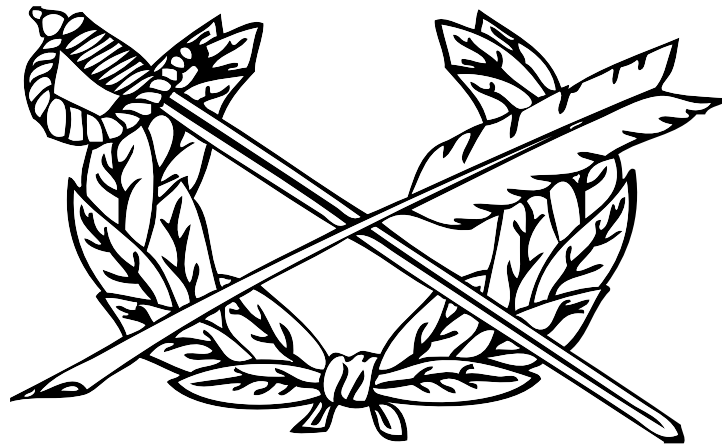


VIRGINIA TECH CORPS OF CADETS HONOR MANUAL



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



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TABLE OF CONTENTS

CHAPTER 1: THE HONOR CONCEPT	1
101. THE HONOR CONCEPT	1
102. PURPOSE	1
103. GOALS OF THE CADET HONOR CODE	1
104. PRECEPTS	1
105. HISTORY OF THE CADET HONOR CODE AND SYSTEM	2
106. THE SPIRIT OF THE HONOR CODE	2
107. VIOLATIONS OF THE CODE.....	3
108. THE TENETS OF THE CADET HONOR CODE	4
109. REGULATIONS AND HONOR	6
CHAPTER 2: THE CADET HONOR COMMITTEE	8
201. PURPOSE	8
202. COMPOSITION.....	8
203. CHIEF JUSTICE	8
204. VICE CHIEF FOR EDUCATION (VCE)	9
205. VICE CHIEF FOR INVESTIGATIONS (VCI)	9
206. HONOR COURT REGIMENTAL COUNSEL	9
207. HONOR COURT DEFENSE COUNSEL.....	10
208. SERGEANT AT ARMS.....	10
209. REGIMENTAL HONOR REPRESENTATIVES	11
210. SELECTION OF HONOR COMMITTEE MEMBERS	11
211. SELECTION OF REGIMENTAL HONOR REPRESENTATIVES	11
CHAPTER 3: THE HONOR SYSTEM	13
301. MISSIONS OF THE HONOR SYSTEM	13
302. RIGHTS OF THE ACCUSED.....	13
303. REPORTING A SUSPECTED HONOR VIOLATION.....	14
304. INVESTIGATION OF A SUSPECTED HONOR VIOLATION	15
305. VOLUNTARY ADMISSION OF VIOLATION	16
306. REGIMENTAL HONOR COURT.....	16
307. COMPOSITION OF A REGIMENTAL HONOR COURT	16
308. CONVENING A COURT	18
309. PRESENTATION OF THE CASE.....	18
310. COURT FINDINGS AND DISPOSITION	19
311. COURT RECOMMENDATION FOR SANCTION	19
312. HONOR COMMITTEE HEARING	21
313. APPEAL OF VIOLATION DECISIONS AND SANCTION RECOMMENDATIONS	21
314. UNIVERSITY HONOR SYSTEM PROCEEDINGS AND FINDINGS	21
CHAPTER 4: HONOR MENTORING AND EDUCATION	22
401. BACKGROUND.....	22
402. DEVELOPMENTAL OVERVIEW	22
403. ADMINISTRATION.....	23
404. DUTIES AND RESPONSIBILITIES	23
405. PROGRAM ASSIGNMENTS	24

CHAPTER 1: THE HONOR CONCEPT

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

101. THE HONOR CONCEPT

Cadets are persons of integrity; they strive to choose the harder right instead of the easier wrong and are never content with a half-truth when the whole can be won. To be a leader, one must be completely trustworthy, for leadership is built on trust, and trust is built on honor.

102. PURPOSE

The purpose of the Virginia Tech Corps of Cadets is to develop leaders of exemplary character, and the Corps of Cadets Honor Code is intended to foster a commitment to the moral and ethical excellence fundamental to that leadership development.

103. GOALS OF THE CADET HONOR CODE

The goal of the Cadet Honor Code is that cadets:

- a. learn and practice the essential leader responsibilities of establishing a healthy ethical climate within a unit;
- b. develop an understanding of the importance of integrity as an essential aspect of leadership;
- c. foster a desire to maintain an honorable lifestyle in the spirit of the code;
- d. achieve the level of commitment to honorable conduct necessary to prepare them for greater challenges to their integrity throughout a lifetime of service.
- e. develop the character required of those who voluntarily take full responsibility for their decisions and actions;
- f. be moral-ethical examples worthy of emulation by all students and faculty at Virginia Tech.

104. PRECEPTS

1. The Cadet Honor Code represents the minimum ethical standard to which all cadets are expected to adhere. The Corps operates under the assumption that those who enter it have already been instilled with a basic set of values. It is expected that all cadets will strive to live far above the minimum ethical standard defined by the Cadet Honor Code, that each cadet will develop a high personal sense of honor within the spirit of the code, and that a cadet's statements and actions must always represent the complete truth and an adherence to the spirit of the honor code.

2. The code is expressed as a series of prohibitions: “A cadet will not lie, cheat or steal, nor tolerate those who do.” It is a simple standard to live by, yet it demands strict compliance. Cadets should always be striving to achieve the highest standard of ethical performance.

The essence of the code is that each cadet must commit himself or herself to a constant effort to live above the common level of life, far exceeding the minimum standard of ethical behavior.

3. To ensure the minimum standard of the Cadet Honor Code is maintained, enforcement and education are integral parts of the Honor System. Together, these challenge the cadets to live above the Code and allow the code to achieve its ultimate objective: ensuring that Virginia Tech Corps of Cadets graduates are honorable men and women who are leaders of character.

105. HISTORY OF THE CADET HONOR CODE AND SYSTEM

1. The Code was initiated with the establishment of the school in 1872. James H. Lane, a Virginia Military Institute graduate, started an informal code which expected all cadets to be trustworthy in both words and deeds and disallowed any disgracing of the uniform. The Code was verbal in nature, with no written documentation to support it.

2. In 1891, John McBryde became the fifth president of the college and immediately instituted a formal, written code. His code incorporated the concept of “character not becoming a gentleman” and also addressed the disgracing of the cadet uniform. His written code authorized the punishment, including expulsion, of any cadet in violation of the Code. McBryde developed an enforcement organization for the Code composed of both cadets and faculty. However, the embodiment of the Code rested within the Corps, and each cadet was expected to be trustworthy and possess impeccable integrity.

3. Since 1891, the Honor Code was formally made distinct from the cadet regulations, with an honor system being established in 1908 and an official honor committee established in 1935.

