STANDARD ORDER 1.2
Cadet Life

Corps of Cadets
Texas A&M University
August 2021
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## Record of Changes

<table>
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| 1 August 2018   | - Changed the weekly schedule to remove the training time on Monday mornings prior to formation.  
                  - Changed the authorized locations for EST.  
                  - All personnel required to sit EST must return to the dorm by 2300.  
                  - SOD will remain on duty during EST until 2300.                                                                                       |
| 1 August 2019   | Chapter 1  
                  - Room inspections are authorized from 0830 to 1800 daily.  
                  - Whipping out will not occur inside the dorms during EST.  
                  - Cadets may not be forced to study specific subjects on a given night or time.  
                  - Laundry is a permissible activity during EST.  
                  - Groups larger than four are not permitted in dorm rooms during EST. Larger groups should use the LLCs.  
                  - OD/SOD must be posted at the end of the hallway during EST.  
                  - Corps Scholastics Officer will provide a standardized OD/SOD binder during FOW that will be a required item for EST inspections.  
                  - Outfit activities are authorized from 0555 to 0650 Monday through Friday and twice a week on weekday afternoons (except Wednesdays) determined by the unit. There are a total of seven training sessions per week.  
                  - Marathon EST applies on days when Silver Taps is conducted.  
                  Chapter 2  
                  - Incorporated the Corps of Cadets Leadership Development Model into the class system.  
                  - Defined the Corps of Cadets Leadership Development Model.                                                                 |
| 5 August 2020   | Updated based on COVID-19 policy. This Standard Order contains multiple changes and must be reviewed in its entirety.                                                                                  |
| 1 August 2021   | This Standard Order contains multiple changes and must be reviewed in its entirety.                                                                                                                 |
CHAPTER 1 – CADET SCHEDULE

1. WEEKLY SCHEDULE

This schedule below is a representative, routine weekly schedule for the Corps of Cadets. The schedule for a specific week may vary and will be published at https://cadets.tamu.edu.

<table>
<thead>
<tr>
<th>Day</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
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<th>Saturday</th>
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<tr>
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<td>0600-0650</td>
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<td>0730-1630</td>
<td>Academic Day</td>
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<tr>
<td>1630-1800</td>
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<td>1830-1840</td>
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<tr>
<td>1840-1930</td>
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<td>Evening Study Time</td>
<td>Dinner</td>
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<tr>
<td>1930-2230</td>
<td>Evening Study Time</td>
<td>Evening Study Time</td>
<td>Evening Study Time</td>
<td>Evening Study Time</td>
<td>Varies</td>
<td>Evening Study Time</td>
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<tr>
<td>2230</td>
<td>Lights Out</td>
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<td>2230-0545</td>
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2. QUIET HOURS

The purpose of Quiet Hours is to create an environment conducive for academic study within the dorms and on the quad. Quiet Hours exist 24 hours a day from Sunday at 1930 until Friday at 1630 with the exception of approved training times and formation/chow. Quiet Hours is further broken into two periods: Academic Day and Evening Study Time (EST). Cadets will be mindful of other cadets who may be studying, sleeping, etc. Cadets will not be loud or disruptive in the hallways. The Corps Commander or the Commandant may designates additional weekend dates / times in which Quiet Hours / EST may be observed. All upperclassmen are responsible for maintaining and enforcing Quiet Hours conditions:
A. Speaking in the hallways and rooms will be kept to a minimum and conducted at a low but audible tone. Whipping out will not occur inside the dorms during EST.

B. Cadets will not hump it or sound off inside the dormitory.

C. Halls will be kept neat, orderly, and quiet. Music and other sounds should not be heard outside the dorm room.

D. Lights in the hallway will remain lit (do not reduce lighting) except during “lights out” (2230 until First Call the next day).

E. "Quiet Hours" on the Quad and EST are observed immediately after yell practice on Thursday nights.

3. ACADEMIC DAY

The purpose of the Academic Day is to maintain an atmosphere within the Corps of Cadets conducive to the pursuit of academic endeavors and personal matters. Quiet Hours conditions in the dormitory hallways and rooms, as well as on the quad, are in effect for all cadets.

