

New Cadet Required Knowledge and Skills Qualification Book



AY 2011 - 2012

Cadet: _____

Cadet #: _____

Squadron: _____

Troop: _____

Room/Side: _____ / _____

EMERGENCY PROCEDURES

1. A serious incident/accident is defined as any incident involving cadets with indication of criminal activities, hospitalization or extreme mental anguish. **WHEN IN DOUBT OF THE SERIOUSNESS OF AN INCIDENT – CALL THE CAMPUS POLICE AT (575) 624-8421 AND SEND A RUNNER TO GET A MEMBER OF THE COMMANDANT’S STAFF OR A FACULTY MEMBER.**
2. Cadets take the actions below when finding a cadet suffering a serious injury (risk or life, limb, or eyesight) on Post:
3. Call the Campus Police at (575)624-8421 immediately or 911 if the Police do not answer within 3 rings.
 - a. Render immediate first aid to the injured individual.
 - b. Do not move any cadet with a suspected back, neck or head injury. If the cadet cannot be moved, call the Infirmary at ext. 8235.
 - c. Time permitting, have witnesses make a written statement while details of the incident are fresh in their memories.

1. **Advice for New Cadets:**

Being a new cadet is not easy. You will be asked to perform at a higher level than you are accustomed. Sustaining yourself at this higher level of performance places great demands on your personal character. To succeed, a new cadet must have a strong desire to be a NMMI Cadet in “good standing” and ultimately a graduate of this Institute. Cadets must possess integrity, self-discipline, loyalty to the Corps, maturity and a great deal of confidence. Without any one of these, you will not succeed. Cadets must be physically, morally and spiritually ready for the NMMI challenge. Good Luck!!!!

2. **New Cadet Knowledge:**

- a. The purpose of new cadet knowledge is to introduce the cadet to the traditions, customs, policies, and procedures of the New Mexico Military Institute. New cadets will not be required to learn trivia or material not contributing directly to this end.
- b. A new cadet must memorize the following: NMMI Mission, the National Anthem (first verse only), the Goss quote, the NMMI Alma Mater (The Old Post), the NMMI Fight Song, the Army Song (first verse only), the Army General Orders, and all information printed in the Promotion and General Knowledge Study Guide.
- c. Both college and high school new cadets must memorize their respective graduation requirements and explain the Learning Outcomes as a member of the Corps.
- d. Both college and high school new cadets must be familiar minor, major, serious and critical offenses (Chapter 5 of the Blue Book).
- e. New cadets must be familiar with the history of New Mexico Military Institute.
- f. New cadets must know the times of all daily formations, and the meaning of all bugle calls. They must be familiar with the Plan of the Day and the weekly training schedule.
- g. New cadets must be familiar with the Parent/Cadet contract.

3. *“The mission of NMMI is to educate, train, and prepare young men and women to be leaders capable of critical thinking and sound analysis, leaders who possess uncompromising character, and leaders able to meet challenging physical demands.”*

4. **NMMI History:**

The New Mexico Military Institute, located in Roswell, NM, is the nation's oldest State-supported, nationally accredited, coeducational college preparatory military boarding high school and junior college, offering 4-years of high school and 2 years of college.



On September 3, 1891, the Goss Military Academy was founded through the efforts of Captain James C. Lea and Colonel Robert Goss. With an initial enrollment of 28 students, including female students, the school was the first in New Mexico to adopt military features.

The Academy was later made a territorial school and renamed New Mexico Military Institute in February 1893. However, there were no funds appropriated by the Territorial Legislature and the Institute suspended operations for two years.

On February 13, 1895, an appropriations bill passed by the Territorial Legislature provided a bond issue and maintenance funds contingent on the provisioning of a 40-acre tract of land for the school. Mr. J.J. Hagerman deeded the 40 acres of property on North Hill, the Institute's current location, and the school became a fully recognized territorial entity under the Legislature.

A new \$12,000 physical plant was built that housed 105 male students during school year 1896. At that time the curriculum consisted of as many as eight years of academic work and students were organized into two cadet companies.

In 1906, the Reserve Officer Training Corps (ROTC) was introduced. In 1909, the War Department designated the Institute as one of the ten distinguished military schools in the nation, a distinction the Institute has earned annually since. Being so designated enables the Institute to annually nominate eight deserving cadets to attend the nation's military academies. Today, the Institute sends approximately 80 cadets annually to attend the nation's service academies through its Service Academy Preparatory Program, the largest of the five military junior colleges serving the nation.

In 1910, NMMI was singled out in the New Mexico Enabling Act as a beneficiary of land-grant status and the revenue provided for by the Enabling legislation and the prior enacted Ferguson Act of 1898. The New Mexico Constitution further solidified NMMI's state status by identifying it a "state educational institution."

In 1915, the Institute took on its modern form when a junior college was inaugurated. The Institute now had a four-year high school and a two-year junior college and was quickly becoming recognized throughout New Mexico and the nation as a pioneer in education and the development of young people.

During World War I, the Institute sent 320 young men to the defense of their nation. Of these young men, 163 served as officers. Many of those who served received distinguished service recognition and medals of high order.

In 1917, the Institute's high school became a charter accredited school of the North Central Association of Colleges and Schools. IN 1932, NMMI's junior college was accredited by the Higher Learning Commission of the North Central Association. NMMI has since remained the only state-supported, nationally accredited, college preparatory military high school and junior college in the United States.

During World War II, Institute graduates saw service in every theater of the war. Over 150 Institute graduates gave the last full measure of devotion to their country. Institute alumnus John "Red" Morgan was awarded the Medal of Honor, and other alumni distinguished themselves in combat.

In 1948, the Institute inaugurated a four-year liberal arts program offering a bachelor degree. The school specialized in preparing students for government service. Many NMMI graduates went on to distinguish themselves by their service to their nation as military officers and civil servants. In 1956, the four-year program was discontinued and the school reverted back to a high school and junior college.

During the Vietnam War the Institute again sent its sons off to conflict. And, again Institute graduates gave of themselves for the nation.

In 1977, full-time female students returned to the Institute and their numbers have steadily grown. Women now number about 20 percent of the Corps population. Of that first group of women graduates, several went on to become members of the Corps of Cadets at Virginia Military Institute and were among that school's first women graduates.

1998 saw another first, as the Corps of Cadets was led by its first woman Regimental Commander, Heather Christensen of Roswell. Since then two other women, Lindsey Schuda, of California, and Daniell Valerio, of New Mexico, have served in the top cadet spot.

