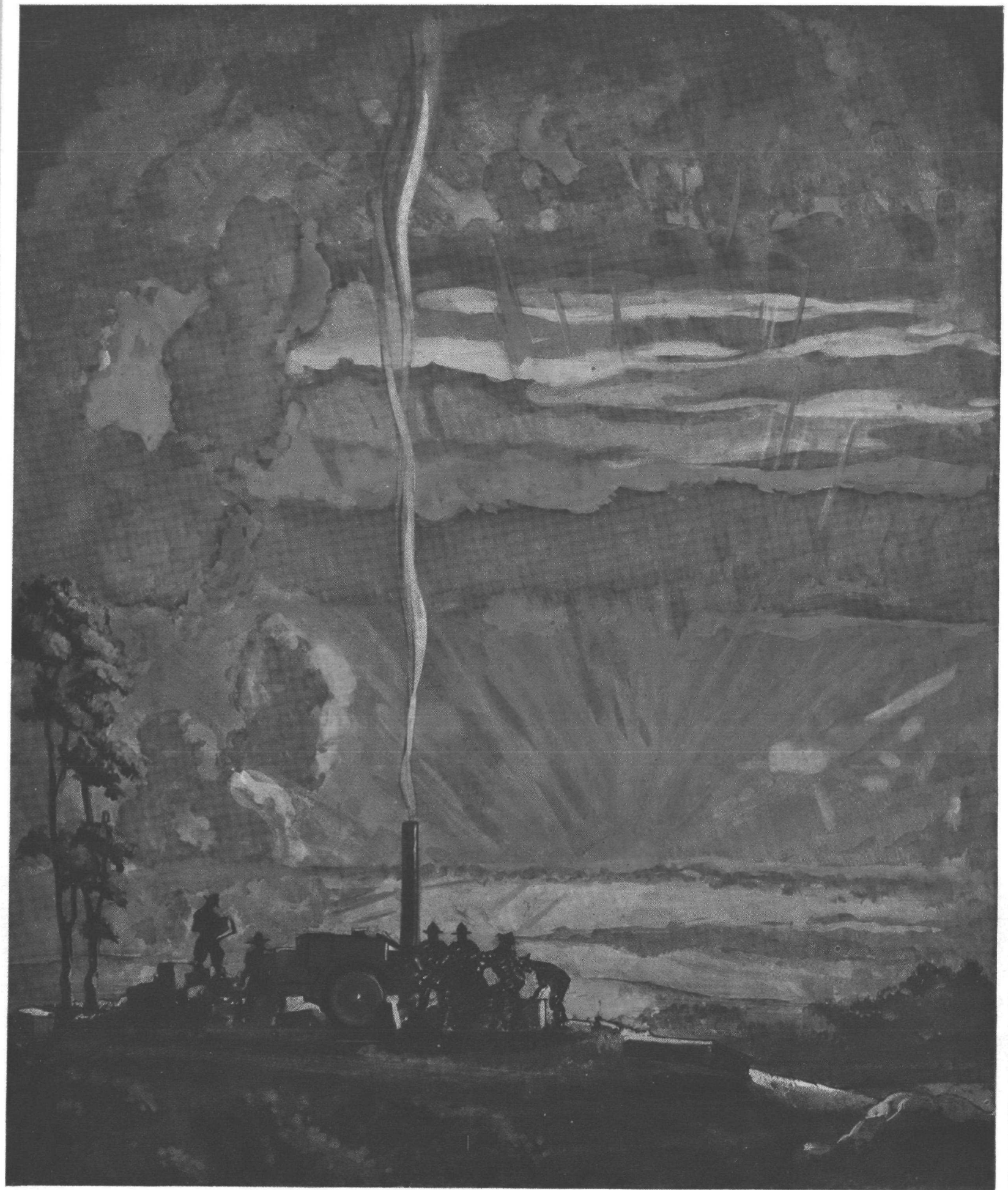


The New York National Guardsman



August, 1936

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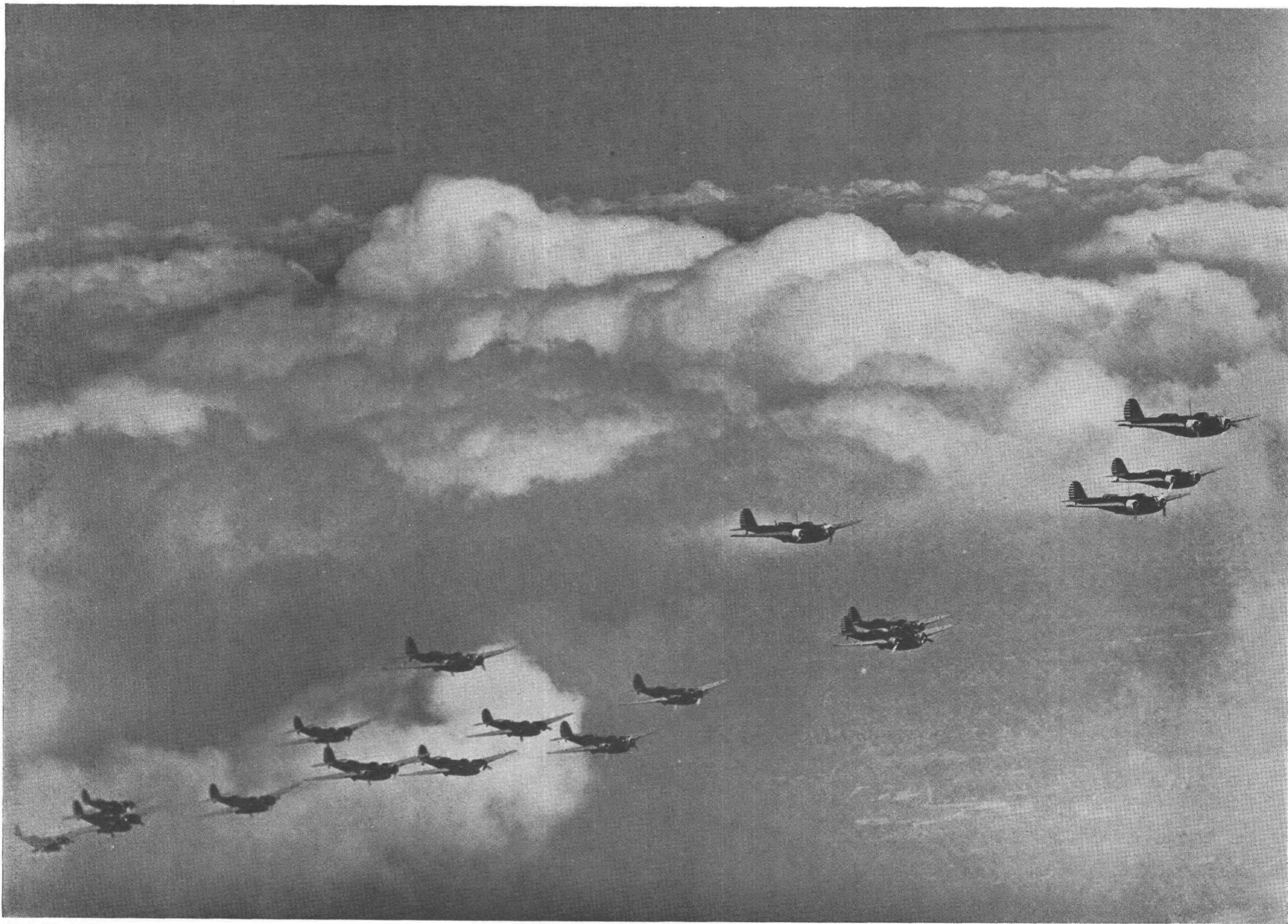
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Wide World Photo

West Point Cadets Finish Off Their Course in U. S. Army Bombers

Aboard these great bombers are upper classmen from the U. S. Military Academy at West Point who received two weeks of flight training at Mitchell Field, L. I. The planes have a top speed of 220 miles an hour and carried 2,000 pounds in bombs during their flight from Mitchell Field to Langley Field, Va., and return.

FLYING "UNDER THE HOOD"

Many a crash has been due to a pilot relying on his senses and could have been avoided by a knowledge of "blind flying"

By MAJOR WILLIAM C. OCKER
Air Corps, U. S. Army

Reprinted through courtesy of U. S. Air Services

BLIND flying is termed by some "instrument flying," and in my opinion, both terms are correct; that is, the term "blind flying" when the airplane is manually controlled under conditions when the pilot has no outside visual reference; the term "instrument flying" when the airplane is flown by instruments, such as the Sperry Robot.

Stranded on a highway during an intense fog, or when aboard a steamer at sea, under the same conditions, our emotions express apprehension. This distinctive reaction to safety also is experienced in the airplane by the flyer trained in the old-time manner. His apprehension may develop into fear which often increases to fatal panic, especially when he realizes his inability to correct his unstable equilibrium.

Our senses cannot be relied upon. The blindfolded person walks in a clock-spring spiral. This spiral no doubt has been experienced by all drivers of automobiles when glancing at a map for more than a fraction of a second and the car begins to turn off the road. A typical case in kind could be cited in the fatal accident of the Queen of the Belgians. The spiral of an airplane out of control visually is three dimensional. This may be horizontal, ascending or descending or at any angle of which the airplane is capable. Unless checked by the restoration of sight and visual reference, a crash must result.

To maintain equilibrium, man uses certain special senses of which sight easily is the first. Provided a pilot's movements are not too violent or too prolonged in a single direction, valuable information, such as motion sensing, is received from the semicircular canals of the ear. These are three tiny curved tubes set at such angles that where they join forms the corner of a box, as it were. The tubes are filled with fluid which moves certain tiny little hairs and these convey messages to the brain concerning the equilibrium of the body. If the movement of the body causing the currents in the semicircular canals be powerful, the flow of the fluid, or at least a stimulation, the exact nature of which is as yet unknown, is continued after the causative movement has ceased, and a message that is improperly interpreted by the higher cerebral centers is received by the brain.

A DEMONSTRATION, using a hoodwinked subject in a Jones-Barany Turning Chair or office chair, effectively proves this fact, and is conducted as follows: The subject is rotated in the chair; the speed of the rotation is gradually diminished; finally terminated. The individual tested finds that his surroundings continue to rotate subjectively for some seconds, with a resultant "swimming" of the senses, or dizziness, known as vertigo.

Though the expert pilot may be able to suppress ver-

tigo to some degree while blindfolded and spinning in a chair, the canals of his ears inform him that he is turning clockwise, whereas in reality he may have stopped his spin, or even may be turning counter-clockwise. Moreover, the over-confident aviator lost in a fog, after a few minutes attempting to interpret the sensations received from his semicircular canals, finds himself either spinning into a crash or faced with the contingency of taking to his parachute. This is due to the fact that his canals are adapted only to slow terrestrial locomotion and used in connection with sight. Such an experience quickly impresses the pilot that his senses cannot be relied upon.

Old-time pilots believed in the sense of feel, and its related deep muscular sense—kinaesthesia—which is known as the "feel of the seat of the pants." This at the expense of the impressions received from their eyes and brains. Since old-time pilots did not fly in fog, but only in fine weather, this sense of feel—or kinaesthesia—served satisfactorily; with the advent of blind flying and instrument flying, this old unreliable aid is fast losing emphasis and now is not being much relied upon. Pilots are learning that to rely solely upon the sense of feel—upon anything but blind and instrument flying, in fog and darkness—is fatal.

TO fly blindly without instruments is exactly the same disregard of scientific assistance as though the physician were to discard the microscope, the X-ray and all the refinements of laboratory technique; in other words, to depend upon his own unaided eyes and fingers. Some pilots regard flying purely as an art. A few years ago, flying could be said to be purely an art; today the guesswork is being eliminated and flying undoubtedly is becoming a very exact science.

The approach to safe flying has taken three main avenues: First, the attempt to make the airplane itself fool-proof—of this the outstanding example is the autogyro which utilizes a revolving wing installation and lands almost vertically; second, instrument flying by means of a mechanical pilot or robot—assisted of course by the radio compass and the radio beacon; and third, blind flying.

The science of blind flying had its inception in about 1918 when I tested the first turn indicator invented by Dr. Elmer A. Sperry, noted for the development of the gyroscope. Successive steps have led up to the final development. Until the Great War began in 1914, airplanes carried few instruments. The outstanding exceptions were airplanes constructed and used by the co-inventors of the airplane, Wilbur and Orville Wright, who believed strongly in the efficacy of instrument manipulation. Early in 1914 Orville Wright (Wilbur died on



Wide World Photo

Italian troops are here seen taking part in an obstacle race during a large military display in Rome.

May 30, 1912), brought out a pendulum bank indicator and an accurate angle-of-attack indicator. In their early experiments the Wright brothers used a string or cord fastened in front of the pilot with one end swinging free. So long as this string pointed directly at the pilot's nose, the ship was flying without slipping or skidding.

Maj. Eugen Reinartz, Medical Corps, U. S. Army, was the first Medical Officer to become impressed with the importance of research in blind flying, and since 1920 has made it a continuous study. The School of Aviation Medicine, at Randolph Field, also has engaged in progressive research in the subject.

THE key to the theory of blind flying lies in the Turning Chair with the Instrument Box. Since the information conveyed by tests with this invention is invaluable to all pilots, particularly potential pilots, and the cost is practically nothing, I believe that the Department of Commerce Medical Examiners throughout the United States—some 700 in number—should disseminate this information to those aspiring to be pilots. Dr. R. E. Whitehead, Medical Director, Bureau of Air Commerce, Department of Commerce, is actively interested in this subject.

From a letter received from Capt. Carl J. Crane, co-author of the book *Blind Flight*, it is apparent that even after years of continuous effort, we still have pilots who apparently do not understand the basic reasons for blind flying and the action of the inner ears. Captain Crane says, "I find it necessary occasionally to give some of the boys turns with the Box and Chair, as I find that those who have gone to the Navigation School at San Diego do not get this instruction, and are surprised to learn that this information has not been given to them before."

To continue with the development of blind flying—I was stationed at Crissy Field, near San Francisco, in 1926, and while there took the routine physical examination for pilots. Included in this examination were turns in a revolving chair (the Jones-Barany apparatus), long used by physicians and physiologists in equilibrium tests. The flight surgeon then followed these tests with another—that customarily given by otologists (ear specialists)—consist-

ing of turns in the Chair with the candidate's eyes closed. Invariably every normal flyer to whom this special test was given, proved unable to state the correct direction and rate of turn while blindfolded.

OBSERVING the result of these tests, I recalled an illusion I had experienced while making a flight with the late General Mitchell, in 1919. During this flight, I had observed oil dripping onto my shoes from a leak in the oil system at about the same time that General Mitchell was putting the plane into a tailspin. In assuming a stooping position to remove the oil, I experienced the sensation that the airplane was spinning fast to the right, then that the ship had ceased to spin to the right and had begun a spin to the left. But upon resuming an upright position, I perceived that the ship was flying in a straight, level course.

After observing the tests at Crissy Field, in 1926, I left the examining room to return with a small box which I had set up and by the use of which, against the evidence of the sense of equilibrium, the direction of turns as shown by a mechanical guide were indicated.

The most convincing method of conveying to the student the complete fallibility of his senses is to blindfold him, let him take a container holding flour or some material by which to mark a path, instruct him to walk in a straight line, marking the path with flour. A similar test may be performed by using an automobile in which the path is delineated in the same manner. The result is invariably a clockspring spiral path. It has been proved that no one deprived of sight can maintain a straight, direct path for long, either in walking or driving.

Children particularly illustrate the fact that when lost in snowstorms and other conditions of thick weather, people seldom wander farther than three-quarters of a mile from their headquarters.

Similar conditions are produced in the air by having the student fly under what is known as the "hood."

In connection with demonstrations to students, the instructor explains both the possibilities and limitations of blind flying. Practice under the hood shows best results when the air is extremely rough. Acrobatics under the hood are encouraged. A safety pilot accompanies the novice to correct errors as well as observe traffic.

INSTRUCTORS have noted that old-time pilots become fatigued from vertigo and strain due to the necessity of constant instrument interpretation, for to them it is as though they were passing through their flying training again. When the method of training becomes reversed, this fatigue will become a negligible factor. To the student initially instructed in the principles of blind flying, and taught so to fly, instrument reading will become a matter of habit and the fatigue and strain to him will be almost wholly unobserved.

In my opinion, the sensible method is to begin the student's flying training under the hood. Many pilots trained in the conventional method and later instructed in blind flying have found difficulty in adjusting their reflex actions to instrumental indications. During periods of great danger, no doubt, many of these revert to their sense of feel,

which of course indicates a turn contrary to fact, is fallacious, and leads to disaster unless corrected.

An apt illustration of such a condition is found in the experience of an Army Air Corps officer who, while on a cross-country flight from Lubbock to El Paso, Tex., had to cross the Guadalupe Mountains near Carlsbad, New Mexico. When he reached the mountains, he found that the ceiling had closed down below the level of the pass. He flew into the pass to search for a possible opening in the clouds, flew too far into it, and immediately became engulfed in the clouds.

He banked to the left in order to retrace his way and then observed the ground suddenly appear before him. He immediately attempted a chandelle up the mountain-side, for the sight of the ground moving by just beyond his left wing tip was too disquieting. He stated that it seemed as if the ground itself were in a horizontal plane and he performing an ordinary steep bank, but upon consulting his bank and turn instruments, he found they indicated that he was climbing steeply to the left.

