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** is about who Corps members are and what they are endeavoring 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, scholastics, 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.

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](http://www.tarleton.edu).

About Tarleton State University:

Tarleton State University, a member of The Texas A&M University System, provides a student-focused, value-driven educational experience marked by academic innovation and exemplary service, and dedicated to transforming students into tomorrow’s professional leaders. With campuses in Stephenville, Fort Worth, Waco, Midlothian and online, Tarleton engages with its communities to provide real-world learning experiences and to engage societal needs while maintaining its core values of integrity, leadership, tradition, civility, excellence and service.
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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 Dean of the College of Liberal and Fine Arts (COLFA) is responsible to the Provost for academic affairs related to the Corps.

1.2.4 The Executive Director of the School of Criminology, Criminal Justice, and Strategic Studies (Executive Director) is responsible to the Provost and Dean of COLFA for academic affairs related to the Corps.

1.2.5 The Senior Director of Strategic Studies (John Tarleton Leadership Academy) is responsible for the implementation of the Operations Manual. The Senior Director 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.

1.2.6 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.

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

1.2.8 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.

1.2.9 The Department Head of Leadership and Strategic Studies provides academic curricula and instruction to support a minor in Leadership Studies for Cadets. The 18-hour curriculum is only open to members of the Corps. 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 John Tarleton Leadership Academy 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 Assistant Commandant, and the Commandant (in that sequence).
1.5 COMPLIANCE

Cadets 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.

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 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. 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 VISION STATEMENT

Tarleton will be the premier student-focused university in Texas. We will transform generations by inspiring discovery, leadership, and service through exceptional teaching and research in vibrant learning communities.

2.3 TARLETON CORE VALUES

Our Core Values reflect what we hold to be important and guide our daily lives, especially our relationships with others. These values shape the environment in which we live, study, and develop our leadership.

Integrity, for the way that we approach every decision, every conversation, every task that greets us each day and moral courage to always defend and do what is right.

Leadership, for the conviction and the courage to step up, to advance an issue, a group, a community;

Tradition, for the spirit and loyalty inspired by the generations who have come before and united us in uncommon bonds;

Excellence, for the aspirations we have and the expectations to meet them;

Civility, for the friendliness, the family atmosphere, that fills the University's buildings and grounds, and the respect for others we take with us wherever we go; and

Service, for the civic caring to make a difference, to improve the world for current and future generations.
2.4 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. 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 2016, the Corps of Cadets was reinstated at Tarleton State University as a leadership-focused learning community for undergraduate students. In the fall of 2017, Tarleton established a formal agreement with the U.S. Air Force ROTC and Texas Christian University to offer an additional commissioning program for Cadets.
The John Tarleton Leadership Academy (JTLA) 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. JTLA 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 living-learning community, known as the Texan Corps of Cadets; a leadership certificate program; and distinguished leader seminars.

The foundation of JTLA is the Texan Corps of Cadets. All Army ROTC and Air Force ROTC participants are members of the Corps of Cadets. Additionally, all freshman and sophomore Cadets must enroll in Army or Air Force ROTC to maintain membership in the Corps. Cadets who do not contract with a military service may apply to remain in the Corps of Cadets as Drill and Ceremony Cadets. The Corps program is a leadership-based, living-learning community open to all undergraduate students. Cadets may complete a minor in Leadership Studies.

Students at Tarleton who are not participating in the Corps of Cadets, but still interested in leadership may obtain a certificate in leadership studies or continuing education units. These additional options are provided for both undergraduate and graduate students.

The Academy offers the Distinguished Leader Program via speaker seminars using two formats, a distinguished leader series and “TEXAN Leaders of Today.” The programs feature state and nationally-known speakers, including Tarleton alumni, with a focus on topics of leadership and character in the context of professional experiences.

Finally, JTLA 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. Typically, the first opportunity to intern occurs after the sophomore year, with a follow-on opportunity after the junior year. 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.

JTLA is designed to promote student success; 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.
2.6 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:

2.6.1 Requires all qualified members of the Corps of Cadets to be enrolled in the basic course of ROTC, with certain categories of students excused specifically by administrative decision and approved by the ROTC unit commander in coordination with the Office of the Commandant.

2.6.2 Requires all Student-Cadets, including non-members enrolled in the ROTC, to be habitually in uniform while on campus.

2.6.3 Has as a key objective the development of the Student-Cadets’ character by means of military training and the regulation of their conduct in accordance with the principles of military discipline.

2.6.4 Provides members of the Corps of Cadets separate housing.

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

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

3.1 MISSION

The mission of the Texan Corps of Cadets is to prepare individuals for service to our nation with marketable leadership skills and character traits valued by business, government, and the military.

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.

"PRINCI PES UNICI"

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 a series of varied and progressively responsible job assignments and commitment to leadership and character development.

3.4 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 PRINCI PES UNICI, “Unparalleled Leaders”. The single star represents the Corps of Cadets as TEXANS and symbolizes the bright future for each Cadet.
4 MEMBERSHIP

4.1 CORPS MEMBERSHIP

4.1.1 All Army ROTC and Air Force ROTC Cadets are members of the Corps of Cadets. Additionally, all freshman and sophomore Cadets must enroll in Army or Air Force ROTC to maintain membership in the Corps. Cadets who do not contract with a military service may apply to remain in the Corps of Cadets as Drill and Ceremony Cadets. The Commandant is the approval authority for all Drill and Ceremony Cadets to participate as members of the Corps.

4.1.2 Participation in ROTC, including military labs and physical training, is an integral part of the Corps leadership experience at Tarleton.

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

4.1.2.2 During the first four semesters, Cadets must enroll in Army or Air Force ROTC to maintain membership in the Corps of Cadets, and complete ROTC courses; two apiece at the freshman and sophomore levels.

4.1.2.3 Depending upon the military branch and career interests, participation may include physical training, field training and practical military instruction (e.g., Ranger Challenge).

4.1.3 Cadets who do not receive an ROTC scholarship or contract, may continue (with approval of the Commandant) their membership in the Corps of Cadets as Drill and Ceremony Cadets without military obligation.

4.1.4 Until a Cadet resigns, is removed, or completes their fourth year of membership, 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 Successfully complete appropriate ROTC course and/or LDRS course each semester.

4.1.5.5 Freshman and sophomore Cadets are required to take an ROTC course (associated with their class year) in the fall semester and in the spring semester;

4.1.5.6 Junior and senior ROTC contracted Cadets are required to take an ROTC course as specified by the PMS or PAS.

4.1.5.7 Junior and senior Drill & Ceremony (D&C) Cadets (not contracted to pursue military commission) are required to take a LDRS course associated with their class year.

4.1.5.8 Any junior or senior Cadet contracted to pursue commission through an officer commissioning program other than ROTC (i.e., Army Green to Gold Cadets, etc.) may enroll in either the LDRS course associated with their class year or the appropriate 300 and 400 level ROTC class as a substitute for the LDRS classes. Cadets MUST receive advance permission from the PMS. If this choice is made, each Cadet must remain on their respective ROTC track. Some LDRS and ROTC classes are not interchangeable during junior and senior year.

4.1.5.9 Maintain at least a 2.5 overall GPA.

4.1.5.10 Complete a Corps housing contract and pay for Corps dorm room unless approved for off-campus housing (Jr/Sr Cadets) or day student status.

4.1.5.11 Pass the Corps physical fitness test (PFT) each semester.

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, troop-leading skills, and a broad array of military service-related courses.

**Commissioning through ROTC**

Cadets who participate in four semesters of ROTC are under 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 placement on a commissioning track. 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 DRILL AND CEREMONY CADETS (D&C)**

Drill and Ceremony are those Cadets who are not contracted by the ROTC program or not in the ROTC program, but desire to be exposed to the leadership training, spirit, and camaraderie of Corps life. D&C Cadets are allowed to participate in all Corps activities and limited ROTC activities. All D&C Cadets may pursue a minor in Leadership Studies.

**4.4 VICTOR COMPANY**

Victor Company is comprised of Cadets who are 25 years of age and older, or married, or a military veteran.

**4.5 CORPS HEIGHT AND WEIGHT STANDARDS**

4.5.1 All Cadets will be weighed in conjunction with admission/readmission to the Corps and at the beginning of each semester.

4.5.2 ROTC (contracted) Cadets will adhere to the applicable military service Weight and Body Fat Standards Program Manual, under direction of the PMS or PAS.

4.5.3 During any weigh-in, if a Cadet is determined to be in excess of the weight standards, they will be referred for body fat analysis via a taping procedure. If it is determined the Cadet exceeds the allowable percent body fat, the Cadet will be enrolled in the Corps Weight Control Program, as specified in a Corps Staff policy letter.

4.5.4 A Cadet who fails to complete the requirements of the Weight Control Program, will be considered for dismissal from the Corps.

4.5.5 Annex F provides the weight standards according to height, and maximum allowable body fat percentage by gender.
4.6 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 Assistant Commandant of Cadets for Recruiting is responsible for the overall recruiting operation of the Corps of Cadets. Coordination of Cadet recruiting activity will be through the Cadet Recruiting Officer on the special staff of the Corps Commander.

4.6.1 The Assistant Commandant of Cadets for Recruiting will brief Corps Recruiting Officers prior to the assumption of their duties concerning:

- The value of the Cadet recruiting efforts
- The selection of recruiting officers in each unit
- Establishing the Hometown recruiting operation
- How to brief prospective Cadets
- The Spend the Night program
- Use of Corps information material

4.6.2 The Corps Recruiting Officer will:

- Brief the Commandant on the plans for the Hometown recruiting program
- Conduct the Spend the Night program
- Coordinate closely with Army and Air Force ROTC recruiting officers to ensure all recruits receive information regarding the ROTC program as well as the Corps of Cadets
- Recruit and supervise volunteers to attend Open House, Homecoming, Founder’s Week, and other recruiting events as needed
- Prepare recruiting statistics as needed

4.7 ASSIGNMENT OF FRESHMEN AND TRANSFER STUDENTS

4.7.1 All freshman Cadets will normally be assigned to units based on a random allocation of male/female applicants.

4.7.2 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 transfer to another unit-appropriate class with full entitlement of that class privileges and rank. Exceptions to this policy will be considered for students with prior military service or transfer from another Corps of Cadets program.
4.8 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
- Enlisted in Guard or Reserve and completed basic combat training
- Graduate student
- Varsity athlete
- Honors student

4.9 TEMPORARY LEAVE OF ABSENCE

Cadets may request a temporary leave of absence to participate in study abroad, internship, co-op, or other approved program. Cadets approved for leave of absence remain members of the Corps and subject to Corps and University rules. They may retain their Corps uniforms and participate in selected Corps activities as their schedules permit with the approval of their commander. POC for requesting leave of absence is the Assistant Commandant.

4.10 INVOLUNTARY TERMINATION

Membership in the Corps of Cadets may be terminated at any time for failure to comply with the 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.

4.11 RESIGNING FROM THE CORPS

4.11.1 Cadets who choose to resign from the Corps may initiate the process by obtaining a Corps Resignation Form from their Cadet Training Officer (CTO). Each Cadet must complete the form and obtain the required signatures listed on the form.

4.11.2 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.

4.11.3 Military Advisors should ensure the person responsible for the Cadet’s ROTC records is aware of the resignation and completes the required steps for ROTC disenrollment.
4.12 DUES

Each Cadet contributes dues to the Cadet Corps fund. Corps dues are required so that the minimum amount of dues to be collected from any one Cadet will be $10.00. Collections will not exceed a total of $50.00 per Cadet annually, as follows:

- Corps activity fund $32.00/Cadet. Unit fund $8.00/Cadet.
- These dues are upper limits, and units are not required to collect the maximum amount, unless it is needed. Units are responsible for informing their units of how much of the dues they need.

4.13 MEMBERSHIP IN STUDENT ORGANIZATIONS / PART-TIME EMPLOYMENT

Cadets are encouraged to participate in University activities and organizations. Further, 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, especially under the new Cadet system, 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 as a Cadet, an ROTC student, or in academics.

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

4.13.1.1 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.

4.13.1.2 Cadets are not normally permitted to join any student or Cadet organizations during their first semester in the Corps. The only exceptions are participation in religious services or intercollegiate athletics.

4.13.1.3 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.

4.13.2 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 down payments or payments for extracurricular events that require their absence from Corps functions until such time as they have coordinated their absence with their chain of command.
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.

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

5.1.1 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.

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

5.1.3 DEAN, COLLEGE OF LIBERAL AND FINE ARTS (COLFA) – is responsible to the Provost for academic affairs.

5.1.4 EXECUTIVE DIRECTOR, SCHOOL OF CRIMINOLOGY, CRIMINAL JUSTICE, AND STRATEGIC STUDIES – is responsible to the Provost and Dean of COLFA for academic affairs and aids in the management of infractions of conduct of an extremely serious nature and which are cause to examine the advisability of a student continuing at the University.

5.1.5 SENIOR DIRECTOR OF STRATEGIC STUDIES (JOHN TARLETON LEADERSHIP ACADEMY) – Policies and guidelines are implemented by the Senior Director of Strategic Studies (John Tarleton Leadership Academy). The Senior Director 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. Each ROTC department has its own Chair and staff, and is run independently according to the administration of the service branch.

5.1.6 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.

5.1.7 PROFESSOR OF MILITARY SCIENCE (PMS) – is the senior active duty Army officer assigned to the University by the Department of the Army. He is 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 COMMANDANT (University official) – is responsible to the Commandant of Cadets for the daily administration and discipline of the Corps of Cadets. He shall prescribe the duties of the Cadet Training Officers and supervise the discharge of those duties.

5.1.11 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.

5.1.12 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 dormitory activities and conditions.

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

5.1.14 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 virtue of their rank and grade with mature judgment, common sense, and constant respect for the individual.
5.2 CHAIN OF COMMAND

The Corps of Cadets is organized as a military unit with corresponding command and leadership responsibilities. The Corps will be organized with the traditional Army service organization. Brigades 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. All Cadets will live by units in the Corps housing, as directed by or approved by the Commandant.

5.3 ORGANIZATION OF THE CORPS OF CADETS

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5.3.1 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.

5.3.2 The platoon is the focal point of Cadet life and the basis for most unit competition. It is commanded by a fourth classman. The platoon has assistants assigned to the headquarters section.

5.3.3 The company is commanded by a fourth class Cadet with assistants assigned to
the headquarters section. The company is responsible for the organization, administration, supply, maintenance or equipment, and training of Cadets.

