field music, "To the Colors," is played, or when the flag is passing in parade or is raised at reveille or lowered at retreat - all individuals, military or civilian will render appropriate courtesies. Civilians and children should stand and render the honors by placing the right hand over the heart. Soldiers in uniform will come to the position of attention and salute. Veterans and military retirees are authorized to salute with or without headgear. Any member of the Armed Services who seeks shelter to avoid the rendering honors to the National Anthem or Flag commits a breach of military courtesy. Finally, when in doubt about customs, traditions, and courtesies, ask.

## 12.3 FORMATIONS

12.3.1 Formation of units is a critical part of close order drill. The purpose of formations are:

- To build unit cohesion and esprit de corps by recognizing Cadets during awards and promotion ceremonies;

- To maintain continuous accountability and control of personnel;
- To provide frequent opportunities to observe the appearance and readiness of the uniforms of each Cadet;
- To keep each Cadet informed by providing the means to pass the word;
- To instill and maintain high standards of military bearing and appearance in units and in each Cadet; and,
- To add color and dignity to the daily routine by reinforcing the traditions of excellence associated with close order drill.

## 12.4 DRILL

12.4.1 Close order drill is one of the cornerstones of military customs, courtesies and traditions. These traditions are perpetuated from one generation to the next through constant use and practice. Through these traditions, "esprit de corps" of every member is brought by their ever-present feeling of pride, not only in their unit, but also in themselves. A high standard of discipline and "esprit de corps" should not only be maintained and preserved, but also strengthened.

12.4.2 Ceremonies in the Corps of Cadets will generally be conducted in accordance with Army Field Manual 22-5. The Executive Officer will review procedures in FM 22-5 prior to the publication of operations orders on any of the ceremonies.

12.4.2.1 All Cadets will be familiar with essential drills provided by instruction from Cadet leaders in accordance to the Drill & Ceremonies Manual.

12.4.2.2 Drills, march-ins, and ceremonial activities will be scored and graded as performance measures.

12.4.3 The object of close order drill is to teach Cadets to obey orders and to do so immediately in the correct way. Close order drill is one foundation of discipline and esprit de corps. It is still one of the finest methods for developing confidence and Cadets leading abilities in subordinates/rising leaders.

12.4.4 The purpose of drill is to:

- Move units from one place to another in a standard, orderly manner;
- Provide simple formations from which other formations may be readily assumed;
- Teach discipline by instilling habits of precision and automatic response to orders; and, Increase the confidence of leaders through the exercise of command, by giving proper commands, and by control of drilling troops

# 13 FIRST YEAR (DUCK) CADETS

## 13.1 KNOWLEDGE

The purpose of First-Year Cadet "Duck" Knowledge is to impart to each Cadet the level of information essential to their functioning effectively as a Cadet and student at Tarleton State, and to gain an appreciation for the tradition, customs, and history of the Corps of Cadets and the University.
The Duck Knowledge exams count toward Cadet promotion and privilege. Lack of individual mastery of Duck Cadet Knowledge does not, by itself, justify restricting the pass privileges of *all* Cadets in a company, platoon, or squad.

Ducks are required to know the rank and last names of their chain of command from team leader through Corps Commander. They must also know the function of staff, but they are not required to know the name of the upper class Cadet occupying those positions.

## 13.2 THE CHISEL

The **Chisel** is a pocket-size summary of First-Year Cadet life, specifically intended for freshman Cadets or "Ducks." The primary purpose of plowing is to turn over the upper layer of the soil, bringing fresh nutrients to the surface, while burying weeds and the remains of previous crops and allowing them to break down. The *chisel plow* is a common tool to get deep tillage with limited soil disruption to loosen and aerate the soil while leaving crop residue at the top of the soil. Unlike many other plows, the chisel will not invert or turn the soil. Because of these attributes, the use of a chisel plow is considered by some to be more sustainable than other types of plows.

## 13.3 DUCK PRIVELEGES

13.3.1 It is a Cadet privilege to:

13.3.1.1 Maintain an inspection-ready room on weekdays.

13.3.1.2 Lock doors when needed for privacy while dressing. All Cadets are encouraged to lock doors when away from their room and at night when going to bed.

13.3.1.3 Be familiar with the contents of the **Chisel.** Ducks are expected to have their copy of the **Chisel** with them at all times, to know and understand its contents, and to recite knowledge as instructed by their upper-classmen.

13.3.1.4 Greet all known and unknown upper-class Cadets in a normal fully understandable voice. Follow the procedures described in The Chisel.

13.3.1.5 Come to attention (parade rest for noncommissioned officer) when an upper-class Cadet or commissioned officer enters their room and when

being addressed by, or when addressing an upper-class Cadet or commissioned officer, remaining at the position of attention until given "rest." This requirement does not apply during evening study time.

13.3.1.6 Be granted sophomore privileges when in the presence of guests.

13.3.1.7 Move quickly, without running, when in their residence hall.

13.3.1.8 Speak to all upper-class Cadets in their residence hall.

13.3.1.9 Enter and exit the residence hall through the main entrance (do not use end exit doors).

13.3.1.10 Only use the stairwells in the residence hall (do not use elevators).

13.3.1.11 Not wear any type of cover while inside any building or residence hall on campus.

13.3.1.12 Maintain an austere lifestyle in their room, including:

- No posters or flags. Only authorized items on the walls/bulletin boards, or the back of the door (weekly academic schedule, planning calendar, etc.).
- No extra furniture (footlockers/storage bins authorized).
- No fitted sheets.
- No more than three items on the desk.

## 13.4 SOUNDING OFF

13.4.1 When identifying oneself or when ordered to sound-off, a Duck will reply as follows:

"Good morning/afternoon/evening, Sir/Ma'am, Duck (your last name), Sir/Ma'am!"

## 13.5 GENERAL RESPONSE

13.5.1 Ducks will address all upper-class Cadet officers as "Sir" or "Ma'am." When addressing a group of officers, the proper way to address the group is "Gentlemen" or "Ladies" as appropriate. NCOs should be addressed by their rank, i.e., Sergeant, First Sergeant, Sergeant Major, etc.

13.5.2 When a Duck does not know the answer to a question that an upper-class Cadet asks, the Duck will reply, as rapidly as possible:

13.5.2.1 "Yes Sir/Yes Ma'am," is used by personnel to say an order is understood. When in doubt—always err on the side of courtesy.

13.5.2.2 When addressed, Ducks will respond in one of four fashions:

- "Yes, Sir/Ma'am."
- "No, Sir/Ma'am."
- "No excuse, Sir/Ma'am."
- "Sir/Ma'am, I do not understand."

13.5.3 Ducks are always addressed as "Duck (last name)." Ducks will always refer to themselves as "Duck" when speaking to upper-class Cadets, Cadre, and alumni of the Corps.

13.5.4 Ducks will speak only when addressed by an upper-class Cadet when in formation. At all other times Ducks are authorized to ask questions of the upper-class Cadets in the form of "Sir/Ma'am, may I ask a question?"

13.5.5 Ducks will refer to their classmates as "Ducks" when addressing upper-class Cadets.

13.5.6 When an officer or upper-class Cadet enters a Duck's room, the Duck will come to attention, call other Duck occupants of the room to attention, ("Group Attention") and will remain in that position until told to do otherwise. When an NCO enters, the Duck will stand and call "At Ease" and assume the modified position of parade rest.

13.5.7 When passing an officer or Cadet officer, Ducks will look squarely at the officer and render a salute and an appropriate greeting. When passing an NCO, Cadets will render the appropriate greeting of, "Good morning, Sergeant, First Sergeant, Sergeant Major, etc."

13.5.8 Whenever addressed by an officer or Cadet officer, Ducks will come to attention and establish eye-to-eye contact with the person initiating the conversation, just as officers and Cadets do when addressed by a senior. In the case of an NCO and Cadet NCO, Ducks will come to parade rest.

# 14 ORDER AND DISCIPLINE

## 14.1 GENERAL

14.1.1 In campus buildings: Cadets will maintain normal class distinction while conducting themselves in a manner that will reflect favorably upon the Corps of Cadets.

14.1.2 On campus grounds: Cadets are "on parade" 24 hours a day and show their pride in their school by neat appearance, friendliness, and courtesy.

14.1.2.1 No Cadet will be required to stand at attention, nor will a Cadet create a scene or disturbance that would be displeasing to others.

14.1.2.2 Cadets will take pride in the campus. Throwing trash on the grounds is never done since it signifies contempt and disrespect.

14.1.2.3 Cadets will not walk on the grass as it can cause destruction to the grounds, and it is a Tarleton tradition to use designated walkways.

14.1.2.4 Eating, drinking or using a cell phone while walking in uniform, outside of a dormitory or dining facility is prohibited (reasonable exceptions for outdoor social events may be made by commanders or Commandant's staff). Using an iPod-like device or wearing headphones or earbuds while in uniform is prohibited.

14.1.2.5 Drinking of alcoholic beverages, chewing gum, vaping, or using tobacco products (including smokeless) in uniform is prohibited. The Commandant may allow alcohol consumption in uniform at specifically designated events (Military Ball).

14.1.3 Greetings: It is a tradition on the campus for students to be actively interested in each other, in visitors, and in the faculty and staff of the University. Tarleton is a friendly school and likes to show it.

14.1.3.1 Cadets greet all other students with a clear, distinct, and friendly "Good morning/afternoon/evening."

14.1.3.2 Cadets greet members of the faculty and staff, and visitors to the campus with an appropriate greeting, such as, "Good morning, sir"; "Good afternoon, Dr. Jones"; "Good evening, Sergeant Brown"; etc. Cadets will salute commissioned officers of the US and foreign militaries in accordance with military courtesies.

14.1.4 Off campus and when in a public gathering. A Cadet's conduct off campus and when in public gatherings reflects upon the Corps of Cadets. In most cases, you will be among a group of Cadets in uniform. Such groups invariably must be careful to ensure that their actions reflect favorably on the University and the Corps. Remember, groups of Cadets are always highly visible, both in and out of uniform, and are viewed as University representatives.

## 14.2 RESPONSIBILITIES & PRIVILEGES

14.2.1 It is a Cadet responsibility to:

14.2.1.1 Be familiar with the contents of the Chisel, Operations Manual, and the Resident Handbook.

14.2.1.2 Speak clearly and distinctly to all persons on campus with a greeting (except to commissioned/noncommissioned officers who are addressed according to military custom), calling those known to the Cadet by name.

14.2.1.3 Moderate one's voice so as to not cause a disturbance on or off campus.

14.2.1.4 Be an example of good citizenship and be thoughtful to all people at all times.

14.2.1.5 Know the last name, academic major, and hometown of all Cadets in their platoon.

14.2.2 It is a Cadet privilege to:

14.2.2.1 Maintain an inspection-ready room on weekdays.

14.2.2.2 Lock doors when needed for privacy while dressing. All Cadets are encouraged to lock doors when away from their room and at night when going to bed.

14.2.3 It is a Duck privilege to:

14.2.3.1 Be familiar with the contents of the **Chisel.** Ducks are expected to have their copy of the **Chisel** with them at all times, to know and understand its contents, and to recite knowledge as instructed by their upper-classmen.

14.2.3.2 Give only four answers to an upper-classman: "Yes, Sir/Ma'am"; "No, Sir/Ma'am"; "No excuse, Sir/Ma'am"; or, "Sir/Ma'am, I do not understand." This speech should be made as rapidly and as clearly as possible.

14.2.3.3 Greet all known and unknown upper-class Cadets in a normal fully understandable voice. Follow the procedures described in The Chisel.