In 2003, the Institute appointed its first African-American to the position of Regimental Commander, Cadet John White of Houston, Texas. In 2004, Cadet Luis Aranda was named as Regimental Commander, earning him the honor of being the first RC from Mexico.

2004 provided another first as NMMI welcomed Rear Admiral David R. Ellison, as Superintendent. And, in January, 2005, NMMI welcomed back Brigadier General Richard V. Geraci, a 1975 graduate of the Institute, as Commandant.

In 2010, another first came with the installation of a National Guard Flag Officer as Superintendent. Major General Jerry W. Grizzle, US Army National Guard (Retired), took on the daunting task of leading the school out of a decade long decline in enrollment. School year 2011-12 saw MG Grizzle's efforts bear fruit as enrollment climbed to 960.

In 2011, New Mexico Military Institute received an unusual ten-year accreditation from the North Central Association of Colleges and Secondary Schools. NMMI continues its unbroken tradition of being named a military honor school by the Department of Army.

5. A Leadership Laboratory with Learning Outcomes

The Corps of Cadets, rich in tradition, is essentially a “leadership laboratory”, and an important experiential learning environment which substantially contributes to cadet learning and development. The Corps performs within a structured military environment led by a cadet chain of command under the direct supervision of the Commandant of Cadets and his staff. The cadet chain of command is comprised of senior cadets who have demonstrated the ability to supervise and train junior cadets. Cadets are trained and held to the highest standards with the following learning outcomes:

- Know and live by NMMI standards of conduct and personal appearance
- Demonstrate self-control, self-discipline and personal accountability
- Adhere to the Honor Code, displaying ethical and moral behavior
- Become a productive and supportive team member
- Embrace respect and consideration for others
- Develop excellent time management skills and an eye for attention to detail
- Demonstrate respect for authority, military bearing and social etiquette
- Demonstrate positive character development and personal integrity
- Successfully live in a shared community environment, develop a healthy lifestyle and habits
- Make the right choices and avoid high risk behavior
- Demonstrate knowledge of NMMI customs and traditions
- Become a positive leader with an understanding of authority, responsibility and accountability

6. **Goss Quote:**

Let it be clearly understood that if this is not a military school it is nothing. By this is meant not only the outward forms and visible signs of military government - the drills and parade - its tinsel and glare, but what is of more importance, the indoor government - the inner, private life, manners and habits of the cadet, the close, constant, kindly supervision over the cadet in every respect - checking him here, urging him there - in the privacy of his room, at his meals, in recitation or at drill - on duty - off duty- at work or play - is the spirit and purpose of this military school. Obedience is but self-command and who commands himself is best learning to command others.

Colonel Robert S. Goss
Superintendent – 1891

7. **Mascot**

The mascot which represents the spirit of NMMI is the BRONCO. A statue of a BRONCO stands in Bronco Plaza with the definition of NMMI's three principles Motto: DUTY, HONOR, AND ACHIEVEMENT. The BRONCO was presented by Mr. J. Dallas Clark, '34. The following is inscribed on the base of the statue:

“The BRONCO represents to me the spirit of NMMI - the spirit that enables past, present, and future cadets to participate with vigor, to respect discipline, and to achieve with honor. I dedicate this BRONCO to the faculty and staff who helps cadets acquire this spirit.”

8. **Duty, Honor, Achievement**

a. **Duty:**

“Duty is responsibility in action. Man is not alone. On behalf of others he bears responsibilities, some of which have come to him through outer circumstance, others he has assumed of himself. Once committed to these, He will know them as terms of duty. That he does so willingly, he must consult his highest power - the power of a true conscience. It is this he will obey - this above all. Where responsibility and conscience are in harmony, there abide the strength and the splendor of ideal duty.”

Paul Horgan, '24
Pulitzer Prize Winner

b. Honor:

“A transition sets in the day a fledgling cadet puts foot on this north Roswell Hill. The imprint becomes everlasting. Before long the harshness and confinement of military school life dwindles. The cadet gazes westward toward El Capitan peak and he begins to feel aspirations foreign to him before. A craving for maturity emerges. He watches changes in other new cadets as they put on flesh, grow in stature and confidence. They appraise each other for such qualities as gumption. The concept of honor may have become an unremembered relic of earlier days. Perhaps it lies dormant in his mind, a hazy abstraction. At the Institute, the cadet code is a signpost in every cadet’s daily existence. He does not cheat nor does he steal. He speaks the truth and he thinks the truth, which he sometimes finds a challenge to both heart and clarity of mind. The new cadet is not long in uniform before he begins to perceive the yawning and fearsome gulf between honor and the stain of dishonor.”

Thomas H. Thompson, '27
Pulitzer Prize Winner

c. Achievement:

“Achievement can be the doing of a simple chore, the completion of a small task the reaching of a personal goal. But there are degrees of achievement. A higher level requires the doing of irksome chores, completion of difficult tasks, reaching of goals that are worthy. The highest order of achievement brings us to goals that, while they may serve one’s selfish interests, advance however slightly the human condition. Such a grand accomplishment may seem to be beyond the expectations of ordinary people. But if all of us together will embrace two of the precepts of the NMMI motto

By obeying the commands of DUTY, and By observing the limits imposed by HONOR - this third precept, ACHIEVEMENT, of the noblest kind, will follow.”

Ira B. Harkey, Jr. PH.D., '37
Pulitzer Prize Winner

9. NMMI Key Personnel

New cadets must learn to recognize and name the following Institute Personnel (Fill in the blank with the appropriate name)

a. President/Superintendent:

b. Commandant of Cadets:

c. Deputy Commandant for Operations:

d. Deputy Commandant for Support:

e. Academic Dean:

f. Vice Dean/High School Principal:

g. Professor of Military Science:

h. Senior Army Instructor:

i. Squadron Leadership Advisor:

j. Troop Leadership Advisor:

k. Academic Advisor:

10. Chain of Command: Cadets should first use the Cadet Chain of Command to resolve problems. After making every effort to use the Cadet Chain of Command, cadets should use the Commandant's Chain of Command starting with the TLA, through the DCO and to the Commandant.