5.3.4 The battalion is the lowest level authorized to have a fully functional staff. It is commanded by a fourth classman. Two or more numbered battalions will be assigned to the brigade.

5.4 COMMAND AUTHORITY

5.4.1 Authority to exercise command with the Corps is vested in Cadet officers and non-commissioned officers under the supervision of the Commandant.

5.4.2 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.

5.4.3 It will be considered an unauthorized exercise of command and a breach of these Articles 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.

5.4.4 The authority a commander exercises over subordinates is by virtue of rank and/or assignment. 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.

5.4.5 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.

5.4.6 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.

5.4.7 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.

5.4.8 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.

5.5 COMMAND OF THE CORPS

Cadet officers and non-commissioned officers under the supervision of the Commandant, with the assistance of the Professor of Military Science (PMS) and Professor of Aerospace Studies (PAS), 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.

5.6 CADET SPECIAL UNITS SUMMARY

RANGER CHALLENGE

Ranger Challenge is a nation-wide 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 competition and military and physical fitness training are encouraged to join.
WAINWRIGHT RIFLES DRILL TEAM

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 and competes in precision drill competitions each year.

THE COLOR GUARD

The Color Guard is a group of volunteer Cadets who represent Tarleton State University and the Texan Corps of Cadets at march-ins, reviews, and special events, and as requested. Cadets represent the Colors, act as an honor guard, or recruit for Tarleton State University and the Texan Corps of Cadets. The commander is a senior Cadet advised by a commissioned officer or non-commissioned officer. A junior Cadet serves as the senior non-commissioned officer for the team. All Cadets are encouraged to join the organization.

TEXAN CORPS BAND

The Texan Corps Band plays for reviews, parades, ceremonial events, and University-sponsored events. The band practices year-round and performs at all Corps-led functions. Musically inclined Cadets are encouraged to join the organization.

5.7 SUMMER RECRUITING COMPANY

The Summer Recruiting Company (SRC) is a temporary company of Cadets attending summer school at Tarleton from all units in the Corps. Its mission is to provide support for the summer recruiting programs and to maintain a visible presence on campus. Each unit is encouraged to provide three members from its regular ranks for each summer session. SRC members are billeted in the Corps residence hall, as required.
6 RECOGNITION AND AWARD PROGRAM

Unit and individual awards recognize outstanding effort and achievement. The awards program strives to foster healthy competition and promote exceptional performance in the Corps of Cadets. The program is implemented through a Commandant policy letter.

6.1 CRITERIA

6.1.1 Academics

- GPA
- Honor Roll
- Honors Classes
- Summer Programs
- Internships

6.1.2 Leadership

- Physical Training
- Order and Discipline – Room, Uniform, Knowledge
- Retention and Recruiting

6.1.3 Character

- Moral Conduct – Honor Code
- Merit/Demerit
- Social Participation – University, Civic

6.2 UNIT AWARDS

6.2.1 Rudder Trophy recognizes the best overall unit (platoon).

6.2.2 Tate Trophy recognizes the best overall duck unit (platoon).

6.3 INDIVIDUAL AWARDS

6.3.1 The Dyess Award recognizes the best overall Cadet.

6.4. ROTC AWARDS

6.4.1 See ANNEX G for Army ROTC.

6.5.1 See ANNEX H for Air Force ROTC
7 ACADEMICS

7.1 ACADEMICS POLICY

The scholastics 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 scholastic performance of all Corps members by providing the most successful academic support program on campus. This scholastic 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.

7.2 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 John Tarleton Leadership Academy, in collaboration with the Department of Leadership and Strategic Studies, the Department of Military Science, and the Department of Aerospace Studies. The 18-hour curriculum is only open to members of the Corps of Cadets.

The minor prepares Cadets to be effective industry, community, organization, and 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.

7.2.1 Requirements for the Minor in Leadership Studies

7.2.1.1 Eighteen (18) hours of University-recognized leadership coursework in one of the three tracks described below:

- Civilian Track – Successful completion of the Leadership Studies curricula combined with successful completion of the Leadership Progression in the Corps of Cadets.

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

- Combination Track – Cadets may use up to 10 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.
7.2.1.2 Satisfactory completion of Leadership Progression within the Tarleton Corps of Cadets. Leadership Progression is defined as a minimum of four semesters’ participation in the Tarleton Corps of Cadets, including: completion of at least two Corps leadership positions and having passed at least once during a Cadet career, an ROTC, or Corps Physical Fitness test.

7.2.1.3 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.

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

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

7.2.1.6 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.

7.3 KEYS TO ACADEMIC SUCCESS

7.3.1 Attend every class, every day.

7.3.2 Sit in the center of the first three rows of the classroom so you can see, hear, and be less distracted.

7.3.3 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.

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

7.3.5 Read all assignments before class.

7.3.6 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.

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

7.3.8 Seek Corps tutoring and additional departmental help when needed.

7.3.9 Attend all review sessions and supplemental instruction sessions for each class.

7.3.10 Find a quiet place on campus to study for at least two (2) hours each day between classes; a place that is away from the distractions of the residence halls.
7.3.11 Treat school like a full time job. Focus on academics from 0730-1630 every day. Fill your week, M-F, with 40 hours of academic related activities. Use a day planner for effective time management.

7.3.12 Utilize CQ efficiently. Use this time to attend test reviews, tutoring, departmental help sessions, or for your own personal study time.

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

7.3.14 Find a faculty/staff mentor 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.

7.4 CLASS ATTENDANCE

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

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

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

7.5 ACADEMIC STANDARDS

7.5.1 To remain in good standing each Cadet must maintain a 2.5 term GPA and or overall 2.5 GPA and have successfully completed an average of 12 hours per semester.

7.5.2 These hours and overall GPA include ROTC, and transfer hours.

7.5.3 Cadets must be “in good standing” and maintain a 2.80 overall and 2.00 term GPA in order to be considered for and remain in key leadership positions (i.e., Commander, XO and Command Sergeant Major).

7.5.4 All Cadets must maintain a 2.5 overall GPA for membership and to remain in Corps special company and student organizations.

7.6 ACADEMIC PROBATION

7.6.1 Cadets who fall below 2.5 overall GPA will be on GPA Scholastic Probation.

7.6.2 Cadets who post two (2) consecutive semesters below 2.5, with an overall GPA above 2.5, will be placed on Scholastic Probation.

7.6.3 Cadets who post two consecutive term semesters below a 2.5 GPA, even though their overall GPA is above a 2.5, will be considered for Corps Suspension.

7.6.4 Requirements for removal from GPA Scholastic Probation:
7.6.4.1 Must raise overall GPA to a 2.5 by the end of the next semester.

7.6.4.2 If you do not raise overall GPA to a 2.5, but post a term GPA above 2.8, you may be continued on GPA Scholastic Probation for another semester.

7.6.5 Any Cadet who is not “in good standing” academically in the spring semester will not be allowed to participate in summer training or internship programs.

7.6.6 Cadets must be “in good standing” and maintain a 2.80 overall and 2.50 term GPA in order to be considered for and remain in key leadership positions (i.e., Commander, XO and First Sergeant).

7.6.7 All Cadets must maintain a 2.80 overall GPA for membership and to remain in Corps special company and student organizations.

7.7 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 still has to obtain Commandant approval to rejoin the Corps.

7.8 ACADEMIC INSPECTIONS

The Corps Scholastics Officer is responsible for coordinating and executing inspections of the Academic Day and Evening Study conditions. Grade tracking records need not be posted if the Cadet wishes to maintain the privacy of his grades but will be produced upon request by the Cadet Training Officer or for a Scholastic Inspection. All Cadets must have their weekly class schedule and GPA Status Level posted on their door card. Scheduled tutoring and supplemental instruction sessions should be included on the Cadet’s weekly schedule.

7.9 ACADEMIC AWARDS

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

7.9.2 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:

- Scholar Award - 2.90 to 3.19 semester grade point average
- Honors Award - 3.20 to 3.49 semester grade point average
- Dean’s List Award - 3.50 to 4.00 semester grade point average
- 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 3rd award, etc.). Additional ribbons may be worn and stars added for the 6th and subsequent awards.
- Corps Distinguished Student (Silver Star) 3.50 cum GPA, 15+ hours, no DFW
- 4.0 Certificate (Gold Star) 4.00 cum GPA, 12+ hours
7.9.3 The S-2 Scholastics Officer is responsible for:

7.9.3.1 Publication in special order format of the unit and class GPA statistics.

7.9.3.2 Coordination with the Corps Commander and the Assistant Commandant in the publication of the academic awards ceremony operations order.

7.9.3.3 Procurement of academic ribbons.

7.10 STANDARD DOOR CARD (See Annex D)

7.11 ACADEMIC DAY

The purpose of the Academic Day is to maintain an atmosphere within the Corps that is conducive to the pursuit of academic endeavors and personal matters.

7.11.1 Quiet conditions in halls and rooms will be in effect for all Cadets, from 0800-1600 Monday through Friday.

7.11.2 The Academic Day will consist of:

7.11.2.1 Attending Class.

7.11.2.2 Study time at any appropriate place on campus.

7.11.2.3 Rest time. If a Cadet is sleeping, they will not be awakened unless it pertains to academic matters (ex. 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).

7.11.2.4 Personal time needed for daily living and individual Corps activities such as shining shoes, uniform preparation, room cleaning and personal hygiene.

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

7.11.3 Activities that will not be permitted during the Academic Day:

- Military/Corps training;
- Disciplinary actions;
- Corrective and physical exercise; and,
- Upperclassmen “details.”

7.11.4 Violation of the Academic Day rules may result in suspension from the Corps.
7.12 QUIET HOURS

The purpose of Quiet Hours is to provide a period of time when the residence halls are quiet and conducive to study.

7.12.1 The two time periods of quiet hours occur during the Academic Day and from the start of Call to Quarters to First Call the next morning.

7.12.2 All upperclassmen are responsible for maintaining and enforcing quiet hour study conditions.

7.12.3 Conditions and times for quiet hours are as follows:

7.12.3.1 During class days, or the academic day, quiet hours in the residence halls will be from 0730-1630 on Monday through Friday.

7.12.3.2 Evening quiet hours will be from 1800 on Sunday through Friday and will continue until 0830 hours the following morning.

7.12.3.3 During the weekends, the University Student Rules are in effect.

7.13 CALL TO QUARTERS (CQ)

The purpose of Call to Quarters is to maintain an appropriate scholastic environment for the Corps. Quiet conditions in halls and rooms will be in effect for all Cadets.

7.13.1 Times: Sunday through Thursday 1900-2200hrs.

7.13.2 Freshmen must be in bed no later than 2230 Sunday through Thursday or they must have a pass (for academic purposes, signed by the XO) posted.

7.13.3 Freshmen will not be allowed to attend social events (e.g., Company parties, or intramurals) anytime during Sunday through Thursday without written approval of the Company Commander at least 48 hours before the event.

7.13.4 Freshmen are not allowed to leave the campus after 1900hrs, Sunday through Monday, including the hours between 2200-2230hrs or they must have a pass (signed by the XO) posted.

7.13.5 Cadets will be engaged in academic study, tutoring, individual study, test reviews, group study, supplemental instruction, departmental reviews, academic research, and other activities that promote academic progress.

7.13.6 The academic study may be anywhere on campus as needed. For study outside your room, a pass must be posted on the door in accordance with Corps Scholastic Rule.
7.13.7 Participation is encouraged in approved extracurricular programs on campus, and a reasonable amount of CQ may be missed if the Cadet is not on probation, during the second semester for freshmen.

7.13.8 Cadets will not be required to attend non-academic Corps-related events, during any period designated as CQ.

7.13.9 In the room, Cadets will not study on the bed.

7.13.10 Only scholastic visits from upperclassmen will be allowed in duck rooms.

7.13.11 No personal phone calls may be made.

7.13.12 Watching TV is not allowed.

7.13.13 Playing computer games is not allowed.

7.13.14 No physical training will be administered during CQ.

7.13.15 During the 30 minutes between evening CQ and lights-out, ducks may continue to study, work on personal business (i.e., uniforms and personal hygiene), or sleep.
8 LEADERSHIP

8.1 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, experiential practice, and the validated practice of leading.

8.2 FOUR YEAR PROGRAM

Our intentional program is as follows:

<table>
<thead>
<tr>
<th>YEAR</th>
<th>ROLE</th>
<th>FOCUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Year</td>
<td>Followership</td>
<td>Learning to Follow; Self-leadership</td>
</tr>
<tr>
<td>2nd Year</td>
<td>Team member</td>
<td>Responsible for self; Development of Major Life Skills</td>
</tr>
<tr>
<td>3rd Year</td>
<td>Direct Leader</td>
<td>Accountable for training; Making day-to-day decisions to attain operational goals</td>
</tr>
<tr>
<td>4th Year</td>
<td>Organizational Leader</td>
<td>Leading leaders; Setting policy; Establishing environment</td>
</tr>
</tbody>
</table>

8.3 EXPECTATIONS OF EACH CLASS YEAR

8.3.1 Expectations for freshmen (followers) in the Corps - Development of the following life skills:

- Understand the Texan Honor system
- 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 and carriage
- Neatness in appearance
- A sense of belonging
- Maintain a sense of humor
- Maintain focus and perspective
8.3.2 Expectations for sophomores in the Corps:

- Understand yourself, your preferred style of leading and communicating.
- Know your self-constraint threshold.
- Understand and support subordinate's goals.
- Understand each individual's constraints, challenges, and potential.
- Understand strength through diversity.
- Understand how to be an effective trainer.
- 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.

8.3.3 Expectations for juniors in the Corps:

- 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.

8.3.4 Expectations for seniors (executive leaders) in the Corps:

- 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.
8.4 SELECTION OF CADETS FOR LEADERSHIP POSITIONS

Cadet officers and non-commissioned officers will be 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.

8.5 CADET COMMAND POSITIONS

8.5.1 The Corps Commander, Deputy Corps Commander, Unit Commanders, and the Sergeants Major at Corps and Unit level along with the Commanders and First Sergeants at Company-level are chosen through a strenuous interview and selection process. They serve at the pleasure of the President of the University and may be administratively replaced at the discretion of the Commandant. Command responsibilities begin at the end of the junior year and end after the senior year.