14.2.3.4 Come to attention (parade rest for noncommissioned officer) when an upper-class Cadet or commissioned officer enters their room and when being addressed by, or when addressing an upper-class Cadet or commissioned officer, remaining at the position of attention until given "rest." This requirement does not apply during evening study time.

14.2.3.5 Be granted sophomore privileges when in the presence of guests.

14.2.3.6 Move quickly, without running, when in their residence hall.

14.2.3.7 Speak to all upper-class Cadets in their residence hall.

14.2.3.8 Enter and exit the residence hall through the main entrance (do not use end exit doors).

14.2.3.9 Only use the stairwells in the residence hall (do not use elevators).

14.2.3.10 Not wear any type of cover while inside any building or residence hall on campus.

14.2.3.11 Maintain an austere life style in their room, including:

- No posters or flags. Only authorized items on the walls/bulletin boards, or the back of the door (weekly academic schedule, planning calendar, etc.).
- No extra furniture (footlockers/storage bins authorized).
- No fitted sheets.
- No more than three items on the desk.

14.2.4 It is a sophomore privilege to:

14.2.4.1 Wear civilian hats inside Corps residence hall.

14.2.4.2 Enter and exit the residence hall through any entrance (side, main, back door).

14.2.4.3 Use elevators in the residence hall.

14.2.4.4 Have a copy of the **Chisel** on them at all times and know the content.

14.2.4.5 Maintain a slightly less austere room, including:

- One poster or flag per room.
- No extra furniture (footlockers/storage bins authorized).
- No more than five items on the desk.
- Fitted sheets (solid color, no patterns/logos/designs).

14.2.4.6 Wear a black belt.

14.2.5 It is a junior privilege to:

14.2.5.1 Wear a black belt.

14.2.5.2 Wear a Corps-issued Cowboy Hat with the uniform.

14.2.5.3 Females wearing a Corps-issued Cowboy Hat in the Class B uniform may wear a single braid that does not extend below the shoulder blade.

14.2.5.4 Maintain a less austere room, including:

- Wall decorations (Must be professional ie. No profanity, crude photos, alcohol or tobacco products)
- Extra furniture authorized
- Beds do not follow a standard, must be made
- Civilian clothing and shoes can be arranged in any way
- Room must overall maintain a neat and professional appearance

14.2.6 It is a senior privilege to:

14.2.6.1 Wear a black belt.

14.2.6.2 Wear a black stripe on uniform trousers.

14.2.6.3 Wear a Corps-issued Cowboy Hat and boots with the uniform.

14.2.6.4 Maintain junior privileges regarding room standards.

14.2.6.5 Set a good example for under class Cadets to follow in all areas of discipline, manners, honor, leadership, and use a senior's privileges in a discretionary manner.

## 14.3 CADET EVALUATIONS

Comprehensive and accurate evaluations are an integral part of training and development. Everyone should know what they will be evaluated for, what the standards are, who will be evaluating their performance, and the period of performance (time period) in which they will be evaluated.

Annex A lists the evaluation forms that are used for all Cadets. First-year Cadets are evaluated three times during the year. The first evaluation is provided by the Company Cadet chain of command at the end of the first six weeks of school and the end of each semester for first-year Cadets. All other Cadets receive an evaluation from the Cadet chain of command at the end of each semester.

**Do Not Retain Evaluations:** Cadet evaluations call upon the Evaluator and Reviewer to make a comment on the retainability of Cadets within their chain of command. By marking "Do Not Retain," the Evaluator and/or Reviewer are expected to provide written comments on the form, and prior counseling, that would support their recommendation.

## 14.4 GROOMING STANDARDS

14.4.1 Hair. The requirement for hair grooming standards is necessary to maintain uniformity within the Corps. Many hairstyles are acceptable, as long as they are neat and conservative.

14.4.1.1 Males. New Cadets participating in Duck Orientation Training will have a high fade haircut upon arrival. The hair on top of the head must be neatly groomed. The length and bulk of the hair may not be excessive or present a ragged, unkempt, or extreme appearance. The hair must present a tapered appearance. A tapered appearance is one where the outline of the Cadet's hair conforms to the shape of the head, curving inward to the natural termination point at the base of the neck. The hair will not fall over the ears or eyebrows, or touch the collar, except for the closely cut hair at the back of the neck. The block-cut fullness in the back is permitted to a moderate degree, as long as the tapered look is maintained. Males are not authorized to wear braids, cornrows, or dreadlocks (unkempt, twisted, matted, individual parts of hair) while in uniform or in civilian clothes on duty. Hair that is clipped closely or shaved to the scalp is authorized.

Males will keep their face clean-shaven when in uniform or in Purple Thursdays during the academic day and at Corps events. Mustaches are permitted. If mustaches are worn, they will be neatly trimmed, tapered, and tidy. Mustaches will not present a chopped off or bushy appearance, and no portion of the mustache will cover the upper lip line or extend sideways beyond a vertical line drawn upward from the corners of the mouth. Handlebar mustaches, goatees, and beards are not authorized. If appropriate medical authority prescribes beard growth, the length required for treatment must be specified. For example, "The length of the beard will not exceed ¼ inch." Cadets will keep the growth trimmed to the level specified by appropriate medical authority, but they are not authorized to shape the growth into goatees, or "Fu Manchu" or handlebar mustaches.

14.4.1.2 Females. For the purpose of these regulations, female hairstyles are organized in three basic categories: short, medium, and long hair. Short hair is defined as hair length that extends no more than 1 inch from the scalp (excluding bangs). Hair may be no shorter than 1/4 inch from the scalp (unless due to medical condition or injury), but may be evenly tapered to the scalp within 2 inches of the hair line edges.

Bangs, if worn, may not fall below the eyebrows, may not interfere with the wear of all headgear, must lie neatly against the head, and not be visible underneath the front of the headgear. The width of the bangs may extend to the hairline at the temple. (Regulations for the wear of bangs apply to short, medium, and long hair.) Medium hair is defined as hair length that does not extend beyond the lower edge of the collar (in all uniforms), and extends more than 1 inch from the scalp. Medium hair may fall naturally in uniform, and is not required to be secured. When worn loose, graduated hair styles are acceptable, but the length, as measured from the end of the total hair length to the base of the collar, may not exceed 1 inch difference in length, from the front to the back. No portion of the bulk of the hair, as measured from the scalp, will exceed 2 inches. Long hair is defined as hair length that extends beyond the lower edge of the collar. Long hair will be neatly and inconspicuously fastened or secured in either a bun, single ponytail, two braids, or a single braid. Secured hair may not extend past the shoulder blades. If long enough, hair must be secured in a bun in Class A and B uniform. No portion of the bulk of the hair, as measured from the scalp as styled, will exceed 2 inches (except a bun, which is worn on the back of the head and may extend a maximum of 3 1/2 inches from the scalp and be no wider than the width of the head).

Faddish and exaggerated styles, to include shaved portions of the scalp other than the neckline, designs cut in the hair, and unbalanced or lopsided hairstyles are prohibited. Hair will be styled so as not to interfere with the proper wear of all uniform headgear. All headgear will fit snugly and comfortably around the largest part of the head without bulging or distortion from the intended shape of the headgear and without excessive gaps. When headgear is worn, hair should not protrude at distinct angles from under the edges. Hairstyles that do not allow the headgear to be worn in this manner are prohibited.

Hair holding devices are authorized only for the purpose of securing the hair. Cadets will not place hair holding devices in the hair for decorative purposes. All hair holding devices must be plain and of a color as close to the Cadet's hair as is possible or clear. Authorized devices include, but are not limited to, small plain scrunchies (elastic hair bands covered with material), barrettes, combs, pins, clips, rubber bands, and hair or head bands. Such devices should conform to the natural shape of the head. Devices that are conspicuous, excessive, or decorative are prohibited. Some examples of prohibited devices include, but are not limited to: large, lacy scrunchies; beads, bows, or claw or alligator clips; clips, pins, or barrettes with butterflies, flowers, sparkles, gems, or scalloped edges; and bows made from hairpieces.

14.4.2 Fingernails.

14.4.2.1 Males. Fingernails shall not extend beyond the fingertip. Clear nail polish is authorized.

14.4.2.2 Females. Fingernails shall not extend any more than ¼-inch beyond the fingertip. Nail polish shall be conservative and compliment the skin tone. Authorized are nude/natural shades, American manicure, light pink, French tips (white or cream only).

14.4.3 Cosmetics: (Women only). Exaggerated or faddish cosmetic styles are inappropriate with the uniform and shall not be worn. Lipstick colors shall be conservative and compliment military uniforms. Long false eyelashes shall not be worn when in uniform.

14.4.4 Jewelry. Wearing jewelry is authorized for all personnel. Jewelry shall not present a safety hazard. Jewelry shall be worn within the following guidelines:

14.4.4.1 Rings. While in uniform, only one ring per hand is authorized, excluding the wedding and engagement rings.

14.4.4.2 Earrings. Females may wear one earring per ear with any uniform. Small single pearl earrings are authorized for wear with Dress uniforms. Only yellow gold 6 mm ball (approximately ¼ inch), plain with brushed or matte finish, screw-on or post type are authorized to be worn with all other uniforms. Males are not authorized to wear earrings in uniform. **No other visible body piercings are allowed.**

14.4.4.3 Necklaces. While in uniform, only one necklace may be worn, and it shall not be visible. All necklaces should be tucked under the shirt.

14.4.4.4 Wristwatch & Bracelet. While in uniform, only one may be worn on each arm. Ankle bracelets are not authorized while in uniform.

## 14.5 ROOM REGULATIONS

14.5.1 General. Cadet rooms will be clean, neat, and orderly at all times. Arbitrary standards established by individual units are prohibited. Rooms will be inspection-ready during the weekday and as directed on weekends. Clothing or other personal items will not be left outside the room, on windowsills, or in the hallways. Bicycles may only be stored at an approved bicycle rack outside the residence hall.

14.5.2 Doors. Recognizing that all Cadets are accountable at all times for their whereabouts, the hallway entrance doors will identify each Cadet, room assignment, unit designation, and major.

14.5.2.1 Room entrance doors will identify each Cadet along with class schedule. A remarks space using a black dry erase marker will allow a Cadet to identify location when not in class, Corps/ROTC event, or dining hall.

14.5.3 Closet/Wardrobe.

14.5.3.1 Military and civilian clothes will be organized in a neat orderly fashion and not intermingled. Military clothes, including Purple Thursday polo, will be kept separate from civilian clothes.

14.5.3.2 Freshmen are required to close all fasteners on military clothing and civilian clothing. Sophomores will close the top fastener on all military clothing.

14.5.3.3 All Cadets will hang military clothing in the prescribed order and equally space all hangers grounded to the end of the hanging bar with fasteners to the Cadet's left when facing the closet/wardrobe.

14.5.3.4 Military clothes will be organized as follows, starting closest to the entry door:

- Class A Blouse
- Jacket, Black
- OCPs (blouse and trouser on one hanger)
- Midnight Gabardine Shirt
- Short Sleeve White Shirt
- Purple Thursday Polo
- Trousers/Skirt (if applicable)

14.5.3.5 Additional ROTC-issued clothing may be hung up following this order (after the Corps-issued trousers/skirt), placed in drawers, or under the bed in neatly stored compartments.

14.5.3.6 Headgear will be on the top shelf of closet, organized in the following manner, starting closest to the room entrance. The brim of the covers will be flush with the forward edge of the shelf.