Following this experience, he decided that he would fly solely by means of his instruments. Soon the mountainside, which seemed to be just beyond his wing tip, disappeared. He leveled his plane and flew in an easterly direction, but soon another mountain loomed to his left. He turned quickly to the right, avoided the mountain, and after about five minutes emerged from the clouds and then observed a road not far below. Gliding down he found himself clear of the mountain obstruction and at the far end of the pass.

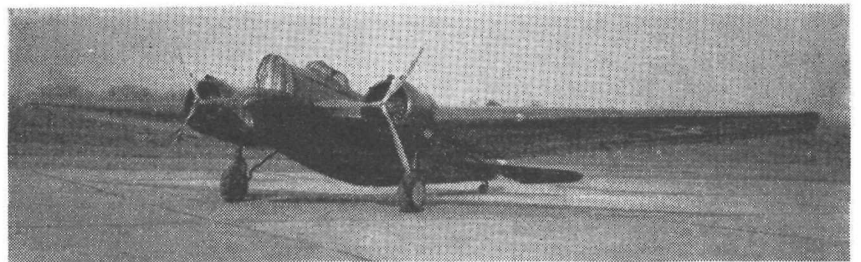
THIS officer has expressed his conviction that had it not been for his knowledge of blind flying and the confidence he possessed in his instruments, the result of that flight would have spelled disaster.

Despite our progress in aviation which has reached the stage of scheduled flights to the Orient, we per-



Fox Photo

The Hopton Cup, British Army, is fired in gas masks. Points are awarded for smartness in putting the masks on and getting into action.



Official Photograph, U. S. Army Air Corps

The New Two-Engined Martin Bomber

sistently stick to an old method of training student pilots

As far back as 1929, Capt. G. Allen Hancock, of the Hancock Foundation College of Aeronautics, at Santa Maria, Calif., and the Mexican Division, Pan American Airways at Brownsville, Tex., upon the recommendation of the writer began training pilots in the theory and practice of blind flying. With commendable boldness, Captain Hancock, upon my recommendation, undertook the experiment of teaching students in blind flying before instructing them in the usual method. I believe the time now is even more opportune for a reversal of our method of training airplane pilots; that is, that the initial training of such students be "under the hood" or by "blind flying." While this method appears to be revolutionary, it is not more so than the methods of blind flying since 1929.

Directors of the Boeing School of Aeronautics, commenting upon the introduction of this method, state:

"Some eight months ago (about August, 1935), we started giving instrument flying under the hooded cockpit in the place of beginning dual instruction. The reasons for this are as follows: First, beginning impressions are so often lasting impressions, and, second, in time of stress and strain we so often revert to beginning impressions. If we have time to reason and philosophize during this time of stress and strain, many times we will use facts gained in later education, and thus will not revert to beginning impressions, but when the time element in the time of stress and strain is so short, then in a large number of cases the individual will revert to beginning impressions.

"The old method of instruction of giving no instruments during beginning instruction created within the student a lack of faith in instruments, causing him to rely wholly upon his feelings or his sense of feel for a definite reaction. Thus in time of stress and strain when it was most imperative that he revert to his instruments, he would instead revert to his emotions, rather than to his instruments due to this early training. If beginning impressions are lasting impressions and ultimately we want a man to have the ability to fly by instruments, then why not give this instrument flying as beginning dual instruction to get this lasting impression of confidence and assurance and accurate interpretation toward the instruments?"

Reversal of our method of training is, in my opinion, essential to both military and civilian aviators. Federal law requires that every air transport pilot be trained and qualified in blind flying. Airplanes used for the transportation of passengers, mail or express, are now equipped with all instruments considered necessary for their operation under all conditions of weather.

In view of the fact that aviation has advanced so rapidly during the recent past, and that the lessons of blind flying have been so well learned, it is believed the innovation of the reversal of training, with the student beginning his flying instruction under the hood, will soon be an accomplished fact. This is my fervent hope.

The Soothing Weed

A few facts on smoking by an eminent physician all boil down to the sterling piece of advice—"Be Moderate"

By DR. GEORGE B. McAULIFFE

Reprinted by courtesy of *The Winged Foot*

ONE day two old members of the Club were playing billiards. One remarked, "Jimmy, what would Life be without tobacco?" His friend replied, "I don't know, I never tried it." Jimmy by the way, had a letter box in which he stored his Belindas and his bonds. His view was a terse summary of the value of tobacco for his "dolce far niente" and it finds a parallel in most of the minds of his Club members.

The origin of tobacco as a term has never been really found. It is supposed to come from the Indian or Arabic *Tab* meaning smoke and a means thereof, and *ach* meaning good.

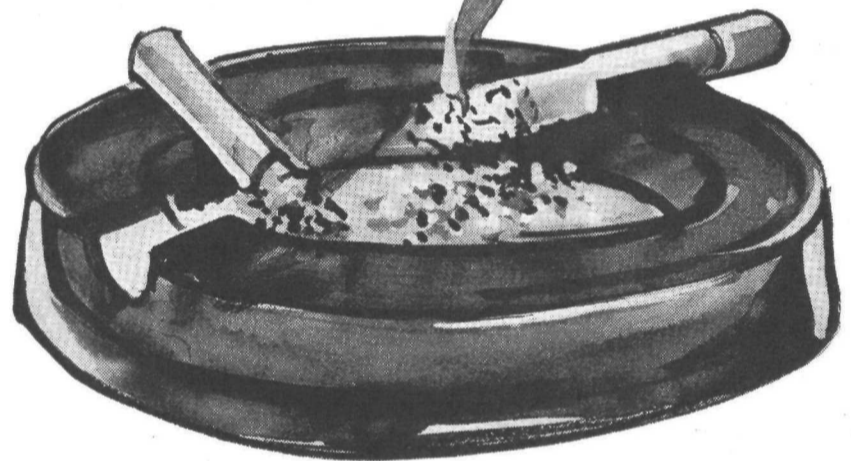
Columbus was thought to have been the first white to discover tobacco. Raleigh found tobacco in Virginia where the Indians used it primarily in ceremonies—a use which has come down to the modern brave in the "pipe of peace." The weed was one of many used by the aborigines until the flavor and pleasure of the tobacco weed eliminated the others. The women alone of the tribe cultivated the plant. Raleigh brought some back with the potato and planted it on his estate at Gongall so that Ireland has another sin or blessing to answer for. It is said that Raleigh entering the Mermaid tavern where the Elizabethan literateurs foregathered, threw down pipes and tobacco and invited them to try it. Ben Johnson after the first pipeful called it "the most soothing weed ever tendered to man." Shakespeare did not smoke and remarked that it was anticipating things to smoke in this world and that Bacon should have the monopoly. The custom gradually spread through the coffee houses of England despite the opposition of James I and the divines.

Jean Nicot, the French ambassador to Portugal, from whom the potent element of tobacco takes its name, brought it to the attention and use of Catherine de Medici. It may be from her that it received one of its names, "The powder of the Queen."

Throughout the centuries its votaries and opponents have bandied arguments for and against the habit. That it thrived, shows that it had some merit. In 1920 \$992,000,000 was spent in tobacco; \$773,000,000 of this was the cost of cigars and cigarettes.

Scientists have studied the tobacco habit in many aspects. Scholtz found that chronic smokers were apt to develop optic nerve trouble during the 5th decade of life. In a study of cases, he found 349 out of 31,583 had tobacco amblyopia. He estimated, from the probable amount of absorption of nicotine, that 9 cheap cigars or 10 good cigars (Havana) or 60 cigarettes were the dangerous quantity taken daily. Seventeen per cent of all nicotine goes off in smoke in the first three-quarters of a cigar. Five and six hundredths remains in the residue

so that one thirty-five thousandths per cent comes in contact with the mucous membranes in smoking the whole cigar. After smoking three-quarters of a cigar, the amount of nicotine in the stump is doubled. In other words the last quarter contains one-half of the nicotine of the whole cigar. One who smokes all the cigar in-



Drawing by
GEORGE GRAY

produced into his system twice as much nicotine as one who smokes only three-quarters of the cigar. Moderate smokers who limit themselves generally smoke the cigar to the end. They are more apt to develop eye trouble. One fact that is an argument against Scottish thrift.

The effect from tobacco comes not from one ingredient, but a combination of nicotine pyridine, collidene, aldehydes and carbon monoxide with a negligible quantity of hydrocyanic acid ammonia, volatile oils and quinine. The scale of potency of absorption is generally given as chewing, pipe, cigars, cigarettes. After the first few tries one generally develops a tolerance which varies considerably in different individuals. It is thought that this tolerance and the desire to smoke is in part inherited from many generations of smokers. The progress of man is from brawn to brain with an added emotional stress. It is the latter which seeks surcease in the calmative effect of smoke.

Those who live outdoors a good deal, who are in good physical condition, do not sensitize to tobacco as much as those who live indoors. In the latter, mental unbalance is greater. Stout people are affected more than thin, although one keen observer of tobacco, Hare, thinks otherwise. One important fact is that we develop a *selective tolerance* to tobacco. Certain types of its use do not affect us whereas others bring on unpleasant effects.

(Continued on page 20)

EGGNOG FOR THE COLONEL

or

The Art of Growing Old

By **CAPTAIN F. J. VOKOUN**

Med. Res., U. S. Army

Reprinted by courtesy of The Military Surgeon

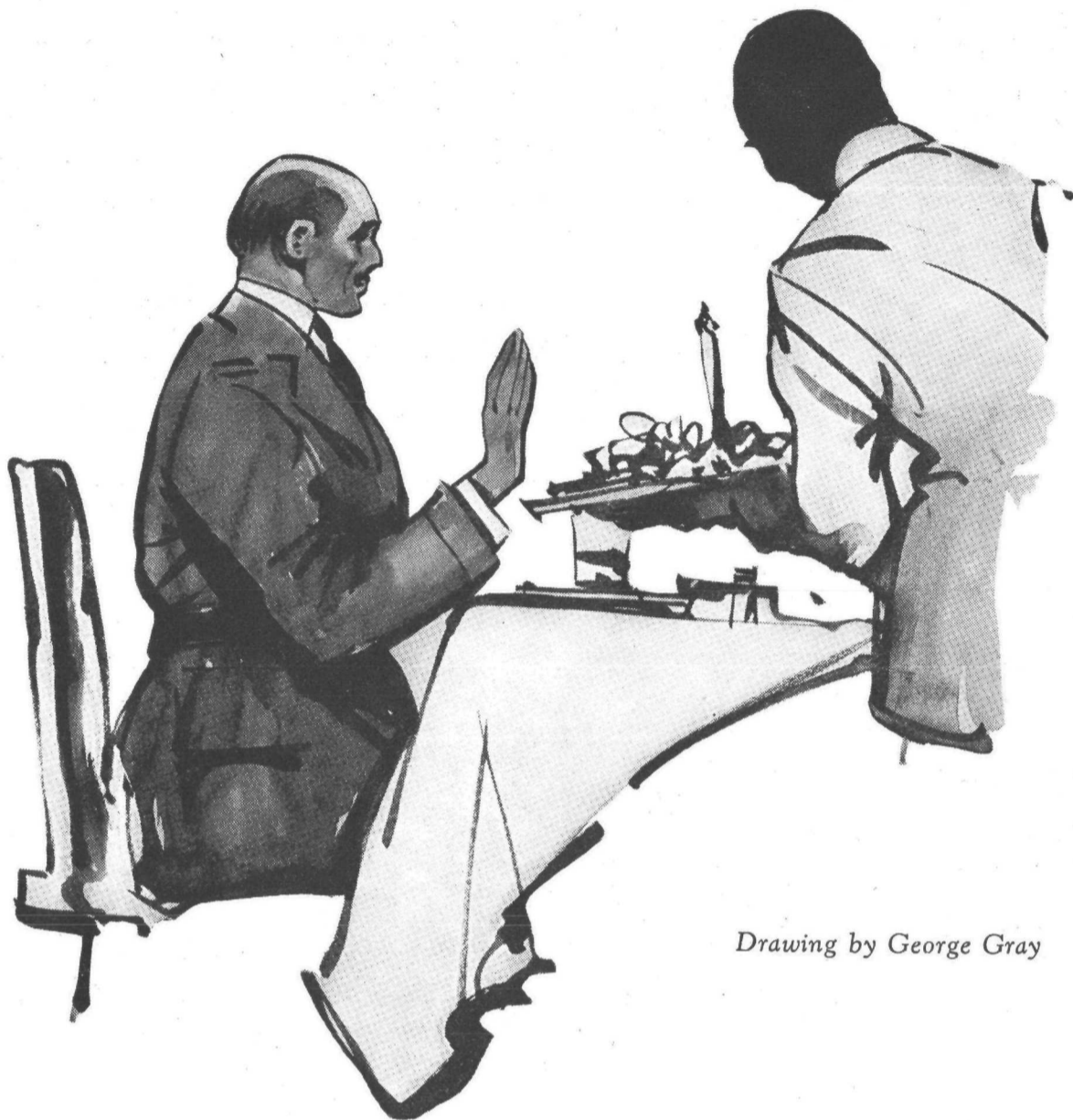
STATISTICS show that the span of life is slowly increasing in the United States. Therefore the subject of old age assumes increasing importance to all of us. How can we retain our health in old age? How can we enjoy life as long as possible? I shall attempt to partially answer these questions in the succeeding paragraphs.

1. Diet. As the years creep up on us and we finally notice that we are beginning to "slip" it is time to pay more attention to the diet. Bodily growth has ceased, procreative activity is finished, catabolism is progressing. This means that the furnace needs less fuel. Therefore the first essential in the diet is to reduce the caloric intake. The amount of food must be lessened to supply only the actual needs of the body—the storage of fat should be discouraged.

The food should be carefully selected with a view to obtaining proper vitamin and mineral content (especially iron) and must be well prepared and easy to digest. Dairy products easily rank as the finest old age food. Milk contains practically all the elements of a good food with the exception of iron and vitamins. Cream cheese is also excellent. Whey, butter, buttermilk, junket, are good foods. Other cheeses, like Roquefort, Limburger, etc., must be used with caution. Eggs are valuable also, the yolk containing considerable iron. Here the manner of preparation is important. The eggs should be eaten raw, soft boiled, poached or soft scrambled. Hard boiled eggs are about as digestible as clay pigeons. Fried eggs and deviled eggs are also taboo. Certain combinations of eggs and milk are excellent. These are custard, egg nogg, soft omelettes.

Cereals are helpful also, such as oatmeal, farina, wheatena, cream of wheat, cream of barley and most of the dried cereals. Bran must be used cautiously in the aged, however, as it may lead to impaction. Bread is still the staff of life.

Fruits are valuable in moderation. However, improperly ripened citrus fruits are very apt to cause acidosis,



Drawing by George Gray

urticaria, and cystitis if taken to excess. Stewed fruits make good desserts and salads and should be used freely.

Vegetables must be eaten with discrimination. In the order of their value in old age diets are lettuce, carrots, spinach, string beans, potatoes, tomatoes, turnips, rutabaga, squash, beets. For various reasons other vegetables should be largely avoided.

Meats are food for young people, conversely they are not for the aged. Occasionally small amounts of baked fresh fish, white meat of chicken or turkey, calves liver in the form of paté, and crisp bacon, tender steak or lamb chop. Otherwise they should be forbidden. The same applies to meat extractives like meat broth, beef juice, bouillon, and meat gravies. All of these latter foods are apt to irritate the kidneys or liver.

Desserts should be simple. A small portion of ice cream, junket, jello, custard, stewed fruits, or plain cake or cookie. Angel fingers, charlotte russe, angel cake, pound cake are very helpful. Pies and rich pastries should be avoided. Small tarts, made with jams or jellies are allowable.

Candy can be used in moderation unless diabetes is present. Condiments and spices must be avoided. Horseradish, vinegar, catsup, mustard should not be taken. Even the excessive use of table salt should be forbidden as it may have deleterious effects. Tea, coffee and spirits are discussed later under "Habits."

2. Exercise. As age advances the muscles lose their elasticity, the blood vessels thicken and lose their efficiency, the joints dry up and may be the seat of deposition

(Continued on page 24)

THE GOOD DRILL INSTRUCTOR

His qualifications must be many and various but he who possesses them all is worth his weight in gold. Read this and check up on yourself.

By CAPT. EDWARD A. FABERT, 130th Infantry

Reprinted through courtesy of The Illinois Guardsman

QUALIFICATIONS which should be cultivated by the good drill instructor are:

- (a) A thorough knowledge of the drill, in all details;
- (b) Ability to impart this knowledge by proper method of instruction;
- (c) A soldierly bearing which will serve as an example to the men under instruction;
- (d) Energy, perseverance, and enthusiasm;
- (e) Patience and good manners.

Knowledge is the first essential; constant and intensive study is imperative. Often an organization will drill for months without once performing certain movements correctly, and without showing sufficient progress or improvement. The reason is found in lack of study on the part of the drill instructor.

The good instructor refreshes his mind by reference to the regulations before drill. He is constantly studying to find something new to teach his men, to learn the common mistakes and how to correct them. Study each movement with the idea of explaining it the easiest possible way to your men. Try to determine the errors that are usually made, why they are made, where you should be to see them, and how best to correct them.

There are many, although well drilled and skillful themselves, who lack the knack of teaching others. American soldiers like to know the reason for the things they are required to do. There is a good reason for every movement in regulations. Explain "why," and progress will be rapid. The soldier will take a pride in performing movements as prescribed when he appreciates the reason.

