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NOVEMBER

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1939

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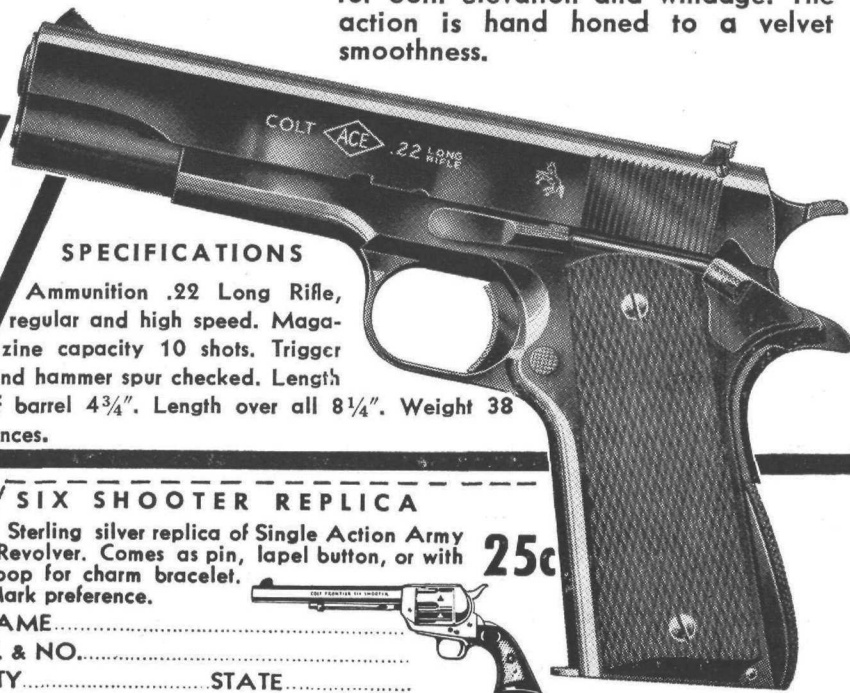
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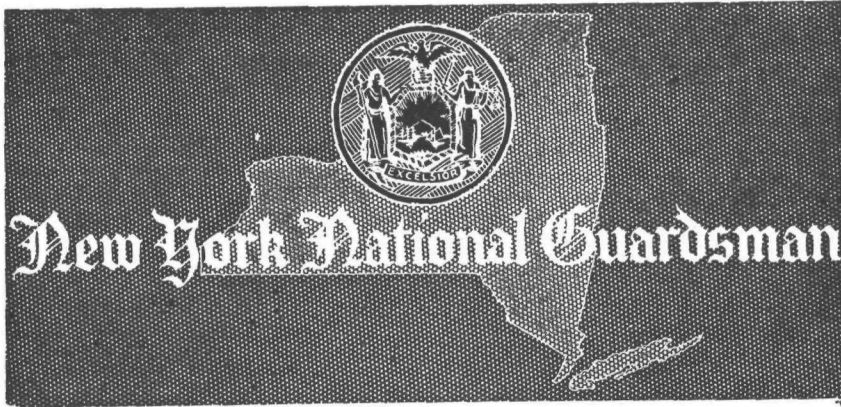
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The names of all characters that are used in short stories, serials and semi-fiction articles that deal with types are fictitious. Use of a name which is the same as that of any living person is accidental.

THE NEW YORK NATIONAL GUARDSMAN is published monthly at 80 Centre Street, New York City, N. Y. Printed in New York City, N. Y. The only publication authorized by the National Guard of the State of New York. Lt. Col. H. E. Suavet, Editor; Lt. Col. E. Bowditch, Associate Editor; Lt. Col. W. J. Mangine, Advertising Manager; Major E. C. Dreher, New York City, Advertising Manager.

Single copy, 10 cents. Subscription price in the United States, \$1.00; Canada, \$1.50; foreign, \$2.00 a year. Subscriptions payable in advance. Advertising rates on request. Listed in Standard Rate and Data Service.

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Colonel James R. Howlett

HEADQUARTERS 51st CAVALRY BRIGADE
1339 Madison Avenue, New York, N. Y.

October 10, 1939.

GENERAL ORDERS }
No. 1 }

1. With deep regret announcement is made of the death, on October 9th, 1939, of Colonel James Redmond Howlett, Commanding Officer of the 101st Cavalry.

2. On a reorganization of the Cavalry forces of the State of New York in 1922, Colonel Howlett became the Commanding Officer of the 101st Cavalry, in which capacity he served until his death. His leadership, personality, noble character, great knowledge of and love for the horse, and unselfish devotion to his regiment were largely instrumental in the attainment by the 101st Cavalry of a high degree of proficiency. In his untimely death, every officer and man of the 51st Cavalry Brigade, who knew him, has lost a true friend, and the military service an outstanding officer.

3. Colonel Howlett's military record is as follows:

Enlisted in 3rd Battery, F.A., November 20, 1899; appointed Corporal May 15, 1901. Transferred to Troop "C" Cavalry, October 30, 1902 (Redesignated Troop 6 Squadron "C" on December 29, 1904); appointed Sergeant November 27, 1905; 2nd Lieutenant April 13, 1908; 1st Lieutenant September 8, 1909; transferred to 1st Cavalry December 28, 1911 to Honorable Discharge April 27, 1912. Appointed Captain and assigned to 2nd Cavalry as Regimental Quartermaster August 6, 1912; transferred in same assignment to 1st Cavalry December 10, 1913 to Honorable Discharge March 23, 1915. Appointed Captain, 1st Cavalry, and assigned to Troop E June 30, 1916, on which date he went to Fort McAllen, Texas, for Mexican Border Service, where he remained until mustered out on March 20, 1917. Appointed Colonel and assigned to the 14th Infantry, NG, April 3, 1917; transferred to the 2nd Pioneer Infantry January 4, 1918; AEF June 30, 1918 to Honorable Discharge October 31, 1919. Appointed Colonel and assigned to command the 101st Cavalry, NYNG, April 29, 1922. Colonel Howlett was detailed as Aide to the Governor of New York from January 21, 1923 to December 31, 1926.