- Corps-Issued Cowboy Hat (Placed upside down)
- Service Cap
- Garrison Cap
- Corps Cap
- Civilian hats (From largest to smallest)

14.5.3.7 Shoes, clean with laces tucked in, will be organized under the bed, toes pointing outward and flush to the edge of the bed in the following order:

- Corps-Issued Cowboy Boots
- Combat Boots
- Low Quarters
- Pumps (if applicable)
- PT shoes
- Civilian Shoes (from heaviest to lightest shoe)

If a Cadet is wearing a shoe at the time, they may leave a gap where the shoes would be placed under the bed.

14.5.3.8 Additional items may be stored on the closet floor but must be organized in a neat and orderly fashion.

14.5.4 Hygiene Area. Nothing will be left on the sink top, with the exception of pump-style liquid hand soap dispensers or some other form of soap and toothbrush/razor holder, if desired. Hand towels are hung folded neatly on designated towel racks near the sink. Body towels are tri-folded and hung neatly on the racks near the shower area. All sinks and mirrors will be kept clean and free of dust, dirt, and water spots.

14.5.5 Cabinets will be kept clean and uncluttered. The vanity will be kept clean, and the doors kept closed.

14.5.6 Toothbrush/razor holders will be kept clean and free of residue, including toothpaste, water, and dirt or grime.

14.5.7 Study Area. Desk/hutch, trash can, and bulletin board/calendar/white board will be neat and orderly.

14.5.8 Any cables for electronic devices should not obstruct the natural walkway in the room. Excessive cables must be tied, constrained, and tucked behind furniture to maintain a neat appearance.

14.5.9 Windows. The blinds will be extended completely and parallel to the floor during inspection times unless occupants are attempting to sleep. No articles of clothing may be hung outside the window.

14.5.10 Beds.

14.5.10.1 Cadet beds are inspectable from 0600 until 1700 Monday through Thursday and 0600 until 1400 on Fridays. If a Cadet is sleeping in their bed, it will not be inspectable at that time.

14.5.10.2 Beds will be University issued beds. Beds will be made in the prescribed manner with hospital folds on corners. Hospital Corners will be folded at a 45- degree angle from the top corner of the bed.

14.5.10.3 Ducks are required to have white (non-fitted) sheets and pillowcases on their beds. Sophomores through seniors may have solid sheets of any color (no patterns/ logos/ designs) and solid pillowcases of any color.

14.5.10.4 Cadets are authorized to have comforters, but freshmen and sophomores must use the Corps-issued bed spread for formal inspections. Juniors and seniors may maintain comforters for inspections, but a neat military appearance must be maintained for inspection purposes. All comforters must be a plain, solid color (no patterns/logos/designs).

14.5.10.5 Beds may be stripped bare for a period not to exceed 48 hours in order for the linens to be washed. Beds are not authorized to be stripped during a formal inspection. The Corps issued bedspread may be dry-cleaned only, or it will shrink and become unserviceable. Sheets will not be stained or yellowed at any time. Extra blankets/comforters are to be folded neatly in "e-folds" and placed centered at the foot of the bed.

14.5.10.6 The pillowcase is to be smooth and tucked. Using the inner edge of the headboard as a baseline, the linen measurements of the bed will be 18" with a 6" collar. The pillow will be grounded to the headboard of the bed.

14.5.10.7 All shoes that are kept under the bed will be shined and displayed neatly. Shoe arrangement will include civilian shoes and slippers, and will be under the bed in line with the edge of the bed with the tallest shoes next to the bedpost closest to the door and arranged in size from the highest to lowest.

14.5.10.8 All boxes and trunks will be stored neatly in the farthest corner from the door under the bed. Any items too bulky to fit under the bed will be stored neatly in the closet storage area, if applicable.

14.5.10.9 The area under all beds will be swept clean. Items under the bed must be neat and present an orderly appearance.

14.5.11 Floors. Floors will remain clean, neat, and orderly.

14.5.12 Desk.

14.5.12.1 Loose articles must be kept in the drawer or in small boxes on the desktop.

14.5.12.2 Chairs must be kept in the room and under the desks when not in use.

14.5.12.3 All paper, notebooks, and boxes will be arranged neatly on the desk.

14.5.12.4 Desks will be kept free of dust, ink, and pencil markings.

14.5.13 Furnishings.

14.5.13.1 Basic furnishings will include standard University room furniture, which will not be removed from the room or defaced with writing, or stickers, or in any other way. Any other furnishings, so long as a neat and generally attractive room appearance is maintained, may be used, as class privilege level allows.

14.5.13.2 Cadets may choose to have beds on either side of the room with the dresser, desk, and nightstand placed in one unit along the opposite wall. The desk should remain in the middle, with the nightstand closest to the far wall, and dresser closest to the door.

14.5.13.3 Non-issue furnishings that support the weight of one or more individuals while allowing simultaneous access underneath them (e.g. homemade loft beds, second floors, etc.) are not allowed. Beds will not be disassembled.

14.5.13.4 Cadets shared common area and individual rooms will provide a suitable trashcan not to exceed 13 gallons. Trash will not exceed 75% of the trashcan's maximum capacity or present an unsanitary or untidy appearance. The trashcan will be lined with a bag.

14.5.13.5 Footlockers must be stored centered at the foot of the bed frame.

14.5.14 General Room Conditions

14.5.14.1 Cadets shared common area will maintain a neat and clean appearance. Cadets should ensure trash and dishes are not excessive and that there are no odiferous conditions. All decorations in the common area must be professional (No profanity, alcohol, drug paraphernalia, nudity, etc.)

14.5.14.2 Windowpanes will be kept clean with no stickers on them. Windowsills will be kept clean and free from any markings or stickers.

14.5.14.3 Curtains are authorized for Cadet windows. Curtains cannot be hung in a way that will damage blinds or walls. Curtains must be a plain, neutral color (gray, white, black). Curtains must remain open for inspections. Blankets, sheets, ponchos, or other coverings are not authorized to be used as curtains.

14.5.14.4 Rooms shall be in reasonable order during release from quarters.

14.5.14.5 Nails cannot be driven into plaster or dry walls. No use of damaging materials may be used in the residence hall or the university may charge you for repairs.

14.5.14.6 One full-length mirror may be placed anywhere in the room. However, the mirror will be clean and spot free at all times. A method of attaching the mirror must be used that does not create a hole or damage the room's wall, such as double-backed tape.

14.5.14.7 **AT NO TIME WILL ALCOHOL OR TOBACCO BE STORED OR CONSUMED IN THE CADET DORMS.** In addition, open alcoholic beverages in public (i.e. outside) are a violation of Texas State Law.

14.5.14.8 No alcoholic beverages or tobacco will be stored or consumed immediately outside of the Cadet dorms. Empty liquor bottles, including beer cans, wine bottles, flask decanters, etc., are prohibited. The use of empty liquor bottles as candleholders, vases, etc., to avoid this prohibition is a violation of the spirit of this regulation and is not acceptable.

14.5.14.9 Articles, except academic cards and nametags, will not be taped to the walls, ceiling, or University-provided room furnishings.

14.5.14.10 Decals or stickers or any type are not to be affixed to university property and furnishings.

14.5.14.11 Posters, pictures, etc. may be hung from the walls using putty designed for such purposes. Athletic clothing may be hung on wall hooks.

14.5.14.12 While a Cadet is absent from the room, all lights, TVs, radios, computers, etc., will be turned off. Cadets should use good judgment with regards to securing their rooms when not occupied.

14.5.14.13 As a courtesy to others, proper noise discipline will be observed with radios, stereos, televisions, etc., at all times. In general, such sound should not be audible in the hallway or outside the door.

14.5.15 Hallways.

14.5.15.1 Hallways will remain clear and free of general debris, personal property, and equipment at all times.

14.5.15.2 Painting hallway walls is not authorized without the approval of the Commandant.

14.5.15.3 Cadets may not remove or tamper with university decorations, flyers, or RL property.

14.5.15.4 Cadets will not tamper with university property such as fire extinguishers, exit signs, elevators, etc. Any Cadet found to have tampered with or damaged University property will be subject to action from the Commandant's Office.

## 14.6 UNAUTHORIZED ITEMS

Upon entering the Corps of Cadets, students voluntarily agree to a more regimented lifestyle than other University students. Part of this lifestyle involves inspections of Cadet rooms and the Cadet environment to ensure the maintenance of good order and discipline. To promote this environment in the residence hall, Cadets will not possess any of the items listed below. Joining the Corps of Cadets and affirming the Cadet Oath authorizes inspection of Cadet rooms to ensure compliance.

14.6.1 Alcohol and tobacco containers. Alcohol and tobacco containers of any kind (full, partially-full, or empty) are not permitted in the residence hall. Vapes or other smoke pens are unauthorized items.

14.6.2 Racially offensive, hate group, gang-related symbols, drug paraphernalia, any form of pornography or sexually related material (includes pictures, books, magazines, collections, files, and material stored/accessed through electronic media), is not permitted.

14.6.3 Pets. Cadets are prohibited from keeping pets or other animals on campus or taking such animals into dormitories, dining halls, or other University buildings. Pets include all forms of wild or domesticated animal life. The exception to this rule is a Registered ESA or fish in an aquarium that complies with university policy. Requests for exceptions will be submitted to Corps Housing through the CTO.

## 14.7 ROOM INSPECTIONS

The intent for residence hall and room inspections is to ensure the highest health and welfare standards, room orderliness, uniform compliance, and adherence to directives.

During all inspections, the Cadet being inspected will stand outside their hallway door at Parade Rest until told to enter for the inspection. The Cadet will then stand at Parade Rest inside their personal room until the inspector notifies them of any deficiencies.

14.7.1 Corps Spot Checks, or Informal Inspections, are those that take place during the academic day by Cadet Leadership and are typically unannounced. The purpose of these inspections is to ensure the living standards and integrity of Cadets during the business day. Beds are not required to be made if Cadets are sleeping and inspections should be quick to allow Cadets to return to their day.

14.7.2 Corps Formal Inspections. This includes announced and unannounced inspections of uniforms and/or residence hall rooms by units and Cadet staff personnel. The purpose is to ensure good order, discipline, and a means to grade units for major unit awards. Any inspection conducted during Corps Lab, or a regular formation, is a Formal Inspection and the inspector must have the paperwork necessary to complete inspection.

14.7.3 Commandant's Room Inspections. This is a formal inspection of all residence hall rooms and common areas belonging to a unit during the weekday inspection times. All

units are subject to inspection as directed by the Commandant. The purpose is to ensure that health and welfare standards are maintained within the residence hall. Quantitative results of these inspections may be included in determining Corps awards.

## 14.8 LOGOS AND SIGNS

Company logos and signs are intended to enhance unit pride and esprit de corps. Logos also convey company goals and traditions to other Cadets, students, faculty, parents, and observers of the Corps.

14.8.1 Therefore, company logos and signs will exclude the following: alcohol, illegal substances and drugs, sadistic violence, and other references which could be reasonably interpreted as counter to the mission of the Corps of Cadets and the desired image of Tarleton State University.

14.8.2 Also excluded from company logos and signs is the Confederate Flag or other inflammatory symbols. However, the proper incorporation of the flag of the United States of America into company logos and signs of units in the Corps of Cadets is encouraged.

# 15 UNIFORMS & CIVILIAN ATTIRE

## 15.1 GENERAL UNIFORM GUIDELINES

The following guidelines are not intended to be all encompassing. It is the responsibility of all Cadets to familiarize themselves with all uniform policies, abide by them, and seek guidance or clarification from this regulation or appropriate authority, when necessary.

15.1.1 The Texan Corps of Cadets uniform will be worn by all Cadets, in accordance with uniform guidelines and as defined in the Regulations. Cadets will wear the uniform they are authorized based on their Cadet status. Uniforms will be worn as directed by the Commandant.