8.5.2 Cadet command positions are often selected to serve as Residential Leaders (RL) due to their unique command position to effect command and control of Cadets. The RL position is an appointed, paid position working for Corps Housing, a part of Residence Life. RLs are responsible for the administration, maintenance, and safety of Cadet housing under their control. Cadet command positions not appointed as RLs will assist in the administration, maintenance and safety of Cadet housing as a part of their command responsibilities.

8.6 COMMAND RESPONSIBILITIES AND POSITIONS

8.6.1 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 Unit Training Sergeant may be charged with the additional duty of Athletics Sergeant.

**Command of the Corps**

- Corps Commander
- Deputy Corps Commander
- Senior Non-Commissioned Officer

**Command of a Company**

- Company Commander
- Company Executive Officer
- First Sergeant
- Platoon Leader
- Squad Leader
8.6.2 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 - Scholastics Officer
- S3 - Training and Operations Officer
- S4 - Supply and Logistics Officer
- S5 - Public Affairs Officer
- S6 - Signal and Communications Officer

**Special Unit Positions**
- Wainwright Rifles, Officer-in-Charge
- Color Guard, Officer-in-Charge
- Band, Officer-in-Charge
- Ranger Challenge, Officer-in-Charge

8.7 CORPS STAFF POSITION DESCRIPTIONS

8.7.1 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.

8.7.2 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.

8.7.3 Corps Sergeant Major. The Corps 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.
8.7.4 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 the Commander and they receive guidance from the Commander.

8.7.5 Personnel and Administration Officer (S-1). The Personnel and Administration Officer works with unit admin personnel to ensure effective management of personnel data. They supervise admin, discipline, and finance activities and ensures the accuracy of statistical information for compiling reports. He also ensures access to and dissemination of information, contributes to the maintenance and accuracy of the information, and ensures organizational websites meet Corps standards. Serves as the finance coordinator and works with University policies regarding the management of unit funds.

8.7.6 Personnel and Administration Sergeant (S-1A). The Personnel and Administration Sergeant assists in the coordination of unit admin personnel to ensure effective management of personnel data. Supports the admin, discipline, and finance activities and ensures the accuracy of statistical information for compiling reports. Also ensures access to and dissemination of information, contributes to the maintenance and accuracy of the information, and ensures organizational websites meet Corps standards. Assists in the management of finance coordination and works with University policies regarding the management of funds for the unit.

8.7.7 Scholastics Officer (S-2). The Scholastics Officer coordinates scholastics 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 subordinate Scholastics Officers and Cadets experiencing academic difficulties to create additional opportunities to improve academically. The S-2 ensures the accuracy of statistical information for compiling/computing the various awards and recognition.

8.7.8 Scholastics Sergeant (S-2A). The Scholastic Sergeant assists in the coordination of scholastics activities and works with the scholastic chain and unit academic coordinators to effectively manage Corps academic programs; ensure unit members are aware of available academic tutoring programs, supplemental instruction, testing and counseling; and create additional opportunities for Cadets experiencing academic difficulties to improve academically. The S-2A ensures the accuracy of statistical information for compiling/computing the various awards and recognition.
8.7.9 Training and Operations Officer (S-3). The Training and 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. As the Training Officer, 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.

8.7.10 Operations Sergeant (S-3A). The Operations Sergeant assists with detailed planning, coordination, and execution of major unit operations. The S-3A coordinates preparation of orders with the incorporation of risk assessment, for all planned activities.

8.7.11 Supply and Logistics Officer and Sergeant (S-4 /S-4A). The Supply and Logistics Officer and Sergeant assists with detailed planning and coordination of logistics, and training activities for the major unit. They work with unit representatives to ensure 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.

8.7.12 Public Affairs Officer (S-5). The Public Affairs Officer coordinates the public affairs within the unit. The S-5 works closely with the Office of the Commandant, Corps staff, and unit PA officers to ensure effectively managed public affairs and recruiting programs. The S-5 coordinates Cadet activities related to public outreach with the rest of the University and the surrounding community.

8.7.13 Public Affairs/Recruiting Sergeant (S-5A). The Public Relations/Recruiting Sergeant assists in the coordination of the public affairs programs within the major unit. The S-5A works closely with recruiting sergeants to ensure effective management of public affairs programs. The S-5A assists in the coordination of Cadet activities related to public outreach with the rest of the University and the surrounding community.

8.7.14 Signal and Communications Officer (S-6). The Signal and Communications Officer coordinates the recruiting program for the unit. The S-6 works closely with the Office of the Commandant, Corps staff, Residential Living and Family Transition and unit recruiting officers to ensure effectively managed recruiting programs. The S-6 coordinates Cadet activities related to recruiting with the rest of the University.

8.7.15 Signal and Communications Sergeant (S-6A). The Signal and Communications Sergeant coordinates the recruiting program for the unit. The S-6 works closely with the Office of the Commandant, Corps staff, Residential Living and Family Transition and unit recruiting officers to ensure effectively managed recruiting programs. The S-6 coordinates Cadet activities related to recruiting with the rest of the University.
8.8 COMMAND OF A COMPANY UNIT OFFICER/ NCO POSITION DESCRIPTIONS

8.8.1 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 outfit complies with all Corps and University policies and performs proper risk assessments of organization activities. A CO serves as the outfit Honor Representative on all Honor issues. A CO supervises Platoon/Flight Leaders, unit staff officers, and the First Sergeant. Unit Commanders are accountable to the Commandant and the other commanders within their chain of command.

8.8.2 Executive Officer. 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 ensures 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.

8.8.3 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.

8.8.4 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.

8.8.5 Platoon/Flight Leaders and Assistant Leaders. The Platoon/Flight Leaders (P/FLs) are responsible for all platoon/flight activities and Cadets. The P/FLs ensure the platoon/flights comply with all Corps and University policies and conduct proper risk assessments of planned activities. Assistant Leaders assist with programs and Cadets as directed by the Platoon/Flight Leaders.

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

8.8.7 Squad Leaders and Assistant Squad Leaders. These indirect leaders execute Squad activities and ensure Cadets comply with all Corps and University policies as directed by the Platoon/Flight leadership.
8.8.8 Fire Team Leaders and Assistant Team Leaders. These direct 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 Fire Team.

8.8.9 Scholastics Officer. The Scholastics Officer coordinates scholastics activities and works with the Major Unit Scholastics Officer and Corps Training Officers to ensure an effective management of the Corps academic programs and to inform unit members of available academic tutoring programs, supplemental instruction, testing, and counseling. The Scholastics Officer works with Cadets experiencing academic difficulties to create additional opportunities to improve academically. The Scholastics Officer ensures the accuracy of statistical information for compiling/computing the various awards and recognition.

8.8.10 Scholastics Sergeant and Corporal. The Scholastics Sergeant and Corporal coordinate unit compliance with all scholastic policies. They assist the Scholastic Officer in developing and implementing the unit's scholastics program ensuring all unit members are aware of available academic tutoring and counseling programs. The Scholastics Sergeant, assisted by a Scholastics Corporal, ensures the accurate submission/recording of statistical information for compiling/computing the various awards and recognition. Scholastics Corporal executes the directions of the Scholastics Sergeant in developing, coordinating, executing and supporting unit scholastic programs.

8.8.11 Operations, Logistics, and Training Officer. The Operations Officer (OpsO) conducts detailed planning and coordinates the execution of the operations, logistics and training activities. The OpsO ensures proper execution of operations and training for all Cadets and the effective use of logistical resources. The OpsO supervises the preparation of orders, the incorporation of risk assessment, and the accounting of all logistical issues for all planned activities. As the Training Officer, the OpsO publishes the weekly (or bi-weekly) training schedule and provides oversight of unit athletic programs ensuring Cadets receive credit for activities as well as the accuracy of statistical information for compiling/computing various awards and recognition.

8.8.12 Operations Sergeant and Corporal. Ops Sergeant and Corporal supervise unit compliance with all operations and training policies. They assist the OpsO in developing, coordinating and executing unit operations and works with the major unit operations section to ensure effective management of the unit operations programs. The Ops Sergeant prepares operations orders and incorporates risk assessment. The Ops Sergeant ensures unit members receive credit for activities as well as the accurate submission of statistical information for compiling/computing various awards and recognition. The Ops Corporal executes the directions of the Operations Sergeant in developing, coordinating, executing, and supporting unit operations.

8.8.13 Training/Athletics Sergeant and Corporal. The Training and Athletics Sergeant and Corporal develop and coordinate the unit's athletics and physical fitness programs in accordance with guidance from the Commander and Operations Officer. They ensure proper risk assessments of all unit activities. They ensure unit members receive credit for
activities and the accurate submission of statistical information for compiling/computing various awards and recognition. The Training/Athletics Corporal executes the directions of the Training/Athletics Sergeant in executing unit training and athletic activities.

8.8.14 Logistics Sergeant and Corporal. The Logistics Sergeant and Corporal assists the Operations Officer in developing, coordinating and executing unit logistic activities. The Logistics Corporal executes directions of the Log Sgt.

8.8.15 Public Relations/Civic Officer. The PR Officer coordinates the unit’s public affairs program and works with the Major Unit Public Affairs Officer to effectively manage the public affairs program. The PR Officer also coordinates Cadet activities related to public outreach with the rest of the University as well as the surrounding community. The PR Officer keeps the commander informed of all public relations matters pertaining to the unit and the Corps.

8.8.16 Public Relations Sergeant and Corporal. The PR Sergeant and Corporal assist with the supervision of information dissemination both inside and outside the unit. They assist the Public Relations Officer in developing the unit’s community/public affairs program and keeping the unit leadership informed of all matters of public information pertaining to the unit. The Public Relations Corporal executes the directions of the Public Relations Sergeant.

8.8.17 Recruiting Officer. The Recruiting Officer develops the unit’s recruiting program and works with the Office of the Commandant, the Corps Recruiting Officer to ensure unit recruiting personnel effectively manage the unit’s recruiting. The Recruiting Officer maintains the accuracy of statistical information for compiling/computing the various awards/recognition and ensures unit members receive credit for activities eligible for the recruiting award ribbon.

8.8.18 Recruiting Sergeant and Corporal. The Recruiting Sergeant and Corporal supervise unit compliance with all recruiting policies. They assist the Recruiting Officer in developing the unit’s recruiting program and ensuring unit recruiting personnel effectively manage the numerous recruiting opportunities. The Recruiting Sergeant assists in ensuring unit members receive credit for activities eligible for the recruiting award ribbon and recording of statistical information from that unit for compiling/computing the various awards and recognition. The Recruiting Corporal executes the directions of the Recruiting Sergeant.

8.8.19 Other Positions. Commanders may recognize additional duties as needed. These will not be formally recognized without written approval from the Major Unit Commander.
8.9 CLASS SYSTEM

8.9.1 Seniors hold the rank of Cadet officers. They are the executive leaders of the Corps and are expected to establish, focus on, and communicate their organization’s vision; establish and maintain a positive environment; develop others; and make the decisions that affect operations.

8.9.2 Juniors hold the rank of Cadet Sergeants. 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.

8.9.3 Sophomores hold the rank of Cadet Private First Class (PFC) or Cadet Corporal. They implement and execute the directions, orders, and policies of the Cadet leadership chain in accordance with the Operations Manual.

8.9.4 Freshmen (ducks) hold the rank of Cadet Private, with the opportunity to be promoted to Cadet PFC in the second semester. They are expected to follow and carry out the lawful orders and directions of the upper class Cadets in accordance with policies and practices.

8.10 CLASSIFICATION OF CADETS

Cadets are assigned the following numerical classifications for purposes of rank selection, privileges, and punishment:

- First class (MS1/AS100) - academic freshman
- Second class (MS2/AS200) - academic sophomore
- Third class (MS3/AS300) - academic junior
- Fourth class (MS4/AS400) - academic senior

8.11 DUTIES OF THE OFFICER OF THE DAY

8.11.1 The Officer of the Day (OD) will be a Cadet 2LT or above. (Cadet Residential Leaders are exempt.) Other Cadet Officers can be assigned with the approval of the Corps Commander on a case-by-case basis.

8.11.2 The OD is on duty from 0700 to 0000 the following morning.

8.11.3 The OD uniform is the Class B at all other times during the duty day prior to 1700. After the end of the academic day, the OD may change into appropriate civilian attire.
8.11.4 The OD will be accessible by cell phone throughout the entirety of their tour of duty. Exceptions to this rule include academic or other environments that require the phone to be off. The OD will be on campus during their tour of duty and will not consume alcohol at any time.

8.11.5 The OD will familiarize themselves with the duties of the Officer of the Day, daily functions of the Corps before the beginning of their tour of duty.

8.11.6 Any Cadet who is assigned as Officer of the Day for a particular day is responsible for seeing that all duties are properly carried out. Cadets with schedule conflicts or exams may trade duties with other eligible Cadet officers, but the Corps S-3 must be notified 5 days in advance of the duty period.

8.11.7 In the event of an emergency, the OD will notify the closest Cadet RL possible who will then take charge of the situation. They will then be used at the discretion of the Cadet RL present to aid in commanding/controlling the situation.

8.11.8 In the event of a neglected Corps function or issue, the OD will inform the XO as soon as possible.
### 8.12 CADET RANK INSIGNIA

<table>
<thead>
<tr>
<th>Rank</th>
<th>Insignia</th>
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<tbody>
<tr>
<td>C/Private</td>
<td><img src="image1.png" alt="Insignia" /></td>
</tr>
<tr>
<td>C/First Sergeant</td>
<td><img src="image2.png" alt="Insignia" /></td>
</tr>
<tr>
<td>C/Private First Class</td>
<td><img src="image3.png" alt="Insignia" /></td>
</tr>
<tr>
<td>C/Command Sergeant Major</td>
<td><img src="image4.png" alt="Insignia" /></td>
</tr>
<tr>
<td>C/Corporal</td>
<td><img src="image5.png" alt="Insignia" /></td>
</tr>
<tr>
<td>C/Second Lieutenant</td>
<td><img src="image6.png" alt="Insignia" /></td>
</tr>
<tr>
<td>C/Sergeant</td>
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</tr>
<tr>
<td>C/First Lieutenant</td>
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</tr>
<tr>
<td>C/Staff Sergeant</td>
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<tr>
<td>C/Captain</td>
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<td>C/Sergeant First Class</td>
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<td>C/Major</td>
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<td>C/Master Sergeant</td>
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</tr>
<tr>
<td>C/Lieutenant Colonel</td>
<td><img src="image14.png" alt="Insignia" /></td>
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</tbody>
</table>

Note: Freshman Cadets, known as ducks, are the equivalent of an E-1 and will not wear rank insignia during the fall semester.
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 the same standards of behavior normally expected of commissioned officers in the grade of second lieutenant, whether on campus or off campus, 24 hours each day.