By Command of Brigadier General EGLESTON:

H. R. DROWNE, Jr.,
Major, Cavalry, NYNG
Executive Officer.

OFFICIAL:
F. J. RILEY,
Captain, Cavalry, NYNG,
Adjutant.

How to Win Space and Influence Editors

by Ted R. Knightlinger

Director Press Relations, Washington National Guard

PART II

You remember last month on our trek through the Realm of Publicity with typewriter and notebook we got as far as clipping services, and now to get on.

There was once a Chinaman, I believe, who said, "one picture is worth 1,000 words." That guy said an honorable mouthful. And the subject of pictures (or "pix" as the business calls them) is a tricky one.

There are two parts to it. (1) Getting the picture and (2) getting it used.

Getting pictures involves several things, but I'm not going to launch on a tirade about camera craft, although a camera does come in handy especially if one is going to take a picture.

If you have an Air Corps photo section (bless 'em) near you, your problem is solved; if not, chisel from your boss a speed graphic or graphlex (if the state budget will allow) or even use a good ordinary camera with proper attachments.

Like news, newspapers want pictures with news value. "Shots" of people and news events. Maneuvers are full of pictures. Ceremonies and reviews are good camera studies.

Then there are posed news pictures, wherein you take a few of the individuals concerned and pose them at a news event. For instance, your U. S. P. & D. O. takes delivery on seven new Chev. trucks. You get a picture of the mechanics getting the trucks off the railroad cars and pose a picture. Your story deals with the trucks and their description. Then get hold of the local Chev. dealer and you have a good publicity story for the weekly auto page.

If you're handy with the black box yourself but new to the news angle, a few general rules would be: don't get too many people in the picture (unless the number of people makes the news), have action in them, incorporate a little artistry. Be sure your pictures are properly lined up and identified when turned in to the paper. Watch your focus and lighting.

Next is getting the picture published, and that, my little friends, calls for another Bromo Seltzer.

The depression (which I understand is still with us) hasn't overlooked the News Factories and the cost of engraving, making cuts, is still high and if the plant doesn't maintain its own engraving service, they cut down on pictures to keep the cost down, *but* they very seldom turn down a good news picture.

Incidentally, the same applies to pictures as to copy. Tell same story in different poses.

I might mention that it is very useful to keep a morgue of pictures. That is a filing place for all your pictures so as you can refer to them when writing stories. Therein you have the picture and a brief outline of information about it or perhaps past news stories of the same subject. So much more fodder for your mill.

It is good, too, to keep a live file on people, events, regulations, unit histories, etc., for reference.

And now we come to that dark day when there seems to be no news. None whatever. Everything seems dead, but your conscience won't let you leave the office. So we'll go for a feature.

"Features" are light bits of information containing but a little news value. Probably worth about a paragraph in themselves, but when handled in a humorous vein or a satirical vein or fantastic or personal way, expand into a fairly good sized story. For instance a recent story about a CP of the 41st Division Headquarters was written almost directly from the situation sheets handed out by the Federal Instructors with your reporter seeming to be a war correspondent. "M-Day, mythical war in progress, spies in camp, activity, etc.," not really much news value to a busy paper, but the feature angle "sold" the yarn.

We dug out a story one day on "colors" in the Guard. Being in the 41st Division (Sunset Division) with its vari-colored shoulder patch suggested the lead-off, so we thumbed through the files to find how many colors belonged to the Washington National Guard. We found a Captain Gray, Lieutenant Black, Private Green, Lieutenant Blue, and a Colonel Brown. So we had a feature of interest to as many papers as the home towns of the men concerned.

We were in the midst of digging out another feature on occupations in the Guard, number of common ones, unusual ones, strange ones, daring ones, and then the hot weather hit us, but this is all filed away and will make a good Sunday feature some time this winter.

And don't forget that names make news. Perhaps a sketch of a senior officer of some city, bringing out salient points of his military career. A story of men of a local unit who hold awards for valor or dis-

tinguished service, historical stories of units and their battle histories. Let your flair for fiction and artistry wander in this feature field. I'll guarantee you'll even surprise yourself, for there's nothing hard about any of this.

You may wonder about Publicity Stunts . . . stunts for attention getters. Are they good in the military field?

I would say in a limited field, yes. However, you must remember that we of the military have a certain dignity to uphold and anything we do in the line of stunts must be kept within such bounds.

Biggest stunt yet pulled in this state dealt with the attempt of the 116th Observation Squadron and Photo Section under Major Hillford R. Wallace and Lieut. Ellsworth C. French, respectively, to snatch the world's record long distance aerial photography by soaring some 28,000 feet over Gray Field, Fort Lewis, Wash., and snapping a picture of Mt. Shasta, California, with a K3B camera, some 342 air miles south. Weather caused the attempt to fail, but we got a lot of good radio and news space on the try and the stunt is good for a repeat in the future.