15.1.2 Cadets in any Corps uniform are subject to inspection at any time. Cadets in general, and especially Cadet leaders, should inspect and correct other Cadets who fail to look presentable when going to class or wearing the uniform. This includes on-the-spot corrections as long as the Cadet is not caused to be late to class.

15.1.3 All members of the Corps of Cadets will wear the Cadet uniform as indicated below.

15.1.3.1 Each Cadet is responsible during the academic day to wear clean and proper uniforms on and off-campus.

15.1.3.2 Uniforms will be worn to all official University and/or Corps events and duties, including all class attendance and meetings/office calls with faculty or staff.

15.1.3.3 Cadets must be in the prescribed uniform of the day to enter any offices in the College of Leadership and Military Studies.

15.1.3.4 Normally, Cadets who are being recognized, inducted into an organization, or otherwise representing the Corps of Cadets, should do so in the Tarleton Cadet Class A or B uniform.

15.1.3.5 Any exception to policy requests will be submitted through the chain of command to the CTO for approval. This may include exceptions for injuries, special events, or classes where the uniform may interfere with academics.

15.1.4 Failure to properly wear the prescribed uniform at any of the above events will result in disciplinary action.

15.1.5 During the Academic Day, the following wear standards will normally apply:

**Monday:** Class B

**Tuesday:** Class B

**Wednesday:** Class C or Class B (ROTC labs or as designated)

**Thursday:** Purple Thursday (Corps purple polo & khaki pants/shorts)

**Friday:** Class B

15.1.6 On days designated by the Commandant as "ROTC Uniform" days, Cadets who are active members of the ROTC (contracted Cadets) may wear their equivalent duty uniform (and cold weather gear as necessary). The uniform must be worn in accordance with service directives.

15.1.7 Summer dress will be used during the period of annual daylight savings time, with winter dress during the remainder of the year.

15.1.8 The Corps Commander in coordination with the Office of the Commandant prescribes the Uniform of the Day (UOD). The Class B Summer uniform is the default UOD.

15.1.9 Members of the Texan Corps of Cadets are authorized to wear only those uniforms, insignia, and awards and decorations outlined herein. Unit symbols/shirts of non-active units or student organizations will not be worn at University/Corps activities.

15.1.10 Cadets are required to wear all ribbons/medals they earn as a Cadet. Cadets are not allowed to decide which ribbon(s) they want to wear. Cadets are authorized to wear DoD and/or Military Service recognized badges and tabs earned at Military Service schools/training (Airborne, Air Assault, Scuba, Sapper, Soaring, etc.).

15.1.11 Cadets are not authorized to wear military service ribbons, awards, cords, or rank with the Cadet uniform. Only contracted Cadets may wear the tape associated with their branch, regardless of prior service.

15.1.12 All Cadets will wear the Texan Corps of Cadets patch on their right sleeve, regardless of branch affiliation. Non-contracted Cadets will wear the patch on both sleeves.

15.1.13 Only contracted Cadets, enrolled in Military Science or Aerospace Studies, wear the patch that identifies their ROTC program. Cadets contracted in the Marine Platoon Leaders Course (PLC) program are authorized to wear the PLC patch. All other Cadets will wear the Texan patch in lieu of the ROTC patch.

15.1.14 Mixing the Class A, B, or C uniform with civilian clothing is not authorized, except for the black jacket, Corps-issued Cowboy hats and boots, low quarter shoes and combat boots because they are generic clothing items.

15.1.15 Use common sense regarding the wear of the uniform when outside your room. Cadets will either be in proper uniform or appropriate civilian attire.

15.1.16 All Cadets are authorized to maintain their uniform with brass and other

accessories for wear. No Cadet will be made to 'de-wire' their uniform as a standard practice.

15.1.17 Females may wear trousers or skirts at any event unless otherwise specified by the Commandant's Staff.

15.1.18 The use of chewing gum, any tobacco product or tobacco substitute while in uniform, or the consumption of food or beverage while walking in uniform or standing in formation are prohibited. These activities detract from an appropriate military appearance.

15.1.19 At no time will Cadets consume or purchase alcohol while in uniform without prior approval of the Commandant.

15.1.19 Cadets will not use a cell phone or other electronic device when walking in uniform (includes texting, talking or surfing the net). Ear buds to listen to an electronic device are not authorized when wearing a uniform. Cell phones and electronic devices will not hang on the uniform.

15.1.20 Cadets in uniform are authorized to carry black back packs or book/shoulder bags in their left hand or on their left shoulder so as not to interfere with rendering a salute.

15.1.21 All Cadets are authorized to wear conservative sunglasses in uniform when outside. Lenses or frames with conspicuous initials, designs, or colors, as well as reflective lenses, are prohibited. Sunglasses will not be worn inside or in formation. Cadets will not hang glasses or glass cases on their uniform, let the glasses hang on a restraint around the neck, or wear the glasses on the top of the head when in uniform.

15.1.22 All headgear should fit naturally on the head and remain in place during normal activities.

15.1.23 Cadets will not place their hands in their pockets. Pocket fasteners (buttons) must be fastened at all times. Wallets and other items may be carried in uniform pockets but nothing is allowed to stick out of the pocket.

15.1.24 Cold Weather. For temperatures below 55 degrees, the black jacket will be worn with the Class B uniform to formation. Gloves will be worn when the temperature is below 45 degrees. When worn, Cadets must have the black jacket fastened to within three inches of the top. Cadets will not place their hands in their pockets.

15.1.25 Cadets are not authorized to operate a skateboard, scooter, or wheeled devices while in uniform. Cadets may not use skateboards, scooters, or other wheeled devices indoors on campus.

15.1.26 Cadets are responsible for maintenance of their uniform. This includes dry cleaning at their discretion. Cadets must also report any deficiencies or damaged items to the CTO.

15.1.27 No article of the Texan Corps of Cadets uniform will be worn by anyone other than a current Cadet, this includes dates and former Cadets.

15.1.28 Regarding the Cadet uniform wear and religious constraints, the Corps follows the military services' guidelines. Specifically, religious headgear can be worn as long as it does not detract or interfere with the wearing of the Cadet uniform, to include the uniform cover.

15.1.29 The Class C uniform is authorized for severe inclement weather and certain academic labs. The Corps Commander in coordination with the Office of the Commandant will announce the uniform change based on weather conditions. Units/Individuals are not authorized to make their own uniform determination on the weather condition.

15.1.29.1 Umbrellas are authorized for all Cadet uniforms. The only colors allowed are solid black or purple. The only authorized logos are Tarleton State, COLMS, or military service logos.

15.1.30 Class C uniforms are authorized for individual ROTC leadership labs. ROTC scholarship/contracted Cadets may wear their ROTC utility uniform with ROTC rank/insignia to Leadership Labs as directed by the ROTC instructor.

15.1.31 With the exception for ROTC lead lab as indicated above, the Class C uniform will be worn with Corps Cadet rank, nametag, and "Tarleton State" chest pocket tag.

15.1.32 The Class C uniform will be worn with the Corps Cadet rank only.

15.1.33 Junior and senior Cadets will wear the Corps of Cadets-issued Cowboy hats and boots while in uniform unless directed otherwise.

## 15.2 CIVILIAN ATTIRE

When civilian clothing is worn, Cadets will ensure that their dress and personal appearance are conservative and commensurate with the high standards traditionally associated with the Texan Corps of Cadets. Revealing clothing (i.e. clothing that exposes midriff, the buttocks, excessive amounts of chest/cleavage) or items designed to be worn as undergarments (and worn exposed) are not authorized for civilian attire, while on or off duty. When wearing trousers with civilian attire, a belt must be worn (unless there are no belt loops). Trousers will be worn at the waist. Undergarments, when worn, will not be visible, except as when the undershirt is exposed in a manner similar to the Summer Class "B" uniform. Civilian attire, including undershirts, should be worn as appropriate to the occasion (i.e. bathing suit/bikini appropriate to the beach/pool). No eccentricities of dress will be permitted.

15.2.1 Distinctive articles of the Cadet uniform (except Cadet items like shoes, socks, gloves, scarves, the black belt or jacket) may not be worn with civilian clothing.

15.2.2 Cadets are authorized and encouraged to wear a single Corps T-Shield when attending formal events in civilian attire. Other Cadet insignia may not be worn (e.g. Collar brass, rank, ribbons, etc.).

15.2.3 Appropriate formal attire (coat and tie, formal dress) will be worn whenever the Cadet is required to attend a function that otherwise would require a winter or summer dress uniform.

15.2.4 All classes will be attended in the appropriate Cadet uniform or ROTC uniform when authorized regardless of the time of day.

15.2.5 All meals will be eaten or picked-up in the uniform of the day from 0600 until 1700 Monday through Thursday, and until 1400 on Friday (these time periods are referred to as a Duty Day).

15.2.6 When an exception to policy for uniform wear is submitted, the individual Cadet will not assume it is approved until it has been returned. Once approved, the Cadet will carry the request with them at the times when the request is in effect and present it on request to their chain of command and/or other Cadet leaders.

15.2.7 Civilian attire without an exception to policy is authorized at the following times, provided the Cadet has completed all academic classes and Corps activities for the day:

- After 1700 hours Monday-Thursday. This includes dining facilities.
- After 1400 hours on Friday.
- Weekends, unless restricted due to Cadet activities, as directed by the Commandant's Office or the Corps Commander.
- When performing physical activities (i.e. gym, running, etc.)
- When on approved pass off-campus.

15.2.8 During the Academic Day, Cadets may ***not*** go to ROTC offices, the Commandant's office, or Deputy Commandant's offices in civilian attire.

15.2.9 Cadets will not wear tank tops or half shirts. Sleeveless workout shirts are authorized for workouts only if in good taste and of a professional appearance.

15.2.10 Cadets will be dressed appropriately at all times. Cadets will wear, at a minimum, shorts and a T-shirt when in the hallway. At no time will

nudity, undergarments, or a towel alone in place of shorts and a T-shirt be acceptable in hallways or other common areas.

## 15.3 MEDICAL

If a Cadet has an arm or hand injury, the uniform of the day will still be worn unless it is impossible to do so. An exception to policy must still be submitted through the Chain of Command to the CTO. Athletic shoes may be worn with a foot or leg injury as per a healthcare provider's instructions.

## 15.4 OFF-CAMPUS UNIFORM WEAR

15.4.1 Cadets are required to wear the Cadet uniform off campus when appropriate. When worn off campus, Cadets are expected to wear the uniform in such a manner as to be a credit to oneself, the Texan Corps of Cadets, and Tarleton State University.

15.4.2 The following guidelines apply to the wearing of the uniform off campus:

15.4.2.1 Service Projects - a uniform appropriate for Corps service projects may be designated by the unit/Corps Commander.

15.4.2.2 Dining Off Campus - Cadets must wear the uniform when dining off campus during the duty day, but may not be seated at a bar when dining out. Alcohol may not be consumed or purchased while in uniform without prior approval of the Commandant.

15.4.2.3 Cadets will not wear the uniform, or any Corps-branded merchandise to a bar, club, liquor store, or any place that would bring dishonor to the Cadet or program.

## 15.5 UNIFORM COMBINATIONS AND STANDARDS

15.5.1 Do not wear unauthorized insignia. Chrome, subdued, shaved, or bent Cadet brass is not authorized and will not be worn. Skeleton and subdued Cadet rank, are prohibited. During ROTC leadership laboratory, service belt buckles for OCPs may be worn with OCPs. No commemorative loops of ribbon or cloth (cancer, AIDS, etc.) will be worn on the uniform unless authorized in writing by the Corps Commander.