If the methods of successful instruction may be ex-

amined we will find they proceed along the following lines:

- (1) Explain briefly the movement to be executed while the men stand at ease;
- (2) Demonstrate the movement (Execute individual movements yourself);
- (3) Cause the individual or unit to execute the movement by command;
- (4) Do not overlook mistakes; point out and correct on the spot;
- (5) Continue the movement until a reasonable degree of perfection is attained;
- (6) Review at the beginning of drill the movements taught in previous drills;
- (7) Have a minimum of marching and a maximum of movements;
- (8) Conclude drill with a few snappy movements in the Manual of Arms.

A good instructor will seldom give explanations while the squad is marching, because the effect will be lost. He will not give an explanation after he has given a preliminary command. If he does the latter, very often the men lose confidence in his ability to instruct. The squad should generally be "at ease" during explanations.

The drill book is never carried to the drill field. Reference to the book in the presence of the squad will impair the squad's confidence in its instructor.

Instructions or explanations of movements should be so worded that the dullest man in the unit will understand them. The instructor's position with reference to the unit, should be close enough to be heard and detect mistakes. He is not tied to one position. He takes position where he can control his men and observe mistakes.

Do not permit mistakes to repeat themselves, for in time they become fixed habits. The instructor must cultivate observation until instantly he can detect anything wrong. Mistake correcting should never take the form of nagging. On the contrary, take the attitude that the men are trying to do their best. Most mistakes are due to ignorance and not indifference and inattention.

Strive to give your men the impression that your sole purpose is to attain a perfect drill.

Above all an instructor should never under any circumstances permit himself to lose his temper, display impatience or anger, or especially, swear at his men.

USUALLY commendation produces better results than censure. If a movement is well executed, say so; let your men know that you appreciate an honest effort, and they will work their heads off for you. However, praise should not be given unless earned, but don't withhold it when it is justified.

(Continued on page 26)

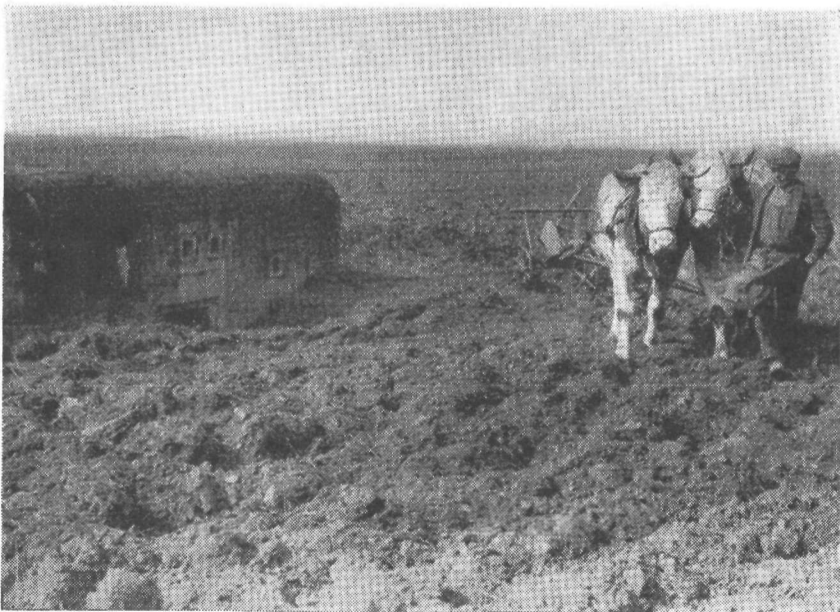


Photo by Associated Press

Souvenir of the World War

A Belgian ploughman makes a detour round one of the German "pill-boxes" still standing in his field near Ypres.

WEAPONS OF A BYGONE AGE

Mobile artillery was introduced in the Fifteenth Century

by JOSEPH E. ALEXANDER

Illustrated by DAN V. SMITH

FIELD artillery—a simple term, denoting the use of light mobile guns in the field. When one looks at the comparatively uncompllicated limber of today (the detachable fore part of a gun carriage consisting of two wheels, an axle, and a pole to which the horses are attached) he is often surprised to learn that cannon were used and operated for more than a century after their invention before they were mounted on wheels, being merely dragged along the ground over rollers made from roughly hewn logs, or just sled fashion on the runners of wooden trunnions. In many cases they were pulled along the surface of the earth by horses, oxen, or manpower. These methods of maneuvering the heavy pieces into position were tedious and no adequate reason has ever been set forth as to why these weapons were not mounted at

an earlier date, unless it was the fact that they were used mostly in attacks on fortified cities and castles, and therefore, time and mobility were not important factors to the besieging force as a general rule.

To John Zizka, or Ziska, Bohemian general of the fifteenth century, we are indebted for the introduction of mobile artillery, meaning by that term, guns supported on wheels. It was during the Hussite Wars (1419-1424) that his famous *Wagenburg* came into existence. It was merely a cart or vehicle on which were mounted several small cannon. The device allowed a comparatively high maneuvering power over a reasonably smooth terrain, but was ineffective in rough or hilly regions. The gunners rode on the platform of the conveyance and operated the pieces from this position.

Searching through old records on the War of the Roses, we found an extract from one of the papers of the House of Lancaster which seemed to consider the new method of mobile artillery fighting not exactly cricket in accordance with the rules of "civilized warfare." To quote: "They

traitorously ranged their cartes with gones set before their batailles," referring of course to the army of the Yorkists.

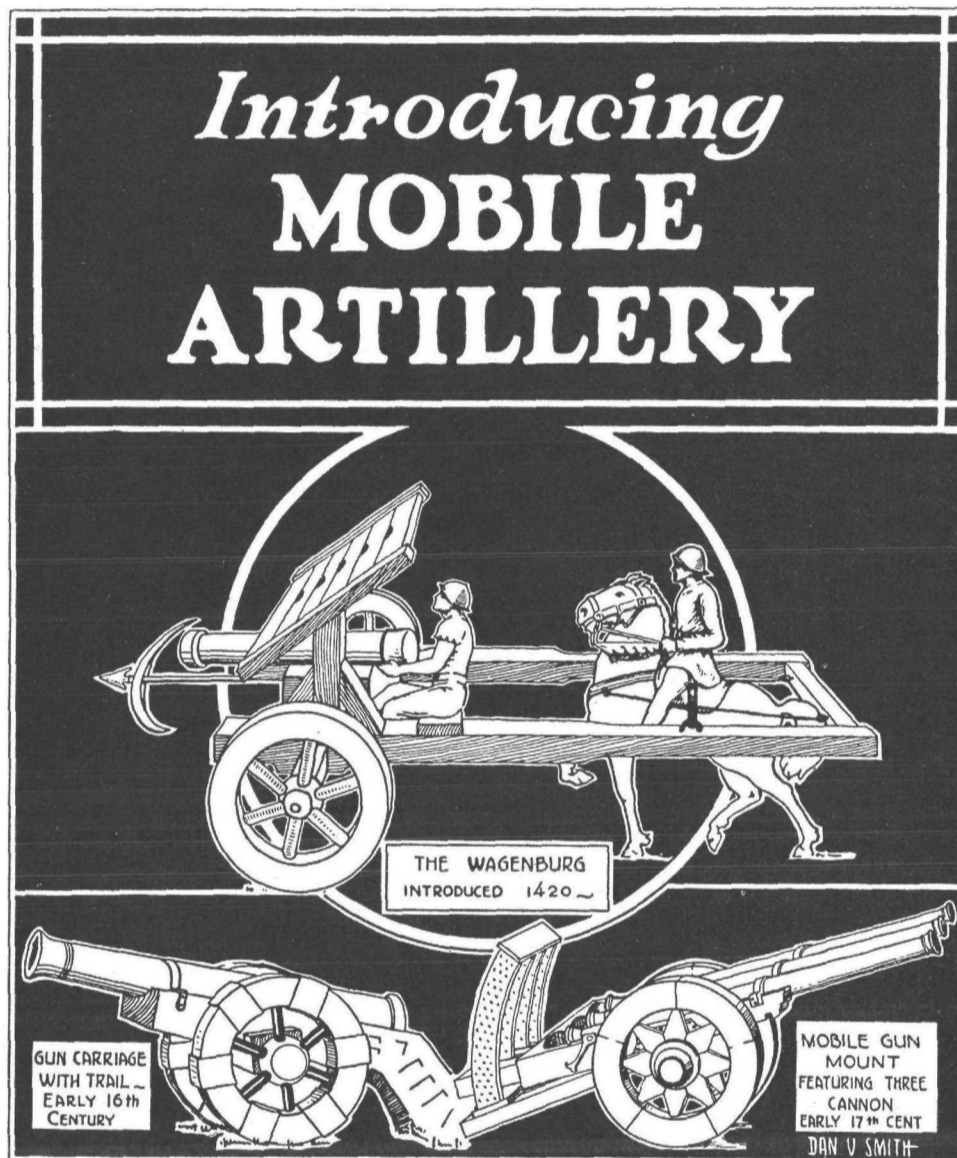
Not long after the introduction of the *Wagenburg*, the inventive minds of the period decided that the success of the device warranted further experiment in transportation for guns of larger calibre. Accordingly, a sort of trail (that part of the stock of the gun-carriage that rests on the ground when the piece is unlimbered) was constructed. However, the majority of the field pieces were merely lashed to the supporting frame by wire, rope or riveted by a steel frame.

The cannon of the period was, on the average, about ten feet in length, being about nineteen feet overall when mounted on its carriage. The entire device weighed, on an average, about 4,800 pounds. The cannon proper was a six-inch

gun firing a ball weighing thirty-three pounds. It was possible to fire the piece 100 times a day, and according to Gaya, eminent authority on the subject, the weapon would carry about 2,100 feet at blank range. The *faucon* was a smaller weapon, weighing 800 pounds, its carriage measuring eleven feet long and five and one-half feet broad. It could be fired 180 times daily and its projectile weighed two and one-half pounds. The *fauconet* was still a smaller gun, weighing only 750 pounds. This particular gun could be fired 200 times a day, and the ball weighed but three-quarters of a pound. Its range was approximately 250 fathoms (point blank).

Now we come to marksmanship. There were evidently no medals given in those days, but a penalty was exacted for poor aiming. As a result, the gunner and his quadrant became symbols of exactness throughout Europe. For centuries the artilleryman was purely a civilian mechanic. The king, or feudal baron going to war, would contact the civilian contractor and an agreement was

(Continued on page 27)



Recruiting Publicity Bureau, U. S. Army, Governors Island, N. Y.

An Analysis of Leadership

The essence of great leadership is adaptability to circumstances, plus knowledge of human nature and a wide military education.

By MAJOR K. M. LOCH, M.C., R.A.

WE have it on the best authority that we should read and reread the lives of the great captains. Were this merely for our general interest, the recommendation would be fully justified. Despite the modern school of Socialistic historians, it is the great leaders of the past who provide the "high spots" in the drama of the human race. It is, however, more than personal interest which should attract us to the study of the leaders of the past. Tactics and weapons change, but the more we read, the more we must appreciate that the qualities of successful leadership remain substantially the same. So much is this so, that we may even hope to find some universal solvent, which may enable us to apply the lessons of the past to leadership today.

Success in war and the preparation for it demand qualities amounting to genius in the best sense of the word. Now, genius, like many expressions in every-day usage, requires definition, when applied to leadership. Many people regard genius as a kind of sixth sense denied to ordinary mortals, and leave it at that. On the other hand, disciples of the Max Nordau school would have us believe

that genius and even pre-eminence in human affairs is merely an outcrop of degeneracy—on the same general principle that the pearl is a disease of the oyster. Such a definition may be generally true, where genius partakes of that abnormal one-sided development, such as one often finds among artists. It is difficult to visualize Immanuel Kant applying his transcendental philosophy to successful stockbroking, or William Blake in the rôle of a chartered accountant. Such is not the quality of genius to be found in a leader of men. In the cases where powers of leadership have existed despite the frailty of flesh, the cause of success is to be found in the triumph of the spirit over the physical infirmity, rather than in the infirmity itself. The dagger of Brutus accounted for something more than a dying epileptic, and a pain-racked frame consummated our greatest naval victory.

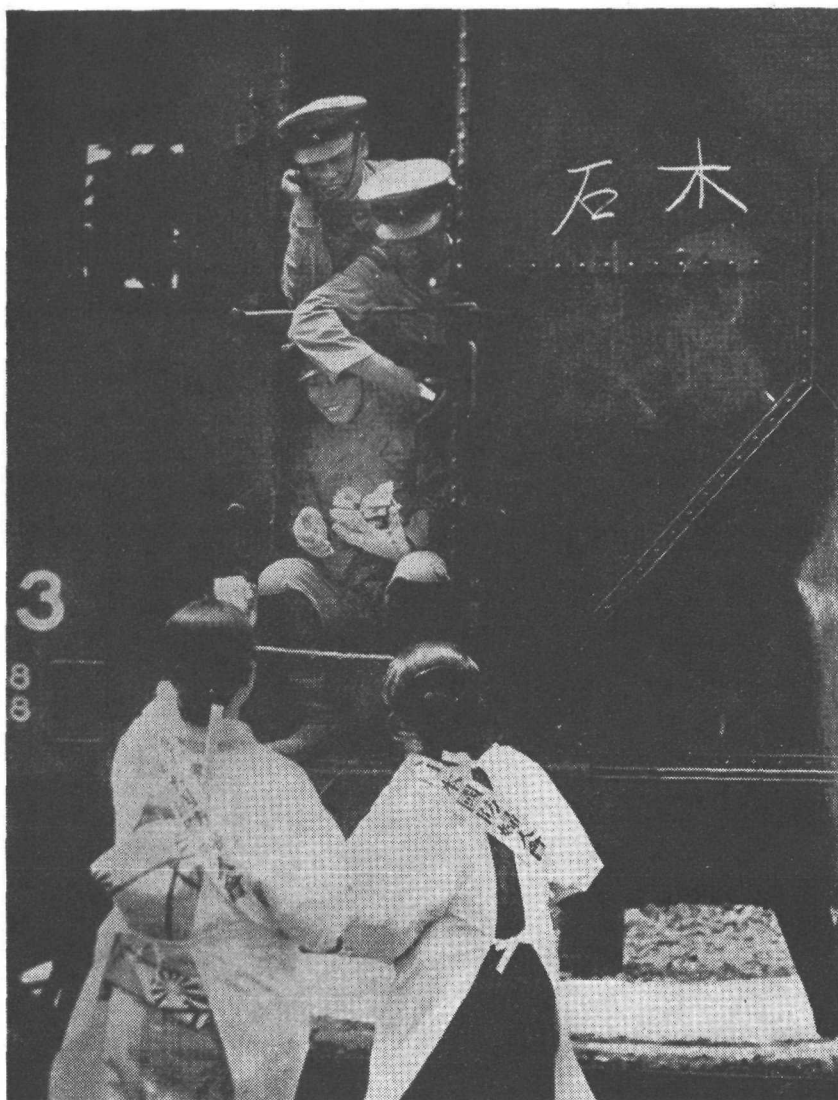
The genius of leadership is not a one-sided affair: its qualities are essentially those of universality. War from being the last argument of kings has developed from a gladiatorial combat into a matter involving every aspiration and activity of the State. Just in such a measure the qualities of leadership today must embrace a wider field. Our studies will, however, show us that many of these qualities have been the outcome of hard work and wide education, and in no sense due to the possession of supernatural faculties.

How, then, are we to approach our study of leadership? Our subject-matter is limitless, and there are many will-o'-the-wisps to lead us from the straight and narrow way. The fulsomeness of Southey must not disgust us of Nelson, nor the drama of Cromwell toying with an Emperor's crown distract us from his qualities as a leader. Unless we are to be led astray we must apply a more scientific method in our search. Just as the science of war has been summed up in a few simple principles, can we not apply a similar method to our study of leadership? It is suggested that an examination of the subject under the following headings may help us on our way:

- (1) Knowledge, i.e., a wide military education.
- (2) Vision.
- (3) Stage managership.
- (4) Man-mastership.
- (5) Maintenance of morale.

KNOWLEDGE

MINOR tactical successes may be won by leaders possessed of little else but personality. The campaigns which have borne the hall-mark of real success, the victory without a tomorrow, are affairs of the intellect. One salient feature in the success of the great leaders, however diversified the means employed, has been their wide knowledge of war and its lessons. This knowledge has been further characterized by the capacity of the leader for, so to speak, hanging his thoughts on a few pegs. Georges Brandes tells us that Napoleon had three main stores of supervisory intelligence. Each consisted, it may



Wide World Photo

40 Hommes, 8 Chevaux—in Japan

Japanese women cheer their soldiers who are leaving for Manchukuo.

be said, of a thick mental ledger, which was always kept up-to-date. The first was a military one, the other related to civil and financial matters, whilst the third was a vast mental storehouse of facts relating to human nature.

In the same way, Cromwell, though called to a military career, comparatively late in life, was an ardent student of military affairs, particularly of the campaigns of Gustavus II. If we turn to Nelson, we find the same profound professional knowledge, though this quality has often been lost sight of in the glamour of his personality. In the special conditions prevailing during the recent war, the need for professional knowledge in every rank of commander was apt to be overlooked. Many civilians consider that there is nothing in the training of a soldier which cannot be mastered in a short time by a competent business man. This fallacy is of the same order as entrusting a delicate surgical operation to an income-tax collector, or one's spiritual hereafter to a bookmaker.