A. Times. 0730–1630 Monday through Friday.

B. The Academic Day consists of:

   i. Attending class

   ii. Individual/Group study at any appropriate place, as desired.

   iii. Rest. If a cadet is sleeping, the cadet will not be awakened unless it pertains to academic matters (e.g., 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).

   iv. Personal endeavors needed for daily living (personal hygiene and on/off campus errands), individual Corps activities (e.g., shining shoes, uniform preparation, room cleaning), and individual exercise.

C. Activities Permitted

   (1) On-the-spot corrections, as long as class arrival is not delayed and no PT is involved.

   (2) Command-directed room inspections (normally conducted with representatives from the Office of the Commandant).

   (3) Room Inspections conducted by the Cadet IG Chains and/or the Commandant’s staff from 0830 to 1700 daily, as long as these inspections do not interfere with the study environment.

   (4) Academic Support, morale and welfare visits. Freshmen doors must remain open while an upperclassman is inside the hole. Access to fish’s room may be further restricted on an individual basis by the Unit Commander.

   (5) Corps Special Unit activities and Corps Athletic Team / unit intramural scheduled events may be conducted Monday–Friday, 1630-1800. ROTC Leadership Lab will be conducted in accordance with the approved class schedule.

D. Activities Not Permitted

   (1) Military/Corps training outside of Leadership Labs.
(2) Disciplinary actions.
(3) Corrective or directed physical training/exercise.
(4) Upperclassmen “details.”
(5) Waking those that are asleep (except as described above).
(6) Blowing “calls.”

4. EVENING STUDY TIME (EST)

The purpose of Evening Study Time is to maintain an appropriate scholastic environment for the Corps. All cadets on Academic Probation, along with all freshmen, most sophomores, and many juniors are required to comply with mandatory study requirements during EST. Quiet Hours conditions in halls and rooms will be in effect for all cadets. Whipping out will not occur during EST.

A. EST occurs Sunday through Thursday from 1930 to 0545. On Wednesdays and Silver Taps days, EST begins at 1800 vice 1930.

B. EST provides cadets an opportunity to study when and where they desire at an on-campus academic facility (as approved by SOD) to achieve the best results possible. Cadets will not be required to study in conditions that might hinder their academic pursuits. Cadets determine when they will study/rest and how much time they need to devote to their studies.

C. Cadets desiring to leave the dorm during EST (for an approved activity or study location) will sign themselves out in the Sergeant of Day (SOD) logbook and sign in upon their return. All cadets required to sit EST must return to the dorm prior to 2230 nightly unless approved for late return by the SOD. Cadets wishing to sign out of EST for any other reason will submit a request via military letter 48 hours prior to the requested event.

D. Activities Permitted during EST:

a. Academic activities (individual study, tutoring, test reviews, group study, supplemental instruction, departmental reviews, academic research, and other activities that promote academic progress).

b. Eating in the room or on-campus.

c. In-room rest or sleep.

d. Personal hygiene and doing an individual’s laundry using the dorm’s laundry services.

e. Individual Corps activities (e.g., shining shoes and uniform preparation).

f. University-related organizational activities (when approved by the unit commander based on a cadet’s academic status).

g. Attending religious services or studies one night per week.

h. Cadets will be fully dressed but may wear any attire they prefer.

i. Approved locations for cadets during EST are:

   a. Scheduled Class/Exam/Academic Support activity.

   b. Campus library or other campus building.
c. Leadership Learning Centers on the Quad. Cadets wishing to study together as a group of more than four should use the LLCs.

d. Assigned Corps dorm room (off-campus or non-reg dorm room is not authorized). Cadets are authorized to study together in a dorm room as long as the activity is academic in nature and does not exceed four in a room. EST is not a time for cadets to visit and socialize.

E. Prohibited Activities during EST:

(1) Watching television shows, movies, or non-academic videos on a computer or TV. Playing, watching someone else play, or any other actions related to video games.

(2) Attending or participating in intramural events. Upperclassmen (EST level III) are allowed to participate provided they sign out/in with the OD/SOD.

(3) Conducting unit business with freshmen and sophomores (counseling, collection of dues, sign-up for events, etc.).

5. CORPS ACTIVITIES

A. Corps activities promote discipline, improve leadership skills and character development and foster camaraderie and esprit de corps. Corps units conduct unit activities every weekday morning and two afternoons (Monday, Tuesday, Thursday or Friday) each week. Corps activities may include academic support activities, leadership development, professional and career preparation, and organized outfit or individual physical fitness.

