



A GUIDE FOR THE LEADER DEVELOPMENT PROGRAM

AY 2015-2016

THE PRESIDENT'S CHARGE

Our overall strategic end-state is to strengthen The Citadel as a nationally recognized college for the education and development of principled leaders. Over the years, we have revised our Leader Development Model and established the requisite academic courses, training programs, and experiences that focus on leadership. Our Leader Development Program is a distinctive feature of The Citadel because it affords the opportunity for cadets to apply what they learn about the science of leadership in the classroom as they practice the art of leadership in everyday cadet life.

Everyone at The Citadel bears the responsibility for cadet leader development. First and foremost, cadets must aspire to becoming principled leaders. In addition, all cadets must accept responsibility for their own development and be accountable for the development of the cadets for whom they are responsible. All members of our community to include the faculty, staff, and alumni share the responsibility to serve as role models for our cadets and help create an environment which provides them the opportunity to receive feedback and learn from mistakes as well as successes.

Our program grows each year as we apply lessons learned and provide additional resources to improve the leader development processes. The Class of 2013 was the first class to complete the full four-year Leader Development Model designed in 2008. After five years of cadet and instructor feedback, revisions to academic courses and training programs, and the development of standards and outcomes, we have revised The Citadel Leader Development Program (LDP).

Contained herein is the program's blueprint. The LDP includes descriptions of the Academic, Military, Moral-Ethical, and Physical Effectiveness Pillars; the path of leader development by year; description of responsibilities; description of the assessment process; and outcome goals for The Citadel Experience.

I urge each of you to read this document carefully. Most importantly, I want the Corps and the staff and faculty to use it regularly as a guide to understanding and meeting leadership development requirements to achieve excellence in the education and development of principled leaders.



John W. Rosa, '73
Lieutenant General, USAF (Retired)
President

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The Citadel's Vision

Achieving excellence in the education and development of principled leaders

The Citadel's Mission

To educate and develop our students to become principled leaders in all walks of life by instilling the core values of The Citadel in a disciplined and intellectually challenging environment

The military environment builds upon the academic experience to produce cadets who are disciplined, skilled at teamwork, committed to service to others, reliable, and who possess a strong sense of responsibility and accountability for their actions.

The Citadel strives to produce graduates who have insight into issues, ideas, and values that are of importance to society. It is equally important that Citadel graduates are capable of both critical and creative thinking, have effective communication skills, can apply abstract concepts to concrete situations, and possess the methodological skills needed to gather and analyze information.



The Citadel's Core Values

Honor

Honor includes adherence to the Honor Code, which states that “a cadet will not lie, cheat or steal, nor tolerate those who do.” The commitment to honor extends beyond the gates of The Citadel and is a life-long obligation to moral and ethical behavior. In addition, honor includes integrity: “doing the right thing when no one is watching.” Finally, honorable behavior includes exercising the moral courage to “do the right thing when everyone is watching.”

Duty

Duty means to accept and accomplish the responsibilities assigned to an individual. A Cadet's primary duty is to perform academically and then to perform as a member of the Corps of Cadets and the campus community. Each member of the Corps accepts the consequences associated with both performance and actions, and cadets hold themselves and others accountable for their actions. Finally, duty means that one will complete assignments and help others with their tasks. It is also a call to serve others before self.

Respect

Respect means to treat other people with dignity and worth – the way one wishes to be treated. Respect for others eliminates any form of prejudice, discrimination, or harassment (including but not limited to rank, position, age, race, color, gender, sexual orientation, national origin, religion, physical attributes, etc.). In addition, respect for others means respecting the positions of those in authority which include faculty, staff, administrators, and other cadets. Finally, respect includes a healthy respect for oneself.





Principled Leadership Defined

Principled Leadership is influencing others to accomplish organizational goals while adhering to the organization's core values. At The Citadel, this means placing primary emphasis on the core values of **honor**, **duty**, and **respect**. Grounding in these core values results in a very flexible and empowering leadership style that is adaptable to any situation.