VISION

KNOWLEDGE by itself will not lead to success, unless combined with the power of application and the will to achieve. Dominion is not given to the Hamlets of this world, nor success to infirmity of purpose. It was knowledge that saw the weakness in the Persian hosts, but it was Vision that made the Macedonian phalanx. And so throughout history we find this quality of Vision in the great leaders. Sometimes it lies in the application of new weapons and tactics, and sometimes in the wider field of strategy. Viewed in the afterglow of history, many of these innovations may seem commonplace, but we should bear in mind the oft-repeated story of Columbus and the egg. Cromwell's conception of the new army and Napoleon's use of artillery were epoch-making in their time, whilst more recently the use of railways and mechanized road transport in the furtherance of strategic mobility has led to equally important changes in the art of war.

In addition to vision and knowledge, a commander must possess the capacity for translating his ideas into concrete facts. History shows that the materialization of new conceptions, however sound in themselves, requires a high degree of pertinacity. In modern times, when a leader of an army is not a despot, this problem of tilting against mass apathy is all the more acute.

STAGE MANAGERSHIP

THE glamour of victory in the field often tends to blind us to the multifarious activities which have led up to the success. In the same way we are accustomed to applaud the actors in a play, and forget the producer and the thousand and one things behind the scenes which have contributed to a finished performance. The moment we get beyond the sphere of a minor tactical success, we are forced to appreciate the importance assumed by the prior activities behind the scenes. Courage in the rank and file may avail nothing, unless the battle has been well staged. It is perhaps not too much to say that Sadowa was won in a Berlin office, and that four years later an imperfect mobilization scheme and a faulty commissariat went far to cost an Emperor his throne.

Be that as it may, our studies must be superficial to a degree if we do not recognize administrative ability as one of the outstanding qualities of the leaders of the past.



Wide World Photo

A Pretty Recruit for the Band

Miss Lancashire (England) enjoys her lesson in big-drum beating when a Cameron Highlander is her instructor.

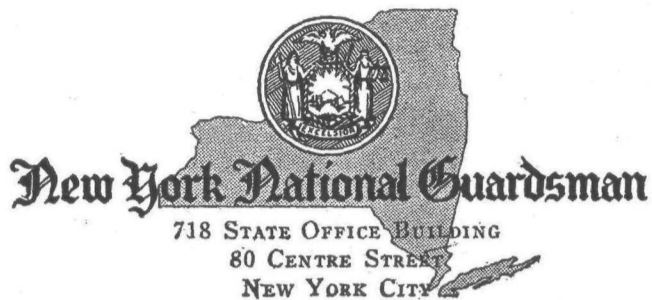
MAN-MASTERSHIP

ONE of the essential qualities of leadership is the capacity for inspiring confidence in the troops, and in a wider sense in the nation. Such a quality is a *sine qua non*, both in the restricted sense of the unit commander, and in the wider aspect of leading armies. In both cases the leader must, so to speak, be a focus of *morale*. Now, *morale* is essentially a quality of the soul, a quality which renders its possessor superior to things material, and to the slings and arrows of outrageous fortune.

In our studies of leadership, we have examples galore of this power of personal ascendancy amongst commanders. Little Joan riding to Orleans with blasphemous La Hire and the even more sinister Gilles de Retz in her train. Napoleon, whose presence was worth an army corps to his side, and, perhaps most tragic of all, Napoleon III trying to ape his uncle at Sedan, with his cadaverous face painted up into a smile with theatrical grease-paint. In these later days when the scope of operations does not permit of the personal contact between the leader and his men, the same power is not found lacking. We have only to consider how Petain at Verdun restored cohesion in an apparently beaten army, and, as regards a leader being a focus of *morale* to a nation, we have only to look at Kitchener and his opponent Hindenburg, a man of not unsimilar qualities.

The reasons for the personal ascendancy of the various leaders require, however, further analysis. Are these qualities common to them all, or are they separate, independent outcrops, the product of their age and the condi-

(Continued on page 15)



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FIVE APPOINTED TO WEST POINT

FIVE members of the New York National Guard were successful in the competitive examinations on March 4th, 1936, and were therefore appointed to the U. S. Military Academy for entrance July 1st, 1936.

The names of these successful candidates are as follows:

Pfc. James E. Tyler, 2nd Bn. Hq. Co., 174th Infantry.

Pvt. Joseph L. Mastrangelo, Service Btry., 156th Field Artillery.

Pvt. Louis Thommen, Hq. Co., 71st Infantry.

Pvt. Frederick J. Yeager, Co. L, 107th Infantry.

Pfc. Thaddeus M. Nosek, Btry. B, 245th Coast Artillery.

Two candidates — Pfc. Charles G. Peattie, Btry E, 156th F.A., and Pvt. Charles L. Flanders, Jr., Co. K, 14th Infantry—who were nominated by the Governor of the State of New York, qualified mentally but were physically disqualified.

The five successful candidates had been selected by the Governor following the preliminary examination (last November) held under the supervision of the Adjutant General of the State. This permitted them to take the entrance examination to the Academy on March 4th, and the results of this examination insured their entering upon their duties as cadets at West Point on July 1st, 1936.

The GUARDSMAN, on behalf of its readers, congratulates these men and wishes them all success in their future military careers.

DO YOU SEE THE WHOLE PICTURE?

THERE is an old story about the three blind men who examined the elephant. They gathered round the animal and asked each other what it was.

The first blind man felt the elephant's tusk and cried triumphantly. "I know what it is. It's a spear."

Meanwhile the second blind man had felt the elephant's leg. "You're wrong," said he. "It's a tree. Anyone could tell that."

The third blind man had grasped the elephant's trunk. "Fools," cried he, "Run for your lives. It's a great snake."

And they fell to arguing among themselves until a man who was not blind arrived and told them what was the truth.

All of us are apt to be like the three blind men. Sometimes we are so busy doing our own particular job that we don't have time to see the whole picture. Other times we are merely hasty. We feel the elephant's trunk, cry "snake," and jump to conclusions which would seem foolish to us if we saw the whole picture.

Last year, before the maneuvers took place at Pine Camp, N. Y., particular care was taken to insure that every officer, every non-commissioned officer and every enlisted man taking part in the operations, had a fairly clear idea of what he was doing and why he was doing it. Many common and unnecessary mistakes were thereby avoided, and, incidentally, greater interest was taken by those participating in the maneuvers.

Are you, as officers or non-commissioned officers, seeing the whole picture of your company or battery and the organization of which is forms a part? Are you helping the men under your command to see it? Make it a point to know at least in a general way something of the whole picture so that you may have a better idea of what is expected of the part you are called upon to play in the structure of the whole organization.

GEN'L CRAIG ON DEFENSE REQUIREMENTS

DURING the past year or two there has been a marked interest in military expansion in practically all of the important countries of the world. Increases in strength and improvements in equipment have been almost the universal rule. While we may deplore this tendency as indicative of uneasiness over international relations we cannot wholly disregard it. For one important country to lag too far behind in military preparedness would be to invite disaster.

This situation is recognized by the American people. This is evidenced by a growing interest in our defenses. Patriotic citizens everywhere are making pertinent inquiries as to our readiness to defend our country.

There may be some difference of opinion as to the exact size at which our army and navy should be maintained, but no patriot can question the necessity of maintaining some defensive force. Within the War Department the size of our land forces has been the subject of continuous study since the World War. We feel that the minimum strength of the Regular Army should be 14,000 officers and 165,000 enlisted men, that we should have a National Guard of at least 210,000 and that we should have 120,000 reserve officers classified as active, and a like number of men in our enlisted reserve. Such a strength of four organized forces, regular and reserve, would still leave us far behind other countries of comparable importance. However, considering our favorable geographical position, such a force, provided it is well-organized, well-trained and well-equipped, might be considered adequate for our peace-time requirements.

Numerical strength is not the only standard of comparison of military forces. Indeed weapons and equipment may be much more important in a modern conflict than mere numbers. The ultimate goal of our army is complete mechanization. This we plan to accomplish gradually.

THE GUARDSMAN

SHORT STORY CONTEST

CLOSING DATE ADVANCED TO OCTOBER 15th

\$25⁰⁰ FIRST PRIZE • **\$15⁰⁰** SECOND PRIZE

“\$5.00 for each story published that does not win a prize”

RULES

READ CAREFULLY

The short story contest and military article contest are open to all ranks of the New York National Guard, regardless of time in the service, rank, or what have you. Non-members of the Guard can also enter.

If you think that you have some interesting story, or timely technical military article to tell, write it, and win a cash prize. If you don't win, we may publish your story anyway, and then pay you five dollars when it appears in the GUARDSMAN.

All stories submitted for this contest must be either typed, or so written that they can be easily read. Double-space all lines; write on one side of the paper only, and leave at least an inch of margin on each side of the paper for corrections. Approximately 2,500 words.

Here are a list of suggestions:

Short Story (Fiction)	War Stories
Military	Radio
Hygiene	Tactics
Aviation	Discipline
Efficiency	Weapons
	Foods

Wake Up Ye Lazy Scribes

We Need Contributors!

We have extended the closing date of these contests to October 15th to give a lot of you lazy scribes a chance to catch up on your skull practice, and mail in to us the entry which you started, and never finished. With all the many opportunities which service in our National Guard offers for good ideas and material, you authors should be rarin' to go, and the mails should bulge with your manuscripts.

It's a tough job trying to run a contest in the summer, especially for a lot of National Guardsmen, who have camp on their minds, a civilian occupation to worry about, and the girl friend wanting a beach party every week-end, but we know that you guys can take it, and at the same time, jot down a good story with one hand. Sketch an outline of a story, just as you would a short letter to a pal, then begin to elaborate on it, and the first thing you know, you'll have a tip-top yarn to send in, and we'll be seein' you in one of our issues, which reaches all parts of the state of New York, many other states, and quite a few foreign countries. Mail your manuscript to SHORT STORY or MILITARY ARTICLE Editor, New York National Guardsman, Room 718, 80 Centre Street, New York City, then lay back, and wait for your check.

NEW YORK NATIONAL GUARDSMAN

Room 718, 80 Centre Street, New York City

WHO OWNS THE UNITED STATES?

Condensed from a radio address by W. J. Cameron of Ford Motor Co.

RECENTLY much time and space has been devoted to the assertion that the rich 2% of the people own 80% to 90% of the wealth. Forced upon popular credulity by systematic repetition, it is time it were challenged.

In 1929 the largest single block of wealth, 22% of the whole, was dwellings—25,000,000 homes and lots valued at \$102,000,000,000. Of these 17,000,000 are owned by their occupants; most of the others are the small investments of the same individuals. In cities, 70% of this property is free of mortgage, and banks hold only one-fifth of such mortgages as exist.

Next in volume are the farms at \$58,000,000,000, or 12% of the whole. Of the 6,000,000 farms, 3,500,000 are owned by the men who operate them. Almost two-thirds of our crop land is owned by the farmers who harvest it. But what about the farm mortgage? In 1930 the mortgaged farms were worth \$21,000,000,000, and the mortgages less than \$7,000,000,000. About 30% of the farm mortgage claim was held by farmers themselves; 32% by farmers' local financial institutions and insurance companies, and 19% by government agencies. In 1932 turnover in farm ownership was 8%, only half of that being due to bankruptcy. The farmers' debt in 1933 was in better shape than the government or corporation debt.

Next comes personal property amounting to \$49,500,000,000, or 11½% of the wealth. All of us recognize that ownership of this is almost entirely with individuals. Take the 25,000,000 automobiles for example. About 38% of them are paid for when bought; 96½% of installment purchases result in full ownership.

Add to these the 2% of the national wealth represented by 1,500,000 retail stores, nine-tenths of which are little stores, the property or business or both of individuals. Add another 5% for local business buildings—offices, warehouses, etc., and you have accounted for over 50% of the national wealth. Add to this the wealth we own collectively—the churches, schools, libraries, parks, etc., and it grows to 58%.

Then we come to what is called corporate wealth. Take public utilities and transportation, which account for 14% of the wealth—\$63,000,000,000. Their ownership is distributed among 12,000,000 people. Manufacturing constitutes 9% of the nation's wealth, or \$42,500,000,000, and consists normally of 200,000 factories with their equipment. Most of the factories are small places owned by one or several persons; 145,000 factories, or 72½%, produce each less than \$100,000 worth of goods a year. The rest are big industries. Conservatively computing the private individual share in all these things, we have this—about 72% of the nation's wealth is held by ordinary individual owners.

This disposes of the falsehood that while our people were working and rearing their families this country was stolen from them. This you can confirm by personal observation in your own street or town or countryside. But it doesn't really change anything. It only brings us point blank against the fact that divided rightly or divided wrongly there is not enough wealth anyway—not enough, under any division, to permit every American family the standard of life we cherish. Rich as our

(Continued at foot of next column)

SOMETIMES YOU GUESS WRONG

Ask yourself these questions before reading the explanations. Were you 100% right?

HAVE you ever had an argument with a friend as to whether wind affects temperature, why we stop growing, or if a ship will sink the whole way to the bottom of the ocean? The explanation of many of the common topics of dispute are really quite simple and below we give answers to some of the common facts in various fields of science.

Will a Ship Sink to the Bottom?

A ship which sinks below the surface of the ocean continues to go down until it reaches the bottom. It will settle almost directly below the place where it began to sink, assuming that it does not encounter subterranean currents. Only a steel or iron vessel will thus sink, and this because the specific gravity of the material from which it is made is greater than that of water. At a depth of two miles the density of ordinary sea water is only 1.011 times the surface density. Steel and iron are, roughly, seven times heavier than water.

How Cold Is Twice as Cold as 2° Below Zero?

The U. S. Weather Bureau says such expressions as "twice as hot as" and "twice as cold as" refer entirely to the discomfort of the individual, and even then are only rough comparisons of the states of one's feelings that depend on more things than temperature. "Twice as cold as," and other similar expressions, cannot, therefore, be evaluated in terms of the reading of the thermometer. The expression "twice as cold as 2° below zero" has no scientific meaning.

Will Hot Water Freeze Quicker Than Cold?

If hot and cold water of the same quantity are placed under identical conditions in a freezing atmosphere, the cold water will freeze first.

Is One Square Foot the Same as One Foot Square?

Not necessarily. By one foot square is meant a square each side of which is equal to one foot. One square foot may be of any shape provided the total area is one square foot. In area, of course, they are equal.

Does a Breeze Affect the Temperature?

Wind velocity, as such, does not affect the temperature. The temperature of the air at any given moment is not affected by the blowing of the wind. But evaporation of moisture and dissipation of heat energy of a body is hastened by the effect of air blowing upon the body, increasing the rapidity of its action. In warm weather, therefore, an individual "feels" cooler when air in motion strikes him, because dissipation of heat from his body is

(Continued on page 21)

(Continued from foot of column 1)

country is—and no nation is richer—it is yet too poor—even in its prosperity—to realize our common ideal of opportunity and cultural margin for all. Reduce all the wealth to an exact equality, and even then our economic supply does not anywhere near equal our economic requirement. Our immediate job is to create more and render it easily accessible; create so much more that the very pressure and overflow of production will force adequate distribution.

AN ANALYSIS OF LEADERSHIP

(Continued from page 11)

tions in which they lived? Genghiz Khan was more than the outcome of despotism, and Joan more than a religious ecstatic.

The rise of a leader is often attributed to a cause—true enough, but Cromwell was more than a hot-gospeller, and Robert the Bruce more than a turbulent clan leader. History, if we read aright, indicates a certain unity of form in the qualities of leadership as applied to *morale*. It is in the methods of application that we find marked contrasts. Despotism and the divine right of kings are phases of the past. The methods of Mussolini would be unsuited to the Saxon temperament, whilst a Wellington or a Moltke would not inspire the genius of a Latin race.

What, then, are the common characteristics of leadership?

Firstly, a peculiar capacity for a kind of expansion of his consciousness, which permeates all ranks and activities of a force. This is in no sense a petty interference complex, but more the quality which differentiates between a Leopold Stokowski and a hack conductor of a cinema orchestra. It is mainly in this quality of leadership that we are constrained to see genius in the sense of being supernatural.

In a small unit, given personality in the commander, such results are comparatively easily obtained by personal touch. In the higher command such personal touch is in the nature of things impossible. Although not present in the flesh, the great commander still dominates the field by his unseen influence. At Verdun, the words, "They shall not pass," and Sir Douglas Haig's "Backs to the wall" message were more than mere scraps of paper. They seemed no less tangible than the holy relics of the Crusaders and the oriflamme of mediæval French chivalry.

Secondly, knowledge of human nature. This implies not only a knowledge of national characteristics, but also of the reactions of the individual. In a great commander, it amounts to an almost Freudian analysis of the soul of a nation. Its method of application must accordingly vary with the characteristics of the nation concerned. The disciplined slave mentality of Germany under the old regime could swallow the machine-like leadership of the Great General Staff. Latin races have often pinned their faith on inspired mountebanks. The English race requires other qualities in their leaders. Their curious mixture of independence, sentiment and apparent lack of enthusiasm demands special treatment. Perhaps what is needed more than anything else in their case is what, for want of a better term, we call a gentleman. Wellington did not hob-nob with his private soldiers, and we can hardly picture Cromwell as the life and soul of a riotous guest night. Yet, despite this seeming lack of the milk of human kindness, their armies paid them perhaps the very highest compliment they could by bestowing nicknames on them.