- a. Chain of Command
 - 1) Regimental Commander (RC)
 - 2) Squadron Commander (SC)
 - 3) Troop Commander (TC)
 - 4) Platoon Leader (PL); Platoon Sergeant if PL unavailable
 - 5) Squad Leader (SL); Team Leader if SL unavailable

- b. Cadet NCO Support Channel:
 - 1) Regimental Command Sergeant Major (CSM)
 - 2) Squadron Sergeant Major (SGM)
 - 3) First Sergeant (1SG)
 - 4) Platoon Sergeant (PSG)
 - 5) Squad Leader (SL)
 - 6) Team Leader (TL)

- c. Commandant's Chain of Command:
 - 1) Commandant of Cadets (CMDT)
 - 2) Deputy Commandant for Operations (DCO)
 - 3) Squadron Leadership Advisor (SLA)
 - 4) Troop Leadership Advisor (TLA)

11. Troops

- a. Troops make possible leadership opportunities, effective command and control, administrative support, social support, and a military environment supportive of maintaining cadet discipline and development. The environment of a cadet troop enables each cadet to experience first-hand what it is like to live and work in a small organization and in a disciplined military environment. Each cadet learns about life in a military barracks, how to use a chain of command, how to function as part of military formations (team, squad, platoon, etc.), and how military units organize to accomplish collective tasks. The troops are organized as follows:

| | |
|----------------|--------------|
| Regimental | 2nd Squadron |
| Juliet Troop | Echo |
| Regimental/ | Foxtrot |
| Squadron Staff | Golf |
| | Hotel |
| 1st Squadron | |
| Headquarters | 3rd Squadron |
| Alpha | Kilo |
| Bravo | Lima |
| Charlie | Mike |
| | November |

12. Reveille History

- a. Reveille was not originally intended as honors to the flag. In 1812, it was a drum call to signify that soldiers should rise for day duty and sentries should leave off night challenging. As time passed, reveille came to denote when the flag was raised in the morning and the honors paid to it.

13. Retreat History

- a. The term “retreat” is taken from the French word “retraite” and refers to the evening ceremony. The bugle call sounded a retreat was first used in the French army and dates back to the Crusades. Retreat was sounded at sunset to notify sentries to start challenging until sunrise, and to tell the rank and file to go to their quarters. The ceremony remains a tradition. The old cavalry call “To the Standard,” in use from about 1835, has been replaced by the present call of “To the Color.” This remains as music honoring the flag as it is lowered in the evening.

14. Bugle Calls

- a. **First Call** - Also known as Assembly of the Buglers, was used to wake the buglers and troops and was the first call of the day. First Call is also played to call riders to the starting gate of many horse races including the Kentucky Derby.
- b. **The Reveille** - Sounded for troops to make the morning roll call.

- c. **The Assembly** - Sounded for troops to assemble in formation on the parade field for morning roll call, report and the Morning Colors ceremony. To The Color - Sounded when raising the Flag or “Colors.”
- d. **Mess Call** - Sounded for the assembly of the troops for meals. Drill - Sounded to assemble on the drill field for instruction or drill. Assembly of Guard - Sounded to post guard detail.
- e. **Recall** - This was a multipurpose signal and was used primarily to recall cadets to their barracks.
- f. **School** - Sounded to report to classes. Adjutants - Guard detail march to guardhouse. Church - Sounded at 0830 hours for Sunday services. School - Sounded to report to classes. Adjutants - Guard detail march to guardhouse.
- g. **Retreat** – Sounded as the flag was lowered during the evening assembly.
- h. **Tattoo** – Secure the Post and prepare for bed. Call to Quarters – Sounded to prepare for lights out and bed check.
- i. **Taps** – Played as the last call of the day – stop all talking and have lights out by the last note.

15. Military Courtesy And Respect For Rank












- a. Saluting:
 - 1) When approaching an officer outdoors, cadets will salute and offer the greeting of the day (“Good Morning, Sir [or Ma’am]” or “Good Afternoon,” Sir [or Ma’am],” or “Good evening, Sir [or Ma’am], as appropriate), when they arrive at a point approximately six paces (approximately 15 feet) from the officer to be saluted, or at the closest point of convergence and recognition if they are not walking directly toward the officer.
 - 2) Cadets will look toward the officer to be saluted.
 - 3) Officers in civilian clothing will be saluted if recognized.
 - 4) When an officer approaches a group of cadets out-of-doors, it is the duty of the first cadet (irrespective of rank) who recognizes him to call the group to “Attention.” All cadets will face the


officer and salute. If the cadet is leading a work detail, he or she will call "Detail Attention" and render a salute with the appropriate greeting of the day.

- 5) Cadets who are walking will render the salute without stopping.
 - 6) Cadets who are running will slow to a walk then salute.
 - 7) If both hands are occupied, or if the right arm or hand is injured, the cadet will look at the officer, nod his or her head and offers the greeting of the day.
 - 8) When an officer enters an area on campus that is occupied by a cadet(s), the cadet(s) will rise and stand at attention until the officer seats himself, departs, or directs the cadet(s) to be seated, to stand at ease, or directs "As you were" (a command that enables cadets to continue with the activity in which they are engaged).
 - 9) When an officer approaches a unit in ranks, the unit commander will bring the unit to attention and render the hand salute.
- b. Entering Offices: A cadet entering the President/Superintendent's office, Commandant's office, Dean's office, the Deputy Commandant's office or the SLA/ TLA offices will remove his or her hat, knock on the door, enter when directed, hold the hat with the left hand (lower left arm extended horizontally forward at waist level, hat rests on upturned palm of left hand), salute and report. Examples of standard reporting language are: "Sir, Cadet Jones, A. B. reporting as directed" or "Sir, Cadet Jones, A.B., requests permission to speak to the Commandant."
- c. New Cadet Response to Yearlings and Old Cadets: The relationship between new cadets and old cadets/yearlings will be formal at all times. A new cadet's response to verbal communication from an old cadet/yearling is limited to "Yes, Sir/Ma'am," "No, Sir/Ma'am," "No Excuse, Sir/Ma'am," "Request permission to make a statement, "Sir/Ma'am," "Sir/Ma'am, I don't understand," or "Sir/Ma'am, I have a question."