4. Until July 1995, the Cadet Honor Committee served its role in conjunction with the Regiment’s chain of command. All honor violations were investigated by the chain of command. In August, 1995, the Corps established an Honor Education System and an Honor Committee designed to perform its mission separately from the Regiment’s chain of command, yet working with the chain of command to ensure the best environment for developing responsible leaders. It is this system, developed in 1995 and updated in 1997, that the Corps of Cadets lives by today.

106. THE SPIRIT OF THE HONOR CODE

1. To understand the ideal that cadets should strive for, they must embrace the “Spirit of the Code.” This spirit marks true leaders of character and goes beyond the simple adherence to rules. The Spirit of the Code comes from deep within truly honorable men and women through their expressed actions and integrity. To those who accept and adhere to the Spirit of the Code, it is a way of life, not a laundry list of restrictions.

2. Cadets of integrity strive to live by The Spirit of the Code. For any action, they will always ask if it is the right thing to do.

3. This concept embodies the meaning of each of the tenets of the Code itself:
 - a. The Spirit of the Code embraces truthfulness in all its aspects. Cadets tell the truth and ensure the full truth is known. Cadets do not lie.
 - b. The Spirit of the Code calls for the complete fairness in human relations. Cadets ensure that work submitted as their own is their own, and that assistance received from any other source is authorized and properly documented. Cadets do not cheat.
 - c. The Spirit of the Code requires respect for other people and their property. Cadets do not steal.
 - d. The Spirit of the Code demands that ethical standards be maintained at all times and that personal commitments be made to ensure an ethical environment. Cadets do not tolerate or promote violations of the Code. A cadet's first loyalty is to the Honor Code, and this loyalty transcends unit, class or friendship.
4. Cadets exemplify the Spirit by exceeding the minimum standard of the Code. Such a Spirit positively affects not only the environment of the Virginia Tech Corps of Cadets, but also the University and society as a whole.

107. VIOLATIONS OF THE CODE

1. To advance above the minimum standard required by the Honor Code, rules are established that guide cadets in the pursuit of the Spirit of the Code. A violation of the Code is simply any act that falls below the minimum standard of it. However, an action that is not honorable is not necessarily a violation of the Honor Code.
2. To determine whether an action is in fact proper, one should **not** ask, "Is this act an honor violation?" Instead two methods exist which allow for continuous pursuit of the Spirit of the Code and delete the probable ambiguity of an act.
3. The first method involves application of the "Golden Rule" or the "Rule of Reciprocity." It states that a good, moral person is concerned with and responsible for the well being of others. It requires restraint, self-discipline, and even sacrifices in avoiding acts that harm others.
4. The second (and more preferred) method is the application of the "Three Rules of Thumb." The Three Rules of Thumb are as follows:
 - a. Does this action attempt to deceive anyone or allow anyone to be deceived?
 - b. Does this action gain or allow the gain of privilege or advantage to which I or someone else would not otherwise be entitled?
 - c. Would I be unhappy with the outcome if I were on the receiving end of this action?

108. THE TENETS OF THE CADET HONOR CODE

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

1. *To violate the Honor Code, the accused cadet must have lied, cheated, stolen, attempted to do so, or tolerated such action on the part of another cadet.* These actions apply both on and off duty and are not constrained by any geographical or school boundaries. Additionally, a cadet who has truly embraced the Spirit of the Code will always maintain proper demeanor and professionalism. Intoxication or other outside influences are not excuses for unethical or dishonorable actions.

2. **LYING.** The definition of lying is saying or writing a known false statement with the intent to deceive. This includes the deliberate telling of a partial truth; misrepresenting the true situation; and withholding, omitting, or subtly wording information such that a false impression is given. The misrepresentation may be either by word or deed. Consequently, a cadet who possesses false identification on his/her person (aside from risking a violation of state law) indicates a willingness to misrepresent himself/herself to others and a propensity to deceive.

- a. A cadet’s word is his or her bond. The very essence of the Code is built on this premise. When questioned, regardless of consequences, cadets are expected to answer directly and truthfully.
- b. Another aspect of truthfulness is in the accuracy of reports. Whether oral or written, reports are official statements and must always be complete and accurate. One must immediately correct any report that may have been rendered less than accurately.
- c. To truly understand the Spirit of the Code, it is important for cadets to understand the concept of social tact. Cadets are expected to exercise social tact in social situations. Social tact is designed to spare the feelings of others. However, the cadet must not gain an advantage in exercising social tact nor confuse it with equivocation.
- d. To be equivocal is to use purposely vague, misleading, or ambiguous language. Such an act is dishonorable for it allows the gaining of an advantage.

3. **CHEATING.** The definition of cheating is to knowingly use unauthorized assistance in submitted work or to knowingly submit another’s works as one’s own, thereby intending to gain an unfair advantage, or intending to deceive or mislead. Cheating includes any actions by which one attempts to obtain an unfair advantage over others, whether academic work, sports, or cadet training. Actions that assist another to do these things also constitute cheating.

- a. Cheating includes such acts as intentional plagiarism (presenting someone else's ideas, words, data, or work as one's own), intentional misrepresentation (failing to document the assistance of another in the preparation of an assignment with the intent to deceive, mislead, gain, or give an unfair advantage), citing sources that were not actually consulted, and using unauthorized references (crib sheets, notes, texts) during an examination.
- b. It is imperative that cadets properly document all written work. A complete knowledge of how to document as well as what one’s professor considers “common knowledge” is essential to proper documentation.

- c. In a testing situation, cadets should immediately cease work when told to do so, and report any additional time used to complete the test. Failure to adhere to this standard allows the cadet to gain a wrongful advantage.
- d. Cadets must be particularly sensitive to the unauthorized use of computers and electronic data. Cadets must neither make use of, nor provide the opportunity for others to have unauthorized access to data.
- e. Instructions given to students by professors regarding the rules governing the class may be the grounds for an honor violation, if violating those rules resulted in an unfair advantage over other students.
- f. **Multiple submission.** Plagiarism includes submission of substantial portions of the same work (including oral reports) for credit more than once without authorization from the instructor of the class for which the student submits the work. Examples of multiple submission include:
 - a. Submitting the same paper for credit in more than one course without the instructor's permission.
 - b. Making revisions in a paper or report (including oral presentations) which has been submitted and graded in a previous semester and submitting it for credit in another class without the instructor's permission.
 - c. Representing group work done in one class as one's own work for the purpose of using it in another class without the instructor's permission.

4. **STEALING.** The definition of stealing is to wrongfully take, obtain, or withhold, by any means, property or anything of value from the possession of the true owner with the intent to deprive or defraud another person of the use and benefit of the property for any period of time.