Thirdly, a leader must have a wide military education, and the power of transforming knowledge into action. These aspects of leadership have already been discussed. It only remains to point out their very direct bearing on the *morale* of the troops. Ignorance and, what is worse, pride in ignorance, will neither inspire a unit nor an army. In a small unit, professional knowledge in a commander makes itself felt by direct contact. In the case of the higher command it must show itself in powers

(Continued on page 23)

NEW EXECUTIVE ANNOUNCED FOR 156th FIELD ARTILLERY



ONE of the most outstanding Guardsmen in the Hudson Valley, Alfred Huddelson, Jr., has just received his appointment to the position of executive with the 156th Field Artillery. The appointment is particularly fitting, giving recognition as it does, to the younger element in the Guard, and at the same time, crowning the efforts of a lifetime devoted to the development of citizen soldiers.

Born in Newburgh on June 30, 1893, Lieut. Colonel Huddelson spent his early days within the confines of the Hudson Valley. His youth was one already dedicated to the military, by virtue of his father's association with the State Guard at that time. It is interesting to note that in addition to his father, two uncles were members of the 10th Separate Company, predecessor to the present units over which Colonel Huddelson is officer in charge and control.

He first enlisted in Company L, 1st Infantry, N.Y.G., on October 2, 1913, and served through the grades of Corporal and Sergeant being mustered into the Federal Service July 16, 1916, as a Sergeant. He received an appointment to the 3rd Officers Training Camp at Spartanburgh and was commissioned a Second Lieutenant May 25, 1918. He left for overseas August 15, 1918, but had already received his commission as a First Lieutenant on July 30, 1918. This term of service with appointment to the next grade contrasts vividly with the fact that he served from 1918 until 1934 in the grade of Captain.

His service as a Captain was with the following organizations: 1st Inf., N.Y.N.G., May 4, 1920; 132nd Ammunition Train; 2nd Bn. Hq. Btry. and C. Tn., 156th F. A.; Battery E, 156th F.A.; Adjutant, 2nd Bn., 156th F.A.; Regimental Adjutant, 1930.

Colonel Huddelson had the honor of being one of the first appointees to Fort Sill from the 156th, completing the course with honor.

In the realm of marksmanship, he is particularly well qualified, both with the rifle and revolver. He has served with the State Team on various occasions.

The climax to his progressive career came on January 17, 1934, when he was given the appointment to the grade of Major and command of the 2nd Bn. of the 156th, and then on June 26, 1936, the appointment to the post of Lieutenant Colonel of the Regiment. He comes well qualified to assume the rôle of executive. His contact with the regiment since its inception, and recognition of its problems, places him in a position to be exceptionally valuable. His knowledge of field artillery, combined with a natural "bent" for the military, assure advances on the part of the regiment. His military background is an exemplification of the motto under which he serves—"semper procedamus"—Ever Onward!

The Star Spangled Banner

George Gray's Historic Mural at the Hotel Rennert, Baltimore, Maryland, Recalls Early History of the Stars and Stripes and How It Inspired Our National Anthem

Reprinted by courtesy of the Pennsylvania Guardsman

FRANCIS SCOTT KEY had been an eye witness to the capture and destruction of the National Capitol at Washington by the British in August, 1814, when the Americans fled into the nearby hills of Maryland and Virginia for safety.

The successful British Army, under General Ross, retreated to their ships in the Upper Patuxent River, after capturing and burning the National Capitol. Some of their straggling soldiers stopped at the home of Dr. William Beanes, near Marlboro, Maryland, and became so obnoxious in their behavior that Dr. Beanes had them arrested by local authorities and lodged in the Marlboro jail. One escaped and reported to General Ross the arrest of his comrades in such an exaggerated manner that the General dispatched a squad of British Marines to Marlboro to arrest Dr. Beanes for interfering with the movements of British troops. The sixty-year old doctor was hurried from his home in his nightclothes on the bare back of a mule and taken to the British Fleet.

The next day, Mr. Richard West, who lived near Dr. Beanes, rode to the home of Francis Scott Key at Georgetown, D. C., explained the unwarranted arrest, the anxiety of his friends in Marlboro and asked that Key secure the authority of the government to visit the British fleet and intercede for the release of Dr. Beanes. Key agreed to the mission.

The British fleet having sailed from the Patuxent, it was thought advisable to have Key accompanied on the errand by Colonel John S. Skinner of Baltimore, the regularly constituted governmental agent for the exchange of prisoners, and who was known to the British.

Authority for the mission was obtained from General Mason, Provost Marshal of the District of Columbia, together with a letter to General Ross asking for the release of Dr. Beanes, and the necessary arrangements having been made, they sailed from Baltimore, September 5, on a vessel usually employed as a cartel ship by the government.

According to the logs of the British Vessels "Tonnant" and "Surprise," they reached the fleet in about two days. They were courteously received but the release of Dr. Beanes was at first flatly refused. Later, however, after

letters had been produced from wounded British officers who had been treated and aided by Dr. Beanes, the release was agreed upon.

Key and his companions would have then departed, but they were informed that they would be detained until after an attack which the British intended making on Baltimore.

Upon reaching the Patapsco River, the British Admiral Cochrane shifted his flag from the "Tonnant" to the frigate "Surprise" in order to be able to go up the river further to conduct the attack on Fort McHenry in person.

"Mr. Key, Col. Skinner and Dr. Beanes were then sent on board their own vessel, with a guard to prevent them from landing; and anchored in a position which enabled them to see distinctly the flag of Fort McHenry from the deck of their vessel."

Under protection from the guns of their vessels the British landed some seven thousand seasoned veterans from Napoleonic Wars at North Point to attack the fort while the fleet formed a semicircle about two and a half miles off its breastworks. General Ross, leading the ground troops, was shot and killed by two Maryland sharpshooters from the Colonial Militia when he had gone less than half way to Baltimore. Admiral Cochrane, unadvised of the death of General Ross, moved his fleet up the Patapsco preparatory to an attack upon the city, which was to have been simultaneous with that of the ground troops under General Ross.

Early on the morning of the 13th, the British, keeping out of range of the fort guns, began the attack with their longer-ranged fleet guns. About three in the afternoon the British brought a few of their ships nearer for closer fire and the Americans rained shot and shell on them, forcing them to withdraw. The British thereafter continued fire from long range.

Between two and three o'clock in the morning of September 14th, several British vessels with about 1200 picked men tried to slip by Fort McHenry under cover of darkness, land beyond and attack the garrison from the rear. They successfully passed Fort McHenry only to run into Fort Covington where they received such a

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

Carroll Dulaney in the Baltimore News-Post Says:

"The Star-Spangled Banner" mural by George Gray, is a valuable addition to Baltimore art and to Baltimore history.

Mr. Gray, who won national fame some years ago by his series of panels depicting the history of Rochester, N. Y., is an artist of parts. And what is more, he is a painstaking historian, who insists upon accuracy of detail.

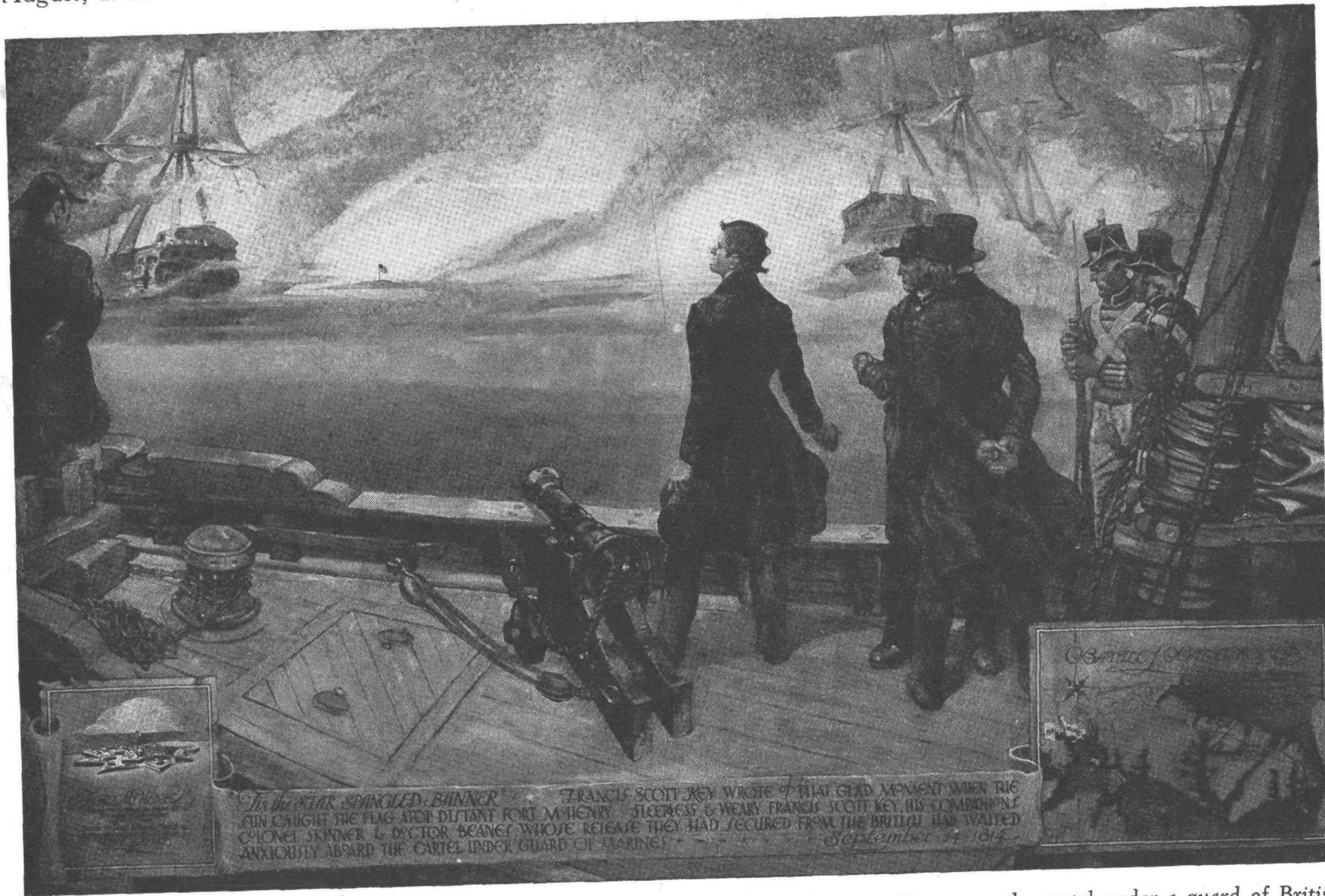
This is evident in his Rennert mural, which shows Francis Scott Key, accompanied by Col. John S. Skinner and Dr. William Beanes, aboard the cartel ship. The artist has seized upon the moment of Key's inspiration, when, by the dawn's early light and through the morning haze and the smoke of the guns, he sees the flag still flying proudly over Fort McHenry.

Nearby several British ships-of-the-line are pouring shot and shell into the Fort. And back of the group of Maryland patriots stand three British marines with fixed bayonets. Costumes, uniforms and ships are presented with great fidelity.

In the lower corners of the mural are two vignettes, one showing the old star fort and the other a map of the Battle of Baltimore.

In painting his mural Mr. Gray had the assistance of James E. Hancock of the Maryland Historical Society and historians of the Navy Research Department in Washington.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★



The mural depicts Francis Scott Key and his companions, Colonel Skinner and Doctor Beanes on the cartel under a guard of British marines, viewing the Stars and Stripes over Fort McHenry, through the smoke of the bombardment. The mural, the first historically correct artist's conception of this colorful event of the War of 1812, was done by George Gray, military and naval artist, whose work is so well-known to readers of the GUARDSMAN.

galling fire that they were forced to retreat. Repassing Fort McHenry they also received the full force of the American batteries there, and the attack ended.

From the time darkness fell the night of the 13th, Key and his friends could not see the flag on Fort McHenry, but

"The rockets red glare, the bombs bursting in air,
 Gave proof through the night, that our flag was still there."

When the battle ceased, just before daybreak there was no way of knowing how it had terminated. Even at dawn the smoke of battle and the morning mists still hid from view the fort and its flag.

Then suddenly, through a rift in the smoke and haze, burst to view The Flag—the Red, White and Blue—proudly waving—glorious!

The sentiment which the sight of the flag inspired in Francis Scott Key was neither exuberance nor boastfulness but was anxious praise for merciful deliverance. The words of the National Anthem are neither martial nor conceited tribute to success for arms as are those of many nations. They are patriotism and generosity of the highest order.

Upon being released Key and his friends went ashore and that afternoon he wrote out the first draft from the notes he had made on an old letter. The next morning he showed the verses to his brother-in-law, Judge Joseph H. Nicholson, second in command of the fort. Judge Nicholson, much impressed, took them to several printers,

but finding them away in defense of the city, finally turned them over to an apprentice boy, Samuel Sands, who was too young to fight, but who volunteered to set the words in type and print hand bills for distribution throughout the city.

One of the bills came into the hands of Ferdinand Durang, a musician who found they suited the music of a then popular song, "Adams and Liberty." Durang and his brother, playing at the Holiday Street Theater, set the words to the music and they were sung that night across the footlights—thereafter to become a National Anthem.

While sung by the American people from that day to the present as the National Anthem it was not until March 3, 1931, that Congress officially recorded "The Star-Spangled Banner" as such.

It is interesting to note that the flag that flew over Fort McHenry in September, 1814, and which inspired the National Anthem through the immortal pen of Francis Scott Key had fifteen stripes and fifteen stars. The flag was the handiwork of an American woman, Mrs. Mary Pickersgill of Baltimore, assisted by her daughter Caroline, later Mrs. Purdy. Because of its enormous size, 28 by 32 feet, Mrs. Pickergill was obliged to use the large floor of a nearby malt house where the flag could be spread while she and her daughter stitched and sewed together the red, white and blue of this historic emblem.

During the bombardment one British shot pierced the flag, tearing a star from its constellation, but the secure

(Continued on page 22)

FRANCE'S AERIAL INFANTRY

First Russia, now France adopt parachute as means of transporting infantry

By EDWARD C. FLEMING

Reprinted by courtesy of *The Reserve Officer*

TWO companies of parachute infantry are being formed in the French Army, one at Chartres (about 50 mi. S.W. of Paris) and the other at Algiers, N. Africa. They will be crack units, dressed in the uniform of the "blue devils" with a distinguishing badge, and will draw airmen's pay. Their official title will be *compagnies de chasseurs parachutistes*. Three more companies are likely to be formed as soon as the organization of the first two has been shaken down.

This is the direct outcome of the Russian maneuvers. Between the Russian plains with their scarcity of communications and the varied French topography covered with rail and road, the tactics of parachute infantry must vary greatly. But the French General Staff has been impressed both by the magnitude and the precision of the Soviet development of aerial transportation for infantry.

The Russians have succeeded in landing men by parachute at intervals of one second. That is remarkable. It is proof of the skill that keen troops can acquire in timed jumping from planes. And it is of great importance because it signifies that troops can be landed in close order.

A parachute infantryman makes an exhibition jumper look like small potatoes, for he takes off from the plane with his weapon, his pack, his ammunition and his rations, all of which have to be kept clear of the plane and of the parachute rig, which is in duplicate (the second of course for emergency).

PARACHUTE SCHOOL TRAINING

Recognizing that parachute infantry must be amphibious—yes, Blackstone used the word in the sense of having a double nature—the French have decided upon a training plan partnered by their War and Air Departments. Obviously, as infantry these troops must be superb and as parachute jumpers they must be at home in the air. They

will be picked infantry in the first place, their parachute course they will take at the air arm's parachute school at Avignon (the old Roman city near the mouth of the Rhône) and they will always be stationed at an air base.

Their unit composition and their arms still have to be worked out from the regular French basis. Lt. Col. Desré, writing with what seems to be inspired anticipation, suggests that the first three sections of the company should consist of three combat groups, each with two light machine guns instead of one, and that the machine gun company should be armed also with two pieces of 37 mm. (see *La Revue d'Infanterie*, Feb. 1936). Machine guns, 37 mm. guns and their ammunition are dropped in unaccompanied parachutes of the automatically opening type.

FICTION OVERSHADOWED

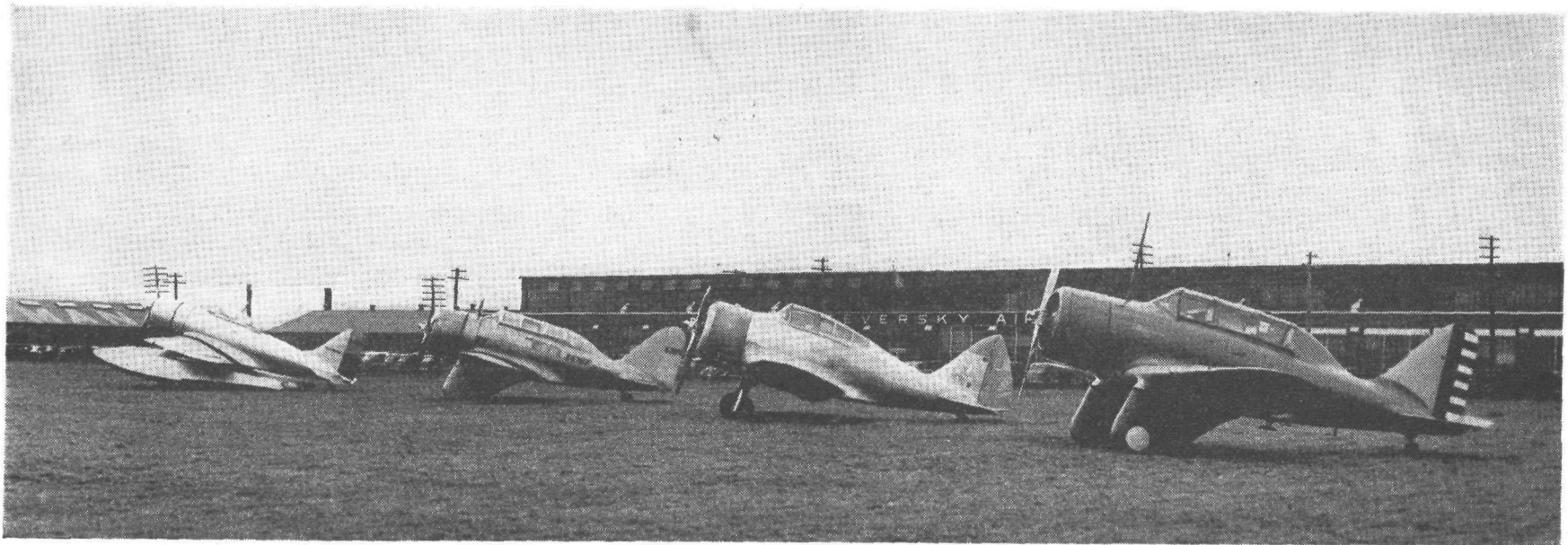
Exactly where truth stops and fiction starts in the Soviet story is always a problem. I will quote here, however, the statement of a Deputy during the debate in the French Chamber on the Franco-Soviet treaty, as reported in the *Times* (London):

"M. Cot said that he had seen in Russia, for the first time, a whole infantry brigade complete with its artillery, its light tanks, and its machine-gun units being transported by air in 97 aeroplanes."