TEAM WORK: 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.

“Men may be inexact or even untruthful in ordinary matters and suffer as a consequence only the disesteem of their associates or the inconvenience of unfavorable litigation, but the inexact or untruthful soldier trifles with the lives of his fellow men and with the honor of his government, but rather a stern disciplinary necessity.” Secretary of War Newton D. Baker

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.”
10 TRAINING

10.1 DAILY SCHEDULE ( Typical )

This schedule is a representative, routine schedule for the Corps. The actual schedule may vary and will be published by the Corps Staff, in the Plan of the Week (POW).

<table>
<thead>
<tr>
<th>EVENT</th>
<th>TIME</th>
<th>DAY</th>
</tr>
</thead>
<tbody>
<tr>
<td>duck Wake Up / Fall Out</td>
<td>0520-0550</td>
<td>M-F</td>
</tr>
<tr>
<td>Physical Fitness Training</td>
<td>0550-0650</td>
<td>M-Th</td>
</tr>
<tr>
<td>Corps Formation</td>
<td>0650-0700</td>
<td>M-F</td>
</tr>
<tr>
<td>duck Morning Formation</td>
<td>0730</td>
<td>M-F</td>
</tr>
<tr>
<td>Morning Meal</td>
<td>As Desired</td>
<td>M-F</td>
</tr>
<tr>
<td>Academic Day (Quiet Hours in the Hall)</td>
<td>0800-1600</td>
<td>M-F</td>
</tr>
<tr>
<td>Corps Formation</td>
<td>1700</td>
<td>Tu</td>
</tr>
<tr>
<td>Noon Meal</td>
<td>As Desired</td>
<td>M-F</td>
</tr>
<tr>
<td>Evening Meal</td>
<td>As Desired</td>
<td>M-F</td>
</tr>
<tr>
<td>Call to Quarters (CQ)</td>
<td>1900-2200</td>
<td>Sun-Th</td>
</tr>
<tr>
<td>Personal Time</td>
<td>2200-2230</td>
<td>Sun-Th</td>
</tr>
<tr>
<td>Lights Out</td>
<td>2230</td>
<td>Sun-Th</td>
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</tbody>
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10.2 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 daily 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 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.
10.3 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).

10.3.1 The S-3 is responsible for publishing operations orders for the Regiment or elements thereof as required. The S-3 may delegate this authority, as they deem necessary. The order must include as a minimum the following paragraphs:

- Situation - what is occurring and when
- Mission - what people are to do
- Execution - details of what is to happen
- Service Support - who gives primary support
- Transportation
- Security
- Safety
- Corps organization and details
- Command and Signal
- Cadet officer in charge
- University official directly responsible (i.e., organization advisor, etc.)
- After action verbal/written reports, acknowledgments, thank you letters, etc.

10.3.2 Operations orders will be issued for, but not limited to the following activities:

- Home football games
- Memorial services
- Parades
- Cadet training sessions
- Change of Command ceremonies
- Drill competitions
- Special retreat formations
- Homecoming activities
- Military weekend activities
- Academic awards ceremonies and Military awards ceremonies
- Commissioning ceremonies

10.4 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 or
study times.

10.5 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 contains samples of 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 that would support their recommendation.

10.6 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 and ensure all Cadets are able to pass the required Corps Physical Fitness Test (PFT). 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.

10.6.1 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, the U.S. Army and U.S. Air Force require ROTC Cadets 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 will follow the Army’s Physical Readiness Training program.

10.6.2 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.

10.6.3 The purposes of physical training during Cadet Orientation Training (COT) is to expose new Cadets to the proper methods for conducting group PT, prepare them for
participating in formation PT, and to begin developing their physical conditioning to the
level they can meet the standards of the Corps and ROTC Physical Fitness Tests (PFTs).

10.6.4 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.

10.6.5 Physical Training during Cadet Orientation Training (COT) should not focus
on conditioning. The emphasis for PT during COT is on instructing 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.

10.6.6 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. As directed by ROTC cadre, ROTC Cadets may conduct ROTC
PT twice a week, when Corps PT is not scheduled.

There will be no PT/exercises administered during the academic year within 24 hours prior
to a ROTC physical fitness test.

10.6.7 No PT, for either conditioning or exercise purposes, will be conducted during
any call-to-quarters period (morning, afternoon or evening). No PT will be conducted on
any evening between the hours of 2230-0600 unless conducted as an authorized Corps or
ROTC activity.

10.6.8 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
First-Year Cadet and the upperclassmen to be aware of such restrictions.

10.6.9 During the transition from COT 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.

10.6.10 First-year Cadets may not be subjected to physical training/exercises by
upperclassmen outside of the first-year Cadet’s immediate chain of command.

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

10.6.12 PT for First-Year Cadets will only be administered in Tarleton Corps PT gear
or ACUs. Upperclassman administering the training will complete all exercises and
repetitions with the First-Year Cadets and will be in the same uniform.
10.6.14 Safety considerations such as terrain and space available will be taken into account 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.

10.7 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.

10.7.1 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.

10.7.2 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.

10.7.3 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.

10.7.4 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.

10.7.5 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.
11 FIRST YEAR (duck) CADETS

11.1 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.

duck Cadets 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 upperclassman occupying those positions.

11.2 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.

And He will judge between the nations, And will render decisions for many peoples; And they will hammer their swords into plowshares and their spears into pruning hooks. Nation will not lift up sword against nation, And never again will they learn war. Isaiah 2:4
11.3 SOUNDING OFF

11.3.1 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!”

11.4 GENERAL RESPONSE

11.4.1 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:

11.4.1.1 “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.

11.4.1.2 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."

11.4.2 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.

11.4.3 Ducks will speak only when addressed by an upper class Cadet, officer, or noncommissioned officer (NCO) 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?”

11.4.4 Ducks will refer to their classmates as “ducks” when addressing upper class Cadets, officers, and noncommissioned officers.

11.4.5 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 position of parade rest.

11.4.6 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."
11.4.7 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.

11.4.8 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.
12 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 harassment or hazing. Harassment or hazing 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 be treated with dignity and respect at all times.

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. Harassment and hazing are unacceptable in the Texan Corps of Cadets and will not be tolerated.

12.1 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.

12.1.2 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.

12.1.3 Reporting to the University.

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

12.1.3.2 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/.
12.1.3.3 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 take action to protect whomever is at risk.

12.1.4 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

12.1.5 Prevention and Education Programming

12.1.5.1 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.

12.1.5.2 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.
13 ORDER AND DISCIPLINE

13.1 GENERAL

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

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

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

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

13.1.2.3 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.

13.1.2.4 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.

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

13.1.3 Greeting: 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.

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

13.1.3.2 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.
13.1.4 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.

13.2 PRIVILEGES/ RESPONSIBILITIES

13.2.1 It is a Cadet responsibility to:


13.2.1.2 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.

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

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

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

13.2.2 It is a Cadet privilege to:

13.2.2.1 Maintain an inspection-ready room on weekdays.

13.2.2.2 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.

13.2.3 It is a duck privilege to:

13.2.3.1 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 upperclassmen.

13.2.3.2 Give only four answers to an upperclassman: "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.

13.2.3.3 Greet all known and unknown upper class Cadets in a normal fully understandable voice. Follow the procedures described in The Chisel.
13.2.3.4 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.

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

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

13.2.3.7 Speak to all upper class Cadets in their residence hall.

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

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

13.3.3.10 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, mattress pad or non-issued bedding.
- No more than three items on the desk.

13.2.4 It is a sophomore privilege to:

13.2.4.1 Wear civilian hats inside Corps residence hall.

13.2.4.2 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.

13.2.4.3 Wear a black belt.

13.2.5 It is a junior privilege to:

13.2.5.1 Wear a black belt.

13.2.5.2 Live off-campus.

13.2.6 It is a senior privilege to:

13.2.6.1 Wear a black belt.
13.2.6.2 Wear a black stripe on uniform trousers.

13.2.6.3 Live off-campus.

13.2.6.4 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.

13.3 GROOMING STANDARDS

13.3.1 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.

13.3.1.1 Male. New Cadets participating in Cadet Orientation Training will receive a one-time close cut 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 sideburns neatly trimmed. Sideburns may not be flared; the base of the sideburn will be a clean-shaven, horizontal line. Sideburns will not extend below the lowest part of the exterior ear opening.

Males will keep their face clean-shaven when in uniform or in civilian clothes during the academic day or 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.

13.3.1.2 Female. The hair is neatly groomed, that the length and bulk of the hair are not excessive, and that the hair does not present a ragged, unkempt, or extreme appearance. Likewise, trendy styles that result in shaved portions of the scalp (other than the neckline) or designs cut into the hair are prohibited. Females may wear braids and cornrows as long as the braided style is conservative, the braids and cornrows
lie snugly on the head, and any holding devices comply with the standards. Dreadlocks (unkempt, twisted, matted individual parts of hair) are prohibited in uniform or in civilian clothes during the academic day or Corps events. Hair will not fall over the eyebrows or extend below the bottom edge of the collar at any time during normal activity or when standing in formation. Long hair that falls naturally below the bottom edge of the collar, to include braids, will be neatly and inconspicuously fastened or pinned, so no free-hanging hair is visible. This includes styles worn with the Corps Physical Fitness Uniform (CPFU).

Styles that are lopsided or distinctly unbalanced are prohibited. Ponytails, pigtails, or braids that are not secured to the head (allowing hair to hang freely), widely spaced individual hanging locks, and other extreme styles that protrude from the head are prohibited. Extensions, weaves, wigs, and hairpieces are authorized only if these additions have the same general appearance as the individual's natural hair. Additionally, any wigs, extensions, hairpieces, or weaves must comply with grooming policies.

Females will ensure that hairstyles do not interfere with proper wear of Corps headgear, protective masks, or equipment at any time. When headgear is worn, the hair will not extend below the bottom edge of the front of the headgear or below the bottom edge of the collar.

Hair-holding devices may be used only for securing the hair. Females 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 soldier'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 bands. 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 clips; clips, pins, or barrettes with butterflies, flowers, sparkles, gems, or scalloped edges; and bows made from hairpieces.

13.3.2 Fingernails.

13.3.2.1 Male. Fingernails shall not extend beyond the fingertip.

13.3.2.2 Female. Fingernails shall not extend any more than ¼-inch beyond the fingertip. Nail polish shall be conservative and compliment the skin tone.

13.3.3 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.

13.3.4 Jewelry. Wearing jewelry is authorized for all personnel. Jewelry shall not present a safety hazard. Jewelry shall be worn within the following guidelines:
13.3.5 Rings. While in uniform, only one ring per hand is authorized, excluding the wedding and engagement rings.

13.3.6 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 body piercings are allowed.

13.3.7 Necklaces. While in uniform, only one necklace may be worn, and it shall not be visible.

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

13.4 ROOM REGULATIONS

13.4.1 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.

13.4.2 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.

13.4.2.1 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.

13.4.3 Closet/Wardrobe.

13.4.3.1 Military and civilian clothes will be organized in a neat orderly fashion and not intermingled. Military clothes will be kept separate from civilian clothes. 13.4.3.2 Freshmen are required to close all fasteners on military clothing and civilian clothing, and equally space all hangers grounded to the end of the hanging bar.

13.4.3.3 Sophomores will close the top fastener on all military clothing. Clothes will be hung in a unified manner with fasteners to the Cadet’s left when facing the closet/wardrobe.
13.4.3.4 Military clothes will be organized as follows, starting closest to the entry door:

- Class A Blouse
- Jacket, Black
- ACUs (blouse and trouser on one hanger)
- Midnight Gabardine Shirt
- Long Sleeve White Shirt
- Short Sleeve White Shirt
- Trousers
- Skirt (if applicable)

13.4.3.5 Headgear will be organized in the following manner and start closest to the room entrance. The brim of the cover will run flush to the forward edge of the shelf. Civilian hats will be located behind the military covers.

- Service Cap
- Garrison Cap
- ACU Cap

13.4.3.6 Shoes will be organized in the following order. Shoes will be clean with laces tucked in.

- Combat Boots
- Low Quarters
- PT shoes
- Civilian Shoes (from heaviest to lightest shoe)

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

13.4.4 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 tooth brush/razor holder, if desired. Towels are hung neatly on designated towel racks near the sink and shower area. All sinks and mirrors will be kept clean and free of dust, dirt, and water spots.

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

13.4.6 Toothbrush/razor holders will be kept clean and free of toothpaste residue.

13.4.7 Study Area. Desk/hutch, trash can, and bulletin board will be neat and orderly. Bulletin boards will remain uniform throughout the unit and include such items as a unit roster and any other item dictated by the unit; items will be tacked on all corners.
13.4.8 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.

13.4.9 Beds.

13.4.9.1 Cadet beds are inspectable from 0800 until 1700 Monday through Thursday and 0800 until 1400 on Fridays. If a Cadet is sleeping in their bed, it will be uninspectable at that time.

13.4.9.2 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.

13.4.9.3 First-year Cadets are required to have white sheets and pillowcases on their beds. Sophomore through seniors may have solid sheets and pillowcases of any color, but a neat military appearance must be maintained for inspection purposes.

13.4.9.4 Beds may be stripped bare for a period not to exceed 48 hours in order for the linens to be washed. 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 are to be folded neatly in “e-folds” and placed at the foot of the bed.

13.4.9.5 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.

13.4.9.6 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 and arranged in size from the highest to lowest.

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

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

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

13.4.11 Desk.

13.4.11.1 Loose articles must be kept in the drawer or in small boxes on the desktop.
13.4.11.2 Chairs must be kept in the room and under the desks.

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

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

13.4.12 Furnishings.

13.4.12.1 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.

13.4.12.2 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.

13.4.12.3 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.

13.4.13 Television.

13.4.13.1 All Cadets may have television sets in their rooms, provided they meet the requirements set by the Corps Academic Policy. At a minimum, no Cadet with below a 2.5 cumulative GPA will have a television.

13.4.13.2 If television privileges are denied due to academic status, a Cadet may make use of the educational programming offered by Tarleton by obtaining permission of their squad leader to watch such programs in the TV lounge of their building or the Cadet shared room common area.

13.4.14 General Room Conditions

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

13.4.14.2 Curtains are not authorized for Cadet windows. University issued shades and Venetian blinds (white) are the only authorized items for Cadet windows.