B. Corps and ROTC Special Unit training will be conducted no earlier than 0530 on Tuesday, Wednesday and Thursday mornings and between 1630 – 1800 on weekday afternoons. Exceptions to the rule must be approved by Military Letter or ROTC OpOrder. ROTC Leadership Lab will be conducted in accordance with the approved class schedule.

6. OUTFIT MEETINGS

Outfit meetings are an opportunity for outfit command teams to observe, interact with, and provide information to the members of their outfit. Outfit meetings will occur Sunday evenings from 1900 to 1930, prior to EST. All outfit members will attend outfit meetings unless excused by the commander.

7. ANNUAL CORPS HIGHLIGHTS

August

- Freshman Orientation Week (FOW)

September

- Corps Diagnostic PFT & Height/Weight measurement
- Corps Trip to Fort Worth

October

- Corps For Record PFT & Height/Weight measurement

November

- Veteran’s Day Corps Review
Cadet Challenge – Endurance Mud Run
Corps Brass Culmination
Corps forms Block T on Kyle Field

December
Holiday on the Quad (when Academic Schedule permits)
corps Holiday Dinner
Final Exams
Commissioning/Graduation

January
Corps Discipline Brief

February
Aggieland Saturday
SCONA Review
Intentional Leadership Conference
Fish Drill Team to Tulane University Drill Competition (New Orleans)
Ross Volunteers to King Rex Parade (New Orleans)
Corps / Major Unit / Unit Leadership Selection and Slating

March
Cadet Challenge – Bloody Cross
Cadet Challenge – Obstacle Course
Spring Break
Corps Excursion to Washington, DC
Spring Corps For Record PFT & Height/Weight measurement

April
Nichols Rising Leadership Conference
Family Weekend
Aggie Muster
Battle of Flowers Parade (San Antonio)
March to the Brazos
Corps of Cadets Association Senior Dining In
Ring Dance

May
Final Exams
Final Review
Boot Dance
Commissioning/Graduation
Corps Global Leadership Initiative International Excursions
CHAPTER 2 – CADET CLASS SYSTEM, RESPONSIBILITIES, AND PRIVILEGES

1. CLASS SYSTEM

A. Seniors hold the rank of cadet officers. They are the executive leaders of the Corps and establish, focus on, and communicate their organization’s vision; establish and maintain a positive environment; develop others; and make the decisions that affect operations. They seek to ‘Inspire’ and to ‘Develop’ the organization by planning, leading, and supervising the Corps of Cadets.

B. Juniors hold the rank of cadet sergeants. They are the primary instructors of the Corps and communicate their organization’s vision; maintain a positive environment; develop others; and implement/execute the directions, orders and guidance provided by the cadet leadership chain. They serve as ‘Mentors’ leading the teams that carry out the vision and execute the plans for the Corps of Cadets.

C. Sophomores hold the rank of Cadet Private First Class, Cadet Corporal, or Cadet Sergeant. They are the assistant instructors of the Corps and execute the directions, orders, and policies of the cadet leadership chain in accordance with The Standard Orders. They seek to ‘Coach’ the freshmen cadets while learning how to lead the Corps for the future.

D. Freshmen are Cadet Privates but are referred to as Fish throughout their freshman year. Freshmen cadets are expected to follow and carry out the lawful orders and directions of the upperclassmen in accordance with The Standard Orders. Freshmen have the opportunity to be promoted to Cadet PFC once they achieve the promotion criteria as outlined below.

E. Promotion Criteria for Freshmen and Sophomore Cadets. The promotion of a freshman to Cadet Private First Class or a sophomore to Cadet Sergeant should positively contribute to the high standards of leadership and proficiency required for academic success. Promotion is as much a reward for past performance as it is an expectation of future potential. Commanders will be guided by the following criteria:

(1) Achieve a 3.5 cumulative GPA
(2) Exemplify the Corps Values of Honor, Integrity, Discipline, Courage, Respect, and Selfless Service
(3) Record an overall Corps PFT score of 265 or higher and meet weight/body fat standards
(4) Be in good standing regarding University or Corp conduct, and not be under investigation for conduct that could result in discipline sanctions
(5) Commanders shall reduce previously promoted cadets who fail to maintain the high standards required of the cadet rank. Commanders shall recommend reduction in rank via the Major Unit Commander and Cadet Training Officer. The Commandant may reduce cadets for incompetence or unacceptable performance of duty at any time.
2. CADET CONDUCT

By joining the Corps of Cadets, cadets agree to hold themselves to a higher standard than typical students. Listed below are cadet conduct standards.