Other simple stunts are the participation on the part of the Guard in civic events; awards of trophies in conjunction with an open house demonstration, National Guard days at civic clubs, cooperation with the Elks' Americanization campaign. For off-trail stunts, pick something hard for an outfit to do and then let them do it to the accompaniment of the roar of the presses, good stories and plenty of pictures.

All this must be handled by you. You must be responsible for outlining the idea, and the program, getting advance copy to the papers, building up interest to get crowds, getting radio time worked out. If you like your work—this is a good field to play with.

But now to get back to earth and the subject of copy—that which you write for newspapers. There are several items to remember in connection with this which may aid your news space count.

First, be sure you spell all proper names correctly and use correct titles; second, be sure your copy is *double spaced*; third, be sure you say that which you set out to say, say it in such a way that editors and readers will not only understand it, but so that it will be impossible for them to misunderstand it; fourth, be sure you use good everyday English; fifth, be sure all your statements and facts are correct; and sixth, be *sure* it reaches the paper in plenty of time.

We vowed from the first conception of this article to ourselves not to be textbooky, but I fear for a brief paragraph we must assume the role of the kindly professor and look down our pince nez and leap into this business of news story form for some of you who may not know the nooks and crannies of this thing called newspaper business.

The form of a news story is that of an inverted

triangle—base at top narrowing down to its apex. This means that your most important facts and features should come into the story first with accessories and enlargements following.

This is necessary, for when a newspaper is cramped for space, they "cut" from the bottom, thinking that you have all your information in the forepart. That is, spill your story in the lead, enlarge a bit in the second paragraph, a bit more in the third (keep news paragraphs and words short), add some background in the fourth, more illustration and elaboration in the fifth and narrow down to the less important facts and angles toward the end. Thus if the composing room "jerks lead" on the last three paragraphs, you've still told your story in an understandable manner. If your story is not this way, it reads incorrectly perhaps, or perhaps will be taken out altogether to be rewritten for tomorrow's papers in one paragraph form.

Now as to starting your story. Many fiction writers use a "narrative hook" to attract attention to their story start. The reporter, and that's what you'll be, is none the different, for he must use an attention getter or narrative hook.

You say, "Headlines."

Correct, but copy readers and headline writers prescribe and write the size, form and type of headline from the information found in the lead of your story.

Generally speaking, there are six types of lead-off forms for stories. Those who know this business are counting on their extreme appendages and searching for textbooks, but it's my statement and I'm stuck with it. These are the Question Lead; the Descriptive Lead; the Direct Appeal Lead; the Circumstantial Lead; the Statement or Quotation Lead; and the Digest Lead. You can get the idea of their form by defining the words used, but back to the Streamline Drill story.

QUESTION LEAD: "Remember when you labored with the intricate movements of infantry close order drill? Well, that's all over now for the army's going streamline it was disclosed today, etc., etc." The use of the word "you" in this case also makes this a "direct appeal" angle for it appeals directly to the reader, "you."

DIGEST LEAD: "Following orders of Headquarters, 9th Corps Area, Adjutant General Maurice Thompson today announced that the Washington National Guard would be introduced to the Army's Streamline Drill early in August."

CIRCUMSTANTIAL LEAD: "Because it was decided that the mastery of the intricate routine of antiquated close order drill took too much valuable time from recruit training both in the Regular Army and the National Guard, and also because of the advent of the new regimental organizational plans and introduction of new weapons, Army heads have decided to streamline their infantry drill and extend such revision to National Guard Troops, it was announced today by the Adjutant General."

(Continued on page 23)



Colonel Force Commands 244th

THE "Old Ninth," or as known today, the 244th C.A., N.Y.N.G., felt keenly the retirement of its Commanding Officer, Col. Charles H. Ellard, when it occurred in the midst of its tour of duty at Camp Smith during the past summer. As is usual, however, in life, the dark cloud passes on and the bright rays of sunshine bring joy to the heart bowed down. The Old Ninth rejoiced therefore on September 18, 1939, when it learned its Lt. Col. Malcolm Wise Force, battle-scarred on the fields of France, had been commissioned to the rank of Colonel and placed in command of the regiment.

Col. Force is no newcomer at soldiery and what we have learned of his interesting career had to be obtained only through a ruse for, of himself he never speaks. Serving an enlistment in the Essex Troop, he was commissioned a 2nd Lieutenant in the 9th Coast Defense Command on January 12, 1916, and a 1st Lieutenant on the 15th of July following, and just one year later to the day saw him mustered into Federal Service, serving at Fort Hancock, N. J., until October 26, 1917, when he joined the 1st Trench Mortar Battalion, which sailed for overseas in December of that same year and with which he served at Belleau Wood and Bourches.

Commissioned Captain in May, 1918, he commanded Battery A in the Aisne-Marne, Champagne, St. Mihiel, Meuse-Argonne and at Thiaucourt, and although severely wounded and ordered to the hos-

pital Captain Force refused to leave his command, remaining with it throughout its service, receiving the honored Purple Heart decoration. The splendid service of Battery A under his command added five silver rings to the Regimental Standard. It was during this service, too, that there came to light the expression, that noble philosophy of his, epitomized in the words: "Take care of the men and animals first," which prevails with him unto this day in the field, as well as in the armory and the men of the Regiment today under his command can well take advantage of his efforts to further their physical and mental well-being; their efficiency and morale will be an accomplishment.

Upon his return to the United States, Colonel Force rejoined his old regiment and formed the 19th Company, redesignated Battery D, remaining with it until his promotion to the rank of Major and Battalion Commander, in June, 1929. Nine years later, that is on July 21, 1938, he was commissioned Lt. Colonel and proved to be a most loyal and faithful assistant to Col. Ellard.