- a. Stealing includes the wrongful taking of a service. An example of such a service would be telephone service.
- b. When borrowing another's property, it is imperative that the cadet obtains prior permission from the owner to do so. Additionally, an item borrowed should be returned in the same condition as it was borrowed, and the borrower should also return it in a timely manner. The foundations of the Corps rests in the development of trust and camaraderie among cadets, and the close quarters of the living environment demand that all cadets respect both the property and privacy of their fellow cadets.
- c. Use of the library constitutes another area that must be regarded with respect. The Newman Library is available to all students and faculty of Virginia Tech. Any removal of items from the library must be conducted through the proper procedures. The wrongful removals of material from the library, removal of pages from journals, or deliberate misfiling of references within the library are unethical acts which deprive other students of needed access to materials for their research.
- d. If a cadet finds property, the cadet must turn in the property or attempt to identify its owner. If a cadet keeps the property, then the cadet is subject to an investigation for stealing.
- e. The use of peer-to-peer software for the download of music, movies, and other copyrighted materials is illegal, and a violation of both university policy and the honor code.

5. **TOLERATION.** The definition of toleration is an act that allows or permits. Cadets violate the Honor Code by toleration if they fail to report an incident that has honor implications to an Honor representative within a reasonable length of time. A reasonable length of time in most circumstances is not more than 72 hours.

- a. The toleration clause represents the full embodiment of the Spirit of the Code. The clause preserves the ethical community in which the cadets live and represents the concept of “policing the ranks” within the profession. It encompasses more than personal integrity. It demands that the cadets maintain the integrity within the profession and demands a duty far superior to personal feelings or friendships.
- b. Cadets are encouraged to confront anyone subject to the Code whom they believe may have committed an honor violation. This provides the offending cadet with the opportunity to reflect on his/her actions and either (1) explain why they believe their act does not constitute an Honor Code Violation or (2) self-report their conduct to an Honor Representative. If, after hearing an explanation of the observed act, a cadet still believes that a violation of the Code may have occurred, he/she is required to bring it to the attention of an honor representative.

6. **INTENT.** An important element of the Honor Code is **intent**. Cadets who violate the Honor Code have the necessary state of mind – the intent to deceive, the intent to gain unfair advantage, the intent to deprive, or the intent to wrongfully permit. If the intent to commit the act is present, then the fact that they may fail in their attempt does not exonerate them. The concept of **intent** is not meant to “narrow” the scope of an alleged honor violation, but instead to “expand” it to consideration of how the act, successful or not, reveals intent to violate the code and gain an unfair advantage. For instance, if someone shoplifts items from a store, the act itself should be determinative in the assessment of intent.

7. When a cadet allegedly commits an honor violation while under the influence of alcohol, that state of voluntary intoxication **does not** excuse the cadet's actions, nor may it be used as a basis to question intent to violate the honor code. Alcohol consumption is not a defense. When a cadet decides to become intoxicated, the cadet has not relinquished responsibility for decisions made while intoxicated.

109. REGULATIONS AND HONOR

1. One should not confuse the two separate standards comprised in the Honor Code and the Virginia Tech Corps of Cadets Regulations. The Honor Code represents the minimum ethical standard by which all cadets are expected to live. Regulations, on the other hand, are conduct and discipline standards to which cadets are to be held. Cadets should always maintain high standards, but violations of regulations are not necessarily violations of the Honor Code. Questions concerning any ambiguity should be addressed to an Honor Representative.

2. Cadets in the chain of command should refrain from using the Honor Code as **an exclusive means** to enforce or to determine violations of Cadet Regulations. This is known as “using the Honor Code against a Cadet.” For example, a Cadet First Sergeant who lines up all his or her

first-year cadets in the hallway after they have returned from pass and methodically goes down the line asking each first-year cadets if they have consumed alcohol while on pass (in the absence of any other evidence that such a regulations violation may have occurred) is improperly using the Honor Code to enforce regulations. Generally, self-incriminating information gained in this way will not be useable in non-judicial punishments or other Corps disciplinary proceedings.

CHAPTER 2: THE CADET HONOR COMMITTEE

201. PURPOSE

The purpose of the Virginia Tech Corps of Cadets Honor Committee is to supervise and administer the Honor Code and Honor System. Its responsibilities include the following:

- a. Providing an education program with regard to the Honor System.
- b. Ensuring that high standards of honor and promoting an environment which supports the Honor Code and the Honor System.
- c. Assisting all cadets in the development of a high sense of integrity by making the Code an integral part of every cadet's life.
- d. Acting as liaison between the Corps and the University regarding issues of ethics and honor.
- e. Investigating and processing the cases of those cadets reported for violations of the Honor Code.

202. COMPOSITION

The Cadet Honor Committee is composed of the following individuals:

- a. Chief Justice;
- b. Vice Chief for Education;
- c. Vice Chief for Investigations;
- d. Honor Court Regimental Counsel;
- e. Honor Court Defense Counsel;
- f. Sergeant at Arms;
- g. Regimental Honor Representatives.

203. CHIEF JUSTICE

The Chief Justice is responsible for administering the Honor Code and Honor System to the Corps of Cadets and ensuring the Spirit of the Code is a part of everyday life. The Chief Justice shall:

- a. Oversee all aspects of the Honor Code and Honor Education Program;
- b. Hold regular Honor Committee meetings and conduct Regimental Honor Court hearings;
- c. Conduct training and feedback sessions with the cadet chain of command to ensure the Spirit of the Code is being maintained;
- d. Ensure the accurate processing of reported violations to include a preliminary screening of all violations;
- e. Recommend to the Commandant the appointment of Regimental Honor Court members;
- f. Keep the Commandant and the Deputy Commandant (Honor Court Advisor) well-informed of all Regimental Honor Committee matters;

- g. Ensure that the Honor Manual is kept current and the procedures are properly followed by the Honor Committee.
- h. Recommend to the Commandant the appointment of Honor Committee members;
- i. Act as liaison with the University Honor Representative on all facets of honor and ethics, both within and outside the Corps.

204. VICE CHIEF FOR EDUCATION (VCE)

The Vice Chief for Education shall:

- a. Supervise the Regimental Honor Education Program;
- b. Train and supervise Regimental Honor Representatives;
- c. Conduct Regimental Honor Court hearings in the absence of the Chief Justice;
- d. Ensure all Regimental Honor Representatives are prepared to conduct first-year honor education;
- e. Continuously update training syllabi and develop new and innovative lectures and classes;
- f. Train all individuals in his/ her staff;
- g. Work with the Honor Advisor to conduct honor education and remediation;
- h. Perform any duties as assigned by the Chief Justice.

205. VICE CHIEF FOR INVESTIGATIONS (VCI)

The Vice Chief for Investigations shall:

- a. Supervise the conduct of all investigations, and ensure that all evidence and statements are collected from all witnesses;
- b. Train all individuals in his/her staff, and ensure they are prepared to investigate any case they are assigned;
- c. Comprise an Investigations Team from his or her staff when directed to by the Chief Justice;
- d. Ensure that all accused cadets are fully briefed on their rights;
- e. Draft the formal statement of charges with the assigned investigation officer following the investigation, for presentation to the accused after review by the Chief Justice and Commandant;
- f. Perform any duties as assigned by the Chief Justice.