A. In the Corps dorms and on the Quad

(1) All cadets respect the right to privacy of their fellow cadets. Cadets will be respectful of others and respect the environment in the dorm to foster academic success and leadership development.

(2) All cadets will whip out to cadets senior to them, or meet cadets within their own class.

(3) On campus. All cadets will conduct themselves in a manner that reflects favorably upon the Corps of Cadets. Although the Corps of Cadets recognizes distinctions between the Corps classes, cadets will interact with other cadets and fellow students in a professional and respectful manner regardless of class.

B. On Campus

As Keepers of the Spirit and Founders of Tradition at Texas A&M University, cadets set the example for all students on campus. Cadets demonstrate pride in themselves, the Corps, and the University by their neat appearance, friendliness, helpfulness, and courtesy at all times.

(1) Seniors may walk on the grass on campus except for the grass around the MSC. All other cadets will not walk on the grass.

(2) Cadets will not enter any fountains or natural or man-made water features on campus.

(3) Cadets greet all other students and visitors to the campus with a clear, distinct, and friendly "HOWDY!" Cadets greet members of the faculty and staff 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.

(4) While in uniform, cadets will not:

   (a) eat, drink, or use a cell phone while walking

   (b) Use ear buds or headphones, except when seated and studying

   (c) Hang cell phones and electronic devices from the uniform

   (d) Drink alcoholic beverages, chew gum, or use tobacco products

(5) The Aggie tradition of speaking and whipping out within the Corps serves as a professional greeting and is the method by which cadets show respect to each other. Cadets will greet cadets they know and will whip out to cadets they do not know. It is the junior cadet’s responsibility to whip out to the more senior cadet. See paragraph 4.A.(3) of this chapter for Whipout procedures for fish.

C. At Yell Practice

(1) All cadets will attend yell practice and enthusiastically participate in all yells and songs.
(2) When forming to move to Kyle Field for Midnight Yell Practice, junior cadets and their dates fall in around and at the rear of the band procession. All others move into the east side seating area of Kyle Field. Designated juniors and their dates will follow the band into the stadium and remain on the sideline to “guard the field” during yell practice.

(3) Cadets set the example for the student body at yell practice and therefore will not:
   (a) Participate in drunk and disorderly conduct
   (b) Throw objects in the stands or onto the field.
   (c) Attempt to take items that do not belong to them from another individual or organization

D. At Football games in Kyle Field
   (1) Cadets set the example for the remainder of the student body in Kyle Field; therefore, cadets will:
      (a) Follow the directions of the Yell Leaders.
      (b) Remain in full uniform.
      (c) Wear their cover and salute for the playing of the National Anthem.
      (d) Wear their cover and remain at the position of attention for Texas Our Texas.
      (e) Kiss their dates (provided they receive consent) whenever the Aggies score on the field.
   (2) Cadets will not:
      (a) Boo officials or members of either team.
      (b) Throw objects in the stands or onto the field.

   (3) After a football victory at Kyle Field, freshmen will form at the north end of Kyle Field under the direction of the Cadet Officers of the Day and capture the yell leaders. Freshmen will neither steal articles of clothing from the yell leaders nor run beyond the 20 yard line.

E. At all Basketball and Baseball games, Football games away from Kyle Field, and other university athletic events, cadets will conduct themselves in the same manner as described in paragraph E, with the following exceptions
   (1) Cadets may wear appropriate civilian attire unless directed by the Corps Commander to wear a specific uniform as part of a Corps event.
   (2) A specific uniform will be prescribed for Corps Trips and will be worn for the entirety of March-In and the game.

F. Off campus and public gatherings. Cadets, both in and out of uniform, are highly visible and will conduct themselves in a manner that reflects credit upon the Corps of Cadets and the University.