Over twenty-three years of service with the regiment have endeared him to men and officers until today, despite his modesty, the entire personnel is at attention for his every command. All feel confident that the regiment is in able and capable hands for Colonel Force puts in command the strength of his vigorous youth, the urbanity of well-founded military culture and a keen mental equipment and administrative military genius which must insure the successful command of the regiment.

Training Problems and the 1939 Maneuvers

FROM AN INSTRUCTOR'S POINT OF VIEW

by Lt. Col. John W. Foos

(Paper read at the 1939 N. G. Convention)

AFTER THE First Army maneuvers, held at Pine Camp in 1935, we made a study of the main deficiencies noted and based our training program toward correcting as far as possible those that could be corrected. We did have some success in eliminating many of these deficiencies in the recent maneuvers held by the First Army at Plattsburg, New York.

Today I want to talk to you on the training lessons which we can learn from these recent maneuvers. Most of you took part in these maneuvers and undoubtedly you discovered some weaknesses in your own unit and also in the higher units and your subordinate units. In some cases, individuals held assignments for which they were not adapted. This is a training problem. These individuals should be assigned to some duty to which they are adapted, or eliminated. The day is past when an individual should be appointed to, or promoted to, a position which he cannot be trained to fill. This is a training problem for several reasons:

First, there are few, if any, responsible positions that do not carry with them some training duty.

Second, Why spend our energy and resources in trying to train an officer or non-commissioned officer in some duty which he will never be able to fill satisfactorily?

Third, there is the time limit: There is never enough time to train in all the functions a responsible position requires. This is particularly true in the National Guard, where time is so limited. So why spend our most valuable asset—time—in trying to train

someone who will never be of any use to us?

In the matter of the functioning of the staffs. It is idle to suppose that all battalion, regimental, brigade and division staffs operated smoothly and without friction. Some trouble was caused by individuals on staff duty who were not adapted to this class of work. Other trouble was caused by the fact that the individual members of the staff were not thoroughly familiar with their duties and the staff was not trained as a team. Another source of trouble was the fact that some staff officers were not familiar with the powers and limitations of the troops and their equipment.

I heard that in some cases so much transportation was taken from an infantry regiment that the machine gun and howitzer company units were required to draw their carts by hand an excessive distance. I heard of another case where an infantry regiment was ordered to report to a certain point to be transported by motor transport. The transport was assembled by detailing trucks from several organizations. No one was appointed to command this transport. The road selected for the entrucking was a narrow, unimproved road with deep ditches on both sides. The assembling of the trucks and the entrucking had to be done in the early morning while it was still dark, and considerable confusion resulted and undue hardship was placed on the troops. These cases may not be true, but if they are true, some staff fell down on its job.

These faults can be eliminated or reduced to a minimum by proper training. In this connection, a staff officer should never lose sight of the fact that his job is to help the

troops and the more help he gives to the troops the better he serves his commander.

Orders: Orders, to be effective, must be received by the lowest unit which is to execute them in time for them to make their plans and put them into operation. I do not know anything about the orders issued at the maneuvers by any unit of the New York National Guard. I do know some of the difficulties and confusion that resulted from faulty orders by other units. Some of these were very serious. I also know that one of our weaknesses in the New York National Guard is the failure to issue orders promptly and the inability of most officers to issue a clear-cut oral order. General Drum, in his critique, spoke of the excessive time it took for orders to reach the battalions which would execute them. There has been a vast improvement in the form and manner of issuing orders since I first reported for duty with the New York National Guard. While I believe we have improved, I also believe that with proper training we can still make greater improvements. Our formal written field orders are generally very well done, but one criticism that can be offered on these orders is that it takes entirely too long to prepare and issue them.

Another criticism is that it takes too long for the immediate commanding officer to arrive at the necessary decisions he has to make. In this connection, it must be remembered that most orders are based on orders from higher headquarters. The problem then becomes one of execution. The general plan has already been prepared, and the only thing for the immediate commander to do is to get the general picture, know the mis-

sion he is to perform and decide how he will use his force to accomplish this mission; then to make a simple plan and go ahead and issue his orders.

If you will take any order you received from higher headquarters in the recent maneuvers and analyze this order, you will find that there are only a very few decisions a commander must make. Training is required to quickly separate the essentials from the non-essentials, so that serious consideration can be given to the essentials and time is not wasted on non-essentials. Full use should be made of warning and fragmentary orders. This is particularly true in a meeting engagement. You may arrive at a decision to do a certain thing; tell those interested about it at once so that they can make their decisions and start their movement. Don't wait until you have fully completed your plan and issued the complete order.

There is a tendency to clutter up an order with a lot of unnecessary matter and too often repeating verbatim orders from higher headquarters. I should just like to give you an example of what I mean: This year at Camp Smith, we had problems for small units. In one of these problems affecting a section under the command of a sergeant, the platoon commander's order was written and given to the sergeant by a lieutenant acting as platoon leader. In the written order, the commander indicated as the direction of advance a magnetic azimuth of 355 degrees. The sergeant, in giving orders to his section, directed an advance on an azimuth of 355 degrees, and ordered the scouts out. Before the movement was put into execution, I asked the scouts in what direction they were to advance. Each pointed out a different direction. I then asked the sergeant in what direction he was going to move the section, and he pointed out an entirely different direction. I questioned the lieutenant, who was the umpire and who issued the order, as to the direction, and he pointed out still another direction. Not

one of these men had a compass or any idea of the proper direction to advance. They merely repeated orders verbatim from higher headquarters.