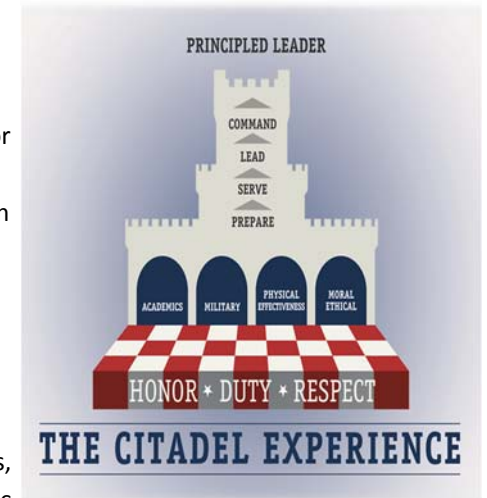
THE CITADEL'S LEADER DEVELOPMENT PROGRAM (LDP)

The Citadel Experience is built upon The Citadel's core values and is integrated across the four pillars of Academics, Military, Moral-Ethical, and Physical Effectiveness. It guides cadets through four stages of leader development – **PREPARE** as 4th-class cadets, **SERVE** as 3rd-class cadets, **LEAD** as 2nd-class cadets, and finally, as 1st-class cadets, **COMMAND** the South Carolina Corps of Cadets.

The program requires full participation to be developed as a leader. It cannot be a passive learning experience that is achieved only in the classroom or by observing the actions of others. It requires a combination of academics, training, and experiential learning to expose cadets to both the science and art of leadership.

Cadets learn the science of leadership in the ROTC programs, in courses taught in the academic schools and the four-year LDRS curriculum, and in training sessions conducted weekly as part of the Commandant's Leadership Training Program (LTP).

Cadet life provides a continuous leadership laboratory for cadets to practice what is learned in the classroom by applying this knowledge in real-world challenges. There are numerous opportunities for cadets to exercise leadership skills and receive feedback on their leadership performance. This program allows them to try different styles of leadership and learn from their experiences while in college, preparing them for success in leadership roles after graduation.



THE FOUR PILLARS

As a college student, a cadet has the primary responsibility of performing well academically. The Academic Pillar is the foundational element of The Citadel experience and consists of courses within academic degree programs, courses in the core curriculum, and courses that support leader development. Within each degree program, cadets pursue the specific learning outcomes essential for their major. In the core curriculum, cadets learn to think critically and creatively when solving problems and making decisions, to communicate effectively in speech and writing, and to demonstrate quantitative and ethical reasoning skills. Cadets practice leader development activities in the Academic Pillar through a series of courses and other programs stepped throughout their four years. As freshmen cadets take a college orientation class, which helps them develop skills necessary to succeed in college; they also begin to learn about ethical decision-making. Sophomores explore The Citadel's core values of principled leadership; further developing their ethical reasoning abilities, juniors consider instances of moral courage. To complete the leader development sequence of courses, seniors participate in a career-oriented leadership integration seminar.

The Citadel's core values are reflected in the Academic Pillar. One way that cadets live the core value of **honor** is by ensuring that they adhere to the high standards of academic integrity at The Citadel. This includes the avoidance of any form of academic dishonesty. Cadets practice the core value of **duty** on a daily basis as they attend class prepared to learn and complete assignments correctly and on time. The core value of **respect** is fundamental to the teaching/learning process. Cadets learn to respect the unbiased pursuit of truth within the academic disciplines. They also show respect for all professors and classmates as they participate in the civil discourse of their academic community.

Many students come to The Citadel because they aspire to serve in the armed forces. But the instruction and experiences cadets gain in the Military Pillar are applicable to all professions whether a cadet serves in the military or not. The goal of the military training is for the cadets to demonstrate personal discipline, to exhibit accountability for themselves and others, and to become adept at leading teams. From the first day, freshmen begin a rapid assimilation to a military lifestyle. Within a week, they are expected to meet grooming standards, to know how to wear their uniforms properly and proudly, to maintain their rooms within prescribed standards, to march in formations with their classmates, and to recite knowledge that reflects traditions of The Citadel. As the months and years pass, cadets are inspired to persevere and achieve results in very dynamic situations. The Leader Development Program is designed to be demanding yet positive, purposeful, and professional in every way.