3. RESPONSIBILITIES
   It is every cadet’s responsibility to:

B. Uphold the Aggie Code of Honor.

C. Exemplify the Aggie core values and the cadet values.

D. Be an example of good citizenship and Aggie spirit to all people at all times.

E. Meet and develop personal relationships with fellow cadets.

F. Maintain an inspection ready room between the hours of 0830 and 1700 on weekdays.

G. Attend all home football games in the uniform of the day and remain in attendance until the end of yell practice following the game.

H. Wear the cadet uniform with pride and remove the cover upon entering any campus building.

4. PRIVILEGES

A. It is a fish privilege to:
   (1) Learn the history and traditions of Texas A&M and the Corps of Cadets.
   (2) Respond to upperclassmen when questioned. The four basic fish answers are:
      (a) “Yes, sir/ma’am”
      (b) “No, sir/ma’am”
      (c) “No excuse, sir/ma’am”, and
      (d) if the answer to the question asked is unknown, “Sir/Ma’am, not being informed to the highest degree of accuracy I hesitate to articulate for fear that I may deviate from the true course of rectitude. In short, sir/ma’am, I am a very dumb fish and do not know, sir/ma’am.”
   (3) Greet all known cadets (“Howdy Mr. Smith, sir / Howdy Miss Smith, ma’am”) and whip out to all unknown sophomores and upperclassmen in a normal fully understandable voice in accordance with script below:

      fish:   90 degree angle between the upper and lower arm, elbow pinned to the body.

      fish:   “Howdy, fish Jones is my name, sir/ma’am.”

      Upperclassman:   “Howdy, Smith is my name.” (sophomore) “Howdy, my name is Smith.”(junior and senior)

      fish:   “Where are you from Mr/Ms Smith, sir/ma’am?”

      Upperclassmen:   “I am from (name of hometown), fish Jones. Where are you from fish Jones?”

      fish:   “I am from (name of home town), Mr/Ms Smith, sir/ma’am. What course are you taking Mr/Ms Smith, sir/ma’am?”
Upperclassmen: “I am taking (current major), fish Jones. What course are you taking fish Jones?”
ish: “I am taking (current major), Mr/Ms Smith, Sir/Ma’am. I am glad to have met you Mr/Ms Smith, Sir/Ma’am.”

Upperclassman: “I am glad to have met you fish Jones.”

(4) Maintain a confident and respectful physical posture when interacting with sophomores, upperclassmen, and members of the Commandants staff.

(5) Be granted sophomore privileges when in the presence of guests.

(6) Sit on benches anywhere on campus.

(7) Wildcat outside the dorm when falling out to formation.

(8) Perform authorized unit details such as Whistle Jock/blowing calls, and newspaper delivery.

(9) Exit/Enter the Quad via the arches when attending an off-the-Quad class in uniform during the Academic Day.

(10) Use any door to exit/enter the dormitories.

(11) “Capture” the Yell Leaders after a football victory in Kyle Field.

(12) Maintain their hole per the instructions below:

a. No curtains.

b. No posters/flags. Only outfit authorized items on the walls/bulletin boards, or the back of the door (academic status, weekly academic schedule, planning calendar, etc.). One poster per hole authorized for Spring Semester.

c. No extra furniture (footlockers/storage bins authorized).

d. No television, large video screen, video game system or stereo (clock radio authorized).

e. No refrigerator (medical exemptions must be approved).

f. No microwave.

g. No carpet, rug, or floor covering (one 2x4 bath mat for the sink area of the hole authorized at Unit Commander discretion for Spring Semester).

h. No fitted sheets, mattress pad or non-issued bedding.

i. No more than three items on the desk.

B. It is a sophomore privilege to:

(1) Place the garrison cap inside the shirt with fasteners fastened.

(2) Walk on graveled areas.
(3) Greet all known cadets (“Howdy, Smith”) and whip out to all unknown upperclassmen in a normal fully understandable voice in accordance with script below:

(a) Sophomores will bring their right fist over their chests, and extend a vertical, open right hand to the upperclassman.

Sophomore: “Howdy, Jones is my name.”
Upperclassman: “Jones, I’m Smith.”
Sophomore: “I’m glad to have met you, Smith.”
Upperclassman: “I’m glad to have met you, Jones.”