Washington probably will before long be given opportunity to view the film of the Soviet Army maneuvers held at Kieff last fall (see *The Reserve Officer*, Jan., 1936). This reel has been making the round of the Soviet Embassies in Europe. I read about it first when it was shown in Prague, Czechoslovakia, last January.

The account of it was fantastic. The *Times* correspondent reported: "About 700 parachutists are shown jumping out of troop-carrying aeroplanes until the sky seems

(Continued on page 22)



Four types of Seversky planes used by U. S. Army and Navy

"GOOD HANDS" AND "BAD HANDS"

By

Wing-Commander A. W. H. JAMES, M.C., R.A.F.
(Retd.)

ONE of the worst of the rather numerous troubles from which this country is suffering at the present time is the expert. An expert is a person who gives advice. If his opinions were really valuable he would, of course, keep them to himself and make a competence by exploiting them. But by doing so he would become a commercial success, and would thereby be disqualified from being an expert. Experts, like any other species of animal, have their characteristics and their favorite habitat. Lions like dry, open country; tigers prefer thick cover and water. Experts flourish particularly in Government offices; and the most favorable environment of all to them is the educational one. In no other single field can so many experts be employed in inspecting so many other experts, and no other field yields so much of their favorite food, curricula.

Of course, we all know in our heart of hearts that nearly all education is a waste of time and money. In fact, if experts can educate people sufficiently, they can make them almost entirely useless. Conversely, if youth can avoid all but the elements of education, and steer absolutely clear of experts in upbringing, it may rise to the top of the tree. Subsequently, while acquiring a competence, a person can, if he wants to, easily absorb all the culture necessary for enjoyment of the best things in life. Science and commerce illustrate this continually. The most eminent philologist that Oxford has produced, who died during the past winter, only taught himself to



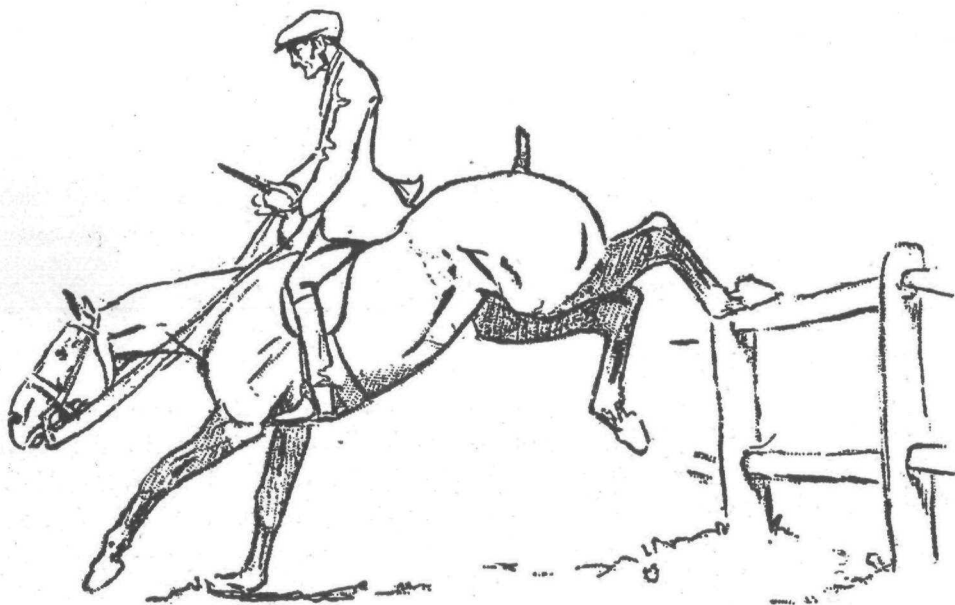
BAD HANDS

read when he was sixteen. Lord Inchcape started in business at fourteen, Mr. Victor Emmanuel at twelve.

All this may sound rather irrelevant to the subject of equitation as an aid to efficiency in flying. But it is not really. After spending the greater part of the late war with the Royal Flying Corps in France, the writer was impressed with how often ability to obtain the nearest horse, get on it, and use it, was valuable. So that when, after the war, it fell to his lot to work out the first curriculum for the Cadets at Cranwell (England), he tried hard to get instruction in riding included in the scheme of work. The educational experts were, of course, horrified. None of them knew what a horse was; few of them knew what an aeroplane was; and some of them did not know what a war was.

It was proved conclusively that, unless a Cadet was given, per week, twelve hours' musketry and armament instruction, eighteen hours' chemistry and physics, six hours' P.T., eight hours' English and composition, eighteen hours' workshops, six hours' drill, twelve hours' flying, six hours' mathematics, six hours' organized games and boxing, and twenty-four hours in various other branches of learning that I have forgotten, not omitting church parade on Sunday, he could not possibly be made mentally, physically, or morally fit to fly an aeroplane in time of war.

So, of course, the educational experts had their way, and we started to train for a purely mechanical war, to be fought in a civilized country with good roads and a perfect telephone system. (Roads and telephones are highly susceptible to expert inspection, as we know to our cost.) Still holding unrepentantly to the belief that it would be a very good thing if every Service pilot was taught something about riding, let me state the case for it. Firstly, take riding as an aid to flying itself. The essence of good flying is good "hands," that is the perfect correlation of brain, eye and muscle on the controls. Sufficient practice in flying itself will, of course, in time produce the necessary almost automatic nervous co-ordination. Probably, driving high-powered motor-cars, or yacht-sailing will do so, too. But the cheapest and safest way to learn "hands" is on a horse. The action of the hands in



GOOD HANDS

riding and in flying is extraordinarily similar. Anyone who has given dual to a pupil who rides well knows how much easier he is to teach than the average pupil. I remember Gordon Bell, I suppose the most brilliant flyer among pre-war pilots, remarking this to me at the Central Flying School, Upavon, in 1916, when we were both instructors. Possibly, though, the point was more obvious in the smaller-engined and lighter aircraft of that time than it is today. A great merit of riding is that it quickens the brain in exactly the direction required for flying. In riding, as in flying, but as opposed to motor-ing and sailing, the conveyance can be left to itself for considerable periods, while the brain and eye are concentrated ahead, yet at the same time perfect balance and control must be maintained. In riding across country, following hounds, quick decisions and chances have to be taken, and manœuvres executed, closely comparable to making a forced landing, and quite the best possible training for such an event. A fall from a horse is, as a classic character remarked, "a hawful thing." But it is cheap, nearly always harmless, and has a curiously morale-raising effect. If you watch a novice, one who is reasonably secure in the plate, but inexperienced, riding a horse, and the horse stumbles, shies, or "plays up," you will see that the first instinctive movement is to *snatch* at the reins. This snatch—a first-rate aid to further trouble, and one that has crashed innumerable aircraft—is partly a voluntary nervous action, partly an involuntary reflex action. (I do not know if these are correct medical definitions of voluntary and reflex, but perhaps the meaning is clear.)

On several occasions, both during the war and later in India, I found riding useful in getting to and from forced landings and crashes. For many years to come, in the East especially, it is certain that the airman who can take to the saddle when occasion arises will be at a great advantage with the man who cannot do so. I remember Group-Captain Blank's large nautical posterior bearing sufficient evidence of this after a long survey trip up a pass in India!

Which raises the question of Army Co-operation. Even



Photo by Keystone View Co.

New Tanks for Sweden

The Swedish Army has recently acquired a number of large tanks of modern design, equipped with machine guns and an armor-piercing gun. One of these tanks was being put over the hurdles when the above photograph was taken.

in these times of mechanization, the horse remains on the strength of infantry, artillery and converted cavalry. In Army Co-operation many occasions will be found when ability to ride ranges from being merely useful to being quite essential. Anyone who has been a ground liaison officer knows this.

Because human nature changes but little, history repeats itself. So long as ground forces are employed in war, and so long as aircraft co-operate with them, so long will the pilot find, on occasions, knowledge of how to use a horse invaluable.

THE SOOTHING WEED

(Continued from page 6)

Therefore, smokers should determine what brand of tobacco affects them least. They should not smoke other than that. If a pipe gives them beneficial effect, the pipe should be adhered to and cigars and cigarettes shunned and vice versa.

It is the fashion now to psychoanalyze ourselves. If we put our smoking into Freudian molds we find that smoking sometimes represents a regression to infantile autoerotism—a vestigial thumb sucking. The neurologist acknowledges that he has never seen a neurosis or a psychosis which could be attributed to tobacco. The fanatical opponents of the weed are generally bad neurotics.

It is conceded that tobacco does not produce anatomical changes in the tissues. It does not affect the heart muscle. It acts primarily on the pneumogastric nerve and on the blood vessels supplying the heart muscle. When these latter are affected we have the anginal effects, the pain of which is often mistaken for indigestion.

The short wind of the smoker-athlete is an evidence of defective heart action; so that tobacco ordinarily is a detriment to high type performances. Severe nervous tension lowers our resistance to the bad effects of tobacco and this often brings on a distaste for the weed. Tobacco is not a drug habit, because it has no symptoms on withdrawal. In fact all the bad effects of tobacco disappear on disuse. The tendency of the general tobacco user is to drift from strong cigars to cigarettes. In old chronic smokers, cutting down may give them dyspepsia from lack of bowel muscle stimulus. The main effect of withdrawal is mental or temperamental. The psychic effect of tobacco is seen in the fact that we do not enjoy smoking in the dark.

Tobacco allays restlessness, tranquilizes emotional stress and conduces to mental repose. It retards muscular fatigue and while causing a loss of accuracy of movements produces greater uniformity. It engenders sustained attention. The impulse to smoke is the expression of the need of the individual under artificial environment for something which is not food. So it belongs to the paratryptics—useful substitutes for food.

After all, we find that tobacco in moderation is not harmful, especially after a meal because the stomach takes care of the nicotine which is swallowed. We should educate ourselves in tobacco and when we find the type that gives us mental enthanasia and the minimum of bad effects we should never change our brand.

Knowing that stoppage of tobacco when it is a habit will cure all its effects without any withdrawal symptoms, except a mental grouch, we should allow ourselves the pleasure of smoking in moderation.

SOMETIMES YOU GUESS WRONG

(Continued from page 14)

accelerated; similarly in cold weather, he "feels" colder because air blowing upon him dissipates his body heat: in one case his body temperature being lower and in the other higher than that of the surrounding air.

Of course, winds blowing over heated areas towards colder areas will gradually warm the colder area; and vice versa.

Wind blowing upon a thermometer will not affect it as to rise and fall, unless, as above stated, the wind is bringing a current of colder or warmer air against the thermometer, in which case it will affect it.

Do Cats See in the Dark?

Neither cats, nor man, nor any other animals can see in absolute darkness. It is necessary to have light waves to produce reflections of objects in the eyes. Cats and some other animals can find their way in the dark and can see more than human beings because their eyes are different. In some animals the pupils are larger and let in more light, but unless there are some light rays cats cannot see any more than humans.

Why Do We Stop Growing?

It is one of the marvels of nature that certain cells of the body lose their ability to increase in size and reproduce other cells. At first these cells crave food and keep on growing until they get to be a certain size; then they divide and each part keeps on growing. Finally a limit is reached, the cells will not grow any more and the food we eat goes to nourish and replace the cells we already have, but not to increase the size and number of them.

What Are the Sounds That Come From a Sea Shell?

When certain sea shells are held close to the ear, they seem to have a noise in them. The fact is that they are almost perfect resonators that can pick up sound waves that the human ear cannot hear at all and magnify them many times. If the shell were taken to a place where it was absolutely quiet, no sound would be heard in it.

The Airplane and the Rotation of the Earth

There is a very general misconception, involving the relative motions of bodies, which assumes that an airplane or balloon which ascends from the surface of the earth has its position in space affected by the motion of the rotation of the earth. Why is it, it is often asked, that an airplane rising from the surface of the earth at one spot, if it could remain stationary, does not come down half way round the earth, since the earth is rotating beneath it?

This erroneous idea is held because it is assumed that the plane or balloon rising from the earth, thereby detaches itself from the earth's mass. The contrary is the case. The plane rises into the earth's atmosphere or air belt, and this ocean of air is as much a part of the earth's mass as the oceans of water upon the earth's surface. The airplane and the atmosphere in which it floats or moves is affected by the earth's gravitational attraction in exactly the same way that the land masses and the moving trains and automobiles on the surface of the earth are affected. The earth's atmosphere and the airplane held within it,

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rotate with the earth exactly as an individual walking on the earth's surface rotates with the earth.

Part of the confusion arises from the well-known fact that an airplane flying westward gains an hour in time measured on the clock for each 15 degrees of longitude of its journey, and in flying eastward, it loses an hour for each 15 degrees, due to the earth's rotation; but this is equally true of a railroad train, an automobile or a man walking on the surface.

But an object which rises from the surface of the earth into the air and after an elapsed time descends without moving eastward or westward in the air will descend at exactly the same point from which it arose (wind currents being eliminated), since it has continued to rotate with the earth's mass all the time it was in the air.

FRANCE'S AERIAL INFANTRY

(Continued from page 18)

to be covered with giant flakes of snow. Some of them carry packages, and on landing they quickly release their parachutes, unpack their parcels, and in a few minutes have assembled the contents into machine-guns and light field guns. They are followed by giant aeroplanes, carrying tanks, armored cars, lorries, and field guns slung beneath them. When the aeroplanes have landed the crews jump out and man their machines, and in a few moments the whole force—fast tanks, armored cars, and lorries—is in movement, striking rapidly at the enemy from the rear."

Last month the film was shown at the Soviet Embassy in London where Captain Kennedy, who edits the *Army, Navy and Air Force Gazette*, saw it. He confirms that tanks and motor trucks were carried by air. Believe it or not, the fact is there and gives furiously to think.

THE STAR-SPANGLED BANNER

(Continued from page 17)

binding held and the flag remained flying over the ramparts of Fort McHenry to gladden the hearts of Key and his compatriots, that memorable dawn, September 14, 1814.

This flag has been preserved and can be seen in the National Museum at Washington.

Colonial Flags

During Colonial days, and for the first two years of the Revolution, most of the colonies and states had adopted their own flags. Massachusetts had a white flag bearing a green pine tree and motto; New York a blue beaver on a white field and Rhode Island a blue anchor on a white field. On June 14, 1777, Congress adopted a resolution specifying that: "The flag of the thirteen United States be thirteen stripes, alternate red and white; that the Union be thirteen stars, white in a blue field, representing a new constellation."

Thereafter a new stripe and a new star was added with each state admitted until 1818, when the number of states had increased to twenty. That year Congress enacted that the stripes be reduced to thirteen, to represent the original thirteen states and that a star should represent each state then in the Union and that for each new state entering an additional star should be added.

Today, the National Flag of the United States carries forty-eight stars, proving that "In Union there is Strength."

AN ANALYSIS OF LEADERSHIP

(Continued from page 15)

of supervision. Whilst implying a grasp of essential detail, its force must not spend itself on trivialities. There are instances of inspecting commanders who have had certain foibles amounting to fetishism which have blinded them to the larger issues. Such commanders will never inspire their troops. The great leader, whilst conscious of the individual trees, does not lose sight of the wood. Napoleon's encyclopædic grasp of detail seems sometimes to us today to read like a mental *tour de force*—almost a studied display of knowledge, yet without that grasp of detail there would have been no Jena or Austerlitz.

Finally, we come to the question of discipline and how to enforce it. Some leaders have relied on fear, but the majority of great commanders have obtained their results more by educating the opinion of the rank and file to accept their ordinances as a correct and reasonable military outlook. Discipline on these lines primarily requires confidence in the personality and judgment of the leader. Slave-driving belongs to the past, and today we look more for discipline on the unobtrusive but none the less strict lines of Marlborough or Sir John Moore.