The Citadel's core values are fundamental to the Military Pillar. This approach to leader development promotes the development of a strong sense of **duty**, which compels every cadet to do what needs to be done without being asked or ordered. These experiences undergird the formation of a sense of **respect** for one's self, one's fellow cadets, and the college's faculty and staff. Living these respectful relationships is key to becoming a principled leader. To function effectively in this environment, cadets must develop a high sense of **honor**, which is reflected in the way they conduct themselves in the barracks, classroom, and community.

THE FOUR PILLARS

At the heart of the Moral/Ethical pillar, the third foundational element of The Citadel experience, are the thirteen words in the Cadet Honor Code:

*“A cadet does not lie, cheat, or steal,
nor tolerate those who do.”*

The code inspires cadets to internalize a set of values that should drive them to live honorable lives and earn them a place with other graduates in the Long Gray Line. Cadets develop an internal moral compass that guides their behavior, decisions and relationships with others. It also provides the standard that guides each cadet in their own reflection and accountability. **Honor**, the foundational core value, is two-fold: first is integrity, “doing the right thing when no one is watching,” and second is exercising the moral courage to “do the right thing when everyone is watching.” Honorable behavior is not limited to when cadets are in uniform – it means adopting a life-long commitment to moral and ethical behavior. Therefore, an honorable person understands and performs one’s **duty** to the utmost of their ability. Finally, an honorable person treats others with **respect**, which includes treating others as they expect to be treated.

In addition to annual Honor training, each cadet completes *ethical reasoning* and *moral courage* seminars during the four-year Leadership Development Program. These seminars are augmented by two Leadership Training Program sessions each semester and a structured Service Learning and Civic Engagement program. The Citadel Experience provides every cadet a solid Moral/Ethical foundation to be a Principled Leader in all walks of life.

The Physical Effectiveness pillar supports the healthy lifestyle that increases mental acuity and readiness for the multitude of curricular and co-curricular activities forming The Citadel experience. The Physical Effectiveness program includes two mandatory academic courses provided by the Department of Health, Exercise, and Sport Science (HESS). These courses provide instruction on personal health, drug and substance use and abuse, nutrition, stress management, human sexuality, health maintenance, and the development of proper health values. In addition, two required elective courses provide instruction on adult and lifetime physical fitness, healthful living, physical activities, and recreational sports that are of immediate and lasting value. Cadets also participate in weekly physical training activities, among which are varsity athletics, club or intramural sports, Regimental Physical Training, and unit spirit runs. Through participation in scheduled physical activities, cadets prepare for the Cadet Physical Fitness Test (CPFT) and height/weight screening.

The demands of the PE program are rigorous and require that cadets do their **duty** in completing the training activities associated with this pillar. As they participate together in regular training activities, cadets learn to **respect** their classmates...regardless of their physical abilities. They also learn the importance of a healthy respect for one’s self, one’s body, and one’s physical capabilities. In persevering through the rigors of physical training, cadets learn that **honor** is fundamental to the development of the character and vigor necessary for their long-term success and well-being.

PREPARE

SERVE

Key Tasks

Key Tasks

The ACADEMIC Pillar

The MILITARY Pillar

The ACADEMIC Pillar

The MILITARY Pillar

- Remain on track to become a 3-A in the academic classification system
- Complete the First-Year Seminar (LDRS 101)
- Complete the Ethical Fitness[®] Seminar (LDRS 111)
- Develop an initial personal career plan

- Explain and comply with standards and regulations of The Citadel
- Understand the key leadership concepts and process in The Citadel Training Manual (CTM)
- Understand and apply principles to lead peers to complete tasks/detail to standards
- Explain connection among the 4C system, the pillars, and individual resiliency; demonstrate individual resiliency

- Remain on track to become a 2-A in the academic classification system
- Complete the *Sophomore Seminar in Principled Leadership* (LDRS 201)
- Complete the *Sophomore Seminar Service Learning Lab* (LDRS 211)
- Refine personal career plan and develop a leadership resume

Under supervision:

- ⇒ Lead by example
- ⇒ Understand CTM leadership concepts
- ⇒ Lead small groups to complete tasks or detail to standards
- Maintain individual resiliency; apply CTM principles to grow small-unit resiliency

The MORAL-ETHICAL Pillar

The PHYSICAL EFFECTIVENESS Pillar

The MORAL-ETHICAL Pillar

The PHYSICAL EFFECTIVENESS Pillar

- Learn and demonstrate strict adherence to the honor code and its spirit
- Learn and model moral and ethical behavior to include respect for self and others. Serve as an example for classmates
- Demonstrate moral courage in everyday decision-making situations and confront instances of unethical behavior demonstrated by others

- Pass two Required Physical Education Program (RPED) courses: RPED 250, and RPED 251
- In accordance with regulations:
 - ⇒ Meet Weight Management Program and Height/Weight Screening standards
 - ⇒ Pass the Cadet Physical Fitness Test (CPFT)
 - ⇒ Participate in Regimental Physical Training, Unit Spirit Training, and intramural sports programs

- Demonstrate strict adherence to the honor code and its spirit
- Model moral and ethical behavior to include respect for self and others. Serve as an example and role model for peers and cadets placed under their responsibility
- Demonstrate moral courage in everyday decision-making situations and confront instances of unethical behavior demonstrated by others

- Complete two required 100-level RPED courses listed in the College Catalog. These courses can be completed in the sophomore, junior, or senior year
- In accordance with regulations:
 - ⇒ Meet Weight Management Program and Height/Weight Screening standards
 - ⇒ Pass the CPFT
 - ⇒ Participate in Regimental Physical Training, Unit Spirit Training, and intramural sports programs

LEAD

COMMAND

Key Tasks

Key Tasks

The ACADEMIC Pillar

The MILITARY Pillar

The ACADEMIC Pillar

The MILITARY Pillar

- Remain on track to become a 1-A in the academic classification system
- Complete the *Junior Ethics Enrichment Experience (LDRS 311)*
- Continue to develop career-building skills; develop a career-based resume

- Understand, apply, and execute CTM concepts to develop individuals and small groups
- Lead squad- and platoon-sized groups to complete a task to standards
- Maintain individual resiliency and apply CTM principles to grow squad- and platoon-sized unit resiliency

- Remain on track to meet all graduation requirements
- Complete the *Senior Leadership Integration Seminar (LDRS 411)*
- Secure a position in chosen profession

- Create command climate for standards and regulation compliance
- Establish and assess a training environment that develops people
- Lead people to achieve standards, develop a team, and exhibit resiliency of self and the team
- Create and assess a state of personal and collective resiliency in the unit

The MORAL-ETHICAL Pillar

The PHYSICAL EFFECTIVENESS Pillar

The MORAL-ETHICAL Pillar

The PHYSICAL EFFECTIVENESS Pillar

- Demonstrate strict adherence to the honor code and its spirit
- Model moral and ethical behavior to include respect for self and others. Serve as an example and role model for peers and cadets placed under their responsibility
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RESPONSIBILITY FOR LEADER DEVELOPMENT

Leader development is everyone's business. Everyone plays a vital role in developing cadets across the four pillars and throughout the four years of The Citadel Experience.

CADETS:

Primarily, cadets are responsible for their leader development. They must want to develop as a leader and take an active role in the process. Those who shy away from opportunities to develop deny themselves one of the primary benefits of their Citadel education. Secondly, upper class cadets must take on the responsibility for their own development and other cadets in their charge. There are many ways for them to gain this experience as cadets. Holding rank in the Corps of Cadets is one of the many opportunities. Varsity and club sports, intramurals, community engagement programs, guard duty, details, religious groups, cadet activities, internships, and ROTC programs all provide additional pathways for leader growth and development. Additionally, cadets provide feedback to their peers and subordinates through formal and informal counseling sessions and periodic peer ratings.