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

13.4.14.4 Nails can be driven into plaster or dry walls, but the University may charge you for damages/repairs.
13.4.14.5 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 in the room's wall, such as double-backed tape.

13.4.14.6 AT NO TIME WILL ALCOHOL BE STORED OR CONSUMED IN THE CADET DORMS.

13.4.14.7 In addition, open alcoholic beverages in public (i.e. outside) are a violation of Texas State Law.

13.4.14.8 No alcoholic beverages 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.

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

13.4.14.10 Decals or stickers or any type are not to be affixed to University property and furnishings.

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

13.4.16.12 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.

13.4.16.13 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, outside the door.

13.4.15 Hallways.

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

13.4.15.2 Painting hallway walls is not authorized without the approval of the Commandant.
13.5 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 conducting official Corps of Cadets business throughout the 24-hour day. It also 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.

13.5.1 Alcohol containers. Alcohol containers of any kind (full, partially-full, or empty) are not permitted in the residence hall.

13.5.2 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) that will interfere with Corps business and maintenance of good order and discipline, is not permitted.

13.6 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.

13.6.1 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.

13.6.2 Commandant’s Room Inspections. This is an unannounced 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. Failure of this inspection will result in the assessment of a restricted weekend to all Cadet occupants of the room. Quantitative results of these inspections will be included in determining Corps awards.

13.6.3 Commandant’s Staff Inspections. This includes any inspection authorized by the Commandant not previously mentioned and may be announced or unannounced.
13.7 LOGOS AND SIGNS

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

13.7.1 Therefore, outfit 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.

13.7.2 Also excluded from outfit 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 outfit logos and signs of units in the Corps of Cadets is encouraged.

13.8 BULLETIN BOARDS

13.8.1 Bulletin Boards will provide timely dissemination of information to all members of the unit.

13.8.2 The unit bulletin board is divided into two major sections. They are PERMANENT and TEMPORARY, under which the following is posted:

13.8.2.1 PERMANENT: Information of a general nature and of interest to the members of the unit; dealing with matters directive in nature which are not governed by a limiting date/time factor, such as fire regulations, standing operating procedures, command policy, or General Orders. Documents of this nature will not be removed unless rescinded or superseded by a replacing document.

13.8.2.2 TEMPORARY: Information such as menus, football schedules training schedules or any material which is effective for only a short period of time. Temporary notices will be removed promptly after their expiration.

13.8.3 All unit bulletin boards will have colored backgrounds. They will be neatly arranged with all announcements and notices tacked at all four corners. Bulletin boards will be kept current, clean and in good repair.

13.8.4 Maintenance Responsibilities: Although the bulletin board is regarded as a command responsibility, normal procedure is for Unit Commanders to delegate responsibility for the maintenance of the unit bulletin board to the unit First Sergeant, or at major unit level, to a senior noncommissioned officer assigned to the staff.
14 UNIFORMS

The purpose of this chapter is to establish policies for the proper wear of the Tarleton State University Corps of Cadets uniform.

14.1 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.

14.1.1 The Texan Corps of Cadets uniform will be worn by all student-Cadets, ROTC and Drill & Ceremony, 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.

14.1.2 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.

14.1.3 All members of the Corps of Cadets will wear the Cadet uniform on campus as indicated below.

14.1.3.1 Each Cadet is responsible, 24 hours a day, on and off duty, to wear sharp, proper uniforms.

14.1.3.2 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.

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

14.1.4 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: Class B or Purple Thursday (School spirit)

Friday: Class B or Casual Professional (Corps/ROTC polo and khaki pants)
14.1.5 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.

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

14.1.7 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.

14.1.8 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.

14.1.9 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.).

14.1.10 Only contracted student Cadets, enrolled in Military Science or Aerospace Studies, wear the patch that identifies their ROTC program. Cadets enrolled 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.

14.1.11 Mixing the uniform with civilian clothing is not authorized, except for low quarter shoes and combat boots because they are generic clothing items.

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

14.1.13 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.

14.1.14 Females are required to wear trousers at retreats, sporting events, reviews, and inspections. In all other cases, all females (regardless of class) may wear trousers or skirts.

14.1.15 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 presence.
14.1.16 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.

4.1.17 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.

4.1.18 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.

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

14.1.20 Cadets will not place their hands in their pockets for an extended period of time. 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.

14.1.21 Cold Weather. For temperatures below 55 degrees, the black jacket (with proper Cadet rank) 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 except when seated indoors or within a dormitory. Cadets will not place their hands in their pockets for an extended period of time.

14.1.22 Cadets are not authorized to operate a skateboard when in uniform.

14.1.23 Cadets are responsible for maintenance of their uniform.

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

14.1.25 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.

14.1.26 The Class C uniform is authorized for severe inclement weather. 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.
14.1.27 Class C uniforms are authorized for individual ROTC lead labs. ROTC scholarship/contracted Cadets may wear their ROTC utility uniform with ROTC rank/insignia to Leadership Labs as directed by the ROTC instructor.

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

14.1.29 The Class C cover will be worn with the Cadet rank only. Each Cadet is responsible, 24 hours a day, on and off duty, to wear sharp, proper uniforms. Normally, Cadets who are being recognized, inducted into an organization, or otherwise representing the Corps of Cadets, should do so in Cadet uniform.

14.2 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. A request to wear ACUs must still be submitted through the chain of command. Athletic shoes may be worn with a foot or leg injury as per a healthcare provider’s instructions.

14.3 OFF-CAMPUS UNIFORM WEAR

14.3.1 Cadets are authorized to wear the Cadet uniform off campus. 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.

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

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

14.3.2.2 Dining Off Campus - if desired, Cadets may wear the uniform of the day or higher if eating off campus. Alcohol may not be consumed while in uniform without prior approval of the Commandant.

14.3.2.3 Home and Away Football Games - Cadets will wear the appropriate uniform of the day.

14.4 UNIFORM COMBINATIONS AND STANDARDS

14.4.1 Do not wear unauthorized insignia. Chrome, subdued, shaved, engraved, 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 ACUs may be worn with ACUs. No commemorative loops of ribbon or cloth (cancer, AIDS, etc.) will be worn on the uniform unless authorized in writing by the Corps Commander.

14.4.2 Mixing the uniform with civilian clothing is not authorized, except for low quarter shoes, combat boots, and the raincoat because they are generic clothing items.
14.4.3 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. These restrictions include items of the ACU issue. Cadets will be held responsible for any of their uniform parts worn by others.

14.4.4 While wearing any uniform, all appropriate fasteners will be fastened.

14.4.5 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.

14.4.6 Belt:

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

14.4.7 Buckle:

- Freshman: solid front with duck style
- Sophomore to Senior: solid front with block “T” style

14.4.8 General Rules for Uniform Issue:

14.4.8.1 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.

14.4.8.2 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.

14.4.8.3 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.

14.4.8.4 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.

14.4.8.5 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).
14.4.8.6 All issue items except, bedspreads and ACU items must be dry cleaned, not washed.

14.4.9 Maintenance of Uniforms:

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

14.4.9.2 All issue items must be dry cleaned, except for bedspreads, ACU trousers/shirts, and field coats.

14.4.9.3 ACU's should be neat in appearance but will not be form fitted.

14.4.9.4 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.

14.4.9.5 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.

14.4.10 Uniform Exchanges:

14.4.10.1 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 headgear has been worn, it cannot be exchanged for another size. Socks, polished brass items (including belt buckles), belts, and other expendable items cannot be exchanged for different sizes if they have been worn.

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

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

14.4.11 Uniform Turn In and Clearance:

14.4.11.1 Upon withdrawal or graduation from the Corps of Cadets, each Cadet is responsible for returning issued uniforms to the Corps Uniform Warehouse (CUW).
14.4.11.2 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 will 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.

14.4.11.3 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.

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

14.4.11.5 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, ACUs, etc.).

14.4.11.6 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.

14.4.12 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

UNIFORM ISSUE LIST

THE FOLLOWING CLOTHING ITEMS WILL BE ISSUED TO MALE CADETS:

<table>
<thead>
<tr>
<th>ISSUE</th>
<th>ITEM OF CLOTHING</th>
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<tbody>
<tr>
<td>1</td>
<td>JACKET, BLACK</td>
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<tr>
<td>3</td>
<td>TROUSERS, GABARDINE</td>
</tr>
<tr>
<td>1</td>
<td>TROUSERS, ACU</td>
</tr>
<tr>
<td>3</td>
<td>SHIRT, SHORT-SLEEVE</td>
</tr>
<tr>
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<td>SHIRT, LONG-SLEEVE</td>
</tr>
<tr>
<td>2</td>
<td>SHIRT, MIDNIGHT</td>
</tr>
<tr>
<td>1</td>
<td>SHIRT, ACU</td>
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<tr>
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<td>CAP, SERVICE W/ RAINCOVER</td>
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<tr>
<td>1</td>
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TABLE 1 (CONTINUED)

UNIFORM ISSUE LIST

THE FOLLOWING CLOTHING ITEMS WILL BE ISSUED TO FEMALE CADETS:

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<td>SLACKS, GABARDINE</td>
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<td>1</td>
<td>SKIRT, GABARDINE</td>
</tr>
<tr>
<td>1</td>
<td>TROUSERS, ACU</td>
</tr>
<tr>
<td>3</td>
<td>SHIRT, WHITE, SHORT-SLEEVE</td>
</tr>
<tr>
<td>1</td>
<td>SHIRT, WHITE, LONG-SLEEVE</td>
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<tr>
<td>2</td>
<td>SHIRT, MIDNIGHT</td>
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<td>1</td>
<td>SHIRT, ACU</td>
</tr>
<tr>
<td>1</td>
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<tr>
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<td>NECK TAB, BLACK</td>
</tr>
<tr>
<td>1</td>
<td>SWEATSUIT</td>
</tr>
<tr>
<td>1</td>
<td>BEDSPREAD</td>
</tr>
<tr>
<td>1</td>
<td>BELT &amp; BUCKLE SET</td>
</tr>
<tr>
<td>1</td>
<td>BRASS SET</td>
</tr>
<tr>
<td>1</td>
<td>CAP, ACU</td>
</tr>
<tr>
<td>2</td>
<td>CAP, GARRISON, GABARDINE</td>
</tr>
<tr>
<td>1</td>
<td>CAP, SERVICE W/RAINCOVER</td>
</tr>
<tr>
<td>1</td>
<td>SHOES, LOW QUARTERS</td>
</tr>
<tr>
<td>1</td>
<td>PUMPS</td>
</tr>
<tr>
<td>1</td>
<td>BOOTS, SPEEDLACE</td>
</tr>
<tr>
<td>2</td>
<td>NAME TAG &amp; NAME TAPES, SET</td>
</tr>
</tbody>
</table>
TABLE 2
CLASS “A” WINTER UNIFORM

All Cadets will have midnight uniforms for special events.

<table>
<thead>
<tr>
<th>ITEM</th>
<th>DESCRIPTION FOR MALE</th>
<th>DESCRIPTION FOR FEMALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Trousers/ skirt</td>
<td>a. Trousers, gabardine</td>
<td>a. Slacks/skirt, gabardine</td>
</tr>
<tr>
<td></td>
<td>b. Black stripe on pants (senior only)</td>
<td>b. Black stripe on pants (senior only)</td>
</tr>
<tr>
<td>2. Shirt</td>
<td>Midnight shirt, green</td>
<td>Same</td>
</tr>
<tr>
<td>3. Headgear</td>
<td>a. Service cap</td>
<td>Same</td>
</tr>
<tr>
<td></td>
<td>b. Garrison cap,</td>
<td></td>
</tr>
<tr>
<td>4. Shoes/ socks/ hose</td>
<td>Brown low quarters shoes with khaki socks.</td>
<td>Pumps with hose if skirt is worn. Pumps with hose or khaki socks with oxford shoes if slacks are worn.</td>
</tr>
<tr>
<td>6. Tie</td>
<td>Tan tie</td>
<td>Same</td>
</tr>
<tr>
<td>7. Coat/Jacket</td>
<td>Midnight Service Coat</td>
<td>Same</td>
</tr>
<tr>
<td>8. Belt</td>
<td>a. Senior-black</td>
<td>Same</td>
</tr>
<tr>
<td></td>
<td>b. Junior-black</td>
<td></td>
</tr>
<tr>
<td></td>
<td>c. Sophomore-black</td>
<td></td>
</tr>
<tr>
<td></td>
<td>d. Freshman-white</td>
<td></td>
</tr>
</tbody>
</table>

CLASS “A” SUMMER UNIFORM

<table>
<thead>
<tr>
<th>ITEM</th>
<th>DESCRIPTION FOR MALE</th>
<th>DESCRIPTION FOR FEMALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Trousers/ skirt</td>
<td>Same</td>
<td>Same</td>
</tr>
<tr>
<td>2. Shirt</td>
<td>Shirt, white, long sleeve</td>
<td>Shirt, white, long sleeve</td>
</tr>
<tr>
<td>3. Headgear</td>
<td>Garrison cap, gabardine</td>
<td>Same</td>
</tr>
<tr>
<td>4. Shoes/ Socks/ Hose</td>
<td>Same</td>
<td>Same</td>
</tr>
<tr>
<td>5. Tie</td>
<td>Black tie</td>
<td>Tab Tie, Black</td>
</tr>
<tr>
<td>6. Coat/ jacket</td>
<td>Same</td>
<td>Same</td>
</tr>
<tr>
<td>7. Belt</td>
<td>Same</td>
<td>Same</td>
</tr>
</tbody>
</table>
Corps Class A Uniform

Class A Winter Uniform will be worn with the Midnight Shirt and Tan Necktie while the Class A Summer Uniform will be worn with the White long sleeve shirt with Black Necktie.
### TABLE 3

**CLASS “B” WINTER UNIFORM**

**PURPOSE:** Uniform for everyday wear during winter months.

<table>
<thead>
<tr>
<th>ITEM</th>
<th>DESCRIPTION FOR MALE</th>
<th>DESCRIPTION FOR FEMALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Trouser/ skirt</td>
<td>Trouser, gabardine</td>
<td>Skirt, gabardine, slacks, gabardine</td>
</tr>
<tr>
<td>2. Shirt</td>
<td>Shirt, midnight, long sleeve</td>
<td>Same</td>
</tr>
<tr>
<td>3. Headgear</td>
<td>Garrison cap, gabardine</td>
<td>Same</td>
</tr>
<tr>
<td>4. Shoes/ Socks/ Hose</td>
<td>Brown low quarters with khaki socks</td>
<td>Pumps with hose if skirt is worn. Pumps with hose or khaki socks with oxford shoes, if slacks are worn.</td>
</tr>
<tr>
<td>6. Tie</td>
<td>Tan</td>
<td>Tan</td>
</tr>
<tr>
<td>8. Coat/ Jacket</td>
<td>Black, as directed</td>
<td>Same</td>
</tr>
<tr>
<td>9. Belt</td>
<td>Senior-black, Junior-black, Sophomore-black, Freshman-white</td>
<td>Same</td>
</tr>
</tbody>
</table>
CLASS "B" WINTER UNIFORM*
**TABLE 3 (CONTINUED)**

**CLASS “B” SUMMER UNIFORM**

Uniform for everyday use during early fall and late spring.