206. HONOR COURT REGIMENTAL COUNSEL

The Honor Court Regimental Counsel shall:

- a. Present cases of alleged honor violations at the Regimental Honor Court;
- b. Not be involved with the investigation of a possible honor violation until the Commandant orders an Honor Court to be convened;
- c. Notify the Chief Justice of any cases that he or she cannot present with impartiality;

- d. Ensure the accused cadet has copies of all evidence to be used and the names of any witnesses to be called by the Regimental Counsel during the Honor Court prior to the convening of the Court.
- e. Train all individuals in his/ her staff, and ensure they are prepared to present any case they are assigned.
- f. Perform any duties as assigned by the Chief Justice.

207. HONOR COURT DEFENSE COUNSEL

The Honor Court Defense Counsel shall:

- a. Be responsible for training all Cadet Advisors;
- b. Maintain a staff to assist in training and conducting;
- c. Ensure that all Honor Representatives receive proper training on advising cadets who have been charged with an honor violation;
- d. Ensure a member of the defense counsel staff is present when the hearing notification is presented to an accused cadet;
- e. Assign cadets to serve as defense counsel for given cases, and serve as the primary counsel at an accused cadet's request.
- f. Perform any duties assigned by the Chief Justice.

208. SERGEANT AT ARMS

The Sergeant at Arms shall:

- a. Assist the Chief Justice, the Regimental Counsel, and the Defense Counsel with preparations for Honor Court hearings;
- b. Ensure that closed sessions of an Honor Court hearing are privy to only the specified personnel;
- c. Assist the Chief Justice or Honor Court Presiding Officer in maintaining good order and process during an Honor Court Hearing;
- d. Ensure that hearing records are complete, current, and properly safeguarded;
- e. Serve as recorder at all Regimental Honor Court hearings;
- f. Notify all involved personnel of the status and results of each case throughout its duration;
- g. Track compliance of honor sanctions, to include University Service;
- h. Perform any duties assigned by the Chief Justice

209. REGIMENTAL HONOR REPRESENTATIVES

The Regimental Honor Representatives are the key links in the Honor chain. The maintenance of the Spirit of the Code lies in their abilities to create ethical environments and develop Honor education that fosters integrity above reproach. Honor Representatives shall:

- a. Be a passionate advocate for the Honor Code and the Cadet Honor System, taking an active interest in creating and nurturing a climate of honor and integrity throughout the Corps of Cadets.
- b. Conduct Honor education and training in companies, among first-year and sophomore cadets particularly;
- c. Prepare an Initial Report of Offense of any alleged violation of the Honor Code and deliver that report to the Chief Justice or Vice Chief of Investigations;
- d. Assist an accused cadet through the initial honor investigation process when requested the Chief Justice;
- e. Serve as a staff member of an Honor Court hearing, or any other duties as requested by the Chief Justice;
- f. The senior Honor Representative in each battalion shall oversee the Honor education for that battalion, and will maintain complete and accurate records of education and training conducted.

210. SELECTION OF HONOR COMMITTEE MEMBERS

1. **Chief Justice.** The Chief Justice is a senior in the Corps of Cadets and is appointed by the Commandant in April prior to his or her senior year. (Rank: C/Major)
2. **Vice Chiefs and Counsel.** The Vice Chiefs and Regimental and Defense Counsel are normally seniors in the Corps of Cadets. The Commandant, with recommendations from the Chief Justice, appoints them in April prior to their senior years. (Rank: C/Captain or C/SFC)
3. **Sergeant at Arms.** Sergeant at Arms is a cadet in sophomore or junior class standing, and are appointed by the Chief Justice in April. (Rank: C/SFC or C/Corporal)
4. **Staff.** The staff for counsels, education, and investigations can be comprised of sophomores, juniors, and seniors. They are appointed by the Chief Justice in April. The staff normally consists of 9 to 12 people. (Rank: C/Staff Sergeant or C/Corporal)

211. SELECTION OF REGIMENTAL HONOR REPRESENTATIVES

1. In the latter half of the Spring Semester, each company will nominate to the Honor Committee two first-year cadets to be considered for the position of Regimental Honor Representative (RHR). The entire first-year class will elect at least ten representatives from the pool of nominees. During the company reassignment process, each battalion will normally receive at least three cadets who have been selected as Honor Representatives.

2. Cadets elected to serve as RHRs may remain in their capacities until they leave the Corps, gain a command position, gain a position on either the Regimental or Battalion staffs, or gain a position on the staff of the Honor Committee. Honor Representatives are expected to remain active in promoting the Honor Code and educating the Corps of Cadets on Honor issues. Performance of Honor Representatives will be reviewed by the Honor Committee at least twice per semester.

3. Any cadet serving as a RHR who is placed on military probation by Executive Committee or Deputy Commandant action, or found to have violated the honor code, shall have his or her participation as a RHR reviewed by the Honor Committee.

4. Cadets who serve as Honor Representatives may be authorized to wear the rank of C/Corporal or C/Staff Sergeant depending upon class standing. One senior cadet per battalion, serving as an Honor Representative, may be authorized to wear the rank of C/Second Lieutenant upon recommendation by the Deputy Commandant (Honor Advisor).

5. **Filling Vacant Positions.** Each battalion will normally have three sophomore RHRs, two junior RHRs, and at least one senior RHR. In the event of a vacancy in the battalion's complement of Honor Representatives, the Battalion Commander will nominate a cadet for consideration and approval by the Honor Committee.

CHAPTER 3: THE HONOR SYSTEM

301. MISSIONS OF THE HONOR SYSTEM

The Honor System is composed of two separate, yet equally important missions. The broader mission and the one responsible for the embodiment of the Spirit of the Code is education. The second mission is comprised of investigations or any procedures used to clarify the results of a suspected honor violation. Both of these missions must be carried out with the utmost professionalism and integrity.

1. EDUCATION. As stated previously, the ultimate objective of the Honor Code is to develop both military and civilian leaders of character for the commonwealth and the nation. This developmental process is primarily obtained through education.

a. The education system is comprised of training that spans the entire four-year period in the Corps. During New Cadet Week and the academic year, Honor Representatives present formal instruction to the first-year and sophomore cadet classes to enhance the moral and ethical development of each cadet.

b. The program of instruction begins with the incoming first-year cadets during New Cadet Week. During this period, the new cadets are introduced to the Honor Code and its tenets, instructed in the difference between the University Honor System and the Corps Honor System, and educated on the procedures involved with honor violations. Embracing the Spirit of the Code is expected to begin here.

c. After a year of instruction on honor within the company, within the academic arena, and outside the halls of the Corps, the sophomore year expands to instruction dealing with the transition from followers of the Spirit of the Code to leaders of that same Spirit. A cadet is expected to be the ethical compass for all new cadets to emulate. It is imperative that each cadet truly believes he or she is prepared for whatever moral-ethical conflict they may face. With this knowledge, the Corps will produce leaders of character who do choose the harder right instead of the easier wrong.

2. INVESTIGATIONS. To adequately address any breaches of a standard of conduct, specific guidelines must be established such that the rights of the accused and the integrity of the system are always maintained. The investigative half of the Honor System is responsible for upholding these guidelines, distinguishing between violations and non-violations of the Code with thorough investigative procedures, and providing the Commandant with its findings. Cadets conduct this important function with oversight assistance from the Commandant's staff and ROTC cadre.