15.5.2 Mixing the Class A, B, or C uniform with civilian clothing is not authorized, except for Corps-issued Cowboy hats and boots, low quarter shoes, combat boots, and the black jacket because they are generic clothing items.

15.5.3 Cadets are authorized to wear Corps PTs, special team and unit merch with civilian clothing.

15.5.4 No article of the Tarleton Cadet uniform will be worn by anyone other than the Cadets of the Corps. This includes dates and former Corps members. Cadets will be held responsible for any of their uniform parts worn by others.

15.5.5 While wearing any uniform, all appropriate fasteners, to include back pockets, will be fastened.

15.5.6 Use common sense regarding wear of the uniform when outside your room. Cadets will either be in proper uniform or civilian attire. If the uniform shirt is off while studying, it is permissible to go to the bathroom and return without putting your shirt on. However, the intent is to prevent loitering in the hallways out of uniform or undressing in the hallways. Keep your door closed when undressed.

15.5.7 Belt Classifications:

- Freshman: white belt
- Sophomore: black belt
- Junior: black belt
- Senior: black belt

15.5.8 Buckle Classifications:

- Freshman: solid front with Duck style
- Sophomore to Senior: solid front with block "T" style

15.5.9 General Rules for Uniform Issue:

15.5.9.1 Upon receiving the initial issue, Ducks have until the end of Transition Week to report any shortages or damaged clothing. Beyond this time, Cadets are accountable for complete issue.

15.5.9.2 Uniforms and uniform parts will be exchanged at any time if they are dry cleaned and show no wear beyond fair wear and tear. Exceptions are shoes/boots, hats or other expendables which, once worn beyond 10 days, cannot be exchanged.

15.5.9.3 Cadets may not return items not issued to them, nor may they purchase items not issued to them. The Cadet Uniform Warehouse (CUW) will not accept non-tagged items back into their inventory. Do not exchange uniforms with other Cadets; do not loan uniforms to other Cadets or non-Cadets.

15.5.9.4 Do not alter uniforms. If there is a question concerning fit, return the item to CUW for alteration or exchange. You will pay a penalty for altered uniforms.

15.5.9.5 If a cleaner loses your uniform items, do not accept a replacement item. Accept payment in cash and return to CUW for a reissue (paid for with the cleaner's reimbursement).

15.5.9.6 All issue items except, bedspreads and OCP items must be dry cleaned.

15.5.10 Maintenance of Uniforms:

15.5.10.1 Each individual Cadet is solely responsible for maintenance of the uniform.

15.5.10.2 All issue items must be dry cleaned, except for bedspreads, OCP trousers/shirts, and black coats.

15.5.10.3 OCP's should be neat in appearance but will not be form fitted.

15.5.10.4 Do not accept clothes other than your own from the cleaners. If the cleaners has lost or damaged any item, do not accept another item in its place. Instead, receive the replacement cost of the item and report to the CUW for a new issue. CUW is not responsible for items a dry cleaner has lost or damaged.

15.5.10.5 A Cadet whose uniform requires alteration will take the clean garment to the CUW. Corps personnel will examine the garment and determine the alterations required. If alteration will not suffice, the garment will be exchanged at no cost to the Cadet, provided the garment has not been damaged through neglect. Modification or alteration of Cadet uniforms in a manner other than prescribed above will be considered unauthorized, and the Cadet will be assessed the full cost of the replacement garment.

15.5.11 Uniform Exchanges:

15.5.11.1 Clothing exchanges to improve the fit of the uniform can be made throughout Transition Week at the CUW. All items of issue may be exchanged if there is no evidence of wear. Shoes and boots may be exchanged if they have not been worn, polished, or tapped. If socks or headgear has been worn, they cannot be exchanged for another size.

15.5.11.2 Do not exchange uniform parts within your unit. If the uniform does not fit properly, return to CUW for exchange.

15.5.11.3 All uniforms will be cleaned and free of stains prior to exchange.

15.5.12 Uniform Turn In and Clearance:

15.5.12.1 Upon withdrawal or graduation from the Corps of Cadets, each

Cadet is responsible for returning issued uniforms to the Corps Uniform Warehouse (CUW).

15.5.12.2 Cadets must turn in their uniforms within 10 days of leaving the Corps. Leaving the Corps is defined as (1) ceasing to participate in daily Corps activities with no communication with their organization commander to explain their absence; (2) initiating out-processing by picking up paperwork from Cadet Training Officer; or (3) completing the senior year in the Texan Corps of Cadets. If uniforms are not turned in within 10 days of leaving the Corps, students may be charged on their student account for all issued uniform parts and a hold will be placed on the student's account. Uniforms will not be accepted beyond 10 days of departure; therefore, no credit will be made to the student account after the 10th day.

15.5.12.3 The CUW will accept uniforms that have not been dry cleaned. Dry cleaning fees will be charged to the student and placed on the student's account or the student may elect to pay for the services at the CUW.

15.5.12.4 In order to completely clear the Corps, the student must clear with the CUW.

15.5.12.5 Any Cadet who leaves the Corps will be billed by the CUW for expendable items that cannot be reissued (e.g.; shoes, boots, hats, brass, OCPs, etc.).

15.5.12.6 It must be strongly emphasized that students withdrawing from the Corps or the University must clear their uniform accounts by either a complete turn in or payment for items that do not meet the exchange requirements listed in this chapter when the Cadet returns to the Corps. This includes students who intend to return to the Corps in some future semester no matter how earnest the intention is at the time. Uniforms will be re-issued when the Cadet returns to the Corps.

15.5.12.7 The following tables describe the various uniforms of the Corps of Cadets for both male and female Cadets. They also address the precise placement of insignia items on the uniform and discuss the wear of award ribbons and cords.

**TABLE 1**

**GENERAL UNIFORM ISSUE LIST**

| ISSUE | ITEM OF CLOTHING |
|---|---|
| 1 | JACKET, MIDNIGHT SERVICE COAT |
| 1 | JACKET, BLACK |
| 2 | TROUSERS, GABARDINE |
| 1 | SKIRT (FEMALE ONLY) |
| 1 | TROUSERS, OCP |
| 2 | SHIRT, SHORT-SLEEVE |
| 2 | SHIRT, MIDNIGHT |
| 1 | BLOUSE, OCP |
| 1 | SHIRT, CORPS POLO (PURPLE) |
| 2 | SHIRT, GAMEDAY |
| 1 | NECKTIE, TAN |
| 1 | GLOVES, BLACK |
| 1 | DUCK PT WINTER SET (GRAY) |
| 1 | BEDSPREAD |
| 1 | BELT & BUCKLE, SET |
| 1 | BRASS, SET<br>TO INCLUDE:<br>a) 2x TSU<br>b) 3x T-SHIELD |
| 1 | CAP, BEANIE, BLACK |
| 1 | CAP, CORPS |
| 1 | CAP, GARRISON, GABARDINE |
| 1 | CAP, SERVICE |
| 1 | SHOE, LOW-QUARTER |
| 1 | SHOE, PUMPS (FEMALE ONLY) |
| 1 | SHOE, COMBAT BOOTS |
| 3 | SOCKS, TAN |
| 1 | NAME TAG & NAME TAPES, SET<br>TO INCLUDE:<br>a) 2x VELCRO NAME TAPE<br>c) 1x VELCRO TARLETON TAPE<br>d) 1x NAME TAG<br>e) 2x VELCRO T-SHIELD PATCHES |

**TABLE 1 CONT.**

**SPECIAL CLASSIFICATION UNIFORM ISSUE LIST**

THE FOLLOWING ITEMS WILL ONLY BE ISSUED TO CADETS UPON ENTERING THE EARNED CLASSIFICATION:

| ISSUE | ITEM OF CLOTHING | CLASSIFICATION EARNED |
|---|---|---|
| 2 | BRASS, CROSS RIFLES | FRESHMEN (BRASS CEREMONY) |
| 2 | CORPS SUMMER PT, SET<br>TO INCLUDE:<br>a) TOP, PURPLE SHIRT<br>b) BOTTOM, BLACK SHORT | SECOND CLASS CADET |
| 1 | CORPS WINTER PT, SET<br>TO INCLUDE:<br>c) TOP, SWEATSHIRT<br>d) BOTTOM, SWEATPANT | SECOND CLASS CADET |
| 1 | BUCKLE, T-BUCKLE | SECOND CLASS CADET |
| 1 | BELT, BLACK | SECOND CLASS CADET |
| 1 | CAP, FELT PECAN, COWBOY | THIRD CLASS CADET |
| 1 | CAP, STRAW, COWBOY | THIRD CLASS CADET |
| 1 | SHOE, BOOTS, COWBOY | FOURTH CLASS CADET |
| 2 | TROUSERS, GARBIDINE, BLACK STRIPE | FOURTH CLASS CADET |
| 1 | BUCKLE, CORPS BRANCH | FOURTH CLASS (GRADUATION) |

**Note: Rank will be issued to Cadets IAW published promotion orders.**

**TABLE 2**

**CLASS "A" UNIFORM**

ALL CADETS WILL HAVE MIDNIGHT SERVICE UNIFORMS FOR SPECIAL EVENTS.

| ITEM | | DESCRIPTION FOR WEAR |
|---|---|---|
| **1.** | **Trousers** | 1) Trousers or skirt, gabardine<br>2) Black stripe on pants (senior only) |
| **2.** | **Shirt** | Midnight, long sleeve |
| **3.** | **Headgear** | 1) Service Cap, or as directed<br>2) Felt Corps-Issued Cowboy Hat |
| **4.** | **Shoes/Socks** | 1) Male: Brown low quarters with khaki socks<br>2) Female: Pumps or low quarters<br>3) Corps-Issued Cowboy Boots |
| **5.** | **Neck Tie** | Tan tie |
| **6.** | **Coat/Jacket** | Midnight Service Coat |
| **7.** | **Belt** | 1) Freshmen - white<br>2) Upperclassmen - black |

**ALL UNIFORM TROUSERS** (Trouser length will be so there is a slight break in the front crease when the wearer is standing at attention.)

**FEMALES** (May wear trousers or skirts with Class A or B uniform unless directed otherwise. Pumps may be worn with trousers, however, if trousers are directed, then low quarters must be worn.)