<table>
<thead>
<tr>
<th>ITEM</th>
<th>DESCRIPTION FOR MALE</th>
<th>DESCRIPTION FOR FEMALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Trousers/skirt</td>
<td>Trousers, gabardine</td>
<td>Skirt, gabardine&lt;br&gt;Slacks, gabardine</td>
</tr>
<tr>
<td>2. Shirt</td>
<td>Shirt, white, short sleeve</td>
<td>Same</td>
</tr>
<tr>
<td>3. Headgear</td>
<td>Garrison cap, gabardine</td>
<td>Same</td>
</tr>
<tr>
<td>4. Shoes/Socks/Hose</td>
<td>Brown low quarter shoes with khaki socks</td>
<td>Pumps with hose if skirt is worn. Pumps with hose or khaki socks with oxford shoes if slacks are worn.</td>
</tr>
<tr>
<td>6. Tie</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>7. Coat/Jacket</td>
<td>Black, as directed</td>
<td>Same</td>
</tr>
<tr>
<td>8. Belt</td>
<td>Senior-black&lt;br&gt;Junior-black&lt;br&gt;Sophomore-black&lt;br&gt;Freshman-white</td>
<td>Same</td>
</tr>
</tbody>
</table>
CLASS “B” SUMMER UNIFORM
TABLE 4

CLASS “C” UNIFORM (ACU)

Utility uniform for inclement weather, field training, and to labs or when designated by the Commandant’s staff or Corps Commander.

<table>
<thead>
<tr>
<th>ITEM</th>
<th>DESCRIPTION FOR MALE</th>
<th>DESCRIPTION FOR FEMALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Shirt</td>
<td>Army Combat Uniform (ACU)</td>
<td>Same</td>
</tr>
<tr>
<td>2. Trousers</td>
<td>ACU</td>
<td>Same</td>
</tr>
<tr>
<td>3. Shoe/ Socks</td>
<td>Black or service authorized boots with green or black boot socks</td>
<td>Same</td>
</tr>
<tr>
<td>4. Headgear</td>
<td>Cap, ACU, or as directed</td>
<td>Same</td>
</tr>
<tr>
<td>5. Jacket</td>
<td>Field coat, ACU</td>
<td>Same</td>
</tr>
<tr>
<td>6. T-shirt</td>
<td>Brown cotton crew necked</td>
<td>Same</td>
</tr>
<tr>
<td>7. Belt</td>
<td>Tan Rigger Belt.</td>
<td>Same</td>
</tr>
</tbody>
</table>
TABLE 5

“CIVILIAN PURPLE THURSDAY (CPTs) UNIFORM”

1. Male - Pants or 3-pocket shorts with no holes (no sweat pants), purple collared or nice t-shirt tucked in, or sweatshirt, nice shoes with socks.

2. Female - Skirt, slacks, shorts with purple blouse or shirt tucked in, or dress, and nice shoes (Hair may be worn up or down at Cadets choice).

Note: All CPTs are subject to review by Unit Commanders and staffs. No offensive or questionable clothes may be worn. All Cadets are accountable for inappropriate attire.

TABLE 6

ATHLETIC UNIFORM

General Rules for wearing of the Athletic Uniform:

1. Appropriate athletic clothing may be worn when engaged in any type of athletics.

2. Physical training gear is restricted to sweats, athletic shorts, athletic shoes with white socks no higher than mid-calf, low quarters with black socks (for marching practice only) and Corps organizational T-shirt.

3. Trunks, —T-shirts, and shirts with the shirt tails tucked into the trunks are appropriate for participation in physical exercise or athletic games.

4. Any type of shoes may be worn. Military headgear will not be worn.

5. Female Cadets may wear their hair in a ponytail neatly held by an elastic band, while in this uniform.

6. When the designated uniform is PT, the Commander will specify the items to be included. Members of units and staffs will be uniformly attired for organized PT formations and unit fitness training. Caps are authorized if designated by the Commander; however, uniformity within the formation is required. Caps will be worn with the brim to the front and sitting squarely on the head.

7. Wear of the athletic uniform requires the exercise of usual standards of military courtesy and deportment (e.g.; saluting).
### TABLE 7

**BRASS PLACEMENT, CADET UNIFORM**

<table>
<thead>
<tr>
<th>ITEM</th>
<th>SHIRT INCLUDING MIDNIGHTS (Long and Short Sleeve)</th>
<th>BLACK JACKET</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. TSU</td>
<td>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.</td>
<td>Not worn on coat or jacket.</td>
</tr>
<tr>
<td>2. Corps Brass</td>
<td>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.</td>
<td>Not applicable.</td>
</tr>
<tr>
<td>3. Cadet Rank</td>
<td>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.</td>
<td>Jacket-rank will be centered between middle of button and the edge of where epaulet is stitched to shoulder.</td>
</tr>
</tbody>
</table>
TABLE 7 (CONTINUED)

BRASS PLACEMENT, CADET UNIFORM

<table>
<thead>
<tr>
<th>ITEM</th>
<th>SHIRT INCLUDING MIDNIGHTS (Long &amp; Short Sleeve)</th>
<th>BLACK JACKET</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. Unit Shields</td>
<td>Will be centered on the epaulet between the middle of the button and the edge where the epaulet joins the shoulder seam.</td>
<td>Not applicable.</td>
</tr>
<tr>
<td>5. Name Tags</td>
<td>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. NOTE: For ACU shirts a subdued cloth name tag.</td>
<td>Not applicable.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ITEM</th>
<th>ALL UNIFORM TROUSERS (Trouser length will be so there is a slight break in the front crease when the wearer is standing at attention.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>6. Belt Buckle</td>
<td>a. FRESHMAN-MALE (duck Buckle) will be aligned by placing the right edge of the buckle even with the gig line.</td>
</tr>
<tr>
<td></td>
<td>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. * Some female uniforms will button the same direction as the male uniforms and thus will follow the specifications for males as above.</td>
</tr>
<tr>
<td></td>
<td>c. SOPHOMORE (block T buckle)</td>
</tr>
<tr>
<td></td>
<td>d. JUNIOR (block T buckle)</td>
</tr>
<tr>
<td></td>
<td>e. SENIOR (block T buckle)</td>
</tr>
<tr>
<td></td>
<td>All upper-class Cadets will center the buckle by aligning the center of the buckle with the line formed by the center shirt button.</td>
</tr>
<tr>
<td></td>
<td>f. Cadets will center the buckle of the midnight service jacket by aligning along the edge of the jacket.</td>
</tr>
</tbody>
</table>
## TABLE 7 (CONTINUED)

### BRASS PLACEMENT, CADET UNIFORM

<table>
<thead>
<tr>
<th>ITEM</th>
<th>ALL SHIRTS INCLUDING MIDNIGHTS</th>
<th>BLACK JACKET</th>
</tr>
</thead>
<tbody>
<tr>
<td>7. Medals and Ribbons</td>
<td>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 ACU shirt. Medals or ribbons may be worn on midnight shirt but not both.</td>
<td>Not worn on Black jacket.</td>
</tr>
<tr>
<td>8. Optional Pins and Badges</td>
<td>Rules for the wear of optional pins and badges are the same for all shirts except the ACU shirt.</td>
<td>Not worn on Black jacket.</td>
</tr>
<tr>
<td></td>
<td>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).</td>
<td></td>
</tr>
<tr>
<td></td>
<td>b. Above Left Pocket: Awards which are located 1/2-inch above left breast pocket or above the top row of ribbons: If more than one should be 1/2-inch intervals (maximum of two). Listed in Order of Precedence:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1. Airborne Wings</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. Air Assault, Airborne</td>
<td></td>
</tr>
</tbody>
</table>
TABLE 7 (CONTINUED)

BRASS PLACEMENT, CADET UNIFORM

<table>
<thead>
<tr>
<th>ITEM</th>
<th>ALL SHIRTS INCLUDING MIDNIGHTS</th>
<th>BLACK JACKET</th>
</tr>
</thead>
<tbody>
<tr>
<td>8. Optional Pins and Badges (continued)</td>
<td>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): 1. Ranger Challenge</td>
<td></td>
</tr>
<tr>
<td></td>
<td>d. Above Right Pocket: Awards which are worn above the right pocket are 1/4 inch and centered over the pocket (maximum of two): 1. Distinguished Academic Student 2. Unit Award 3. Army Branch Insignia (Army ROTC) 4. Chaplain Cross 5. Others only with approval by the Commandant</td>
<td></td>
</tr>
<tr>
<td>9. Unit Crest</td>
<td>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. b. Members of the Texas State Guard are authorized to wear brass crossed pistols signifying their Military Police unit. Brass is to be centered 1/2-inch above the right pocket and name tag.</td>
<td>Not worn on Black jacket.</td>
</tr>
<tr>
<td>10. Shoulder Cords</td>
<td>a. Shoulder Cords are authorized for wear on the right side for special unit designations. Ex: Wainwright Rifles</td>
<td>Worn with Class A &amp; B Uniform</td>
</tr>
</tbody>
</table>
TSU Brass Placement (Summer and Midnights)

Located \( \frac{3}{4} \) - 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 to be an equal distance from the top and angled edge of the collar.

Corps Brass Placement (Summer and Midnights)

The rifle point or left edge will be placed \( \frac{3}{4} \) - inch from the leading edge of the left collar. The vertical line through the star will be parallel to the leading edge of the left collar.
Cadet Rank (Summer and Midnights)

All rank will be located ½-inch from the leading edge of the right collar.

Unit Shields (Summer, Midnights, Class A Jacket)

Unit Shields will be centered on the epaulet between the middle of the button and the edge where the epaulet joins the shoulder seam.
Name Tag Placement (Summer, Midnights, Class A Jacket)

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.

Belt Buckle

Freshmen (Duck Buckle) will be aligned by placing the right edge of the buckle even with the gig line. All upper-class cadets will center the buckle by aligning the center of the buckle with the line formed by the center shirt button.
Ribbon Placement (Midnights, Class A Jacket)

The bottom row of ribbons will be placed 1/8-inch above the top edge of the left breast pocket, centered over the middle of the pocket button.

Optional Pins and Badges (Midnights, Class A Jacket)

Awards which are located 1/8-inch above left breast pocket or above the top row of ribbons: if more than one, should be 3/8-inch intervals (maximum of two).

Awards which are worn above the right pocket flap and are centered over the pocket 3/8-inch above the top of the pocket.

Left Pocket Awards will be centered 1/8-inch below the top of the pocket on the left hand side (Maximum of one pin).
Optional Pins and Badges (continued)

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. Members of the Texas State Guard are authorized to wear brass crossed pistols signifying their Military Police unit. Brass is to be centered 3/8-inch above the right pocket and name tag.
# TABLE 8

## HEADGEAR (MALE & FEMALE)

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Service Cap Worn with Class A uniform, midnights and special mixing of class B winters when directed by Corps Staff (e.g.; campus tours). The front visor will be polished brown.</td>
</tr>
<tr>
<td>2.</td>
<td>Garrison Cap Worn with the Class B uniform</td>
</tr>
<tr>
<td>3.</td>
<td>ACU Cap Worn as part of Class C Uniform. Cadet rank or Chaplain's cross are worn centered on the front.</td>
</tr>
<tr>
<td>4.</td>
<td>Corps/Unit Ball Caps. May be worn by all members of an outfit with the athletic uniform, CPTs, or as prescribed by the appropriate commander.</td>
</tr>
</tbody>
</table>

## Service Cap

![Service Cap](image)

The Service Cap will be worn with Class A Uniform, midnights and a special mixing of Class B winters when directed by Corps Staff (e.g.; campus tours).

## Garrison Cap

![Garrison Cap](image)

The Garrison Cap will be worn with the Class B uniforms.
14.5 CIVILIAN ATTIRE

Cadets represent the Texan Corps of Cadets in uniform and civilian attire. Therefore while in civilian attire it is each Cadet’s responsibility to represent the Corps in a positive manner. The purpose of this section is to define the guidelines for acceptable civilian attire while a member of the Corps of Cadets.

14.5.1 Cadets may dress in professional casual with slacks and a purple shirt on Thursday and, when directed, in slacks and polo on Friday.

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

14.5.3 Cadet insignia may also not be worn (e.g. Corps crest pins, ROTC collar brass, rank, etc.).

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

14.5.5 The only body piercings of any type that are allowed are a single lower lobe piercing in each ear of female Cadets.

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

14.5.7 All meals will be eaten or picked-up in the uniform of the day from 0700 until 1700 Monday through Thursday, and until 1400 on Friday (these time periods are referred to as a Duty Day).

14.5.8 When a request 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 officers.

14.5.9 Civilian attire without a request is authorized at the following times:

- Thursdays, for “Purple Thursday”
- After 1700 hours Monday-Thursday. This includes dining facilities.
- After 1400 hours on Friday, provided the Cadet has completed all academic classes and Corps activities for the day.
- Weekends, unless restricted due to Cadet activities, as directed by Regimental Staff.
- When performing physical activities (i.e. gym, running, etc.)
- When on leave.
14.5.10 During the Academic Day, Cadets may *not* go to ROTC offices, the Commandant's office, or Deputy Commandant's offices in civilian attire.

14.5.11 Cadets will not wear T-shirts (sleeveless shirts), tank tops, or half shirts. Sleeveless workout shirts are authorized for workouts only if in good taste and of a professional appearance.
15 DISCIPLINARY SYSTEM

The Tiered Disciplinary System and the procedures associated with its enforcement ensure a fair and standardized system for disciplining those Cadets who have committed infractions of University policies or Cadet regulations.