302. RIGHTS OF THE ACCUSED

Prior to initiating an inquiry concerning a proposed honor violation, all cadets involved with the process must respect the rights of the accused. Any breaches of these rights by the investigative

team and Court members represent a blatant disregard for the Honor System and its purpose. A cadet accused of an honor violation has the following rights:

- a. To be considered innocent until found responsible.
- b. To have all proceedings and information concerning the offense kept private to the maximum extent possible with no information given to the public without the accused cadet's consent.
- c. To counsel and representation from a member of the Corps of Cadets. The accused has the right to choose a Cadet Advisor from among the elected Honor Representatives, or may elect to be represented by the Honor Court Defense Counsel. The cadet will be assigned an Honor Representative for the initial investigation meeting but may request a change for the Hearing.
- d. To receive written documentation of all charges at least 48 hours prior to the Honor Court. This documentation will include official notification of time and place of the Court.
- e. To be informed of the identity of his or her accuser.
- f. To be present during all presentation of evidence. If the accused fails to be present after having been given proper written notification of the time and place for the Court hearing, the accused is deemed to have waived the right to be present.
- g. To challenge members of the Court for cause; that is, for a reason which prevents a member from being impartial.
- h. To call witnesses in his or her behalf and cross-examine witnesses called to provide testimony for the Regimental Counsel.
- i. To make either a written or oral statement or both concerning the alleged offense(s).
- j. To remain silent. No adverse inference shall be drawn from an accused cadet's decision to remain silent.

303. REPORTING A SUSPECTED HONOR VIOLATION

1. Only cadets, officers attached to the Virginia Tech Corps of Cadets, ROTC cadre, and Virginia Tech civilian faculty may refer charges to the Honor Committee. If someone not authorized to refer formal charges reports facts that suggests that an honor violation has been committed, the Vice Chief for Investigations will refer the formal charges. All charges should be submitted in writing.
2. When a cadet observes a possible honor violation, or believes an honor violation may have occurred, he or she should proceed in one of two ways:
 - a. The observing cadet may choose to approach the suspected cadet to ascertain that no misunderstanding has occurred. This is called "Approach for Clarification" (see below). Once the observing cadet has done this and still believes an honor violation has occurred, the observing cadet should report the incident to the Honor Committee or Honor Representatives within 72 hours of the observed offense, even if the suspected cadet has chosen to self-report.
 - b. The observing cadet can choose to report the incident directly to the Honor Committee or Honor Representatives within 72 hours.

3. Approach for clarification. The intent of this process is determined if the misunderstanding is responsible for creating the suspicion that an honor violation occurred. The approach for clarification recognizes our respect for the principle of presumption of innocence. If the observing cadet feels certain that what they saw requires no clarification, the approach for clarification is not mandatory. If the cadet observing the possible violation does not conduct an approach for clarification, they have a responsibility to inform the cadet that they feel a violation may have occurred and that the cadet should speak with their company honor representative. If the person observing a possible honor violation is unwilling or unable to conduct the approach, the observing cadet must contact their honor representative. Approaching a cadet whose actions may constitute a potential honor violation is a difficult duty but an important part of maintaining the standard of integrity within the Corps of Cadets.

4. The reporting cadet should report the violation to an RHR, the VCI, or the Chief Justice. Upon doing so, he or she will be asked to complete or submit a statement for an Initial Report of Offense (IRO) (Form A.) Failure to report a suspected violation could be a violation of the toleration clause of the Honor Code. It should never be assumed that another cadet, or the accused cadet, will report a suspected honor violation. **No cadet has the authority to drop a case.**

5. Upon receiving an honor case, the Chief Justice, after having consulted with the VTCC Honor Advisor, may direct the Vice Chief for Investigations to appoint an investigative team to thoroughly investigate the alleged offense. If, however, it is determined that there is a lack of evidence to support the allegation, the Chief Justice may recommend to the Commandant to drop the case due to insufficient evidence

304. INVESTIGATION OF A SUSPECTED HONOR VIOLATION

1. The Vice Chief for Investigations will conduct the investigation, or appoint members of the investigation staff to fulfill the responsibility as the investigative team. Members of the investigation staff from the same company as the accused may not participate in the investigation. To maintain impartiality the Chief Justice should limit his or her involvement in the investigation as much as possible. The purpose of the team is to perform a thorough and complete investigation of all facts surrounding the alleged violation and deliver their findings to the Chief Justice for further disposition of the case. It is imperative that the team remains impartial and conducts the investigation in a professional manner.

2. Once the investigative team has completed its investigation, the case folder is reviewed by the Vice Chief for Investigations in consultation with the Chief Justice for disposition. The Chief Justice, after having consulted with the VTCC Honor Advisor, will forward the case to the Commandant with a recommendation to either proceed with a Regimental Honor Court or drop the case due to insufficient evidence. **Only the Commandant has the authority to drop a case.**

3. The Commandant, the convening authority, receives the case and makes the final decision as to the necessity for an Honor Court hearing. After review of the case, the Commandant may order that the Chief Justice initiate Court proceedings or drop the case.

4. If the Commandant orders that an Honor Court hearing be convened, the Chief Justice will select a date for the Honor Court, notify the members of the Panel, and prepare a formal notification of Court proceedings for the accused. At least 48 hours before the Court is convened, the Vice Chief for Investigations will deliver the notification to the accused along with a copy of all materials pertinent to the case, and then turn over the case folder to the Regimental Counsel. The Regimental Counsel and the accused (along with his or her cadet advisor) may then question any witnesses and obtain any further information they feel is necessary and relevant. The Regimental Counsel must provide any new documentation or evidence discovered during preparation for the hearing to the accused cadet no later than 24 hours before the hearing.

305. VOLUNTARY ADMISSION OF VIOLATION

1. All cadets are presumed to be honorable unless proven otherwise. However, a cadet may elect to voluntarily admit to having violated the Honor Code prior to the convening of a Court. Once the accused cadet has had the opportunity to review the formal charges and evidence to be presented at the Court, he or she may choose to voluntarily admit. If a cadet chooses this course of action, the admission must be in writing. It must be clearly and expressly made. Once a voluntary admission is made, the Chief Justice, Investigator, or Defense Counsel will question the accused to ensure that the cadet's action is knowing, intelligent, and voluntary. "Knowing" means that the admission is not implied; "intelligent" means that the accused understands his or her rights; "voluntary" means that the admission is the product of the accused cadet's free will. Once these three standards are met, the Chief Justice forwards the case to the Commandant with a recommendation to either:

- a. request an Honor Court hearing be convened to recommend appropriate sanction, or
- b. request an Honor Committee Hearing with the Deputy Commandant (Honor Court Advisor) to determine a recommendation for sanction. This hearing will normally include the accused cadet, Chief Justice, Regimental and Defense Counsel, and the primary investigator of the case.

2. At any time prior to the Commandant's review, the accused cadet may withdraw his or her voluntary admission and request a Court hearing to determine responsibility and sanction.