TAC OFFICERS:

TAC officers teach, advice, and coach cadets as they develop into principled leaders. Within the safe, challenging, and rewarding environment necessary to lead and command the South Carolina Corps of Cadets, the TAC officers provide cadets with the knowledge, skills, and experiences that will help them become leaders. TACs are the primary integrators of a cadet's leadership development and the key assessors of performance. They regularly counsel cadets to provide a holistic assessment of strengths and weaknesses and help them plan their future development. TACs evaluate cadet performance in the Military, Moral-Ethical, and Physical Effectiveness pillars.

STAFF AND FACULTY:

Each member of The Citadel community helps create and maintain an environment that models The Citadel's core values and principled leadership. Cadets observe the performance and behaviors of the staff and faculty on a daily basis and in many ways mirror their actions. As role models for cadets, they must set the example for them to follow and are encouraged to provide regular feedback to them on their performance and report excellent or substandard performance to their TAC. Cadets also seek out members of the faculty and staff to serve as mentors. This powerful personal relationship can inspire cadets to achieve excellence and to set professional career goals after graduation.

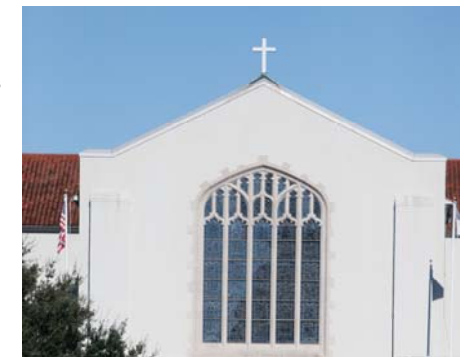


COACHES AND CLUB ADVISORS:

Coaches of both intercollegiate athletic teams and club sports, as well as advisors to cadet clubs and activities, develop a unique relationship with cadets over the course of your time at The Citadel. They observe cadets on a regular basis and provide valuable feedback on their performance and development as principled leaders.

CAMPUS MINISTERS:

The Chaplain to the Corps of Cadets, the campus ministers, and the leaders of Para-Church Interdenominational Groups all provide the opportunities for not only religious worship according to individual faith and beliefs, but also to explore moral and ethical issues. They can provide cadets an additional opportunity for mentorship, coaching, and pastoral counseling.



THE LDP ASSESSMENT PROCESS

- ◆ Lt Gen Rosa formed the Leadership Development Council (LDC) in Academic Year 2013-14. It is a cross-functional team of members of the staff and faculty including: the Office of the Provost, the Office of the Commandant, the Krause Center for Leadership and Ethics, the ROTC Departments, the Career Center, and the Athletic Department. The chair of the LDC meets periodically with the President throughout the year to provide updated reports on the program's status. Part of the Council's charter is the on-going assessment of the Leader Development Program. The completed annual report is presented to the President and the Board of Visitors for evaluation.
- ◆ The key aspects of the program are captured in the institutional assessment plan outcomes for each of the pillars in all four years of the program. These tasks provide the basis for cadet assessment each year.

THE LEADERSHIP WATERMARK

Beginning with the 2018 Commencement, The Citadel will recognize those cadets who have achieved exemplary performance across all four of the pillars for the development of principled leaders. The criteria for this distinction are currently under development.

OUTCOME GOALS FOR THE CITADEL EXPERIENCE

A principled leader who:

In the ACADEMIC Pillar

- Knows in-depth a major field of study and commits to a lifelong pursuit of learning
- Thinks critically and creatively and communicates effectively
- Demonstrates quantitative reasoning skills
- Demonstrates ethical reasoning skills

In the MILITARY Pillar

- Demonstrates personal discipline
- Leads teams toward goals
- Possesses a sense of accountability for self and others
- Performs as a leader in all walks of life

In the MORAL-ETHICAL Pillar

- Embodies the spirit of The Citadel Honor Code
- Demonstrates respect for others
- Makes a lifelong commitment to moral and ethical behavior
- Demonstrates moral courage in all actions

In the PHYSICAL EFFECTIVENESS Pillar

- Integrates physical readiness and a healthy lifestyle into personal and professional endeavors
- Makes a lifelong commitment to physical fitness and healthy living



For more information on
The Citadel's Leadership Development Program, contact

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**THE
CITADEL**
THE KRAUSE CENTER FOR LEADERSHIP & ETHICS