16. Rank Insignia

Cadet rank insignia

| Rank | Insignia | Position |
|------|---|--|
| COL |  | Regimental Commander (RC) |
| LTC |  | Regimental Executive Officer (XO) |
| | | Honor Board Chairman (HBC) |
| | | Squadron Commander (SC) |
| MAJ |  | Regimental Adjutant |
| | | Regimental Operations Officer (OO) |
| | | Regimental Inspector General (IG) |
| | | Regimental Master of Fitness (MOF) Officer in Charge (OIC) |
| | | Regimental Quartermaster |
| | | Regimental Provost Marshal |
| | | Squadron XO |
| CPT |  | Squadron Adjutant (ADJ) |
| | | Troop Commander (TC) |
| 1LT |  | Troop XO |
| 2LT |  | Platoon Leader (PL) |
| CSM |  | Regimental Command Sergeant Major (CSM) |
| SGM |  | Squadron Sergeant Major (SGM) |
| | | Regimental Operations Sergeant |
| MSG |  | Drum Major |
| | | Regimental Supply Sergeant |
| | | Squadron Master of Fitness (MOF) |
| | | Noncommissioned Officer in Charge (NOIC) |
| SFC |  | Color Sergeant |
| | | Platoon Sergeant (PSG) |
| SSG |  | Squad Leader (SL) |

| | | |
|-----|---|------------------------|
| SGT |  | Assistant Squad Leader |
| CPL |  | Team Leader (TL) |
| PFC |  | Cadet in Ranks |
| PVT |  | Cadet in Ranks |
| RCT |  | All New Cadets |

Insignia of rank at New Mexico Military Institute and the U.S. Army.

| Rank | Insignia | Position |
|------|---|-----------------|
| COL |  | Silver Eagle |
| LTC |  | Silver Oak Leaf |
| MAJ |  | Gold Oak Leaf |
| CPT |  | Two Silver Bars |
| LT |  | One Silver Bar |

17. Answering Report Procedures

While waiting to enter the office, a cadet is at parade rest position and comes to attention if addressed by a Cadet Officer, Senior NCO, Officer or Commandant's staff member.

- Knock twice on the door or door frame
- Wait at attention
- Answering Official directs "enter"

- d. Remove garrison cap (Hold hat with the left hand, lower left arm is extended horizontally forward at the waist level, hat rests on upturned palm of left hand)
- e. March in at that time
- f. Assume the position of attention, eyes focused straight ahead centered exactly two steps from the front of the Answering Official's desk
- g. Answering Official directs "report"
- h. Render a hand salute and report
- i. Say "Sir/Ma'am, Cadet (state your full name) of (state your troop) answers the report, Sir/Ma'am"
- j. Drop salute only after the Answering Official's salute is dropped
- k. Answering Official reads the report and identifies the reporting person (or explains the purpose of cadet visit).
- l. Answer with, "Correct Sir/Ma'am" or "Incorrect Sir/Ma'am" or "Correct Sir/Ma'am, but may I explain."
- m. Answering Official will request an explanation if needed
- n. After the cadet responds to the report, the Answering Official will inform the cadet that the stick either stands as written, stands but is reduced or revised, or is removed
- o. Render the hand salute again
- p. Answering Official returns the salute
- q. After Answering Official's salute is dropped the cadet's salute is dropped
- r. Execute an about face and exit the room.

18. Required Songs

It is the duty of each cadet to memorize the words of THE NATIONAL ANTHEM, THE ARMY SONG, and two New Mexico Military Institute songs, THE OLD POST and THE NMMI FIGHT SONG, as have many thousands of cadets in the past.

- a. THE NATIONAL ANTHEM
Oh, say can you see, by the dawn's early light,
What so proudly we hailed
At the twilight's last gleaming?

Whose broad stripes and bright stars,
Through the perilous fight,
O'er the ramparts we watched,
Were so gallantly streaming?
And the rockets' red glare,
The bombs bursting in air,
Gave proof through the night
That our flag was still there.
O say, does that Star – Spangled Banner yet wave
O'er the land of the free, and the home of the brave

b. ARMY SONG

Intro:

March along; sing our song, with the Army of the free
Count the brave, count the true, who have fought to victory
We're the Army and proud of our name
We're the Army and proudly proclaim

Verse:

First to fight for the right,
And to build the Nation's might,
And The Army Goes Rolling Along
Proud of all we have done,
Fighting till the battle's won,
And the Army Goes Rolling Along.

Refrain:

Then it's Hi! Hi! Hey!
The Army's on its way.
Count off the cadence loud and strong
For where e'er we go,
You will always know
That The Army Goes Rolling Along.

- c. THE OLD POST is the New Mexico Military Institute Alma Mater song. Captain John B. Darling wrote this music while a member of the faculty from 1926 to 1931. Lieutenant Colonel Paul Horgan, a cadet from 1919 to 1923, and a member of the faculty, did not compose the lyrics until 1942. THE OLD POST is traditionally sung by the Corps of Cadets at attention, just prior to the kick-off at football games, and other functions such as graduation. The Corps stands at attention any time the song is played.

THE OLD POST

Verse:

This is our Al-ma Ma-ter
This is our stalwart Ins-ti-tute;
We'll have her always
On our way,
Mem-'ries are with us
Day by day:

Chorus:

We will re-member Kay-dets March-ing
We will re-member Kay-dets play-ing
And bu-gles in the sun-rise
All of our life be-neath blue skies;
These are the things that can-not van-ish,
No mat-ter where we go
Old Friends Old Post
Place we love most
In you our hearts will grow.

- d. The NMMI FIGHT SONG is played and sung throughout the year. The words and music were written by the late Bandmaster, Lieutenant Colonel Frederick R. (Ted) Hunt, a cadet from 1913 to 1918, a former Band Director and member of the faculty of NMMI, and Alumni Director from 1947 to 1964. The Corps of Cadets sings the FIGHT

SONG while marching onto the playing field at football games, and for all other suitable occasions. The regimental band often plays it during reviews and parades. The Corps stands at attention any time the song is played.

NMMI FIGHT SONG

Chorus:

N M M I

With our col-ors flying high,

We're all in step

And full of pep,

As we go marching by

RAH RAH RAH

Cheers for the team

On the field or in the gym

The old Bron-co

Is rar-in' to go

And the In-sti-tute is out to win.

(After band interlude repeat chorus)

19. Cadet in “Good Standing” and Special Recognition Classifications

- a. General: A cadet in “good standing” meets the following requirements:
 - 1) A minimum GPA of 2.0*
 - 2) A grade of “C” or higher in Department*
 - 3) No outstanding tours
 - 4) Not on Academic or Disciplinary probation
 - 5) A cadet not in good standing is referred to as on the “Red List”.

*Most recent 9 week or semester GPA and Department grade.

- b. At any time during the 9 week, the DCO or Commandant can change a cadet’s status relative to substantial progress or decline in a cadet’s performance.