306. REGIMENTAL HONOR COURT

The Commandant may convene a Regimental Honor Court for two reasons: 1) to determine whether a cadet has violated the Honor Code and to determine a recommended sanction for a cadet found responsible, and 2) to determine a recommended sanction for a cadet who has voluntarily admitted to an honor violation.

307. COMPOSITION OF A REGIMENTAL HONOR COURT

1. All Regimental Honor Court hearings will consist of two non-voting members, six voting members, and the VTCC Honor Advisor. The actual composition of the voting members will

be based on the accused's class and company. Normally, two of the voting members will be Honor Representatives and the other four will be members of the Corps-at-large. These six individuals will be appointed by the Chief Justice from a pool of cadets approved by the Commandant at the beginning of each semester.

2. The VTCC Honor Advisor is normally a Deputy Commandant of Cadets or other member of the Commandant's Staff and acts as a non-voting member and impartial advisor to the Chief Justice for the proceeding. He or she ensures that the hearing is conducted in fair and orderly manner and that the rights of the accused are not violated. If the Deputy Commandant (Honor Advisor) is not able to attend a Regimental Honor Court, another Deputy Commandant shall be appointed by the Commandant.

3. If the accused is enrolled in a commissioning program, the commissioning authority will be notified of the impending Honor Court hearing and will be allowed to have a representative in attendance as an observer.

4. A Regimental Honor Court will have the following non-voting members:

- a. Presiding Officer will be the Honor Court Chief Justice, or the Vice Chief for Education in his or her absence. The Commandant may also appoint any senior in the rank of cadet major or above in the event the Chief Justice and Vice Chief for Education are both unable to serve as Presiding Officer. While the Presiding Officer serves as a non-voting member of the Court, he or she will cast a deciding vote in the event there is tie among the voting members on any decision before the Court.
- b. Recorder – An Honor Representative as assigned by the Chief Justice.

5. A Regimental Honor Court hearing the case of a **senior** in the Corps shall consist of the following additional voting members:

- a. Six cadets in senior standing.

6. A Regimental Honor Court hearing the case of a **junior** in the Corps shall consist of the following additional voting members:

- a. Two cadets in senior standing.
- b. Four cadets in junior or senior standing.

7. A Regimental Honor Court hearing the case of a **sophomore** or **first-year cadets** in the Corps shall consist of the following additional voting members:

- a. Three cadets in junior or senior standing.
- b. Three cadets in sophomore standing or above.

8. For each Honor Court hearing, the Chief Justice will select six voting members and two alternates by random process. Alternates must be cadets in junior or senior standing. Each Honor Court shall include at least one current Honor Representative, unless this requirement is

waived by the Honor Advisor. The pool of candidates for an Honor Court hearing will exclude cadets who:

- a. Are from the same company as the accused;
- b. Are on Military Probation;
- c. Have been found responsible for a previous Honor violation.

9. Once the Court has convened, changes will only take place if the Defense or Regimental Counsel challenges the impartiality of a member or a member admits to an inability to be impartial. If a challenge is presented, the Presiding Officer will excuse the other members, hear evidence on the matter and decide whether to sustain the challenge and excuse the member or to have the member remain. The Presiding Officer's decision is final. If a member admits to an inability to be impartial, the Presiding Officer will dismiss the member immediately. It is not necessary that the member explain him or herself. Any alternate member may replace any excused member of the Court, irrespective of class.

10. The minimum size for an Honor Court will be five voting members. If, at any time, the membership of the Court is reduced to less than five members, the hearing must be postponed until the original members are able to convene, or cancelled and a new hearing scheduled with new members.

308. CONVENING A COURT

1. The Presiding Officer will conduct the Court hearing in the thoroughly professional manner. All personnel will wear the uniform prescribed by the Chief Justice. The Presiding Officer will open the hearing by explaining the Court procedures and the charge and definition of the offense to the accused. The Presiding Officer will ensure that the accused understands the charges fully before proceeding. The Presiding Officer will then conduct a preliminary screening of the Court members for impartiality, to include possible challenges by the Defense or Regimental Counsel. If any of the Court members cannot perform his or her duties, the Presiding Officer will follow the dismissal procedure outlined in paragraph 307.9 above.

2. In all cases, Court members must be free from any potential bias or prejudice. Decisions by the Court must be made solely on the facts of the case presented at the Court. Members may use their general knowledge of the Corps of Cadets and the University, but they cannot use their own personal knowledge of the case or any other matter not presented at the Court.

3. Witnesses are assumed to be honorable, and their testimony should be taken at face value. The Court members will address all participants with dignity and respect. The general rapport required of the members and other participants will be outlined by the Presiding Officer at the beginning of the hearing.

309. PRESENTATION OF THE CASE

1. The Presiding Officer will conduct a non-adversarial Court hearing. The Regimental Counsel will present evidence against the accused as determined during the investigation. If the Regimental Counsel has witnesses, they will be called to testify one at a time. Each witness

will be instructed by the Presiding Officer not to discuss the case with anyone except officials conducting the case. Once the Regimental Counsel presents the case, the accused (or his or her advisor) will be allowed to make written or oral statements on his or her behalf, call and question witnesses, or present any other matters relevant to the case.

2. Objections to evidence will be noted by the Presiding Officer for the record. No evidence should be presented which is not relevant to whether an Honor code violation was committed. The Presiding Officer will not allow evidence in extenuation and the Honor Court members will not consider such evidence in arriving at their decision.

310. COURT FINDINGS AND DISPOSITION

1. For a cadet to be responsible for an Honor Code violation, it must be proven by a preponderance of the evidence – that it is more likely than not that the accused committed the act and that the accused had the intent to commit the act. The voting Court members have an important responsibility in this regard, and they must not take this responsibility lightly.

2. After careful deliberation of a case in a closed session, each voting Court member will vote via a secret ballot as to the finding of the offense. The words “**violation**” or “**no violation**” will be used. These findings are only for the offense itself; therefore, the members are not authorized to refer any sanction upon the accused at this time. During this time the accused may present mitigating evidence. A majority vote is required for a violation to be found. In the event of a tie, the Presiding Officer casts the deciding vote.

3. If the Court finds “**no violation**”, then the case folder is forwarded to the Chief Justice with a report of the finding. The Chief Justice will submit a summarized report to the Commandant and will ensure all records of the proceeding are destroyed when the cadet departs the Corps either through graduation or some other means. A finding of “no violation” by the Court is final. If a case is terminated in this manner, the existing record or summary will not be used in any way against the accused in a subsequent conduct or honor bearing.

4. If the Court finds “**violation**”, then the Court has the additional responsibility of recommending a sanction to the Commandant.

311. COURT RECOMMENDATION FOR SANCTION

1. A Regimental Honor Court will convene to review the case of a cadet who has been found responsible for an honor violation, or who has previously admitted to an honor violation, in order to make a sanction recommendation to the Commandant. Prior to consideration of the facts of the case, the Regimental Counsel and the accused cadet may present any evidence, statements, and recommended sanctions for the Court’s consideration. The accused cadet may also present extenuating or mitigating circumstances.