(b) Sophomore whip-outs do not include hometown or major.

(4) Maintain their hole as freshmen with the following exceptions:

(a) One poster/flag per room.
(b) A small bath mat in the sink area and a 4 x 6 foot carpet, no other rug, carpet or floor covering.
(c) No extra furniture (footlockers/storage bins authorized).
(d) One coffee maker per room.
(e) No television, large video screen, video game system or stereo (clock radio authorized).
(f) No more than five items on the desk.
(g) No refrigerator unless approved by the Major Unit Commander.
(h) No microwave unless approved by the Major Unit Commander.
(i) No fitted sheets, mattress pad or non-issued bedding unless approved by the Major Unit Commander.

F. It is a junior privilege to:

(1) Fold the top half of the garrison cap over and place the cap inside the belt at the left front hip with the open portion of the cap facing outboard.

(2) Walk on dirt areas.

(3) Greet all known cadets (“Howdy, Smith”) and whip out to all unknown seniors in a normal fully understandable voice in accordance with script below:

(a) Juniors will raise their open right hand toward their right shoulder then swing the arm down in a chopping motion.

Junior: “Howdy, I’m Jones.”
Senior: “Jones, I’m Smith.”
Junior: “I’m glad to have met you, Smith.”
Senior: “I’m glad to have met you, Jones.”

(b) Junior whip-outs do not include hometown or major.
(4) Juniors are allowed a number of items for their room, including:
   (a) Curtains, posters/flags/wall items (no drilling holes or marring the walls/doors).
   (b) No extra furniture (footlockers/storage bins authorized).
   (c) One refrigerator and microwave per room.
   (d) No restriction on the number of items on the desk but it must be neat.
   (e) Video game system, television or large video monitor no greater than 40 inches.
   (f) Wall to wall carpet or other floor covering but nothing that will damage or stick to the tile floor.
   (g) Sheets and bedding of their choosing.

G. It is a senior privilege to:

   (1) Tuck the garrison cap into the back of their trousers, with a portion visible above the trouser belt.
   (2) Walk on the grass on the campus, except around the Memorial Student Center.
   (3) Seniors must maintain their rooms as juniors. There are no additional room privileges for seniors.

5. DORM ACTIVITIES
A. All cadets may use any entrance/exit to the dorm as well as all elevators in the LLCs.
B. Cadets will not run in the dorm hallways or in the stairwells.
C. Cadets will take advantage of opportunities prior to formations and other unit activities to conduct inspections and share information with other cadets. Cadets may blow calls and perform whistle jock duties except during the Academic Day.
D. Cadets will not congregate in one room (a fallout hole) prior to formations or other unit activities. This applies to all classes of cadets.
E. Cadets will not raise their voices in the hallways beyond a normal conversational volume.
F. Cadets will maintain dispersion in the hallways.
G. Cadets will recognize, greet, or whip out to cadets senior to them, except during EST.
   (1) Freshmen will greet by saying, “Howdy, Mr./Ms. (insert upperclassman name), sir/ma’am.”
   (2) All other classes will greet by saying, “Howdy, (insert upperclassman name).” Cadets who have dropped handles may greet using first names.
H. Cadets will neither line the hallway walls nor recite/greet in unison.
I. All cadets may enter the hallway to review information posted on outfit bulletin boards.
J. During the Academic Day, cadets may be stopped for on-the-spot corrections; however, cadets will not be delayed beyond the time necessary to make the correction, especially when on their way to class.
K. Cadets may gather in the hallway to conduct outfit meetings, but will not crowd up, shoulder-to-shoulder.

L. Outfits may conduct activities in the dorm during outfit activity times. These activities include academic support activities, leadership development, professional and career preparation.

M. Physical training of any kind, and military training activities other than uniform and room/hole inspections are prohibited.

N. Seniors may ask freshmen or other underclassmen to pull their boots as good bull.

6. GRANTING OF PRIVILEGES
   A. White Belts may temporarily grant their class privileges to Black Belts for extraordinary events or actions.

   B. The granting of privileges on a permanent basis at the end of the academic year to a rising class will not occur. The transition process does not include a need to practice increased privileges or responsibilities at formations/activities or during the Academic Day.
“We Make Leaders”