Another criticism is the failure to make proper use of an operation map or overlay to accompany orders. Before any orders can be issued by regimental or higher headquarters, the operation must be staked out on a map. Very frequently, the operation map shows the greatest part of the order. If a copy of this operation map or an overlay could be furnished to those who are to execute the order, much time could be saved, and the chances are that the execution would be very much better. An operation map is far superior to an overlay, because the overlay must be transposed to a map to be of any value to the person who receives it. In the field this is often difficult and if maps are available an operation map should be used. Within the division we now have the necessary means to reproduce a working portion of a map quickly and in large quantities. The fullest use should be made of these maps.

Our greatest trouble is the inability of commanders to issue a clear-cut oral order. All the criticisms I have indicated in formal orders are present in oral orders, and in addition there is the lack of confidence which is so manifest in the officer or non-commissioned officer issuing the order. There is a general fear on their part that they will make a mistake and will not use the proper phraseology, and thereby be criticized. Perhaps past instructor personnel are to blame in part for this condition. I well remember when I first came to duty with the New York National Guard that a large part of the critique of a field exercise was devoted to fly specking the orders issued by a commander. In my opinion, this was responsible for the great fear that so many of our commanders have of issuing oral orders. It is immaterial what phraseology you use in an oral order provided the persons receiving

this order know what you want them to do. Give your order in proper sequence and use your own words, and the results will be very, very much better. It is results that count and not form.

Unfamiliarity with ground forms represented by the map and inability to orient one's self is also another cause for a poor oral order. One other cause, and this is particularly applicable to the smaller units, is that an attempt is made to issue an oral order from a small scale map rather than from the ground itself. All these weaknesses can be overcome or reduced to a minimum by proper training.

There are certain phases that must be passed through before the main attack or defense can be executed. In the past, we have attempted to train commanders and staffs in this phase by map problems and terrain exercises in troop leading. This is a good method of training and we should have more of it, but it must be remembered that this kind of training is entirely theoretical and we must carry this training further so that all will have an opportunity to put into practice those things that we teach.

The handling of battalions, regiments and brigades in tactics is a never-ending study. The commander of each of these units and his staff must be trained in tactics and how to work as a team.

The tactical handling of small units leaves much to be desired. By small units, I mean patrols, squads, platoons and companies. Men must first be trained in their individual duties; then they must be formed into and trained as a squad; then as a platoon; then as a company. They must be trained in fire and movement and in maneuver. They must be impressed from the start that frontal attack across open ground is in general inadvisable and should seldom be done. They should be trained to move by concealed routes to firing positions. They should be trained in security measures and all that this carries with it. They should be trained to obtain information, and get this information back

quickly and accurately. They must know how to find their way around in strange country. In fact, they must be trained in so many things that it is difficult to enumerate them.

The training of these units in combat principles of the arm to which they pertain is the most important training problem we have to solve. Good squads make good platoons, and good platoons make good companies, and if you have good companies all the higher units will be more than satisfactory. This is a formidable task in the limited time we have at our disposal in the National Guard; therefore we should bend all our energies in finding means and ways to best accomplish this task.

One of the things that struck me in the maneuvers was the fact that we are so road-conscious. We can find our way to any place, provided there is a road to it; but as soon as we start to move across country we appear to be lost. Now, roads are fine to move on in the rear area but in the forward area they are one of the first things to be avoided. There are several reasons for this: Usually, roads are accurately located on maps and it is very easy for artillery to register on an objective that is accurately located on a map. Another thing, if we use roads we are most likely to use a mass formation, like a column of squads on this road, and when you come in the forward areas within the range of artillery fire, any mass movement, whether it is a column of squads, column of trucks or any other mass formation, it is liable to be taken under fire with disastrous results. We must learn to avoid roads in the forward areas and also train in marching across country in a proper deployed formation and in the proper direction.

Aerial Photographs: Aerial photographs were issued but were not used to any great extent. True, these photographs were not very clear, but, in my opinion, the reason they were not used to any great extent was because so many did not know how to interpret them. Aer-

ial photographs will undoubtedly be issued in the future to take the place of maps, and for small units they are more useful than any of the small-scale maps that are used. At Camp Smith this year, we had an excellent photograph of the maneuver area used. There was a great demand for this aerial photograph because those present could always locate themselves and other features from this photograph. It was easy to make an overlay from it and it was easy for any one to find his way about on it.

Aerial photographs have wonderful possibilities, and all reasonable steps should be taken so that all officers and non-commissioned officers can properly interpret these photographs.

Maintenance of Direction: There was a decided improvement in this important subject. The terrain was very much wooded and some of these woods were large. Many of the units worked their way through these woods and came very near the point for which they started. I am of the opinion that it is due to the officers' knowledge as to the use of the compass. We must go on further in this training and every non-commissioned officer and as many men as possible should be trained in the use of the compass.

Transportation: The handling of the transportation was, in general, very well done. The movement to the maneuver area was indeed an accomplishment, especially for the infantry units. They had no training in the proper handling of transportation previous to the maneuvers, and it was remarkable that they were able to do all the things they did. However, it must be remembered that the maneuvers were for a short period and transportation must be kept up for a long period. This requires more training than is generally supposed, and it should not be neglected. All units required to handle transportation should have vehicles assigned to them during the armory training period and they should be trained in their proper care and handling.

Communications in general were excellent. It must be remembered that to maintain this excellence requires constant training. Don't neglect this training.