2. Sanctions for violations of the Honor Code may include (but are not limited to) the following:

- a. Loss of ELS Scholarship for one semester (automatic for all violations),

- b. Honor Mentoring and Education (automatic for all violations),
- c. 10-50 hours of University Service, to be performed at a campus office or organization approved by the Deputy Commandant (Honor Advisor),
- d. Reduction in rank to cadet private or other rank for one or more semesters,
- e. Dismissal from the Corps of Cadets with a provision to return,
- f. Permanent dismissal from the Corps of Cadets.

3. The following serve as a minimum starting point for determining a sanction recommendation for any cadet found responsible for an honor violation.

- a. For senior cadets:
 - 1. Permanent dismissal from the Corps of Cadets.
- b. For all other cadets:
 - 1. Reduction in rank to cadet private for one or more semesters
 - 2. Honor Mentoring and Education
 - 3. Loss of ELS Scholarship for one semester
 - 4. 10-25 hours of University Service

4. The following factors may be used in determining an appropriate sanction:
- a. endangering or threatening personal harm to another person,
 - b. recruiting or soliciting other individuals (cadets or civilians) to violate the Honor Code,
 - c. obvious premeditation,
 - d. unauthorized entry in the commission of a violation,
 - e. possession or use of a false identification (student, driver's, military),
 - f. violations of a public nature, potentially or actually bringing discredit to the Corps of Cadets,
 - g. making a false official statement,
 - h. deceiving or intending to deceive a commissioned officer, university official, or law enforcement officer,
 - i. particularly rank or egregious offenses,
 - j. self-reporting or voluntary admission of a violation,
 - k. the length of time the cadet has been in the Corps of Cadets,
 - l. violations by first-year cadets before completion of honor education,
 - m. extenuating or mitigating circumstances.

6. Prior Honor Violations. For a cadet who has committed more than one violation of the Honor Code, the standard sanction is Permanent Dismissal from the Corps of Cadets. The Honor Court may consider the length of time between the honor violations, the seriousness of both (or all) violations, and the extent to which the multiple honor violations reveal an unwillingness to abide by the high standards of honor and integrity expected of all cadets.

312. HONOR COMMITTEE HEARING

In special circumstances, the Commandant may direct the Honor Committee and Deputy Commandant (Honor Advisor) to conduct a hearing with the cadet, and determine whether an honor violation occurred and any appropriate sanctions. This hearing will normally include the accused cadet, Chief Justice, Regimental and Defense Counsel, and the primary investigator of the case. The Deputy Commandant (Honor Advisor) makes the final decision concerning findings and sanctions, with input from the members of the Honor Committee and accused cadet.

313. APPEAL OF VIOLATION DECISIONS AND SANCTION RECOMMENDATIONS

1. For cadets having been found responsible by an Honor Court, the cadet will have 72 hours to appeal, in writing, to the Commandant, and the appeal must be based on at least one of the following criteria:
 - a. Denial of due process;
 - b. Significant and relevant new evidence that was not available at the time of the hearing; or
 - c. Sanctions that are unduly harsh or arbitrary.
2. The Commandant will review any appeal request and the entire record of the case. Based upon a complete review of the merits of the case and appeal, the Commandant may:
 - a. Hold a hearing with the accused before rendering a final decision. The hearing will be an informal, non-adversarial proceeding in which the accused may present matters in extenuation and mitigation.
 - b. Disapprove the findings of an Honor Court during which a procedural violation of this instruction was committed which cannot subsequently be cured, and to return the case to the Chief Justice for consideration by a new Court.
 - c. Return the case to the Honor Court or to direct that a new Court be convened to consider newly-discovered evidence that could not reasonably have been known at the time of the original Honor Court.
 - d. Modify the sanction that has been recommended by the Honor Court.
 - e. Approve the findings of the Honor Court without change.
 - f. Dismiss the case.

314. UNIVERSITY HONOR SYSTEM PROCEEDINGS AND FINDINGS

If a cadet is found responsible for an academic honor violation under the Undergraduate Honor System, the case is forwarded to the VTCC Honor System. A panel composed of the Honor Advisor, the Chief Justice, and the Vice Chief of Education, will then determine if the alleged act constitutes a possible violation the Cadet Honor Code. The accused cadet's rights and the proceedings of any hearing will be in accordance with the Honor Manual. In such cases, the case will be heard by a Regimental Honor Court or Honor Committee hearing.

CHAPTER 4: HONOR MENTORING AND EDUCATION

401. BACKGROUND.

1. Purpose. To enable the cadet to identify and remediate shortcomings in personal integrity and ethical decision-making skills that resulted in a violation of the Cadet Honor Code.

2. Overview. Honor Mentoring is a reflective process in which a cadet applies acquired knowledge to a work environment under the supervision of a mentor. The mentor does not tell the cadet what to do or what to think – our method is reflection, not indoctrination. Accordingly, the mentor helps the cadet examine and modify his/her own actions, thoughts, values, and beliefs. The *mentored cadet* is responsible for making the changes necessary for moral-ethical growth and development.

3. Philosophy. Cadets are not fully developed morally and ethically upon arrival at Virginia Tech. The process of ethical development, like leadership, physical fitness and academics, is developmental. When cadets violate the Honor Code, the Honor Mentorship Program is one vehicle that enables cadets to understand how and why their character failure led to a violation and assists them to develop the ability to make appropriate ethical decisions in the future. Thus, the program has the following Program Goals:

- a. **Know** the Pylons and how the Cadet Honor Code relates to those values.
- b. **Adhere** to behavioral standards and ethical values congruent with the Pylons and the Cadet Honor Code.
- c. **Believe** in, profess, and live out the organizational and ethical values of their chosen profession (to include the Core Values of the specific military branch to which a cadets aspires).

402. DEVELOPMENTAL OVERVIEW.

1. Admission. Step one of any rehabilitative program is to identify and understand the problem. This step is critical for future success in moral-ethical growth and development. The Cadet must address the character flaws that led to a violation of the Cadet Honor Code. Examples of such flaws include: misguided or misplaced loyalty; poor time management; poor decision making; unwillingness to admit failure; inability to take responsibility for own actions; etc.

2. Reflection. Throughout, the mentored cadet should reflect upon his/her individual thought processes during times of moral decision-making. This reflection will allow the cadet to examine how he/she thinks and eventually lead to a discovery of his/her own moral beliefs. The cadet should notice certain patterns of behavior – specifically ethical decision-making habits. Then, with the aid of his/her mentor, the cadet should identify habits that are dysfunctional or incongruent with Corps of Cadets values and the Cadet Honor Code.

3. Rehabilitation. The root word of rehabilitation is habit. Accordingly, the mentored cadet should strive to re-habit by changing those root behaviors that are incongruent with the values of integrity and honor. To do this the mentored cadet must:

- a. Recognize and understand habits and behaviors that are in consistent with ethical action.
- b. Be alert and aware when exercising those habits and behaviors.
- c. Align their behavior with the values of the Corps of Cadets and anticipated future professional career.

4. Restoration. The successful end state should be a mentored cadet's resolute confidence in his/her ability to "choose the harder right" without the assistance and supervision of an experienced mentor and detailed mentorship program.