MAINTENANCE OF MORALE

As already stated, *morale* is a quality of the soul, and we have seen how a great leader is a focus of *morale*. In addition to confidence in personality, *morale* is also engendered by confidence in equipment. The "Soixante Quinze" was undoubtedly a focus of *morale* for the French Army—possibly to the extent of of being a source of danger. In a similar way, though not to such a marked extent, we may cite the introduction of the tank. Per contra, indifferent equipment will go far to undermine *morale*. A "premature" in a battery was far worse than merely a burst gun, and an aeroplane which "folds up" in the air is a very natural source of despondency.

An army, however, is not a number of separate individual entities; it must be a team. Although, as we have seen, a great commander can go far to weld the individual elements into a whole, yet an intermediate process is necessary, which may be designated the furtherance of *esprit de corps*. This is particularly true during the preparatory stages of training in peace. The *esprit de corps* of many of the old regiments lasted during the war long after the original members of the regiment had ceased to exist. It was a tremendous asset in leavening the new armies. Great commanders have all realized the value of *esprit de corps*, and have based their foundations of it on the peculiar characteristics of their nation. Napoleon and his eagles, and Nelson with his "band of brothers" are merely diversified media for the expression of the same requirement. In essence, however, *esprit de corps* is arrived at; it should result in a corporate and lasting efficiency, superior to that of its component parts. This is equally true whether we consider an army or a football team. There is, however, a danger, especially in these days, of *esprit de corps* becoming too parochial. It must not be founded on an attitude of self-complacent superiority towards other units, or in belittling other Services. Flodden Field was possibly lost to Scotland by a king who despised artillery. However, the cure for parochial *esprit de corps* is a wider military education.

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Another method of maintaining *morale*, and one which is likely to figure more and more in the future, is Propaganda. It is a valuable weapon in the hands of a leader, but a two-edged one. Its success, especially when directed against undermining the *morale* of the enemy, demands great insight into the psychology of the nations concerned. Like many new devices in war, it may attain a local tactical success at the cost of a strategic setback of no mean order. The old regime in Germany has had ample cause bitterly to regret feeding the fires of Bolshevism.

CONCLUSION

SO much for our analysis of leadership from the study of history. There is a tendency today to regard a study of the past as having no bearing on the problems of leadership in the future. It is sometimes put forward that the advent of the aeroplane, the tank and weapons of that ilk has introduced a new dispensation as regards the military arts. Expressions such as "airmindedness" have been introduced, as implying some curious sixth sense, denied to mortals in the past. Such conceits do not bear close examination. The fundamental problems introduced by new weapons are the same as in the past. Only the application of the principles is subject to change. The essence of great leadership is adaptability to circumstances.

If the history of the human race points to any unity of form—and much has recently been written to this effect—surely nowhere is it so well exemplified as in the qualities of leadership. Nowhere, perhaps, is the old adage so true—"Plus ça change, plus c'est la même chose."

EGGNOG FOR THE COLONEL

(Continued from page 7)

of urates, the liver cannot supply much glycogen, and the coronary arteries of the heart are narrower in lumen. These factors indicate the danger of physical exercise in the aged. Such forms of exercise as golfing and walking are the best. Too little exercise is probably better than too much. Strenuous sports requiring sustained physical effort are absolutely interdicted.

3. Rest. Inasmuch as the normal processes of repair are slowed up in the aged they must sleep more and rest more in order to recuperate from the strain of living. Early to bed and late to rise with a nap or siesta after lunch are habits they must learn to acquire. The older one gets the more rest one should have. This varies with the individual. Ten hours of sleep at night with a two-hour rest after lunch will probably suffice for most old people.

4. Elimination. One of the curses of civilization is auto-intoxication which is especially apt to affect the aged. The muscles of intestines and rectum gradually weaken. Peristalsis becomes enfeebled. Impaction of the colon with absorption of toxic products is very common. This must be watched very carefully and evacuation secured by proper diet if possible. If not, the mildest forms of help must be given. Enemata of plain warm water occasionally, lubricants such as mineral oil or emulsions of mineral oil with agar or other substances may be tried. Certain hygroscopic substances like saraka, psyllium, etc., may succeed. Only in emergency must one resort to drastic purges and cathartics.

Sufficient water must be taken to produce a good flow

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of urine, yet not so much that the heart and kidneys are unduly burdened. Urinary retention is very common in old men on account of prostatic hypertrophy. This must be guarded against or taken care of rapidly when it develops. Recent work seems to indicate that a diet rich in vitamin A will help to prevent calculi in the urinary tract. This should be taken advantage of.

5. Habits. Old people should have good habits if they want to stay alive. Alcohol should not be used in any form. Remember the old saying, "Gin for the Second Lieutenant, whiskey for the First Lieutenant, brandy for the Captain, wine for the Major, beer for the Lieutenant Colonel, and egg nogg for the Colonel." Alcohol exerts a toxic action upon the stomach, liver, and central nervous system. Ergo it is a poison and should be avoided.

Recent experiments show that tobacco causes a decrease in the peripheral circulation. Nicotine also affects the heart and brain adversely. It is therefore incumbent upon old people to dispense with it if they want to enjoy good health as long as possible.

Tea and coffee stimulate the central nervous system and increase the blood flow. They act as whips to produce an unnatural sense of mental acuity. This often leads to insomnia and irritation of the nervous system. After the stimulus wears off follows a corresponding period of depression. While probably not harmful in any great sense they may produce trouble in many cases and hence their use should be minimized or entirely discontinued.

6. Body Weight. As a general rule the obese are doomed to early death. The stove wears out from the tremendous task of cooking the food for the millions of extra fat cells. Therefore, if you would live to a ripe age, after you reach fifty get rid of your fat. Anybody can become thin if he has the will power to starve himself. However, people desiring to reduce must be under the strict surveillance of a physician. There are certain cases of obesity due to defective thyroid or pituitary glands. These require glandular therapy along with a dietary regimen.

7. Medical Supervision. Last of all, to grow old gracefully, one should be under the guidance of a good physician. Frequent physical examinations are vital. Foci of infection must be guarded against constantly. The blood pressure and heart should be carefully watched. The urine must be checked frequently. And that dread scourge—cancer—must be continually watched for. When found early enough it is curable, absolutely. Remember that the older a person grows the more apt he is to die of some degenerative condition. This must be fought off as long and as vigorously as possible.

8. Conclusion. I have tried in this paper to enumerate some of the general rules which should be followed if one aspires to a ripe old age. The goal of medicine is prevention rather than cure. The average man or woman should live to be a hundred years old and to enjoy good health for that period of time. Let us keep striving toward this goal. Proper guidance and intelligent cooperation are all that are necessary.

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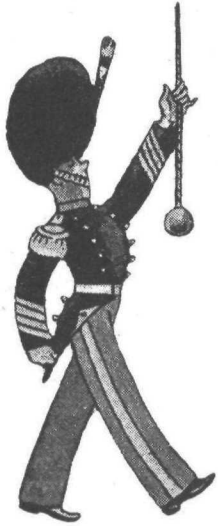
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THE GOOD DRILL INSTRUCTOR

(Continued from page 8)

If commands are given correctly, clearly and forcefully, the men will realize that the instructor knows his stuff, and they will do their best.

It is necessary that the drill instructor carry himself at all times, on the drill field and elsewhere, like a soldier, if he is to create in the minds of his men a desire to be like him. They are being trained to be soldiers and the model should be before them.

The instructor must always be at attention when his men are at attention; and he must be at attention when giving explanations, even when the men are at ease. Little habits or mannerisms by the instructor should be avoided during explanations. For example, using the hands to assist explanations, except when necessary; walking while explaining a movement; hands on hips or in pockets, etc. Neatness and cleanliness must be insisted upon. Explain the relation between cleanliness, neatness, pride, self-respect and efficiency.

Unless the instructor is systematic he probably will not study his drill regulations or prepare for each drill, and without both physical and mental energy on the drill ground, he cannot hope for a well drilled unit. One energetic man "full of pep and ginger" will quicken the actions of those around him. Enthusiasm is contagious. The enthused instructor will have an enthusiastic unit.

The drill instructor who lacks good manners on the drill field cannot obtain as good results from his men as one whose manners are pleasant. Patience is necessary; the good instructor possesses plenty of it, never loses his temper, and as a result his men are always trying to do their best for him.

When a soldier makes a mistake, no possible good can come from such expressions as, "Where are you going?" "What are you doing there?" "Didn't I tell you not to do that?" "Don't go to sleep over there." The instructor should use extreme care that his manner and tone of voice does not express a feeling of superiority or contempt for his men. If he is a superior man, without question, recognition will come sooner or later from the men.

Sarcasm, vulgarity, profanity, and undue familiarity with the men are, of course, out of place both on and off the drill field. Sarcasm directed at a man who is unable to defend himself is contemptible.

Infantry Drill is the chief means of inculcating discipline; but the drill will have no disciplinary value unless it is executed with snap and precision to the last detail. The exactness in every detail should always be insisted upon.

The ideal drill instructor has learned how to obey before he starts commanding; he is sensitive to the wishes of his commanding officer and holds himself ready for any sacrifice, great or small. His thoughtfulness and efficacy continues 24 hours a day, and his attitude toward superiors is based on modesty, cheerfulness, and loyalty.



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WEAPONS OF A BYGONE AGE

(Continued from page 9)

reached whereby the latter would furnish the artillery for a certain campaign as well as the men to operate it. This clan or fraternity of professional gunners guarded their knowledge from those without its mysterious confines with the utmost secrecy. In fact it was difficult for a layman to obtain permission from the master gunners to take the prescribed course of training that was essential before he could be added to the contractor's roster of gunners.

With the rest of the Army, the artilleryman's craft was looked upon as a sort of voodoo ritual, and as a result of his supposedly superior knowledge, he was granted special privileges, denied those serving in other branches. For example, in the field, the gunner did not have to line up with the foot troops when food was served. All he need do was raise his ramrod or swabbing stick and he was immediately waited on. In addition, his family accompanied him into the field, not along with the baggage train as in the case of the Infantry, but actually with the outfit.

Colonel H. W. Bishop, Field Artillery, U. S. Army, tells a tale in his book, "Field Artillery," about soldiers chased by the M.P.'s (yes, they even had them in those days) being granted immunity from arrest if they could reach a battery of field artillery and place their hands upon a gun. The immunity lasted for three days for members of other branches of the service in the early Prussian Army of Frederick the Great (1660), while the artilleryman was exempt from trial by every court except that of his own immediate commander. There was no need for him to plunder, since all cannon taken by him, or all bells in the steeples of a conquered city, belonged to him by an ancient prerogative, and they must be purchased from him for cash by his field marshal.

It was under Wallenstein, famous Austrian general assassinated in 1634, that the Austrian artillery devoted most of its attention to the study of sapping and mining, and yet required its gunners to be experts. In a certain campaign in the field, the gunners were given three sighting shots with their pieces. On the fourth shot they must hit the target. Wallenstein is reported to have screamed at a gunner who had missed shooting a warning bell out of the church tower of a city besieged by his forces, "Hit it. Hit, you beast, or I will hang you." In fact the Archduke Ferdinand of Austria (1630), actually hung a gunner because he missed a target twice in succession during a critical campaign.

It was in the first half of the seventeenth century that explosive shells or bombs were used in artillery fire. Gaya, writing in 1668, says of them: "Bombes are of a late invention, and they were never used in France before 1635 at the siege of Dale. They are made all of iron, and are hollow, with two handles to carry them by; but they are not of the same size. Some are round and some are long. They are filled with fireworks and powder, and atopped by a metal bung, through the middle of which runs a hole to apply the fuse to.

"The cannoner sets fire to the fuse of the bomb before dropping it into the mouth of the weapon, then setting fire quickly to the shorter fuse of the mortar piece, which when discharged, forces out the bomb and carries it up into the air. When it is come to its full reach, the fuse burns down, and it breaks into a thousand pieces. Nothing gives greater terror to the townspeople than bombes."

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Officers Commissioned in the New York National Guard During the Months of May and June, 1936, with Dates of Rank and in Order of Seniority

LT. COLONELS			Date of Rank			Branch and Organization		
Hislop, William J.	May	27'36.	212th C.A.	(A.A.)	Skelly, Edward W.	Jun.	3'36.	121st Cav.
Huddelson, Alfred, Jr.	Jun.	23'36.	156th F.A.		Yoos, Walter H.	Jun.	4'36.	14th Inf.
MAJORS								
Sommer, Abram E.	May	4'36.	M.C., 102nd Q.M. Regt.		Huff, Jacob R.	Jun.	4'36.	14th Inf.
Walsh, William J.	May	19'36.	Inf., 44th Div.		Billings, Howard J.	Jun.	8'36.	108th Inf.
Jacobs, Charles E.	Jun.	5'36.	212th C.A. (A.A.)		Crook, Evan J.	Jun.	11'36.	105th F.A.
Daley, George W.	Jun.	11'36.	106th Inf.		Loewy, Henry M.	Jun.	11'36.	52nd F.A. Brig.
CAPTAINS								
Haviland, Morris E.	May	1'36.	245th C.A.		Grogan, William K.	Jun.	11'36.	106th Inf.
Meighan, Sylvester V.	May	4'36.	71st Inf.		Jones, James E.	Jun.	16'36.	107th Inf.
Underwood, Edward B.	May	8'36.	102nd Med. Regt.		Fleming, Charles S.	Jun.	16'36.	369th Inf.
Arnold, Jack R.	May	13'36.	101st Cav.		Rowland, Lawrence O.	Jun.	16'36.	369th Inf.
Murphy, Owen F.	May	20'36.	102nd Q.M. Regt.		Stickney, Edwin F.	Jun.	17'36.	106th F.A.
Silver, Elias	May	20'36.	102nd Q.M. Regt.		Anderson, Leif	Jun.	17'36.	71st Inf.
Burke, Richard	May	20'36.	102nd Q.M. Regt.		Conklin, Albert R.	Jun.	17'36.	102nd Engrs.
McDonald, James J.	May	21'36.	14th Inf.		Nordstrom, Ernst A.	Jun.	17'36.	106th F.A.
Wood, George	May	25'36.	108th Inf.		Herring, William H.	Jun.	18'36.	156th F.A.
Byrne, James P.	May	25'36.	156th F.A.		Slattery, Clement G.	Jun.	24'36.	14th Inf.
Nast, Charles C.	May	26'36.	107th Inf.		2ND LIEUTENANTS			
Kidd, Colin R.	May	27'36.	102nd Q.M. Regt.		Wallace, Newell G.	May	1'36.	10th Inf.
Noonan, Francis J.	May	27'36.	102nd Q.M. Regt.		Becker, Lee	May	4'36.	165th Inf.
Lowery, James J.	May	27'36.	106th Inf.		Houston, William S.	May	4'36.	Sp. Tr. 27th Div.
Thompson, Kenneth J.	May	27'36.	106th Inf.		Weiss, Henry A.	May	4'36.	Sp. Tr. 27th Div.
Wittman, George H.	May	27'36.	102nd Q.M. Regt.		LaButis, Constantine A.	May	5'36.	106th Inf.
Maged, Louis F.	Jun.	11'36.	52nd F.A. Brig.		Cleaver, William K.	May	6'36.	102nd Q.M. Regt.
Marshall, Edward I.	Jun.	16'36.	369th Inf.		Buckley, Gerard A.	May	11'36.	165th Inf.
Thiede, Walter W.	Jun.	17'36.	156th F.A.		Herr, Edwin D.	May	13'36.	244th C.A.
Ellis, Roger S.	Jun.	19'36.	106th F.A.		Allen, George L.	May	21'36.	10th Inf.
1ST LIEUTENANTS					Weeks, Caleb C.	May	25'36.	165th Inf.
Whalen, William E.	May	7'36.	258th F.A.		Miseli, Joseph V.	May	25'36.	156th F.A.
Baltes, Theodore	May	8'36.	106th F.A.		Salage, David	May	27'36.	244th C.A.
Foster, Earl D.	May	13'36.	102nd Engrs.		Duffy, Francis A.	May	29'36.	105th F.A.
Kirk, Edward B.	May	13'36.	101st Cav.		Tappert, Wilfried C. H.	May	29'36.	121st Cav.
Kretchman, Frank O.	May	14'36.	102nd Q.M. Regt.		Dispenza, Sebastian J.	Jun.	3'36.	102nd Q.M. Regt.
Braun, Anthony J.	May	14'36.	174th Inf.		Cleaver, Eugene F.	Jun.	3'36.	102nd Q.M. Regt.
Hurley, Pierce P.	May	18'36.	101st Cav.		Champagne, Louis H.	Jun.	3'36.	102nd Q.M. Regt.
Woytas, Michael B.	May	20'36.	102nd Q.M. Regt.		Perkins, Arthur L.	Jun.	3'36.	107th Inf.
Gillen, Dennis R.	May	21'36.	245th C.A.		Burke, Joseph F.	Jun.	3'36.	102nd Q.M. Regt.
Elder, Harold R.	May	25'36.	108th Inf.		Stathis, Nicholas P.	Jun.	3'36.	102nd Q.M. Regt.
Maskiell, Joseph	May	25'36.	71st Inf.		Gordon, John J.	Jun.	4'36.	101st Cav.
Griffith, William J.	May	27'36.	106th Inf.		Barker, George M.	Jun.	4'36.	101st Cav.
Berger, David H.	May	27'36.	102nd Q.M. Regt.		Yoos, Frederick W.	Jun.	5'36.	14th Inf.
Schubmehl, William J.	May	29'36.	121st Cav.		Soutter, James T., Jr.	Jun.	5'36.	107th Inf.
DeGross, Charles E.	May	29'36.	105th Inf.		Husson, Matthew A., Jr.	Jun.	5'36.	244th C.A.
Hogan, Edwin G.	May	29'36.	121st Cav.		Schoenleber, William H.	Jun.	11'36.	106th Inf.
O'Dea, Edward B.	Jun.	3'36.	105th F.A.		Cosner, Walter L.	Jun.	16'36.	156th F.A.
Decker, Howard W.	Jun.	3'36.	106th Inf.		Longbotham, Miller P.	Jun.	17'36.	107th Inf.
					Nimmo, William J.	Jun.	19'36.	106th Inf.
					DeKalb, Samuel M., Jr.	Jun.	19'36.	369th Inf.
					Tompkins, Arthur F.	Jun.	19'36.	369th Inf.
					Estes, Richard S.	Jun.	19'36.	106th Inf.
					Martin, Richard F.	Jun.	23'36.	106th F.A.
					Haynes, Robert L.	Jun.	23'36.	156th F.A.