The feeding of the men in the forward areas, particularly the infantry units during combat, is one of the hardest tasks we must accomplish. I am not sure that all men received all their meals—and that goes for the Regulars as well as the National Guard—I know they didn't.

I saw a case in another division where in attempting to feed the men in the front line they brought the trucks containing the meals in front of the front line and the men came out in full view of the enemy in an open field and ate their evening meal! (Laughter.) I don't believe anything like that happened in the 27th Division.

In taking up the subject of feeding the men in the forward areas, we must not lose sight of the fact that the proper training of cooks and mess sergeants in their duties is a very important training function. Unless you have properly trained cooks and your mess sergeant is trained to make the best out of the ration issued, your men will suffer unnecessary hardships and their health is very likely to be impaired. We must solve this question.

Road blocks: We talk of road blocks, and everybody, in my opinion, became road block-conscious. However, in my opinion, road blocks and their powers and limitations are not even remotely understood. I should like to cite one example to you—and this again was not in the 27th Division: One organization occupying a defensive position, in front of the main line of resistance, placed a road block across the road, and within fifty feet of this road block a 75-mm. gun for its protection. It so happened that the next morning an infantry column came along this very road and found the crew of the gun and everyone else sound asleep, and, with a few men,

(Continued on page 27)

Leadership and its Ingredients

by Lieut. General Hugh A. Drum, U.S.A.

(reprinted by courtesy of "The Pointer")

This article is taken from a lecture delivered last April to the then First Class of the U. S. Military Academy. General Drum, one of the four Army commanders recently raised to the rank of Lieutenant-General, commanded the First Army at the extensive manœuvres at Plattsburg in August.

TO GIVE you a brief outline of my career—I was born in the Army and have served in every capacity of the command and staff from platoon leader to an Army Commander, as well as Chief of Staff of an army in battle. Consequently my personal experiences of forty-one years as a commissioned officer warrant definite conviction as to leadership. In a brief way I should like to hand on to you some lessons on this subject.

Leadership is the primary task of your future. At Soissons our army won its first great victory. Our First Division came out of the lines after five hard days of heavy fighting. They had lost 80% of the officers and 60% of the enlisted men, but the Division came out of the battle filled with pride at its accomplishments of winning a great victory.

A group of about twenty men came by. A soldier stepped up and reported "Private Jones, sir, commanding Company K, 18th Infantry." There was a private who, when all his superiors had fallen, had stepped in and, through leadership, had taken command of his company. He had commanded it for twenty hours in battle. In looking at that group of men you could see that they had great pride in their achievement and that they looked upon Private Jones as their leader.

The term—"leadership"—is an all inclusive term. It is applied to the head of a great railroad system and equally to the boss of a section gang repairing railroad tracks. It is applied to a general commanding an army, and equally to a corporal leading a squad, and even to the senior private who takes command if the corporal is killed. In simple terms, anyone who controls, directs, commands and cares for a group of subordinates is classed as a leader. In the hierarchy of an army the organization is based on and functions through a series of these leaders pyramided from the Corporal, Sergeant, Lieutenant, on to the General. While the quality and scope vary with the grade or place in the pyramid, the basic characteristics of leadership apply to all.

The criterion or test of leadership is accomplishment—i.e. to do successfully any task assigned to you, or in the absence of an assigned task, to receive and do without hesitation, what the immediate circumstances may demand. Consequently, leadership connotes that one in such a position is fitted by force of ideas, character, will power, and initiative, to arouse and direct men in conduct and achievement—to imbue them with a desire to succeed in all they undertake and to undertake any and all tasks.

In accomplishment leadership has as its disposal tangible elements and many intangible factors. In the first category we include the subordinates (men) and all their weapons (tools). Whereas the second category comprises those mental and physical qualities inherent in human nature. Successful leadership recognizes these two categories and will have mastered them.

In the category of tangibles in leadership are—first, the organization one is to lead, its composition, purpose, place in the team, how it operates, its function; second, the component parts of the organization, their functions and purposes, weaknesses and strength; third, the tools or weapons it uses, their characteristics and capabilities; fourth, the leader himself, to know and develop his mental and physical qualities adequately for his position.

The essential, in reference to these tangibles, is superior knowledge by the leader. If you are to train men in the best methods of using their organization and their weapons, you, as their leader, must be perfect in this knowledge, excel in the tactical and technical knowledge of their weapons, how to use them individually or in groups. By constant study and application you must know all about your rifle, machine gun, field gun, airplane, telephone, radio, motors, tanks, horses, and all the other instruments found in a modern army. Coupled with these qualities is knowledge of how the unit can best be employed in battle and trained therefor. This is what we call tactics and technique of the arm. These are tangibles readily learned. Furthermore, you must acquire the facility to impart this knowledge to your command. In doing this, you should seek to convince your men of your superiority and your qualifications to act as their leader.

Long hours are essential to succeed along these lines. The time between "first call" and "recall" is not sufficient. You will have to devote many extra

hours at home and on the combat range, on the aircraft line and in the artillery park.

In the category of tangibles in leadership may be grouped all that pertains to human nature. There is no field of endeavor where the characteristics of human nature are so important as in leadership. Furthermore, human nature meets its severest test in our profession, where men must face death on the battlefield. In peace we endeavor to inculcate in our officers and men a standard of performance of duty which we of the regular army know must be far higher than that expected of any other organization of the government. The maintenance of this standard insures confidence and an esprit-de-corps that makes men feel equal to any task that they may have to face. The successful meeting of this test is the reason for the organization of the regular army. Only the struggles encountered in actual combat will determine your success as a battle leader. But, in times of peace, we can prepare ourselves and our men for that mental and physical shock present in every battle.