**TABLE 3**

**CLASS "B" WINTER UNIFORM**

UNIFORM FOR EVERYDAY WEAR DURING WINTER MONTHS.

| ITEM | | DESCRIPTION FOR WEAR |
|---|---|---|
| **1.** | **Trousers** | 1) Trousers or skirt, gabardine<br>2) Black stripe on pants (senior only) |
| **2.** | **Shirt** | Shirt, midnight, long sleeve |
| **3.** | **Headgear** | 1) Garrison Cap<br>2) Felt Corps-Issued Cowboy Hat |
| **4.** | **Shoes/Socks** | 1) Male: Brown low quarters with khaki socks<br>2) Female: Pumps or low quarters<br>3) Corps Issued Cowboy Boots |
| **5.** | **Neck Tie** | Tan |
| **6.** | **Coat/Jacket** | Black, as directed |
| **7.** | **Belt** | 1) Freshmen - white<br>2) Upperclassmen - black |

**CLASS "B" SUMMER UNIFORM**

UNIFORM FOR EVERYDAY WEAR DURING EARLY FALL AND LATE SPRING.

| ITEM | | DESCRIPTION FOR WEAR |
|---|---|---|
| **1.** | **Trousers** | 1) Trousers or skirt, gabardine<br>2) Black stripe on pants (senior only) |
| **2.** | **Shirt** | Shirt, short sleeve |
| **3.** | **Headgear** | 1) Garrison Cap<br>2) Corps-Issued Cowboy Hat(as directed) |
| **4.** | **Shoes/Socks** | 1) Male: Brown low quarters with khaki socks<br>2) Female: Pumps or low quarters<br>3) Corps-Issued Cowboy Boot |
| **5.** | **Neck Tie** | None |
| **6.** | **Coat/Jacket** | Black, as directed |
| **7.** | **Belt** | 1) Freshmen – white<br>2) Upperclassmen - black |

**TABLE 4**

**CLASS "C" UNIFORM (OCP)**

UTILITY UNIFORM FOR FIELD TRAINING OR WHEN DESIGNATED BY THE COMMANDANT'S STAFF OR CORPS COMMANDER.

| **ITEM** | | **DESCRIPTION FOR WEAR** |
|---|---|---|
| **1.** | **Blouse** | OCP |
| **2.** | **Trousers** | OCP |
| **3.** | **Shoe/Socks** | Tan or service authorized boots with green or black boot socks |
| **4.** | **Headgear** | Corps Cap,<br>Patrol Cap during ROTC events |
| **5.** | **Coat/Jacket** | Field coat, OCP |
| **6.** | **Shirt** | Purple Gameday, or service authorized during ROTC events |
| **7.** | **Belt** | 3) Freshmen – white<br>Upperclassmen – black<br>Tan Rigger Belt during ROTC events |

**TABLE 5**

**PURPLE THURSDAY UNIFORM**

UNIFORM FOR WEAR ON THURSDAYS TO RECOGNIZE TARLETON "PURPLE THURSDAY".

| **ITEM** | | **DESCRIPTION FOR WEAR** |
|---|---|---|
| **1.** | **Trousers** | 1) Khaki pants or shorts<br>2) Khaki Skirt (females) |
| **2.** | **Shirt** | Corps Polo, Purple |
| **3.** | **Shoe/Socks** | 1) Business casual shoe (See below)<br>2) Cowboy boots<br>3) Socks must compliment shoes (neutral colors, purple) |
| **4.** | **Headgear** | 1) Corps or Tarleton Cap<br>2) Cowboy hats (Corps issued only) |
| **5.** | **Jacket** | 1) Black (Corps issued only)<br>2) Corps Purple PT Sweatshirt |
| **7.** | **Belt** | Black or brown, professional |

**Note: Additional regulations regarding Purple Thursday Uniform.**

1) All Purple Thursday Uniforms are subject to review by Unit Commanders and staff.
2) All skirts and shorts must be no shorter than 3 inches above the top of the knee.
3) Males must be shaved in Purple Thursdays.
4) Females may wear their hair as they prefer, so long as it maintains a professional appearance. Hair must be brushed and overall appear neat.
5) Business casual shoes consists of loafers, flats, sneakers, professional sandals, boots, etc. Colors must be muted or neutral (ie. Black, white, gray, brown). Tarleton Purple and navy blue are acceptable. Purple Thursday footwear may not have patterns and must be monotoned. Slippers, slides, Crocs, and other water or beach shoes are unacceptable.
6) Cadets are still expected to follow military customs and courtesies, greeting all upperclassmen and service members. Cadets will not salute other Cadets in Purple Thursdays, but should still salute commissioned service members.

**TABLE 6**

**ATHLETIC UNIFORM**

UNIFORM FOR WEAR AT CORPS ATHLETIC EVENTS SUCH AS PT OR AS DESIGNATED.

| **ITEM** | | **DESCRIPTION FOR WEAR** |
|---|---|---|
| **1.** | **Trousers** | 1) Black shorts, Corps PT<br>2) Black shorts, no logos (Ducks, see below)<br>3) Corps Sweatpants, as directed |
| **2.** | **Shirt** | 1) Purple shirt, Corps PT<br>2) Gray shirt, no logos (Ducks)<br>3) Corps Sweatshirt, as directed |
| **3.** | **Shoe/Socks** | 1) Running shoes (See below)<br>2) Socks, white or black, cover ankles, no logos |
| **4.** | **Headgear/Gloves** | Corps Beanie & black gloves, as directed |
| **7.** | **Belt** | Yellow, Reflective PT belt, as directed |

**Note: Additional regulations regarding Athletic Uniform.**

3) Appropriate clothing must be worn when engaged in any type of athletics.
4) All shirts will be tucked into shorts during physical training formations and events.
5) Males must be shaved.
6) Females may wear their hair in a ponytail neatly held by an elastic band. Hair must be secured during PT so as not to interfere with training.
7) The Commander will specify uniform items of the day to include winter PTs and Corps vs. contracted PTs. Uniformity is required within formations.
8) Wear of the athletic uniform requires the exercise of standards of military customs and courtesies (e.g.; saluting unless on the PT field or training)

**TABLE 7**

**GAMEDAY UNIFORM**

UNIFORM FOR ALL SPORTING EVENTS OR AS DESIGNATED BY COMMANDANT'S STAFF OR CORPS COMMANDER.

| **ITEM** | | **DESCRIPTION FOR WEAR** |
|---|---|---|
| **1.** | **Shirt** | 1) Gameday, purple shirt<br>2) Modified shirt as directed (ex. Pink Out) |
| **2.** | **Trousers** | 1) OCP |
| **3.** | **Shoe/Socks** | 1) Tan or service authorized boots with green or black boot socks<br>2) Cowboy Boots (seniors, see below) |
| **4.** | **Headgear** | 1) Corps Cap, or as directed<br>2) Corps-Issued Cowboy HatsHelmets (See below) |
| **5.** | **Jacket** | As directed |
| **7.** | **Belt** | 4) Freshmen – white<br>Upperclassmen - black |

**Note: Additional regulations for the Gameday uniform.**

1) All Gameday Uniform items will be specified by the Commander or Commandant's Staff.
2) Spirit Cadets are those chosen to represent and lead spirit yells on the field. These Cadets are authorized to wear Purple OCP bottoms and black boots if they choose.
3) Any Cadet who purchases a helmet must ensure that all painted symbols and graphics are professional and appropriate. Display of curse words, alcohol, drugs, violence, pornographic, or extremist materials are strictly forbidden. Cadets found in violation of this will receive corrective action and be asked to remove the helmet.
4) Seniors wearing boots will tuck their OCP bottoms into the boot.
5) Military customs and courtesies will still be enforced in the Gameday Uniform. Cadets are not required to salute within the football stadium or soccer field.

**TABLE 8**

**BRASS PLACEMENT, CADET UNIFORM**

| **ITEM** | **SHIRT INCLUDING MIDNIGHTS (Long and Short Sleeve)** |
|---|---|
| 1. TSU | Located ½-inch from the leading edge of the right collar. The TSU is placed perpendicular to the leading edge of the collar in such a way as to allow the end of the TSU away from the leading edge of the collar to be an equal distance from the top and angled edge of the collar. |
| 2. Corps Brass | The rifle point or left edge will be placed ½-inch from the leading edge of the collar. The vertical line through the star will be parallel to the leading edge of the collar. Brass will be located on left collar. |
| 3. Cadet Rank | All rank will be located ½-inch from the leading edge of right collar. TSU and Senior rank will be parallel to the collar fold. Sophomores and Junior rank will be parallel to leading edge of the collar. |
| 4. Unit Shields | Will be centered on the epaulet between the middle of the button and the edge where the epaulet joins the shoulder seam. |
| 5. Name Tags | Will be placed on the right breast pocket. The top edge of the name tag should be aligned on the pocket stitching. It will be centered over the pocket button. The button may be overlapped if pocket is small.<br>NOTE: For OCP shirts a subdued cloth name tag. |
| 6. Belt Buckle<br><br>6. Belt Buckle continued | a. FRESHMAN-MALE (Duck Buckle) will be aligned by placing the right edge of the buckle even with the gig line.<br>b. FRESHMAN-FEMALE (Duck Buckle) will be worn with the belt tip facing to the right. The gig line is the same as for men, except females will align the left side of the buckle with the gig line.<br>* Some female uniforms will button the same direction as the male uniforms and thus will follow the specifications for males as above.<br>c. SOPHOMORE (block T buckle)<br>d. JUNIOR (block T buckle)<br>e. SENIOR (block T buckle)<br>All upper-class Cadets will center the buckle by aligning the center of the buckle with the line formed by the center shirt button.<br>Cadets will center the buckle of the midnight service jacket by aligning along the edge of the jacket. |

| ITEM | ALL SHIRTS INCLUDING MIDNIGHTS |
|---|---|
| 7. Medals and Ribbons | The bottom row of ribbons will be placed 1/8- inch above top edge of the left breast pocket, centered over the middle of the pocket button. NOTICE: No medals or ribbons will be worn on OCP shirt. Medals may be worn in lieu of ribbons. |
| 8. Optional Pins and Badges | Rules for the wear of optional pins and badges are the same for all shirts except the OCP top.<br><br>a. Right Pocket: Awards will be centered no lower than one inch below the name tag on the right hand side (maximum of one pin).<br><br>b. Above Left Pocket: Awards which are located ½-inch above left breast pocket or above the top row of ribbons: If more than one should be ½-inch intervals (maximum of two).<br>Listed in Order of Precedence:<br>1. Airborne Wings<br>2. Air Assault, Airborne |

**TABLE 8 (CONTINUED)**

**BRASS PLACEMENT, CADET UNIFORM**

| ITEM | ALL SHIRTS INCLUDING MIDNIGHTS |
|---|---|
| 8. Optional Pins and Badges (continued) | c. Left Pocket: Awards will be centered 1/8-inch below the top of the pocket on the left-hand side (maximum of one pin):<br>1. Ranger Challenge<br><br>c. Left Pocket: Awards will be centered on the lower portion of the pocket on the left hand side (maximum of one pin).<br>Ex. Rudder's Riders<br><br>d. Above Right Pocket: Awards which are worn above the right pocket are ¼ inch and centered over the pocket (maximum of two):<br>1. Distinguished Academic Student<br>2. Unit Award<br>3. Army Branch Insignia (Army ROTC)<br>4. Chaplain Cross<br>5. Others only with approval by the Commandant |
| 9. Unit Crest | a. Army contract Cadets who are members of the Simultaneous Membership Program (SMP) and are assigned to either an Army National Guard or Army Reserve unit are authorized to wear the distinctive unit crest of their affiliated unit.<br>b. Members of the Texas State Guard are authorized to wear brass crossed pistols signifying their Military Police unit. Brass is to be centered ½-inch above the right pocket and name tag. |
| 10. Shoulder Cords | a. Shoulder Cords are authorized for wear on the right side for Cadet special unit designations. Worn with Class A & B Uniform. Ex: Wainwright Rifles |

**TABLE 9**

**HEADGEAR (MALE & FEMALE)**

| | |
|---|---|
| 1. Service Cap | Worn with Class A uniform, and special mixing of class B winters when directed by Corps Staff (e.g.; campus tours).<br>The front visor will be polished brown. |
| 2. Garrison Cap | Worn with the Class B uniform. |
| 3. Corps Cap | Worn as part of Class C Uniform. Cadet rank or Chaplain's cross are worn centered on the front. |

# 16. DISCIPLINE SYSTEM

**All Cadets are expected to meet a higher standard of conduct than non-Corps students. All Cadets must comply with the Cadet Operations Manual as well as the Tarleton State University Student Rules. All Cadets are to set a good example by demonstrating gracious conduct, a neat personal appearance, higher level of professionalism, and, in general, behavior befitting honorable men and women who live by the Tarleton Core Values and Texan Cadet Code of Honor.**

Military discipline is the result of training that develops self-control, a moral compass, and personal accountability, with a responsibility toward a set of common standards. It implies subjection to control exerted for the good of the group and is the desired state of order existing within a military command. True discipline demands obedience to command, a behavior that takes initiative and functions without supervision to ensure the effectiveness of a group.