Special Recognition Classifications:

| Classification | Criteria | |
|---------------------------------|-------------|------------|
| | GPA | Department |
| President/Superintendent's List | >=3.5 | A |
| Dean's List | 3.25 – 3.49 | A |
| Commandant's List | 2.75 – 3.24 | A |
| Honor Status | >=2.5 | B |

* Honor Status: Cadets may attend athletic events during Night Study Hall. Non-honor status cadets may not attend extra-curricular activities during Night Study Hall unless authorized to do so by the DCO/CMDT, in coordination with the Academic Dean/Vice Dean.

20. Parent/Cadet Contract

- a. A cadet's Troop Leadership Advisor (TLA), academic advisor, coach, and/or counselor, are available to speak with parents and guardians during normal working hours Monday-Friday, 0800-1530 (8:00 AM – 3:30 PM). Parents and guardians are encouraged to first contact and communicate with their cadet's TLA as that person will be the most knowledgeable about the cadet. Parents should make every effort to contact the appropriate NMMI representative and make an appointment prior to their arrival on campus to ensure that the individual is present to discuss or review the issues or concerns identified. If the TLA and other advisors are unavailable, parents and guardians should contact the Commandant's Office. Parents may always contact NMMI in an emergency anytime day or night and may receive immediate assistance by calling the TLA Command Post at (575) 624-8478, or the NMMI Campus Police office at (575) 624-8421. After-hours calls should be of an emergency nature only, e.g., death or illness of a family member.
- b. The NMMI day is a highly regimented environment. During the academic day, 0715 – 1530 [7:15 AM – 3:30 PM], during Night Study Hall (NSH) (Sunday-Thursday evening from 1900-2130 [7:00 PM – 9:30 PM]), and every night after TAPS/Lights Out at 2200 [10:00PM]

Sunday through Thursday, and 2300 [11:00 PM] , Friday and Saturday, cadets are not permitted to use their cell phones, computers or electronic media for entertainment and/or social purposes, which include calling, texting or emailing, or otherwise contacting home or anyone else. Cadets should use these times for academic pursuits, and the time after TAPS for sleep. Our efforts to reduce or eliminate distractions during these times will require your adherence to this policy.

- c. Cadet accountability (whereabouts) is maintained at all times. Cadets are required to attend all classes, physical fitness training, and all cadet formations. Unexcused absences may result in disciplinary sanctions up to and including suspension. All cadets must properly sign out and in from all furloughs, special permits, and holiday breaks. Failure to sign out or in at the required time will result in disciplinary action. Barracks are not open during most holiday breaks, and cadets may not stay on campus. Early departures and late arrivals will not be allowed.
- d. Cadets will not be permitted to miss class in order to leave early on furlough. The Dean's Office will only recommend to the Commandant an exception to the policy upon the recommendation of the student's instructors and with parental permission. Cadets who do not receive a recommendation to leave early may not be able to make up missed work which may include tests/exams for that class.
- e. Repeated/Excessive stays in the Infirmary may trigger a performance or medical review board, possibly resulting in disenrollment.
- f. The NMMI Cadet Honor Code and Honor System has been in place since 1921 and is maintained and administered by the Corps of Cadets through the Cadet Honor Board. Cadets may be dismissed, suspended or provided remediation with sanctions for their first offense. Honor code violations are taken very seriously with punishment imposed as outlined in the Cadet Honor Manual. Parents may not participate in the honor process but may provide input if a Cadet chooses to appeal the applied sanctions.
- g. The Cadet Blue Book (Regulations for the Corps of Cadets) provides rules and regulations pertaining to Cadet behavior, personal appearance, accountability, and other issues. Strict adherence to the rules specified in the Blue Book is expected of each Cadet. Cadets are

- responsible for complying with the NMMI disciplinary and deportment requirements, and may be assigned demerits and punishment (tours) for violations of the regulations. Cadets may also be suspended or dismissed for violations of the regulations. Parents may not participate in the disciplinary process but may provide input if the Cadet chooses to appeal the disciplinary decision.
- h. The NMMI Drug and Alcohol Policy as outlined in the Blue Book, is designed to proactively deal with behavior that is strictly prohibited at NMMI and against New Mexico State laws. Violations of this Policy may result in disciplinary sanctions up to and including dismissal. All cadets are encouraged to enroll in the Institute's Drug Free Youth voluntary random urinalysis program. This program is designed to allow cadets to demonstrate their commitment to staying drug free. However, all cadet High School and Junior College athletes are subject to mandatory random urinalysis. Cadets are prohibited from using any synthetic marijuana, SPICE, bath salts or any substance banned by State Law.
 - i. NMMI is a tobacco-free campus (all tobacco products!). The NMMI Tobacco Policy is designed to proactively deal with the behavior that is strictly prohibited at NMMI, a State Educational Institution. Violation of the NMMI Tobacco Policy will result in disciplinary sanctions up to and including suspension.
 - j. Medications that have been prescribed by a Cadet's personal physician, the NMMI Nurse Practitioner or the NMMI Contracted Health Services provider, must be logged in, maintained, and dispensed at the Infirmary. Cadets failing to properly take prescribed medications may be required to appear before a medical review board, possibly resulting in suspension. Misuse, abuse or unauthorized possession of prescription or over-the-counter drugs are a violation of the NMMI Drug Policy, and could result in sanctions up to and including dismissal.
 - k. Every effort is made to ensure a safe, healthy and secure environment at NMMI and that cadets avoid "high risk behavior". Cadets engaged in bullying, hazing, sexual misconduct, or found possessing weapons (inclusive of but not limited to rifles and handguns (including pellet, air soft, BB, and "look alike" weapons), knives multi-tools, and other cutting tools, or explosive devices) may be immediately suspended

from the Institute. Rooms, personal belongings, and vehicles may be inspected at any time by the Commandant's staff.

- l. Cadets are reminded that their online and cell phone activity is neither private nor secure. Cadets are not invisible when they are online or on the phone. What Cadets do on their computers or cell phones could jeopardize their reputations, compromise their integrity, and make them, and their fellow Cadets, targets of unlawful activity. Cadets will be held accountable for their behavior, online and on the phone. Any activity that degrades NMMI's internet capacity or brings discredit to NMMI and the Corps of Cadets, to include unethical, dangerous, or illegal activities, photographs or videos, may result in disciplinary action up to and including dismissal.
- m. Maintaining a vehicle at NMMI is a privilege and a very small percentage of Cadets are allowed, or need, a vehicle. Vehicle privileges are governed by the NMMI Vehicle Policy. Failure to follow the vehicle policy may result in immediate loss of all vehicle privileges.
- n. Visitors to the NMMI campus are always welcome, and must sign in at the TLA Command Post or Admissions (Luna Hall) upon arrival. Campus tours may be scheduled during the week through the Admissions office (575) 624-8058. A safe campus environment requires that access to the academic halls and barracks areas be restricted to only faculty, staff, cadets, and officially sanctioned tours. Only during specified events such as, Family Weekend and Homecoming, are parents/guardians and visitors provided the opportunity to visit cadets in the classrooms or barracks areas.
- o. NMMI is a State Educational Institution and does not provide insurance for repair or replacement of Cadet's personal property or vehicles. The safekeeping of a Cadet's personal property is the sole responsibility of the Cadet. Cadets are expected to provide their own personal property and vehicle insurance, and any damages that may occur to their property or vehicle is at their expense. New Mexico State Law and the NMMI Vehicle Policy require that all vehicles must be insured by the vehicle owner.
- p. Tuition and fees are expected to be paid on time. Failure to pay tuition on time will result in immediate disenrollment, and possible legal action.