Our time is too short to discuss adequately the intangibles of human nature. However, may I stress the importance of acquiring knowledge of the traits and character of men, individually and in groups. Learn to judge character, to distinguish between the strong and the weak—the man who responds to reason—the one to force—the one to affection. Handle them accordingly. Realize that Americans have their own traits and characteristics—that they do more and go farther if they know the reason for or objective of their task than if led blindly. Learn to utilize pride and healthy rivalry to promote efficiency. Insure that a mutual understanding exists between you and your men—tell them what you want and why—take them into your confidence, and they will die for you.

The leader must bring confidence to his work. This springs from enthusiasm which embues his men with a desire to emulate him. His eagerness to do well, and to have his men succeed should be conveyed to them. He prepares himself, both mentally and physically, that he may have the courage required to do the job. Confidence and courage come to the man who knows how. The man who is not sure that he knows how to use a rifle, proficiently fly an airplane or effectively drive a motor truck, lacks confidence, which in turn impairs his courage and reduces his effectiveness, and these weaknesses soon creep into his command.

The mental faculty of deciding correctly any problem presented to you is called "judgment." When the facts and figures are available judgment becomes a mathematical equation. However, in leadership the facts and figures are generally lacking and that variable, "human nature"—with its many traits and characteristics—plays a predominant part. Training in judgment is essential to all leaders. While study and frequent analysis of history are helpful, constant observation and storing away of experiences give the

best results. Common sense is developed by mental processes based on past experiences. It is a most desirable characteristic in any leader and is to be cultivated.

In our military life we attempt to avoid favoritism. We are human beings, dealing with other humans and make some mistakes in this regard. But I assure you that your service will be more pleasant if you let the best interest of the service guide you in your decisions as to personnel. Place excellence of performance and attention to duty above personal friendship, as hard as it may be. This is the only way in which you can be fair to those with whom you come in contact. This trait will cause you to develop loyalty to those under you. If they feel that you are with them and for them they will cheerfully put out for you. The position which you occupy gives you control over their lives and you must treat each individual with all fairness. Needless to say, those above you expect you to be loyal and will tolerate no disloyalty.

In the development of your ambitions and talents, hard work and long hours will be required. There will be plenty of time to play and engage in social and athletic activities with your friends, and this is fine. Read and study military history. Try to determine what has made successful leaders and how they impressed their wills and ideals upon their commands.

A few years after the World War Marshall Petain of France came to America to pay his respects to our great country. While here he lectured to the students at the Army War College. As he spoke before that group of sixty or seventy officers, he called to their attention the fact that they were engaged in studying the higher lessons of war—strategy. But he reminded them that in war there are only two men who require knowledge of strategy—only two men, the commander on each side. He advised them to confine their efforts to the more basic requirements—to the handling of their men and material, to "leadership," for this was the key to success in battle.

As an illustration of this "leadership" there comes to my mind the story of a company commander in the battle of the Meuse. His company, while advancing under fire, reached the bank of the Meuse river. The bridge which they had expected to cross had been blown up. Seeing no other means to cross he commanded "follow me," plunged into the river, and swam and waded across to the opposite bank with his company right behind him. A little further on he reached a canal. Again he commanded "follow me" and swam across it. His company did likewise. They finally reached their objective, silenced the enemy machine gun fire and thereby permitted adjacent units to resume the advance.

During my career I have met three officers whose combined characteristics form a composite picture of true leadership.

(Continued on page 26)



**"For the propagation of one policy and only one:
'Better Guardsmanship and Better Citizenship!'"**

VOL. XVI. No. 8 NEW YORK CITY NOVEMBER, 1939

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SOLDIERS AND SAILORS HELPED BY RED CROSS

UNDER the terms of its Congressional Charter the American Red Cross is called upon to furnish volunteer aid to the sick and wounded in time of war, and to act as a medium of communication between the people of the United States and their Army and Navy. To meet these obligations there are 3,715 chapters scattered throughout the United States.

Each of these chapters holds itself ready to fulfill these obligations. Frequently when a soldier or sailor appears before his commanding officer with a request for furlough because of urgent reasons the Red Cross will be asked to investigate whether leave is necessary. The field director communicates by wire with the chapter in the man's home town and, depending on their report, the man's request will be granted or refused. A small service perhaps, but one that assures leave if merited.

When injury necessitates discharge from the service, the Red Cross may assume the task of rehabilitation so that the individual will be trained to provide for himself. This training will generally start before leaving the hospital and will continue, if necessary, after the man has returned home. The latter phase of training is under direction of the local chapter. Typical of such work is the following case:

A young service man became totally blind as a result of an operation. During convalescence the Red Cross worker, an experienced braille teacher, spent a period each day teaching the patient how to read and do simple services for himself.

When the soldier was discharged from the hospital to return to his home town, the Red Cross at the post got in touch with his local chapter. The doctor's

recommendations were sent, arrangements for continuation of braille lessons were made and when the young fellow arrived home, his training went on without interruption. Vocational training was then provided. Today the man is president of a club for the blind, is a licensed amateur radio operator, is active in community affairs, and has a normal and sane insight on life.

Demands on the Red Cross are constantly growing. The prospective additions to the Army and Navy will automatically increase the service rendered the men in our fighting forces. Regular peacetime services of the Red Cross, such as public health nursing, first aid and life saving instruction, must be maintained. And humanitarian demands that result from the war in Europe must be met to the best ability of the Red Cross. For those reasons it is planned to increase the membership during this year's Roll Call by at least 1,000,000. All members of the New York National Guard are asked to join their local Red Cross chapter during the Roll Call period, November 11th to November 30th.