The purpose of discipline is to promote unified effort in cooperating for the attainment of a common goal, a higher standard of conduct among Cadets than non-Corps students. This uniformity is obtained when an individual understands how to fit into an organization as a whole; to support one another through the sharing of common goals; and to function effectively as a productive member of a group. Signs of discipline are manifested in a sharp and proper salute, proper wear of the uniform, prompt and correct action in response to directions or in case of emergency, and in battle, efficiency that brings victory in war.

The value of discipline is not exclusive to military organizations but to civilian organizations as well. No business organization could operate without discipline. Everybody is subject to discipline of local and state laws and regulations that promote a civil society. The desirable and productive citizen is one who has a healthy and proper concept of discipline.

The Texan Corps of Cadets discipline system is based on a tiered disciplinary structure that ensures a fair and standardized approach for the development of discipline among Cadets. The disciplinary system is defined by university policies and the Cadet Operations Manual.

## 16.1. OVERALL GUIDELINES

This tiered, disciplinary scale was developed to make corrective action fair and standardized throughout the Corps of Cadets.

16.1.1. All Cadets are tasked with ensuring that other Cadets are upholding the procedures outlined by the Operations Manual. Any Cadet may perform on-the-spot verbal reprimands, but other corrective actions can only occur from the individual's chain of command. Any Cadet who verbally corrects another must report the incident to the Cadet's chain of command.

16.1.2. The Corps of Cadets follows a Tiered Disciplinary System, classifying offenses by Minor Level and Major Level. This system is outlined below as well as the authorized corrective actions for each.

16.1.3. Any offenses, regardless of tier, must be reported using the Cadet Performance Reporting System. The report must be submitted within 12 hours of the offense and reflect the corrective action chosen by the Cadet leadership. Reports will be tracked by Corps Staff and Company Leadership.

16.1.4. Minor Level Corrective Action may be applied on-the-spot so long as it fits the criteria established Disciplinary Procedures and the action is reported afterward. Any assignment of Major Level Action may only be conducted with the approval of the Company Commander.

16.1.5. In cases where the offending Cadet repeats an offense, the level of discipline may increase. Any escalation of disciplinary action must be approved by the Company Commander.

16.1.6 The Corps Commander, with assistance from the CTO, is the review authority for all disciplinary proceedings within the Corps of Cadets.

16.1.7 Any corrective action that does not comply with the following system may be considered hazing and will be dealt with as such.

## 16.2 CADET PERFORMANCE REPORTING SYSTEM

The Cadet Performance Reporting System is the primary means whereby Cadets are recognized for misconduct. The reporting system is used as a means for documenting performance within the Corps and provides an accurate record for disciplinary proceedings.

16.2.1 All offenses, regardless of offense level, are required to be documented in the reporting system. Statements can include multiple offenses at one time. All disciplinary reports must be available to be viewed by the offending Cadet upon request and should be included on periodic counseling statements.

16.2.2 The statement will include the date, offender's name and unit, level of offense, description of offense, corrective action received, and the name of the leader who imposed the corrective action.

16.2.3 The Commandant's Office, Corps Commander, Cadet Staff, and Company Leadership will have access to the Cadet disciplinary reports.

16.2.4 Reports must be submitted within 12 hours of the committed offense. Failure to submit a report will be treated as a Minor-Level Offense on behalf of the leader.

## 16.3 DISCIPLINE SYSTEM TIERED SCALE

The following list is not all-encompassing, but should be used as a guideline for determining offense tiers. If Cadet leaders are unsure, they should consult with the chain of command or CTO.

Note: Conduct unbecoming of a Cadet may be used for any offense which brings dishonor, disgrace, or reflects poorly upon the individual or the Corps of Cadets as a whole. The Cadet leader's level of authority determines the severity and types of nonpunitive measures that can be levied against an offending Cadet. If a Cadet leader determines that the Cadet leader's authority to prescribe nonpunitive measures is limited or insufficient, the case may be referred to an appropriate superior in the chain of command.

| OFFENSE CATEGORY | OFFENSE DESCRIPTION | TIER LEVEL |
|---|---|---|
| ACADEMICS | Creating, taking part in, or allowing disturbance during study hall or the Academic Day | Minor |
| | Skipping class | |
| | Skipping study hall | |
| | Skipping class / study halls in combination with "at-risk" grades | Major |
| | Two or more failures on Scholastic Report | |
| DUTIES | Failure to perform assigned duties (Within Corps) | Minor |
| | Late for any Cadet meeting | |
| | Late submission of any Cadet report (Staff reports, accountability, counseling, etc.) | |
| | Failure to follow instructions | |
| | Failure to perform assigned duties (External to the Corps, i.e. University Duties/Reports/Meetings) | Major |
| | Failure to report to any Cadet meeting | |
| FORMATIONS | Falling out of ranks improperly or without authority | Minor |
| | Late for formation | |
| | Early departure of formation or event without excusal | |
| | Failure to report to formation or absence without pass | Major |
| ORDER & DISCIPLINE | Horseplay in formation | Minor |
| | Failure to comply with class privileges | |
| | Failure to properly use the chain of command | |

| | | |
|---|---|---|
| ORDER & DISCIPLINE | Failure to properly render customs and courtesies | Minor |
| | Public display of affection in uniform | |
| | Inappropriate social media/online platform/group message usage | |
| | Disrespect, disobedience, or insubordination to other Cadets, University officials, or military members | Major |
| | Negligence of Cadet leadership | |
| | Abuse of power (class/rank/position) | |
| | Use of tobacco products, or vaping, while in uniform | |
| | Failure to notify chain of command of intended absence | |
| PASS / LOA | Any omission on pass or leave of absence request | Minor |
| | Late arrival or early departure of pass | |
| | Unauthorized pass/leave of absence | Major |
| UNIFORM / ROOM REGULATIONS | Failure of room inspection (formal or informal) | Minor |
| | Failure of uniform inspection (formal or informal) | |
| | Failure to wear uniform during the Academic Day | |
| | Failure to adhere to grooming standards | |
| | Extreme or repeated failures of room inspection | Major |
| | Repeated failures of uniform inspections or wear of uniform during Academic Day | |

## 16.4 AUTHORIZED CORRECTIVE ACTION

Using the Tiered Disciplinary System, the following actions are discipline measures that can be taken in relation to an offense. In all cases, the leadership must explain the misconduct of the offense to ensure the offending Cadet is aware of their actions. All actions taken other than verbal reprimand must be included in the reporting system.

**PROGRESSION OF CORRECTIVE ACTIONS**

| OFFENSE CATEGORY | CORRECTIVE ACTION: MINOR OFFENSE | | CORRECTIVE ACTION: MAJOR OFFENSE |
|---|---|---|---|
| ACADEMICS | Verbal Reprimand | Unit Study Hall | Study Tour |
| DUTIES | Verbal Reprimand | Extra Assignment | Service / Marching Tour |
| FORMATIONS | Verbal Reprimand | Early Arrival / PT | Service / Marching Tour |
| ORDER & DISCIPLINE | Verbal Reprimand | PT | Service / Marching Tour |
| PASS/LOA | Verbal Reprimand | Early Arrival / PT | Service / Marching Tour |
| UNIFORM/ROOM | Verbal Reprimand | Remedial Formal Inspection / PT | Service / Marching Tour |

**CADETS SHOULD REFER TO THE DISCIPLINARY PROCEDURES BELOW BEFORE CONDUCTING ANY ACTIONS LISTED IN THIS TABLE**

The Operations Manual outlines the disciplinary procedures for implementing each corrective action. Any corrective action that does not comply with the procedures herein may be considered hazing. All corrective action must be overseen by a Cadet Officer or NCO and they must participate in the action with the offending Cadet.

## 16.5 DISCIPLINARY PROCEDURES FOR MINOR CORRECTIVE ACTION

**Verbal Reprimand:** Cadet leaders are permitted to perform verbal on-the-spot correction for minor offenses. Verbal reprimands must be expressive of the wrongness of the action and provide the proper protocol according to the Operations Manual. Reprimands must be clear and provide Cadets an understanding of the intended disciplinary purpose. Cadets will NOT use profanity when correcting others. Reprimands will be professional and maintain a respectful tone (i.e., no yelling, knife hands, etc.). If a leader verbally reprimands a Cadet, they must notify the Cadet's leadership of the offense. Cadet leaders are NOT permitted to perform any other corrective action to Cadet's outside of their chain of command. Verbal corrections are not required to be reported to the Cadet Performance Reporting System.

**Unit Study Hall:** Leaders may assign Cadets to attend regularly scheduled unit study halls. These Cadets will be notified the time and location of their study hall and must report on time to fulfill their corrective action. These study halls are overseen by Cadet leadership. Cadets who do not attend Corps Study Hall are required to report to two sessions of Unit Study Hall.

**Extra Assignment:** For Cadets who gain extra assignments from improper duty follow-through, the leadership will notify the Cadet when the assignment is due and clearly communicate the expectations. Assignments may include but are not limited to an essay, report, or staff-assistance. Leaders must make ethical decisions regarding extra assignments and ensure that the corrective action is equal in nature to the offense while being mindful of the Cadet's classwork.

**Early Arrival:** Cadets who gain offenses related to formations may be required to arrive early to future formations. Leaders must arrive at the same time or before the Cadet arrives and are expected to remain with the Cadet for the entirety of the action. Cadets may only be required to arrive up to 40 minutes early to the report time for the formation. Leaders may require, if weather permits, Cadets to stand at parade rest for up to 15-minute intervals with a 5-minute rest period. Corrective physical training cannot be conducted during an early arrival. Cadets may conduct drill and ceremony and Chisel knowledge during an early arrival.

**Remedial Formal Inspection:** Those who receive Uniform/Room offenses may be assigned a remedial formal inspection. The leadership must notify the Cadet when the inspection will take place and follow formal protocol regarding inspections, including the write up of the inspection paperwork. Remedial Inspections that occur outside of the academic day must be approved by the Company Commander. In addition, no inspections will be conducted after 2000. Leaders must coordinate with the Cadet to ensure it does not interfere with classes.

**Physical Training (PT):** Cadets may be given physical training as a corrective action. This may apply to group sessions such as "gigs" or to individuals. Violations of these rules may be investigated as potential hazing incidents.