In cases where a specific infraction has been made against the Cadet regulations, it is the duty of a Cadet's superior or an observing Cadet officer/NCO to report the offense. Cadets not in the offending Cadet's chain of command should report the offense to the offending Cadet's chain of command. Cadets performing official business where the power to award punitive measures has been enumerated (i.e. the giving of demerits), will provide discipline directly to the offending Cadets. In cases of serious breach of regulations, the reporting officer should notify the company commander, and the commander will then award disciplinary action according to this scale.

This disciplinary scale was developed to make the awarding of punishment fair and standardized throughout the Corps of Cadets. These are not prescribed punishments but offer guidelines for consideration. In cases where the applicable Cadet commander/other Cadet leader wishes to use a lesser or more severe punishment, an explanation must be provided. For instance, if awarding demerits for an offense and a lesser/greater punishment is desired, the Cadet leader may specify a lesser/greater punishment and attach an explanation form to the demerits when they are passed up to battalion level. The Corps Commander is the review authority for all disciplinary proceedings at company level and below, to include Company action.

In cases where the offending Cadet repeats an offense, the level of discipline will increase by one tier upon commission of the next offense within the same academic year. For instance, if a Cadet commits a tier one offense, that Cadet will be punished at the tier one level. If the Cadet repeats the same offense during the same school year, the Cadet will then be awarded punishment at the tier two level. For each repeat of the offense, the punishment level will be escalated to the next tier.
15.1 DISCIPLINARY SCALE

15.1.1 TIER ONE OFFENSES (Verbal reprimand to 5 Demerits)

1) Any omission on pass, leave, or request form
2) Creating, taking part in, or allowing disturbance during CQ or during the Academic Day
3) Failure to comply with instructions
4) Failure to notify chain of command of intended absence
5) Failure to perform first-year Cadet duties
6) Failure to salute
7) Falling out of ranks improperly or without authority
8) Improper door card
9) Improper sounding of calls
10) Improper uniform from that prescribed
11) Incorrect or no name tags in room
12) Late for any formation/mandatory meeting
13) Late submission of a report
14) Public Display of Affection in uniform
15) Sweeping trash into hallways
16) Unauthorized absence from room during CQ
17) Unauthorized late lights
18) Unauthorized visiting of first-year Cadets during CQ
19) Unauthorized visiting of first-year Cadets after taps
20) Depositing personal items/equipment in hallways/public spaces
21) Wearing unauthorized jewelry

15.1.2 TIER TWO OFFENSES (10 Demerits, with verbal counseling for the first offense, using written counseling when appropriate)

1) 1 to 15 minutes late, late returning, or early leaving from any senior enlisted advisor/officer or Cadet meeting
2) Failure to properly use the chain of command
3) Failure to reply/respond to a Cadet/senior enlisted advisor/commissioned officer's phone or email message
4) Early departure for leave/pass
5) Failure to properly render honors to the Colors
6) Failure to sign out on leave/pass
7) Improper haircut
8) Improper shave
9) Improper hairstyle (female Cadets)
10) First-year Cadets late to room after lights out
11) Failure to follow instructions
12) Neglect of duty
13) Use of tobacco products while in uniform
14) Conduct unbecoming a Cadet
15.1.3 TIER THREE OFFENSES *(10-15 Demerits and formal counseling, or Stand-By Inspection on failed inspection of room or uniform)*

1) 16 minutes or more late, late returning, or early departure  
2) Disrespect to a Cadet officer or non-commissioned officer (minor)  
3) Unauthorized wearing of civilian clothes  
4) Conduct unbecoming a Cadet  
5) Visitation Violation

15.1.4 TIER FOUR OFFENSES *(Company or Corps offenses to be determined by the Cadet chain of command in consultation with the Cadet Training Officer)*

1) Disrespect to a Cadet officer or non-commissioned officer  
2) Disobedience of orders from a Cadet or commissioned officer (minor)  
3) Failure to stand post  
4) Throwing any item from a window  
5) Unauthorized pass or leave  
6) Falling out of a parade, review, or other ceremony  
7) Failure to secure weapon  
8) Disrespect to the Flag  
9) Conduct unbecoming a Cadet  
10) Visitation Violation

15.1.5 TIER FIVE OFFENSES *(The following offenses will normally be adjudicated with the convening of the Corps and Commandant’s staff. In most cases, applicable University charges will also be applied. The Assistant Commandant may allow, after reviewing the case and consulting with the Commandant, that a Cadet accused of any of these offenses appear before the Corps Commander for adjudication. Some of the offenses listed below may also violate University Policies, local, state, or federal law).*

1) Absence without leave  
2) Accessory after the fact  
3) Alcohol offenses  
4) Assault  
5) Assaulting or willingly disobeying a superior Cadet/commissioned officer, University official, or law enforcement officer  
6) Attempts  
7) Breaking and entering  
8) Breaking restriction  
9) Conduct unbecoming a Cadet, officer, and a gentleman/lady  
10) Conspiracy  
11) Cruelty and maltreatment  
12) Conduct prejudicial to good order and discipline  
13) Disrespect toward a senior Cadet/commissioned officer, University official, or law enforcement officer  
14) Drunken or reckless driving  
15) Extortion
16) Failure to obey order or regulation
17) False official statement
18) Forgery
19) Fraternization
20) Harassment, Sexual Harassment, and Sexual Assault
21) Hazing
22) Illegal/Controlled substance abuse
23) Inappropriate use of military/University/other identification card
24) Insubordinate conduct toward a warrant officer or noncommissioned officer
25) Irresponsibility of sentinel
26) Larceny and wrongful appropriation
27) Making, drawing, or uttering check, draft, or other without sufficient funds
28) Malingering
29) Missing movement
30) Perjury
31) Possession of false identification
32) Provoking speeches or gestures
33) Riot or breach of peace
34) Spoilage or destruction of property
35) Visitation violation

15.2 MERIT / DEMERIT SYSTEM

The Tarleton Corps of Cadet merit/demerit system is designed as a tool to measure a Cadet's performance against standards. Cadets should not 'make up' individually based, or arbitrary policies and standards and then issue demerits if they are not met. Demerits should only be issued for infractions that are covered by this regulation or by a commander-issued policy for their entire unit/organization that is clearly articulated, understood, and training to that standard provided.

15.2.1 Merits: Cadets in the chain of command may issue merits in recognition of performance above and beyond the standard to those Cadets who may be carrying a balance of demerits. It is not the intent of this policy for Cadets to earn merits as a hedge against future demerits. However, merits earned after a Cadet has been awarded demerits reduces the demerits accrued against that Cadets record and that are used in evaluating overall performance and viability for retention in the Corps.
Merits are awarded for performance that is deemed better than or above that of the expected Cadet standards. Such issuance may be made for the following:

- Room appearance
- Uniform appearance
- Military bearing
- Parades
- Articulated and trained-to standards by the Commander

15.2.2 Demerit: A demerit is a unit of measure awarded to an individual for unacceptable performance. Demerits are intended to be a Cadet's first warning of problematic behavior. Verbal warnings can be used first, but they are not required and should not be expected.

15.3 PROCEDURE FOR AWARD OF MERITS/DEMERITS

15.3.1 Any Cadet CPL or above can award merits or demerits to any other Cadet of lesser rank in their chain of command. For example, squad leaders may issue merits or demerits to any Cadet within their squad. Cadets may also award merits or demerits to other Cadets of lesser rank in the performance of their duties. For example, a Platoon Leader may issue merits or demerits to any Cadet in the unit for failing to comply. For offenses committed by Cadets not in the observing Cadet's chain of command, the offense will be brought to the attention of the offending Cadet's squad leader, verbally or in writing within 48 hours of issuance.

15.3.2 Sophomores desiring to award demerits will review with the appropriate Squad Leader prior to issuing the demerits.

15.3.3 Cadets awarding merits or demerits will use the Form 10, Individual Merit / Demerit Report (See Annex E) to document the award. The Form 10 will be given to the Company First Sgt. Every effort should be made by the Cadet chain of command to ensure that the number of merits/demerits is uniform across each unit. To facilitate this, a list of offenses and recommended demerits is included in this section.

15.3.4 The Form 10s will be summarized on the Form 10-A, Weekly Report, maintained by the Platoon Leader. Only the First Sgts, Sgt Majors, and Command Sgt Major can process forms into real merits and demerits. Merits and demerits will be reviewed and used by the Cadet chain of command when writing Cadet evaluations.

The XO will compile and show statistics regarding the award of merits and demerits by company and battalion. Such information can be shared as part of the weekly update/staff meeting.
15.4 SANCTIONS FOR EXCESSIVE DEMERITS

The purpose of these regulations is to outline the maximum penalties applicable for excessively poor military conduct. This system will be used, alongside the Tiered Disciplinary System, for the purpose of standardizing the disciplinary system of the Corps of Cadets. Each Class will be allowed a specific maximum number of demerits per semester:

<table>
<thead>
<tr>
<th>Class</th>
<th>Max Demerits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ducks</td>
<td>90</td>
</tr>
<tr>
<td>Sophomores</td>
<td>50</td>
</tr>
<tr>
<td>Juniors</td>
<td>50</td>
</tr>
<tr>
<td>Seniors</td>
<td>40</td>
</tr>
</tbody>
</table>

Disciplinary actions for demerits will be administered based on guidance published by the Office of the Commandant. In any given semester, if a Cadet exceeds the demerit allowance for their class, that Cadet will be subject to a Performance Review.

15.5 PERFORMANCE REVIEW

A performance review will be conducted by a Cadet’s Cadet Training Officer, whenever a Cadet exceeds their demerit allowance in a given semester, upon the recommendation of a member of the Commandant’s Staff, or upon written recommendation by the first commander in the Cadet’s chain of command. The review will encompass the entirety of the Cadet’s career to include military performance, Cadet conduct, honor, academic performance, fitness, and Cadet evaluations. If the results of the review warrant, the Assistant Commandant may conduct a hearing. The Commandant’s hearing will consider the Cadet’s potential to further succeed in the leader development program. Normal Assistant Commandant hearing procedures and processes apply to include the opportunity for the Cadet to appeal and imposed sanctions to the Commandant.
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.

16.1 COURTESIES

- All Cadets will recognize fellow students of Tarleton State with a greeting as they pass.
- All Cadets will recognize professors and staff members with a “Good morning, good afternoon, or good evening (as appropriate), Sir/Ma’am.”
- 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.”
- All Cadets will stand when a Professor or officer walks into a Cadet classroom or meeting.
- All Cadets will be called to attention in Cadet meetings. A Cadet will be posted by the door and say “Room Attention!”
- 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.
- All Cadets will adhere to the highest standards of military decorum and performance.
- 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."
- Cadets are called "Mr." or "Miss" or “Cadet” (regardless of marital status) followed by their last name, i.e., "Miss Smith" or "Cadet Stone."
- The rule on officers and noncommissioned officers applies to both Cadre and Cadet officers and noncommissioned officers.
16.2 SALUTE

16.2.1 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 whether an individual is with a member of the family or a date.

16.2.2 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.

16.2.3 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

16.2.4 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 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.

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

16.2.6 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.
16.2.7 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.

16.2.8 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.
- In public places such as theaters or churches, and in public conveyances.

16.2.9 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.

16.2.10 Cadets will salute while in PT gear 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.

16.2.11 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.

16.2.12 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.

16.2.13 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.

16.2.14 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.

16.2.15 Also in keeping with normal procedures of all the military services, 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. An exception to the wearing of covers will be while in the stands at sporting events.

16.2.16 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."

16.2.17 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.

16.2.18 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.
17 DRILL AND CEREMONY

17.1 FORMATIONS

17.1.1 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.

17.2 DRILL

17.2.1 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 further strengthened.

17.2.2 Ceremonies in the Corps of Cadets will 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.

- All Cadets will be familiar with essential drills provided by instruction from key Cadet leaders in accordance to the Drill and Ceremonies Manual.
- Drills, march-ins, and ceremonial activities will be scored and graded as performance measures.

17.3 OBJECT AND PURPOSE OF DRILL

17.3.1 The object of close order drill is to teach Cadets by exercise 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.
17.3.2 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.
18 MEDIA RELATIONS

18.1 S5 RESPONSIBILITIES. The S-5 is responsible to assure 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

18.1.1 The S-5 will contact the Executive Officer for instruction, guidance, and briefing on how to handle news releases and the Assistant Commandant for Recruiting for instruction, guidance, and briefing on posting stories to the Corps of Cadets website. The Corps events that specifically require general media exposure are:

- COT Week
- Homecoming
- Veteran’s Day
- Military Ball/Dining Out/In events
- Texan Leaders of Today leadership conference
- Founder’s Week
- Academics awards
- Military awards
- Commissioning
- Wainwright Rifle Drill activities
- Corps Band activities
- Alumni activities of interest
- Significant Cadet achievements

18.1.2 The S-5 will present a copy of all student media outlet news releases to the XO prior to submission to the media. The release will be checked for authenticity and compliance with University policies on release of information to the media.

18.1.3 The S-5 will discuss all outside media requests with the Commandant’s Executive Officer or the Assistant Commandant prior to providing information or accepting commitments to interviews. In addition to posting news stories to the Corps website, the S-2 is responsible for posting the picture of the day to the Corps website.

18.1.4 The S-5 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.
19 LOGISTICS

19.1 GENERAL SUPPLY PROCEDURES

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

19.1.2 Issue and Recovery of Equipment: The S-4 will implement procedures and control for all equipment issue 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.

19.1.3 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.

19.1.4 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.

19.1.5 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.

19.2 RIFLE STORAGE AND SECURITY

19.2.1 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 handled and secured as operating weapons at all times.

19.2.2 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.

19.2.3 The Company Commander will conduct a monthly by-serial-number inventory and inspection of company rifles. Results of the inventory will be reported to the appropriate Deputy Commandant. The Company Commander will immediately report a missing rifle to the Commandant’s staff.
20 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 Room 212 of the Thompson Student Center and you can meet with one of our highly qualified professional counselors.

After hours you can call our number and you will be automatically directed to ProtoCall which is staffed 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)
## ANNEX A: SAMPLE CADET EVALUATION FORMS

### First---Year Cadet --- End of 6 Weeks Form

<table>
<thead>
<tr>
<th>Name</th>
<th>Last Name</th>
<th>First Name</th>
<th>M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluatee</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaluator</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reviewer</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Company:**

**Track:** Mil or Civ

**Position:**

**Position:**

**Instructions:** All first-year Cadets will receive an evaluation of their performance in the Texan Corps of Cadets at the end of the first six weeks of the Academic Year, Fall Semester, and at the conclusion of Spring semester. Both the Company Chain of Command and Company Cadre will provide input to the evaluation. Evaluations will be completed and turned into the respective Deputy Commandant. Company Executive Officers or 1st Sergeants will counsel each first-year Cadet on the outcome of this evaluation.