Separations from Active Service, May and June, 1936, Honorably Discharged

LT. COLONEL		Nelson, Albert J.	May	5'36.	106th Inf.		
Jones, William J.	Jun.	26'36.	S.C., 44th Div.	Sullivan, Daniel M.	Jun.	16'36.	71st Inf.
CAPTAINS		2ND LIEUTENANTS					
Maxwell, Charles O.	May	7'36.	108th Inf.	Smith, Walter C.	May	8'36.	106th Inf.
				Walsh, Frank D.	Jun.	27'36.	106th Inf.

(Continued at foot of page 29)

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THE ADJUTANT GENERAL'S PAGE

(Continued from opposite page)

Transferred to Inactive National Guard, at Own Request

MAJORS

Hiltebrant, Oscar R.....Jun. 2'36..156th F.A.
 Stonebridge, William E....May 19'36..105th F.A.

CAPTAINS

Feuerherd, Victor E.....Jun. 17'36..101st Cav.
 Gwinner, Joseph M.....Jun. 19'36..106th F.A.
 Humphrey, James E.....May 27'36..106th Inf.

1ST LIEUTENANTS

Ehaney, Hollis J.....May 15'36..121st Cav.

Gemmill, Walter D.....Jun. 10'36..258th F.A.
 Hahn, LouisJun. 9'36..212th C.A. (A.A.)
 Mahoney, William J.....May 19'36..14th Inf.
 McGough, Joseph T.....May 20'36..244th C.A.
 Mullahey, Joseph W.....Jun. 5'36..102nd Q.M. Regt.
 Nixdorff, Boyce G.....May 5'36..14th Inf.
 Tribus, Lucien H.....Jun. 4'36..27th Div. Avi.

2ND LIEUTENANTS

Bernhard, Paul W.....May 23'36..106th F.A.
 Carver, Richard K.....May 27'36..107th Inf.
 DeBevoise, Robert L.....May 27'36..101st Cav.



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1885

FIFTY years ago women wore hoopskirts, bustles, corsets, petticoats, cotton stockings, high button shoes, ruffled cotton drawers, and puffs in their hair; and did their own cooking, baking, cleaning, washing, and ironing; and raised big families. They went to church on Sundays, and were too busy to be sick.

Men wore whiskers, square hats Ascot ties, and red flannel underwear, and sported big watches and chains. They chopped wood for stoves, bathed once a week, drank ten-cent whiskey and five-cent beer, and rode bicycles, buggies, or sleighs. They went into politics, worked twelve hours a day, and lived to a ripe old age.

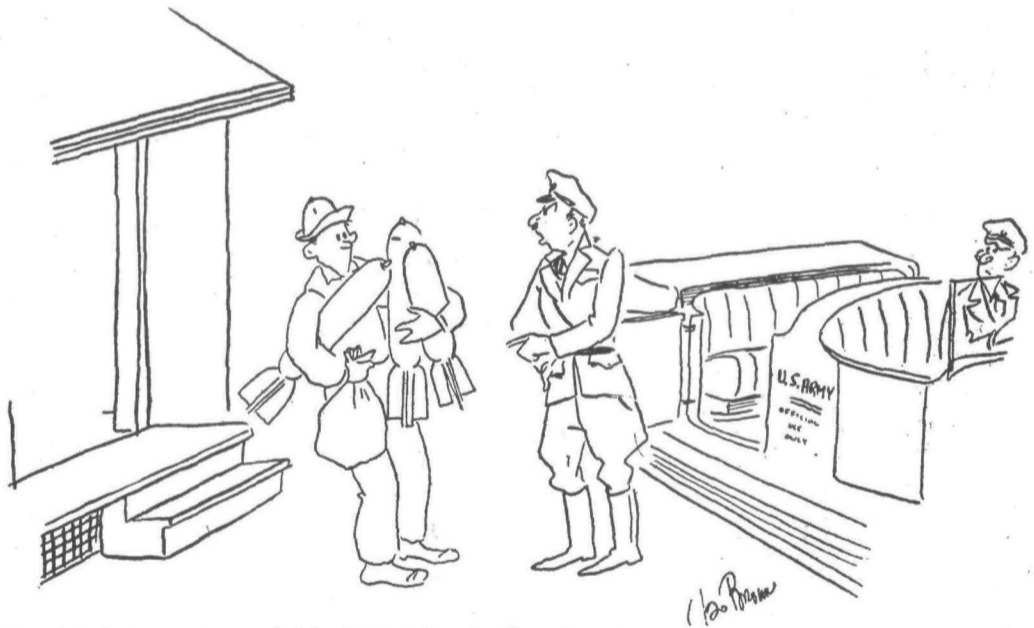
Stores burned oil lamps, carried everything from a needle to a plow, trusted everybody, never took an inventory, placed orders for goods a year in advance—and ALWAYS MADE MONEY.

1935

TODAY women wear silk stockings, short skirts, low shoes, no corsets, and an ounce of underwear; they have bobbed hair, and smoke, paint, powder, drink cocktails, play bridge, drive cars, have pet dogs, and go in for politics.

Men have high blood pressure; they wear no hats; some have no hair; they shave their whiskers, shoot, golf, bathe twice a day, drink poison, play the stock market, ride in aeroplanes, never go to bed the same day they get up, are misunderstood at home, work 5 hours a day and play 10—and die young.

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Like pipes,
And become more attached to them
The older they become!
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They still look after them,
Knock them gently
(But lovingly)
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Sad Story

"Now that I'm getting fat and
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housework."
"Can't your husband afford to
have a maid come in?"
"He can, but I-can't."

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In the Same Boat

An old farmer was moodily regard-
ing the ravages of the flood.
"Hiram," yelled a neighbor, "your
pigs were all washed down the creek."
"How about Flaherty's pigs?"
asked the farmer.
"They're gone, too."
"And Larsen's?"
"Yes."
"Humph!" ejaculated the farmer,
cheering up. "Tain't as bad as I
thought."

AVERAGE PERCENTAGE OF ATTENDANCE

MONTH OF JUNE, 1936

AVERAGE ATTENDANCE FOR ENTIRE FORCE (June 1-30 Inclusive).....90.45%

Maximum Authorized Strength New York National Guard..1499 Off.	22 W. O.	19485 E. M.	Total 21006
Minimum Strength New York National Guard.....1467 Off.	22 W. O.	17467 E. M.	Total 18956
Present Strength New York National Guard.....1432 Off.	20 W. O.	19230 E. M.	Total 20682

NOTE

(1) The small figure placed beside the bracketed figure shows the organization's standing on last month's list as compared with its present rating.
 (2) The "How We Stand" page has been condensed into the "Average Percentage of Attendance" page by showing, beneath each organization's percentage, its maintenance and actual strength.

102nd Med. Regt. 95.35% (2)⁶
 Maintenance.....588 Actual.....662

102nd Q. M. Regt. 94.93% (3)⁸
 Maintenance.....235 Actual.....308

244th Coast Art. 94.72% (4)²
 Maintenance.....646 Actual.....710

121st Cavalry 94.71% (5)¹
 Maintenance.....571 Actual.....610

27th Div. Avi. 93.60% (6)¹⁴
 Maintenance.....118 Actual.....124

156th Field Art. 93.57% (7)⁵
 Maintenance.....602 Actual.....637

101st Cavalry 93.36% (8)¹¹
 Maintenance.....571 Actual.....660

258th Field Art. 93.21% (9)⁹
 Maintenance.....647 Actual.....702

71st Infantry 93.20% (10)⁴
 Maintenance.....1038 Actual.....1148

106th Field Art. 92.81% (11)¹²
 Maintenance.....647 Actual.....702

10th Infantry 92.17% (12)²¹
 Maintenance.....1038 Actual.....1109

Special Trps., 27th Div. 92.17% (13)⁷
 Maintenance.....318 Actual.....350

245th Coast Art. 92.13% (14)¹⁰
 Maintenance.....739 Actual.....782

369th Infantry 90.82% (15)¹³
 Maintenance.....1038 Actual.....1138

14th Infantry 90.03% (16)¹⁷
 Maintenance.....1038 Actual.....1113

106th Infantry 90.01% (17)²²
 Maintenance.....1038 Actual.....1114

104th Field Art. 90.00% (18)¹⁵
 Maintenance.....599 Actual.....643

165th Infantry 88.99% (19)¹⁸
 Maintenance.....1038 Actual.....1112

HONOR ORGANIZATION	No. of Dr.	Aver. Pres. & Abs.	Aver. Att.	Aver. % Att.
212th Coast Art. 95.40% (1)³				
Maintenance.....705				Actual.....750
HEADQUARTERS ..	6	6	6	100
HDQRS. BATTERY .	6	65	62	95
SERVICE BATTERY.	6	73	72	99
1st BATT. HDQRS...	6	3	3	100
1st B. HQ & HQ BTRY.	6	51	48	94
BATTERY A	6	63	58	92
BATTERY B	6	63	61	97
BATTERY C	6	65	63	97
BATTERY D	6	65	60	92
2nd BATT. HDQRS..	6	1	1	100
2nd B. HQ & HQ BTRY.	6	25	24	96
BATTERY E	6	62	61	98
BATTERY F	6	62	60	97
BATTERY G	6	69	63	91
BATTERY H	6	63	59	94
MED. DEP. DETACH.	6	26	26	100
		762	727	95.40

53rd Inf. Brig. 97.67% (4)⁶
 Maintenance.....27 Actual.....42

87th Inf. Brig. 97.61% (5)⁵
 Maintenance.....27 Actual.....42

Hdqs. 27th Div. 95.83% (6)⁴
 Maintenance.....65 Actual.....72

54th Inf. Brig. 95.65% (7)⁹
 Maintenance.....27 Actual.....46

93rd Inf. Brig. 94.44% (8)⁷
 Maintenance.....27 Actual.....34

52nd F.A. Brig. 92.30% (9)⁸
 Maintenance.....36 Actual.....51

BRIGADE STANDINGS

105th Infantry 87.74% (20)²³
 Maintenance.....1038 Actual.....1113

174th Infantry 86.90% (21)¹⁹
 Maintenance.....1038 Actual.....1127

102nd Engineers (Com.) 85.49% (22)¹⁶
 Maintenance.....475 Actual.....531

105th Field Art. 85.45% (23)²⁶
 Maintenance.....599 Actual.....661

108th Infantry 84.75% (24)²⁴
 Maintenance.....1038 Actual.....1125

101 Signal Bn. 84.39% (25)²⁰
 Maintenance.....163 Actual.....185

107th Infantry 82.35% (26)²⁵
 Maintenance.....1038 Actual.....1092

State Staff 100.00% (1)¹
 Maintenance.....140 Actual.....90

51st Cav. Brig. 100.00% (2)²
 Maintenance.....69 Actual.....79

Hdqs. Coast Art. 100.00% (3)³
 Maintenance.....11 Actual.....11

51st Cav. Brig. 94.35% (1)²
 Hdqs. & Hdqs. Troop
 101st Cavalry
 121st Cavalry

Coast Art. Brig. 94.08% (2)¹
 Hdqs. & Hdqs. Detach.
 212th Coast Artillery
 244th Coast Artillery
 245th Coast Artillery

52nd F.A. Brig. 91.04% (3)⁴
 Hdqs. & Hdqs. Battery
 104th Field Artillery
 105th Field Artillery
 106th Field Artillery
 156th Field Artillery
 258th Field Artillery

87th Inf. Brig. 90.40% (4)³
 Hdqs. & Hdqs. Company
 71st Infantry
 174th Infantry
 369th Infantry

53rd Inf. Brig. 90.08% (5)⁵
 Hdqs. & Hdqs. Company
 105th Infantry
 106th Infantry
 10th Infantry

93rd Inf. Brig. 89.59% (6)⁵
 Hdqs. & Hdqs. Company
 14th Infantry
 165th Infantry

54th Inf. Brig. 83.81% (7)⁷
 Hdqs. & Hdqs. Company
 107th Infantry
 108th Infantry

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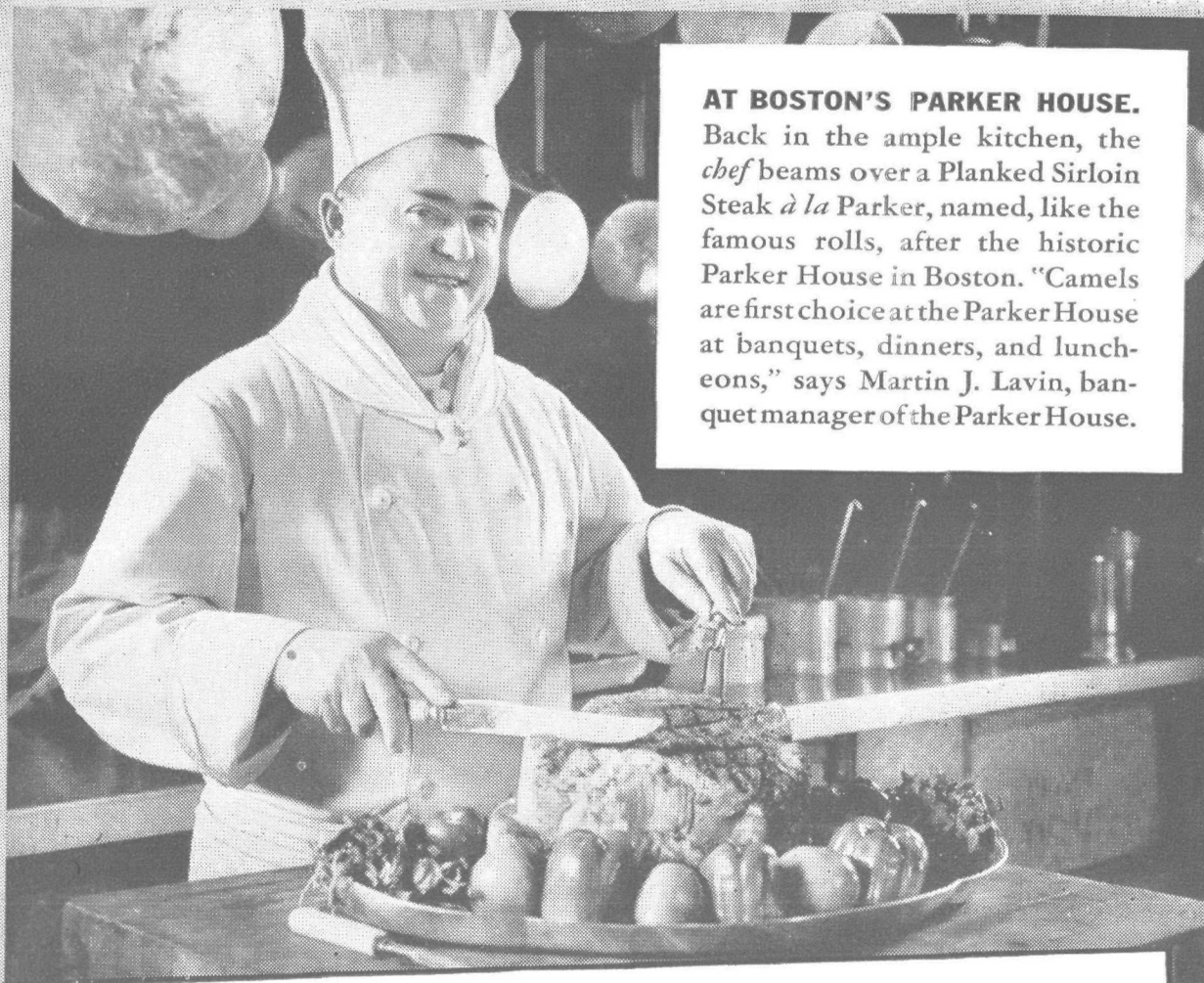
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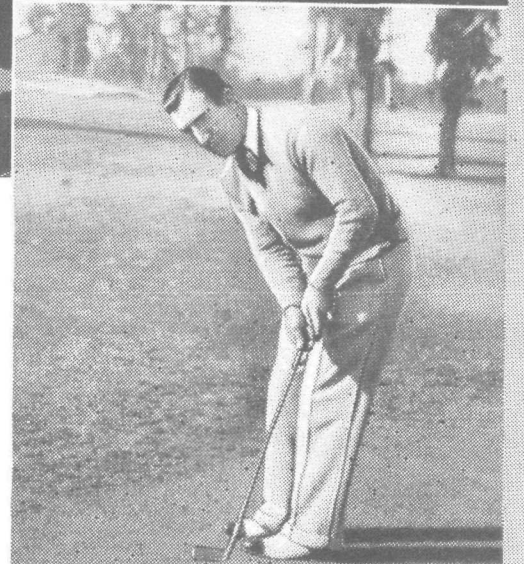
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