## Disciplinary Rules for Conducting Corrective PT (CPT)

1) The leader administering corrective PT to an individual must participate in the exercise. For a group session, all leadership in the unit must participate in the exercise.
2) Cadets may only assign corrective PT (CPT) to those who pass medical screenings and are not on any medical restrictions at the time of the session.
3) Group CPT will never be conducted in a manner that isolates, singles out, or humiliates an individual Cadet.
4) CPT may not be conducted between the hours of 2100-0600.
5) CPT is limited only to these locations: Breezeway, Dyess Field, and the PT field. CPT may not be held inside any building.
6) CPT may NOT be conducted during ceremonies, gameday activities, or during evening study time.
7) CPT may be conducted in any uniform with the exception of Class A's, so long as the conditions will NOT damage the Cadet uniform. In the Class B uniform, Cadets will ONLY be allowed to perform push-ups and arm rotations as CPT.
8) Running is NOT an authorized exercise. A leader conducting the CPT will not vigorously run Cadets to the location of the session.
9) The repetitions must be in compliance with the following:
    i) Cadets will not receive more than one session of CPT within a one-hour-period.
    ii) One CPT session may consist of up to three exercises with a minimum of a one-minute break between each exercise.
    iii) Exercises may not be repeated in one session.
    iv) One exercise will consist of no less than ten and no more than thirty repetitions. Repetitions must follow a progression. For example, first time offenders should receive the minimum.
    v) The ONLY authorized exercises are those outlined below:
        1. Push-Ups (2-count movement, down position may not be held longer than 5 seconds)
        2. Sit-Ups (2-count movement)
        3. Flutterkicks (4-count movement)
        4. Wall Sit (1 minute=1 exercise)
        5. Plank (1 minute=1 exercise)
        6. Mountain Climbers (4-count movement)
        7. Squats (2-count movement)
        8. Arm rotations (1 minute=1 exercise)

10) Additional Considerations for Corrective PT:

i) During Hot Weather:
   (a) Increase water consumption and supervise regular intake by Cadets.
   (b) Be alert to heat illness symptoms and other physical illnesses.
   (c) Modify uniform clothing, as authorized, for proper radiation protection, ventilation and dissipation of body heat.

ii) During Cold Weather:
   (a) Ensure water consumption by Cadets.
   (b) Guard against hyperthermia by ensuring proper clothing and use of gloves and head covering.
   (c) Do not require Cadets who have worked up a sweat to stand or remain outside in the cold weather conditions. Build in time to have Cadets change into dry, warm clothes prior to further training or formation.

## 16.6 DISCIPLINARY PROCEDURES FOR MAJOR ACTION (TOURS)

Tours may only be approved by Company Commanders and must not take place during the Academic Day, with the exception of the Study Tour. Tours can host multiple offending Cadets at one time. All tours must be overseen by Cadet leadership and the leaders are expected to participate in the action assigned. Tours must also be reported to the Corps Commander with time and location. The types of tours are designated below.

### Study Tour

Study Tours are assigned to Cadets for academic-related offenses. The purpose of the Study Tour is to provide Cadets a scheduled time to study under the supervision of leadership. The typical assignment for a Study Tour will be two-1-hour sessions of studying. These can be performed all at once, or split up between the week. Leaders must monitor Cadet activity to ensure that they are adequately using the time. Leaders are expected to study as well. Phone usage should be kept to a minimum and both Cadets are expected to remain on task for the full tour. Study tours will not be conducted in living quarters. The default uniform will be the UOD, even if after hours, for both the leader and Cadet.

### Marching Tour

The purpose of the Marching Tour is to ensure good order and discipline, reinforce the ability to follow commands, and uphold military bearing. Marching Tours must be coordinated with the designated Staff Officer for scheduling. Marching Tours will be standardized by the Staff Officer, following the same general route each time. The typical assignment will be one-1-hour session. Cadets may receive more hours for repeating offenses, but no more than 1-hour can be completed in the same day. The default uniform will be Class A's, but will be weather dependent at the discretion of the Corps Commander.

### Service Tour

The purpose of the Service Tour is to promote the character of Cadets by performing a service to the community. Leaders must notify the Cadet of the time and location and will participate in the project with the Cadet. Services may be performed at local charity organizations, or may be conducted on campus as beautification projects. Examples are cleaning Rudder Statue, the Corps' field guns, vacuuming T-South hallways, or picking up trash. Leaders will maintain an attitude reflecting the importance of community service, not treating the action like a punishment. Any materials used will be employed to efficiently complete the project and not result in a tedious effort to overexert the Cadet. The typical assignment for a service tour will be one-2-hour session. The default uniform will be Corps PTs.

## 16.7 COMMANDANT'S CRITICAL INFORMATION REQUIREMENTS

Specified in the Operations Manual are Mandatory Reportable Offenses. These offenses are of the most serious nature and should be brought to the Commandant's Office immediately by any Cadet who is aware of the offense being committed. Upon receipt of the offense, the Cadet Training Officer, acting on authority of the Commandant, will review the information to determine if the case is to be adjudicated within the Corps of Cadets or if it should be co-adjudicated with the University. Tarleton State University Student Rules is the governing authority on the administration of the Cadet conduct/discipline system. The VP for Student Engagement and Success and the Commandant will coordinate actions related to Cadet conduct.

1) Violations of local, state, or federal laws or regulations
2) Violation of the Cadet Honor Code (lying, cheating, stealing)
3) Alcohol offenses
4) Assault or Harassment (sexual in nature or not)
5) Hazing
6) Willingly disobeying or disrespecting a superior, University official, or law enforcement officer
7) Breaking and entering
8) Conspiracy
9) Cruelty and maltreatment
10) Prejudicial behavior
11) Drunken or reckless driving
12) False official statement
13) Forgery
14) Illegal/Controlled substance abuse
15) Inappropriate use of military/University/other identification card
16) Insubordinate or disrespectful conduct toward an officer or noncommissioned officer, active or retired
17) Larceny and wrongful appropriation
18) Making, drawing, or uttering check, draft, or other without sufficient funds
19) Malingering
20) Perjury
21) Possession of false identification
22) Provoking speeches or gestures
23) Riot or breach of peace
24) Spoilage or destruction of property

## 16.8 PERIODIC EVALUATION COUNSELINGS

The Corps of Cadets conducts periodic evaluation counseling to analyze Cadet performance. Counselings are conducted at the discretion of Cadet leadership, but will take place at a minimum of twice a semester. Counseling reflects the overall performance and activities of each Cadet in the Corps and at Tarleton and includes each disciplinary statement since the previous counseling.

To be effective, counseling must be a shared effort. Leaders assist their subordinates in identifying strengths and weaknesses and creating plans of action. Once an individual development plan is agreed upon, leaders support their Cadets throughout the implementation with continued assessment. To achieve success, subordinates must be forthright in their commitment to improve and candid in their own assessments and goal setting.

There are three stages of counseling:

1. Prepare for Counseling
    a. Create paperwork to reflect performance
    b. Performance reflection should include GPA, fitness, activities & special team involvement, disciplinary statements, and overall attitude analysis
    c. Coordinate time and location to meet
2. Conduct the counseling session
    a. Give feedback
    b. Determine goals
    c. Create plans of action
3. Follow-up
    a. Ensure Cadets are progressing
    b. Discuss any changes needed to achieve goals
    c. Evaluate performance at the next session

Dominating the session by talking too much, giving unnecessary or inappropriate advice, not truly listening, and projecting biases and prejudices all interfere with effective counseling. Competent leaders avoid rash judgments, stereotyping, losing emotional control, inflexible counseling methods, or improper follow-up. Leaders should be open to new ideas and thoughts. Counselings should provide Cadets with insight to their overall performance and give them coherent steps to continue improvement.

## 16.9 APPEALS AND REVIEWS

Any Cadet that has been counseled or received corrective action has the right to appeal the decision. A Cadet may appeal the result by submitting a memorandum in writing to the CTO through the Corps Commander. All appeals will be reviewed by the CTO. The Cadets involved will be notified of the decision to approve or deny the appeal. Approved appeals will reflect the result of the action as being overturned, but the record will still exist on file for documentation of the incident.

# ANNEX A: CADET ADMINISTRATIVE FORMS

The following list is a compilation of all Cadet Administrative Forms that you may need throughout your time in the Corps of Cadets. These can be found within Microsoft Teams, however, you may also ask your leadership for access. All forms should generally be sent up via the chain of command to the CTO.

Cadet Administrative Forms:

- **Cadet Form 1 – Resignation Form.** The Resignation form is used in the circumstance where a Cadet wishes to resign or terminate membership from the Corps of Cadets. The chain of command is expected to meet with the individual and attempt to retain the Cadet. The chain of command is also required to notify the CTO when receiving a resignation form, even if the form is not complete. Resignation forms are submitted via the chain of command to the CTO and approved by the Commandant. The resignation of any Cadet is not final until all required parties have signed off.

- **Cadet Form 2 – Request for Leave of Absence (LOA).** The Leave of Absence is intedned for long periods of absence from the Corps for reasons such as chronic illness, family emergency, study abroad, military training school, etc. Leave of Absence generally will cover several weeks to months, therefore these forms are only used in extreme circumstances. These forms are submitted via the chain of command to the CTO and approved by the Commandant.

- **Cadet Form 3 - Identification Door Card.** The ID Door Card is completed for each room in the residence hall and includes the names, unit, and positions of all Cadets residing in a room. Door cards are attached outside the hallway door using double-backed tape. Only one door card is necessary per room.

- **Cadet Form 4 - Academic Door Card.** The Academic Door Card is completed for each cadet and includes the name, unit, major, and complete weekly schedule. Academic Door Cards are attached outside of each Cadet's personal room door used double-backed tape and may be viewed by Cadet leadership to track Cadet whereabouts throughout the academic day.

- **Cadet Form 5 – Exception to Policy Form (ETP).** The ETP is used to request any exception to policy including but not limited to wear of the uniform, special team membership, etc. All ETPs are sent via the chain of command and approved by the CTO.

- **Cadet Form 20 – Room Inspection Checklist.** The Room Inspection Checklist is used to evaluate the pristineness of a Cadet's room. The Cadet inspector is required to provide a completed form during any formal or remedial room inspection. These will be added to the file of the Cadet being inspected and may be used to evaluate performance within the Corps.

- **Cadet Form 21 - Uniform Inspection Checklist.** The Uniform Inspection Checklist is used to evaluate the pristineness of a Cadet's Class B uniform. The Cadet inspector is required to provide a completed form during an formal or remedial uniform inspection. These will be added to the file of the Cadet being inspected and may be used to evaluate performance within the Corps.

- **Cadet Form 31 – Request for Pass.** The Pass form is used to request permission to go on pass, or miss a Corps event during the academic year. Pass forms are sent via the chain of command and approved at each level of leadership, to include the CTO for pass interfering with the academic week or a Corps event.

- **Cadet Form 67 - Cadet End of Semester Evaluation Form.** The Cadet Evaluation Form is used to evaluate the performance of an upperclassmen across a semester. The Evaluation form allows the leader to document performance including academic, disciplinary action, and overall participation in the Corps. The Evaluations are reviewed by the Corps Commander and Deputy Corps Commander and added to a Cadet's file once complete.

- **Cadet Form 67-1 – First Year Cadet Evaluation Form.** This evaluation form is used specifically for First Year Cadets (Ducks), to evaluate their proficiency in drill, Cadet knowledge, attitude, and overall potential. This form includes recommendations to retain and is reviewed by the Corps Commander and Deputy Corps Commander before being added to a Cadet's file.

- **Cadet Form 67-1-A – First Year Cadet Brass Evaluation Form.** This evaluation form is very similar to Form 67-1, however, this is only used to evaluate performance in relation to Ducks earning their brass. Each Duck should be evaluated to recommend whether they have shown significant effort to receive their Corps brass in their starting semester.

- **Cadet Form 4856 – Cadet Developmental Counseling Form.** The Counseling form is used to establish a line of recorded communication with a Cadet, including for initial expectations, performance, and leadership development. Counselings should occur at a minimum of twice a semester and include one End of Semester Evaluation form. All Cadet disciplinary proceedings must be included in periodic counselings. Counselings are reviewed by the Cadet chain of command and added to the Cadet's file.

- **Cadet Disciplinary Form.** The Disciplinary Form is an electronic survey-style form which is used to report disciplinary offenses and corrective action. Each Cadet leader has a responsibility to submit a disciplinary report within 12 hours of a committed offense and to report the corrective action applied. Refer to OPSMAN Section 16 Disciplinary System for more information.