### Mission Qualification

<table>
<thead>
<tr>
<th>Cadet has…</th>
<th>Not Met</th>
<th>Met</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perform Close Order Drill</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perform marching drill with and without rifle</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Properly addresses upperclassmen and commissioned officer. Asking, answering questions, etc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demonstrate comprehensive Cadet Knowledge as referenced in the CHISEL</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demonstrate knowledge of structure and purpose of the chain of command</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demonstrate proper care, maintenance, and wear of uniforms</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demonstrate ability to care for and maintain Cadet rooms to standards</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Successfully get to all classes on a consistent basis</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demonstrate proper ability to follow inspection and reporting procedures</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demonstrate proper form for physical fitness exercises</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demonstrate proper conduct, customs, and courtesies involving civilians and encounters off campus</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Navigate to and around the town of Stephenville</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demonstrate knowledge of resources available for academic, medical, and emotional well being</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demonstrate knowledge of rank structure of all the US Army and US Air Force</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demonstrate effective use of academic planning methods and tools</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Character & Performance

<table>
<thead>
<tr>
<th>Trait</th>
<th>Below Average</th>
<th>Average</th>
<th>Above Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attitude, Motivation, Willingness to Learn</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Team Builder (Willingness to help others reach their potential)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Peer Acceptance (Camaraderie)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Physical Fitness</td>
<td>Last PT Score</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disciplined approach to study habits, class and test preparation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contribution to Team / Group Projects</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Evaluator – Strengths & Areas for Improvement:**

**Reviewer – Strengths & Areas for Improvement:**

### EVALUATOR’S OVERALL RATING

( Unsatisfactory, Satisfactory, Above Average, Excellent)

<table>
<thead>
<tr>
<th>Retain? (Evaluator)</th>
<th>No</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retain? (Reviewer)</td>
<td>No</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**Merits**

<table>
<thead>
<tr>
<th>Demerits</th>
<th>NJPs</th>
<th>During the period of this report</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Sgt: Relative Ranking in Peer Group</td>
<td>Bottom 1/3</td>
<td>Middle 1/3</td>
</tr>
</tbody>
</table>

I acknowledge that I have seen and been counseled on the results of this evaluation:

<table>
<thead>
<tr>
<th>First-Year Cadet Signature</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commander or XO Review</td>
<td>Sign / Date</td>
</tr>
<tr>
<td>Non-Concur requires comments on back of form.</td>
<td>Non-Concur</td>
</tr>
</tbody>
</table>
### First-Year Cadet -- End of Semester Evaluation Form

**Date**

<table>
<thead>
<tr>
<th>Name</th>
<th>Last Name</th>
<th>First Name</th>
<th>M</th>
<th>Company:</th>
<th>Track: Mil or Civ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluatee</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaluator</td>
<td></td>
<td></td>
<td></td>
<td>Position:</td>
<td></td>
</tr>
<tr>
<td>Reviewer</td>
<td></td>
<td></td>
<td></td>
<td>Position:</td>
<td></td>
</tr>
</tbody>
</table>

**Instructions:** All first-year Cadets will receive an evaluation of their performance in the Texan Corps of Cadets at the end of 6 weeks, Fall Semester, and at the conclusion of Spring semester. Both the Company Chain of Command and Company Cadre will provide input to the evaluation. Evaluations will be completed and turned into the respective Deputy Commandant. Company Executive Officers or 1st Sergeants will counsel each first-year Cadet on the outcome of this evaluation.

### Mission Qualification

- Cadet has…
- Not Met
- Met

<table>
<thead>
<tr>
<th>Mastered Close Order Drill</th>
<th>Not Met</th>
<th>Met</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mastered marching drill with and without rifle</td>
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<tr>
<td>Mastered addressing upperclassmen and commissioned officers. Asking, answering questions, etc.</td>
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<tr>
<td>Mastered Cadet Knowledge as referenced in the CHISEL</td>
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<tr>
<td>Mastered knowledge of structure and purpose of the chain of command</td>
<td></td>
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<tr>
<td>Mastered proper care, maintenance, and wear of uniforms</td>
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<tr>
<td>Mastered ability to care for and maintain Cadet rooms to standards</td>
<td></td>
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<tr>
<td>Made use of available tutoring resources, at least once during the semester</td>
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<tr>
<td>Met with professor or graduate student assistant to discuss course progress, at least once during the semester</td>
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<tr>
<td>Mastered proper form for physical fitness exercises</td>
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<tr>
<td>Mastered proper conduct, customs, and courtesies involving civilians and encounters off campus</td>
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<tr>
<td>Mastered knowledge of rank structure of the US Army and US Air Force</td>
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<tr>
<td>Mastered effective use of academic planning methods and tools</td>
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<tr>
<td>Reviewed travel plans with Team Leader for departing and returning to the area after break</td>
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</tr>
</tbody>
</table>

### Character & Performance

<table>
<thead>
<tr>
<th>Trait</th>
<th>Below Average</th>
<th>Average</th>
<th>Above Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attitude, Motivation, Willingness to Learn</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Team Builder (Willingness to help others reach their potential)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Peer Acceptance (Camaraderie)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Physical Fitness</td>
<td>Last PT Score</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disciplined approach to study habits, class and test preparation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contribution to Team / Group Projects</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Evaluator – Strengths & Areas for Improvement:**

**Reviewer – Strengths & Areas for Improvement:**

### Recommended Position Next Semester (Reviewer)

**EVALUATOR’S OVERALL RATING**
(Unsatisfactory, Satisfactory, Above Average, Excellent)

| Retain? (Evaluator) | No | Yes |
| Retain? (Reviewer) | No | Yes |

### Merits | Demerits | NJPs

**1st Sgt. Relative Ranking in Peer Group**

| Bottom 1/3 | Middle 1/3 | Top 1/3 |

During the period of this report

I acknowledge that I have seen and been counseled on the results of this evaluation:

First-Year Cadet Signature | Date

Commander or XO Review

Non-Concur requires comments on back of form.

Sign / Date | Non-Concur | Concur

118
## Cadet Feedback / Counseling / Mentoring Form

<table>
<thead>
<tr>
<th>Name</th>
<th>Last Name</th>
<th>First Name</th>
<th>M</th>
<th>Company:</th>
<th>Track: Military or Civilian Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluatee</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Evaluator</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reviewer</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

**Instructions:** This form is used to document feedback / counseling / mentoring sessions by Cadet supervisors to their subordinates.

### Supervisor Comments:

<table>
<thead>
<tr>
<th>NIPs</th>
<th>Deputy Commandant Hearing</th>
<th>Exec Co. Hearing</th>
<th>Honor Court Hearing</th>
<th>During the period leading up to this feedback</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluator Cadet Signature</td>
<td></td>
<td></td>
<td></td>
<td>Date</td>
</tr>
<tr>
<td>Evaluatee Cadet Signature</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

119
### Upperclass Cadet and 2nd Semester First—Year Cadet – End of Semester Evaluation Form

<table>
<thead>
<tr>
<th>Rank</th>
<th>Name (Last, First, Middle Init)</th>
<th>Class Yr</th>
<th>Studies/Major</th>
<th>Billet/Job</th>
<th>Company</th>
<th>Program ROTC / DC</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Period Covered (MM/DD/YY)</th>
<th>Physical Fitness Score</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Disciplinary Proceedings</th>
<th>Co NJP</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Semester Evaluator Narrative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Assessment of Performance for the Semester Including Major Accomplishments During This Period</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EVALUATOR’S OVERALL RATING</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Outstanding, Excellent, Average, Below Average)</td>
</tr>
<tr>
<td>Recommended Position Next Semester (Evaluator)</td>
</tr>
<tr>
<td>Retain? (Evaluator)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Semester Reviewer Narrative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Assessment of Performance for the Semester</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Recommended Position Next Semester (Reviewer)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retain? (Reviewer)</td>
</tr>
</tbody>
</table>

I acknowledge that I have seen and been counseled on the results of this semester evaluation:

Evaluated Cadet Signature | Date |
<table>
<thead>
<tr>
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<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

Commander or XO Review (Sign / Date) | Non-Concur (See attached) | Concur |
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

Non-Concur | Concur
## Annex B: Platoon Weekly Academic Report

<table>
<thead>
<tr>
<th>Name</th>
<th>Class</th>
<th>Semester Plan Reviewed</th>
<th>Cumulative Missed Classes</th>
<th>Cumulative Tutors Used</th>
<th>Cumulative Office Visits</th>
<th>Academic Major(s)</th>
<th>Last Sem GPA</th>
<th>Cumulative GPA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jones</td>
<td>SO</td>
<td>5 Sep 16</td>
<td>0</td>
<td>2</td>
<td>1</td>
<td>Chemistry</td>
<td>3.25</td>
<td>3.45</td>
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</tbody>
</table>

121
<table>
<thead>
<tr>
<th>Name</th>
<th>Class</th>
<th>Program (DCor ROTC)</th>
<th>Last PT Test: Run</th>
<th>Last PT Test: Pushups</th>
<th>Last PT Test: Sit-ups</th>
<th>Last PT Test: Pull-ups</th>
<th>Pass / Fail</th>
<th>As of Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jones</td>
<td>SO</td>
<td>AF</td>
<td>9:12</td>
<td>56</td>
<td>58</td>
<td>N/A</td>
<td>Pass</td>
<td>14 Oct 16</td>
</tr>
</tbody>
</table>
### STANDARD DOOR CARD

<table>
<thead>
<tr>
<th>Name</th>
<th>duck Smith</th>
<th>Corps Unit</th>
<th>1st Sqd, 2 PLT, A Co</th>
<th>Major</th>
<th>CJ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class</td>
<td>I</td>
<td>Corps Rank</td>
<td>duck</td>
<td>EST</td>
<td>GPA STATUS</td>
</tr>
<tr>
<td>Phone Number</td>
<td>(123) 456-7891</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MONDAY</th>
<th>TUESDAY</th>
<th>WEDNESDAY</th>
<th>THURSDAY</th>
<th>FRIDAY</th>
</tr>
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<tbody>
<tr>
<td>0735</td>
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<td>0800</td>
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<td>1100</td>
<td>LDRS 1201 010</td>
<td>MLSC 1201 010</td>
<td>LDRS 1201 010</td>
<td>MLSC 1201 010</td>
</tr>
<tr>
<td></td>
<td>1100a-1215pm</td>
<td>1050am-1205pm</td>
<td>1100am-1215pm</td>
<td>1050am-1205pm</td>
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<tr>
<td>1500</td>
<td>MLSC 4301 010</td>
<td>MLSC 1201 510</td>
<td>MLSC 4301 010</td>
<td>SUNDAY</td>
</tr>
<tr>
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<td>0240pm-0355pm</td>
<td>0300pm-0500pm</td>
<td>0240pm-0355pm</td>
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<td>2100</td>
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</tbody>
</table>

1) Fill in the appropriate boxes with your class abbreviation and section number
2) Print the graphic schedule along with a copy of student course schedule. Then cut out the door card and put it on the door.
3) Be sure to include all SIs, Tutoring sessions, religious events, and all other weekly recurring events.
4) All Sunday outfit meetings will end prior to the start of EST at 1930.

Any picture or image used as part of the background cannot consist of any inappropriate material and must still allow the schedule to be clearly visible and easily read. Use of abbreviations by all Cadets is authorized!
# ANNEX E: INDIVIDUAL MERIT/ DEMERIT REPORT

## FORM 10 INDIVIDUAL MERIT/DEMERIT REPORT

For use of this form see Section 10 of the Operations Manual

<table>
<thead>
<tr>
<th>RECORD OF CADET COUNSELING/ CONDUCT REVIEW</th>
<th>DATE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. NAME (Last, First Mi.)</td>
<td>2. UID</td>
</tr>
<tr>
<td>3. Platoon</td>
<td>4. Class</td>
</tr>
</tbody>
</table>

5. REASON FOR COUNSELING
   - Cadet Merit
   - Cadet Demerit
   - TIER I OFFENSE
   - TIER II OFFENSE
   - TIER III OFFENSE
   - TIER IV OFFENSE
   - TIER V OFFENSE
   - Outstanding Performance
   - Other

6. SUMMARY OF COUNSELING / BACKGROUND INFORMATION (Leader states the reason for the counseling, e.g., offense, outstanding performance or other. This includes the leader's facts and observations prior to the counseling and corrective plan of action.)

7. CTO PERFORMANCE REVIEW RECOMMEND? YES o NO o

8. CTO PHONECON WITH PARENTS REQUIRED?
   - YES o
   - NO o
   - UNABLE TO CONTACT / LEFT MESSAGE o

9. CADET AGREEMENT WITH COUNSELING YES o NO o

10. CADET STATEMENT CONCERNING COUNSELING- REQUIRED. (Cadet must comment on the understanding of this counseling.)

11. NAME OF COUNSELOR

12. SIGNATURE

13. NAME OF CADET

14. SIGNATURE

15. NAME OF CADET COMMANDER

16. SIGNATURE
<table>
<thead>
<tr>
<th>Weekly Report</th>
<th>Platoon:</th>
<th>Platoon Leader:</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td>Class</td>
<td>Total Demerits</td>
<td>Total Merits</td>
</tr>
<tr>
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</table>

**FORM 10-A, OCT 2016**
ANNEX F: HEIGHT/WEIGHT STANDARDS

Corps Height and Weight Standards
All Cadets are required to meet the —height/weight or —allowable percent body fat standards presented in the table below (New Cadets must meet the weight/body fat standard by the beginning of their second year in the Corps).

<table>
<thead>
<tr>
<th>Height (inches)</th>
<th>MAXIMUM WEIGHT ALLOWED (Pounds)</th>
<th>MAXIMUM BODY FAT % ALLOWED</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>57</td>
<td>147</td>
<td>132</td>
</tr>
<tr>
<td>58</td>
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<tr>
<td>83</td>
<td>272</td>
<td>241</td>
</tr>
</tbody>
</table>

NOTE: MEASURED IAW ARMY TAPE STANDARD PROCEDURES
ANNEX H: AIR FORCE ROTC RIBBON CHART