21. Class Attendance Policy:

- a. The value of an NMMI education rests on communication between the instructor and the cadet; thus, these experiences are not to be missed. At NMMI, class attendance is mandatory. Physical Development Training and Cadet Activities are considered classes. It is a cadet's duty to go to class.
- b. Unexcused absences will result in cadets receiving 21 demerits and 7 tours. Five (5) or more unexcused absences during the first semester of the Academic Year may be cause for a cadet's suspension or dismissal; ten (10) or more unexcused absences during the Academic Year may be cause for a cadet's suspension or dismissal.
- c. Cadets on the CMDT's Staff Duty to include Guard Duty will attend all classes. Cadets will not be absent from a scheduled test or laboratory and will not be excused from submitting assignments on time. No cadet will present "Guard Duty" as an excuse for not attending class.
- d. Early class departure is prohibited without an instructor's prior permission.
- e. In an instructor's absence, the ranking cadet will contact a faculty or staff member to obtain permission to release the class.
- f. Cadets will present excused tardy notes to the instructor at class entry and with minimum interruption.

22. Prohibited Conduct and Consequences:

"My guidance for the Corps of Cadets is pretty straight forward, live by the standards, correct those who ignore the standards and help your fellow cadets who are having trouble meeting the standards."

BG Richard Geraci, '75
Commandant of Cadets

Minor Offense: demerits as prescribed after the offense (3 Demerits = 1 Tour), includes but is not limited to:

- 1) Abuse of position/authority or assumption of authority (6)
- 2) Uniform violation; dirty, stained, torn or unserviceable or improper fit (too tight or too long) (3)
- 3) Yearling or old cadets borrowing anything (money, clothing, laptop, equipment or personal items from new cadets) (6)

- 4) Chewing gum on or off Post in uniform, in formation or in class (3)
- 5) Disorderly conduct/prohibited conduct on and off Post, use of profanity/abusive language (6)
- 6) Eating or drinking outdoors on Post (except at NMMI sponsored events) (3)
- 7) Entering or departing rooms by windows (3)
- 8) Failure to check Charge Sheet (daily) (3)
- 9) Failure to check email (twice daily) (3)
- 10) Failure to check training schedule (daily) (3)
- 11) Failure to pick up mail (twice weekly) (3)
- 12) Failure to enforce regulations, policies or SOPs (6)
- 13) Failure to follow Blue Book/policies/SOPs/Instructions/Direct orders (3)
- 14) Failure to secure window/door/personal property /locker/ weapon/ saber or prepare personal property inventory sheet (6)
- 15) Hanging anything in or outside windows, on ledges, or mattress removal (3)
- 16) No homework/unprepared for class/sleeping in class (3)
- 17) Improper haircut/hairstyle, no shave or excessive makeup (9)
- 18) Improper/inadequate personal hygiene/failure to do laundry (3)
- 19) Kicking doors or banging on windows (6)
- 20) Late to class/NSG/NSH/tutoring/formation/tour squad/Corps duty assignment (9)
- 21) Late returning from furlough/pass/permit (9)
- 22) Littering on Post to include throwing anything out of room windows (3)
- 23) Loud music or media noise (detectable through windows or doors) in the barracks (3)
- 24) NSH/NSG/Toles Learning Center violation (3)
- 25) No Rank slip on person when on authorized Ranks (3)
- 26) Out of room after taps or visitation after taps (6)
- 27) Pictures taped or tacked to personal box, desk light, wall locker door, any wood surface, walls or ceiling (3)
- 28) Poor judgment or setting poor example (6)
- 29) Possession of unauthorized items, including but not limited to: cooking utensils, refrigerators/microwaves, subwoofers, amplifiers(larger than headphone or microphone size/amplified

- guitars, rugs, comforters, overstuffed pillows, stuffed animals, any furniture not part of the room, unless authorized by class, rank, or status or by the CMDT (6)
- 30) Publicly posting derogatory/disparaging information anywhere to include online (3)
- 31) Quibbling (6)
- 32) Room not prepared for DRI (3) or not presentable (6)
- 33) Running, horseplay or wrestling on stoops, stairwells or in rooms (3)
- 34) Safety violation/unsafe act to include sitting in windows, on stoop rails, ledges or stairwells, jaywalking on Main Street (3)
- 35) Selling merchandise for profit to cadets including EBay (3)
- 36) Sink trips without a bathrobe and/or appropriate footwear (3)
- 37) Spitting on Post/in uniform (3)
- 38) Stashing (6)
- 39) Sunbathing (authorized only at Godfrey Center inside walled area adjacent to pool) (3)
- 40) Unauthorized athletic games or fatigue drills in the barracks area (3)
- 41) Unauthorized display of pictures, posters, and wall hangings (3)
- 42) Unauthorized activity or unnecessary shouting or yelling, popping off during academic time/NSH (3)
- 43) Unprepared/improperly executing cadet leader responsibilities, Dereliction of duty (6)
- 44) Unprepared for Inspection (9)
- 45) Use of cell phones, IPODs, MP3s, or DVD players on Post outside of cadet room (9)
- 46) Submitting an inaccurate muster/cadet accountability report (6)
- 47) Creating a disturbance or yelling in Dining Facility(6)
- 48) Misbehavior in class/disruption of class.(6)

b. **Major Offense:** 12-21 Demerits (3 Demerits = 1 Tour), includes but is not limited to: Sanctions for major offenses may include suspension or dismissal, as directed by the DCO/CMDT.