403. ADMINISTRATION.

1. General Program Requirements. Successful completion of this program is mandatory for all cadets found in violation of the Cadet Honor Code. Failure to successfully complete the Honor Mentorship Program may result in dismissal from the Corps of Cadets by action of the Commandant. After the mentored cadet completes the Honor Mentorship Program requirements, the mentor provides a report to the Commandant recommending whether the cadet satisfactorily participated in the Honor Mentoring and Education process.

2. Counseling. The mentor will schedule with the mentored cadet a series of meetings that will facilitate progress through the program and ensure that the Mentoring and Education process is complete within three months. The mentor should meet with the mentored cadet to discuss any activities or assignments and any further discussions about honor and integrity that the mentor deems necessary for ethical formation.

3. Confidentiality and Privacy.

- a. Confidentiality. University officials and ROTC instructors may not be able to maintain complete confidentiality in the mentoring relationship. During initial counseling, the mentor should inform the cadet that he/she must report certain information to appropriate officials. Such information includes indications that the cadet poses a danger to himself or others, certain criminal acts covered by the Cleary Act or Title IX, or additional Cadet Honor Code violations.
- b. Privacy. Despite limitations on confidentiality, the content of the mentorship program is considered private. This means that mentors will not volunteer personal and sensitive information about the cadet to anyone. The mentor needs to develop a trusting, close working relationship with the mentored cadet. This does not preclude the mentor from providing the necessary information to the Commandant's staff about the cadet's developmental progress in the program.

404. DUTIES AND RESPONSIBILITIES.

1. Mentored Cadet. The mentored cadet is expected to take full responsibility for completion of the requirements of Honor Mentoring. The mentored cadet should see the mentoring process as an opportunity for personal growth and reflection, and take requisite initiative without significant prompting from the mentor. The mentor will assess the seriousness with which the mentored cadet engages the process, to include not only the specific assignments outlined in Paragraph

405, but also the attitude and approach the cadet takes throughout the entire process.

2. Mentor.

- a. **Counseling.** Counsel the cadet on schedule agreed upon with the mentored cadet.
- b. **Evaluation.** Evaluate assignments submitted by the cadet.
- c. **Updates.** Provide updates to the Deputy Commandant (Honor Advisor) as requested.
- d. **Final Report.** Prepare a summary evaluation report.

3. Deputy Commandant (Honor Advisor).

- a. **Mentor Assignment.** Ensure that each cadet found to have violated the Cadet Honor Code has been assigned a mentor, as recommended by that cadet's Deputy Commandant.
- b. **Communications.** Serve as a point of contact for all matters related to the mentorship program.
- c. **File.** Maintain a copy of the mentored cadet's mentor assessment and any submitted assignments with the rest of the files from his/her honor case.

405. PROGRAM ASSIGNMENTS.

The following assignments represent a range of possible activities that a mentor may assign to the mentored cadet, based on the nature of the honor violation and the maturity of the mentored cadet. The mentor may also assign other activities that assist in ethical reflection.

1. Personal Reflection and Character Assessment. The mentored cadet may write an essay to reflect on his/her actions and how those actions align (or don't align) with their own core values and the values of the Corps of Cadets. The essay should be about 4-5 pages (1000-1500 words), and address these general questions:

1. What was your violation, and why did the Honor Court or Honor Committee find you in violation?
2. What circumstances led to your violation?
3. What pressures did you face that led to this decision?
4. Who were the formative individuals in your life before Virginia Tech that helped you to understand morality and ethics?
5. Where did you learn right from wrong?
6. In what ways were your actions in this honor violation consistent with or not consistent with the values you brought to Virginia Tech when you arrived?
7. Why is it important for the Corps of Cadets to have such a specific Honor Code, which includes not only academic cheating but also aspects of personal honor and integrity?
8. Why is honor and integrity important?

2. Essay Reflection on an Ethical Reading Assignment. The cadet may read a book on ethics assigned by the mentor. A list of recommended books is maintained by the Honor Advisor. The book will examine some topic of professional ethics, provide an outline for what an ethical life looks like, and why ethics is important for personal growth and successful professional development. After reading, the cadet will write a 3-4 page (800-1000 word) reflection on one key learning from reading this book, answering these general questions:

1. What did you learn that you hadn't considered before, or how do you see things differently as a result of the book's content?
2. How does the book's content relate to your honor violation, and in what way does it provide insight into the importance of honor and integrity?

3. Essay Case Study for Future Career. In this assignment, the cadet may research some recent ethical issue or lapse by a leader in his/her anticipated career field. The problem or issue should be ethical/moral in nature (i.e., lying, cheating, or stealing), not conduct related (sexual harassment, adverse behavior, etc.). If the cadet has not settled on a career yet, he/she should select one of general interest. In 4-5 pages (1000-1500 words), the cadet should describe the ethical or moral violation and why it was considered a problem, addressing the following questions:

1. What exactly did the leader do wrong, and why was it wrong?
2. What was the leader's motivation for acting they way he/she did?
3. How did the leader's action impact those around him/her or the organization he/she lead?
4. What aspects of ethics described by Maxwell in *Ethics 101* might have guided the leader in a better direction?
5. What is one significant personal take-away from reflecting on this ethical case study?

Essays should include a printed or PDF copy of the newspaper, magazine, or internet article that was the source of information for the ethical case study chosen.

4. Mentor Counseling. The main purpose of counseling is to reinforce the reflective process. Counseling is intended to assist the cadet in realizing and internalizing – *on his/her own*– the appropriate ethical standards of conduct for leaders of character. Counseling should also help the cadet address those values/beliefs that are dysfunctional and assist in enabling a change in behavioral habits which have reinforced those dysfunctional values/beliefs.

5. Mentor's Assessment. The mentor will formally evaluate the mentored cadet's participation in mentoring and include a written evaluation to the Honor Advisor for inclusion in the cadet's Honor Case file. This written assessment should include any observations by the mentor as to the thoroughness and commitment demonstrated by the mentored cadet during the mentoring process. This assessment, along with pertinent documents collected during the mentoring process, will be included in the cadet's Honor Case file. The questions that the mentor should consider include:

1. Does the cadet fully understand the nature of his or her honor violation?
2. Do they comprehend the impact of their actions on others?
3. Have they explored the values of their parents, their communities, the Corps of Cadets, and their future vocation, in ways that may positively form their future actions?
4. Have they demonstrated full effort in the assignments and discussions throughout the process?
5. Do they understand the necessity of honor, integrity, and moral courage for effective leadership?
6. Do they have a vision for what "Global, Ethical Leaders" means for them today and in the future?

6. Final Review. The mentor's assessment, along with pertinent documents collected during the mentoring process, will be forwarded to the Honor Advisor for inclusion in the cadet's Honor Case file. If the mentor concludes that the mentored cadet did not satisfactorily complete the requirements of the mentoring process, the cadet's Deputy Commandant may recommend to the Commandant that a Performance Review Board be convened to consider possible dismissal from the Corps of Cadets.