- 1) Absent tutoring/ NSH/NSG/Lyceum/ appointment/ PT/duty/ mandatory corps event/ Class (21)
- 2) Absent formation/bed check (21)
- 3) Absent Post while on restriction/probation (21)

- 4) Body piercing (15)
- 5) Bringing food/drink into or removing from Bates Hall (15)
- 6) Bringing food/drink into Academic Buildings (15)
- 7) Commandeering another troop's guidon (12)
- 8) Communicating a threat (21)
- 9) Damaging or defacing cadet or school property (15)
- 10) Disrespect, defiance or disobedience/insubordination to staff or faculty (21)
- 11) Disrespect to the colors (flag) (12)
- 12) Disrespect to fellow cadet, cadet leader, regardless of class (18)
- 13) Failure to follow medical staff instructions (12)
- 14) Gambling or possession of gambling equipment.(12)
- 15) In an off limits area on or off Post. (21)
- 16) Infractions of the male/female barracks policy (21)
- 17) Littering on Post to include throwing anything out of room windows (15)
- 18) Making a room change not authorized by DCS (15)
- 19) Manifest indifference (21)
- 20) Maintaining any type of "pet" dead or alive, in room (eg. Mammals, reptiles, birds, insects, fish, etc.) (15)
- 21) Not living in assigned room(21)
- 22) Off Post in improper uniform (PTs, ACUs, Civilian clothes) (15)
- 23) Pornography (possession/distribution/viewing/internet accessing of and "sexting"). Pornographic material and media is considered any material or electronic media which shows partial or full nudity deemed inappropriate by the CMDT.(21)
- 24) Public display of affection (PDA), on or off Post (15)
- 25) Unauthorized use of another cadet's personal information, including nametags. (15)
- 26) Tampering with vending machines (21)
- 27) Unauthorized off Post (21)
- 28) Unauthorized possession of keys/master key to any place (on Post (21)
- 29) Unauthorized spirit mission (12)
- 30) Unsatisfactory room (more than 4 gigs for DRI) (12)
- 31) Vehicle policy violation/unauthorized possession/improper use of vehicle (15)

- 32) Violation of tobacco policy (1st offense) (12)
 - 33) Visiting an unauthorized off Post area (15)
- c. **Serious Offense:** 22-40 (1 Demerit = 1 Tour), includes but is not limited to: suspension, dismissal, reduction in rank or other sanctions as directed by the DCO/CMDT.
- 1) Absent without leave (AWOL)
 - 2) Acting as agents for commercial or political concerns
 - 3) Conduct unbecoming
 - 4) Endangering another cadet
 - 5) False fire alarms
 - 6) Provoking a conflict, Escalating a conflict or Fighting
 - 7) Indecent exposure/streaking
 - 8) Possession of candles, incense or other burning materials in room (including matches and lighter)
 - 9) Repeated violations of tobacco policy
 - 10) Sexual harassment
 - 11) Staying in an unauthorized location/area off Post
 - 12) Trespassing
 - 13) Vandalism
 - 14) Fraternalization
 - 15) Malicious use of digital photography/email/unofficial school publications
 - 16) Any type of gang related activity/involvement or possessing/displaying gang related material
 - 17) Violation of computer policy/inappropriate use of computer.
- d. **Critical Offense** (possible violations of criminal law): 41-99 (1 Demerit = 1 Tour), reduction in rank, suspension, dismissal or other sanctions as directed by the DCO/CMDT.
- 1) Arson
 - 2) Assault/battery
 - 3) Bomb threats
 - 4) Breaking/entering/possession of lock picking tools
 - 5) Drug policy violation
 - 6) Extortion
 - 7) Activities involving “Hate” crimes

- 8) Physical/verbal/mental hazing or bullying or “Cyber-Bullying”
- 9) Honor Code violations.
- 10) Possession of weapons (includes look-a-likes)/firearms/
explosives/ammunition/fireworks/live or inert ammo/knives
- 11) Prescription drug policy violation
- 12) Robbery/larceny/shoplifting
- 13) Self-endangerment
- 14) Sexual misconduct
- 15) Steroid use/Possession
- 16) Alcohol Policy Violation

23. JROTC In-Ranks Questions and Answers

(All cadets, High School and College, must know)

- a. What color socks are worn with the class A or B uniform?
Black socks.
- b. What type of shirt is worn under the Army green coat?
AG 415 long sleeve shirt or short sleeve shirt.
- c. The black necktie/neck tab is optional when wearing what type of uniform?
Class B uniform with short sleeves.
- d. What color t-shirt is worn with the class A or B uniform?
White.
- e. What uniform is worn during ceremonies and social functions?
The Class A or B uniform.
- f. What uniform is worn at summer camps and for participation on special teams?
ACU's or PT's.
- g. What insignia do cadet officers wear on the garrison cap?
Grade or rank insignia.
- h. What insignia do enlisted cadets wear on the garrison cap?

JROTC insignia.

- i. What color t-shirt is worn with the ACU uniform?
Brown
- j. How is the grade (or JROTC) insignia worn on the garrison cap?
On the left side of the cap one inch from the crease and centered vertically between the top braid the bottom of the cap.
- k. How is the JROTC shoulder sleeve insignia worn on the Class A uniform?
On the left sleeve, ½ inch below the shoulder seam.
- l. Where is the Honor Unit insignia worn?
One-fourth of an inch and centered above the top of the right pocket (for female cadets it is worn ¼ inch above the nameplate).
- m. How are ribbons positioned on the Class A uniform?
Ribbons are centered on the left side 1/8 of an inch above the left pocket (centered above the horizontal line for female cadets).
- n. Describe a rank
Cadet describes a certain rank asked by the inspector.
- o. How often must a uniform be worn by cadet?
At least once per week.
- p. Can a male cadet wear an earring in uniform?
NO.
- q. What size earrings can female cadets wear?
Small spherical earrings not to exceed ¼ inch in diameter.
- r. How should the nameplate be worn on your uniform?
Center the nameplate on the right pocket between the top of the pocket and the top of the button for males (females use an

imaginary horizontal line even with the first button on the jacket or shirt).

- s. What regulation covers the wear of the uniform?

AR 670-1 and CCR 145-2.

- t. How are shoulder board ranks worn?

Cadet officers place the pointed end toward the collar and the flat end toward the edge of the shoulder; for enlisted cadets, place the side with the pointed chevron toward the collar.

- u. Are shoulder boards authorized for wear with the class B uniform?

Yes.

- v. What does ACU stand for?

Army Combat Uniform

24. US Army Chain of Command

NMMI JROTC Chain of Command

JROTC Mission Statement:

To motivate young people to be better citizens.

JROTC Cadet Creed:

I am an Army Junior ROTC Cadet.

I will always conduct myself to bring credit to my family, country, school and the Corps of Cadets.

I am loyal and patriotic.

I am the future of the United States of America.

I do not lie, cheat or steal and will always be accountable for my actions and deeds.

I will always practice good citizenship and patriotism.

I will work hard to improve my mind and strengthen my body.

I will seek the mantle of leadership and stand prepared to uphold the

Constitution and the American way of life.

My God grant me the strength to always live by this creed.

Cadet Skills Qualifications

Each cadet must demonstrate proficiency in the following skills/tasks. Squad leader or above will verify proficiency by dating and initializing each task.

| TASK | PROFICIENCY | DATE | INITIALS |
|-------------|--------------------|-------------|-----------------|
|-------------|--------------------|-------------|-----------------|

STATIONARY MOVEMENTS

1.1. Position of Attention _____

1.2. Parade Rest _____

1.3. Stand at Ease _____

1.4. At Ease _____

1.5. Rest _____

1.6. Facing at the Halt _____

1.7. The Hand Salute _____

STEPS AND MARCHING MOVEMENTS

2.1. Forward March _____

Halt with a 30-inch Step

2.2. Change Step _____

2.3. Rest Movements _____

30-inch Step _____

2.4. The 15-inch Step _____

Forward/Half Step _____

2.5. Marching in Place _____

2.6. The 15-inch Step _____

Right/Left _____

2.7. The 15-inch Step _____

Backward _____

2.8. The 30-inch Step _____

Right/Left

2.9. Facing in Marching _____

MANUAL OF ARMS—M1903 SPRINGFIELD RIFLE

3.1. Order Arms _____

3.2. Rest Position _____

with the Rifle _____

3.3. Port Arms _____

3.4. Present Arms _____

3.5. Inspection Arms _____

3.6. Right Shoulder Arms _____

3.7. Left Shoulder Arms _____

3.8. Changing Positions _____

3.9. Sling Arms _____

3.10. Salute at Sling Arms _____

3.11. Port Arms from _____

Sling Arms _____

3.12. Inspection Arms _____

From Sling Arms _____

MAINTENANCE AND SECURITY OF THE M1903 SPRINGFIELD RIFLE

4.1. Cleaning of the M1903 Rifle _____

4.2. Security of the M1903 Rifle _____

FORMATIONS AND MOVEMENTS

5.1. Forming the Squad _____

5.1.1. Forming the Squad at Normal Interval

5.1.2. Forming the Squad at Close Interval

5.1.3. Forming the Squad in Column

5.2. Counting Off _____

5.3. Aligning the Squad _____

5.4. Marching the Squad _____

5.5. Changing Direction _____

(Rear March) _____

5.6. Marching to the Flank _____

5.7. Forming a Column of Twos and Reforming

5.8. Resting the Squad _____

5.9. Dismissing the Squad _____

GENERAL KNOWLEDGE

6.1. Saluting and Rendering Courtesies

6.2. Organization, Cadet Rank, Cadet Chain of Command and General Courtesies

6.3. Military Time _____

6.4. Phonetic Alphabet _____

6.5. Cadet Laundry Procedures _____

6.6 Location of the TLA Command Post _____

RETREAT

7.1. In Formation _____

7.2. No Formation _____

RULES OF CONDUCT

8.1. Grooming/Hygiene _____

8.2. General Rules of Conduct _____

8.3. Disciplinary Policies and Procedures

8.3.1. Minor, Major, Serious, and Critical Offenses

8.3.2. Checking C- Sheets _____

8.3.3. Answering Report _____

8.3.4. Appeals _____

8.4. Post Limits _____

8.5. Cadet Accountability and Formations

8.6. Sick Call, Infirmary and Ranks Formation Procedures

8.7. Absence Card _____

8.8. General Academic Rules of Conduct

8.9. Visitors and Post Restrictions for New Cadets

8.10. Passes, Permits, and Furloughs

UNIFORM AND ROOM REQUIREMENTS

9.1. Proper Wear of Cadet Uniforms

9.2. Individual and Unit Competitions

9.3. Daily Room Inspection (DRI) _____

9.4. Formal Inspection _____

CADET CUSTOMS AND TRADITIONS

10.1. Old Cadet – New Cadet System

10.2. Customs and Traditions

10.3. New Cadet Traditions

10.4. Recognition of New Cadets

10.5. NMMI Mission _____

10.6. “Old Post” _____

10.7. “NMMI Fight Song” _____

10.8. Goss Quote _____

10.9. Commandant’s Guidance on Standards _____

COMMANDANT STAFF DUTY, GUARD MOUNT AND GUARD DUTY

11.0 HONOR SYSTEM AND CODE

12.0 REPORTING TO SENIOR OFFICERS (CMDT, DCO, SLA,TLA)

13.0 PT TEST

EVENT

SCORE

DATE

- 14.0 **PRIDE Program:** PRIDE program stands for Personal Resource for Individual Development and Education. The PRIDE program is a computer based instruction that teaches and addresses selected learning outcomes on the Commandant's list. All cadets complete at least the first level on the pride program. The scope of the program covers a wide variety of leadership knowledge and cadet life. The program's emphasis is the technical knowledge and skills each cadets needs for success. To reach the PRIDE test site go to WebCT and follow the directions.

| | |
|-----------|----------------------------------|
| Program | Rank |
| PRIDE I | Yearling _____ |
| PRIDE II | Staff Sergeant _____ |
| PRIDE III | Platoon Sergeant and above _____ |

Phonetic Alphabet

| | | |
|---------|----------|---------|
| Alpha | Juliet | Sierra |
| Bravo | Kilo | Tango |
| Charlie | Lima | Uniform |
| Delta | Mike | Victor |
| Echo | November | Whiskey |
| Foxtrot | Oscar | X-ray |
| Golf | Papa | Yankee |
| Hotel | Quebec | Zulu |
| India | Romeo | |

Military Time

0100 – 1 am

0200 – 2 am

0300 – 3 am

0400 – 4 am

0500 – 5 am

0600 – 6 am

0700 – 7 am

0800 – 8am

0900 – 9 am

1000 – 10 am

1100 – 11 am

1200 – Noon

1300 – 1 pm

1400 – 2 pm

1500 – 3 pm

1600 – 4pm

1700 – 5pm

1815 – 6:15 pm

1900 – 7 pm

2130 – 9:30 pm

2200 – 10 pm

2300 – 11 pm

2400 – Midnight