TEN AND FIFTEEN YEARS AGO THIS MONTH IN THE NEW YORK NATIONAL GUARDSMAN

OCTOBER, 1924

1924 National Matches

* * *

Regimental Field Training Ratings

* * *

107th Infantry wins Baseball Championship

* * *

OCTOBER, 1929

General Everson new Chief, Militia Bureau

* * *

Lieut. Colonel Edward J. Reilly retires

NOVEMBER, 1924

General Bullard retires

* * *

Battalion Field Training ratings

* * *

NOVEMBER, 1929


Cornerstone of Oneida Armory laid

* * *

1929 Field Training Attendance records.

General Haskell's Message

OUR SOCIETY



CHARITY and compassion are two of the qualities which have followed in the wake of civilization. Our caveman ancestor did not know them, and they were scarcely more discernible in the time of the Assyrians and the Babylonians. The two qualities flowered among the Jews, however, even before their emergence from captivity, and there was at least a patronizing degree of benevolence towards unfortunate citizens when Greece was in her glory and when the Romans who followed them ruled the world. Charity and compassion were and are two of the important stones in the foundation upon which the succeeding Christianity rested, and they shone like twin points of light in the gloom which we know as the Dark Ages; burned brighter in the succeeding five centuries which the historians call the Middle Ages, and yet more brightly during the flowering of civilization, from the time of Columbus up to the present.

Our time would be an unfortunate time, and our civilization an unhappy and unthinkable one, if the softening quality of charity were a stranger to them; if every man lived for himself alone; if those blessed with the bounties of the earth did not share them with those less favored. Imagine a world without an International Red Cross or a Rockefeller Foundation; imagine an America without a Public Health Service; imagine, if you will, your own community without its home relief authority, or its many services which take care of those who, through no fault of their own, cannot care for themselves.

Even though there is a certain selfishness in the consideration that "charity begins at home," it is certainly better that it should begin there than that it should not begin at all.

In our military "home" it began on November 25th, 1936, when the National Guard and Naval

Militia Relief Society of New York was incorporated. Its object was not and is not and cannot yet be that of helping active members of the Guard or Naval Militia who may be in need, for that would be too ambitious. If the Relief Society's scope were that wide, it would have to have access to the State treasury in Albany to be effective. What its object was and is, and what it is doing with increasing effectiveness as the Society becomes better known among the 27,000 officers and men of the State's military and naval forces, is to help, in time of emergency, the "*dependent widows and fatherless children of . . . men who shall have served five years or more.*" That is not to say, however, that the Relief Society's scope of activity may not be broadened in the future. We hope that it can be, as its reserve increases by the \$1 annual contributions which it asks from enlisted men, and the \$2 (or more) annually which it solicits from officers.

These several facts have been set forth before in the columns of the "Guardian." They have been set down many times before; they are an old story—but so are want and poverty, and so is the terrifying destitution which all too often in the past has faced our National Guard widows and their helpless children when the soldier-father has died. It is to their service that the National Guard and Naval Militia Relief Society is dedicated.

As I do not anticipate that any word of mine concerning our Society will appear in this space until after the 1939-40 fiscal year closes, on April 30th, 1940, I should like to take this new opportunity to extend the thanks of the Society for the support already accorded it, and to solicit the continued support and enthusiasm of the Presidents and other officers of the Society's twenty-six branches, of the Presidents of the 350-odd Sections of those branches, and of the almost thrice-ten-thousand men who comprise our military and naval force.

To all of you, a happy Thanksgiving!



Colonel Conroy Commands the 71st

THE assignment of Colonel James Gardiner Conroy to command the 71st Infantry was announced on September 28, 1939.

Colonel Conroy was born in Brooklyn on August 1st, 1889. He attended Holy Cross College, graduating in 1910 with the degree of B.A., following which he attended Columbia University Law School from which he received his law degree and was admitted to the bar the same year.

His military service began in February, 1912, with his enlistment in Troop E, 1st New York Cavalry. Passing through the grades, he was commissioned 2nd Lieutenant and served with his regiment on the Mexican Border. In June, 1917, he was commissioned Captain in the 14th New York Infantry and commanded Company E in that regiment during its early service, in Spartanburg, S. C. On the reorganization of the 27th Division, October 1, 1917, and the organization of the 106th Infantry, he was transferred to Company E, 106th, which he commanded during the service at Spartanburg and with which he proceeded to France in May, 1918. While in France he graduated from the Army School of the Line and was attending the General Staff School at Langres at the time of the Armistice. He returned to the United States with the regiment and was discharged on April 2, 1919.

Returning to the National Guard in January, 1923, he was commissioned a Major of Infantry and

was detailed to the 106th Infantry in December, 1924. He served on the military staffs of Governors Smith, Roosevelt and Lehman and in June 1934 was assigned as Judge Advocate of the 27th Division with the rank of Lieutenant Colonel, in which assignment he served until his recent promotion.

In addition to his military activities, Colonel Conroy finds time to be very active in charitable and civic work, being a director of the Roman Catholic Orphan Asylum Society and Chairman of its law committee, past president and director of the Emerald Association, director and counsel of the Downtown Brooklyn Association, member of the Brooklyn Institute of Arts and Sciences, the Brooklyn Botanic Garden and Brooklyn Chamber of Commerce.

He is also a member of the Cathedral Club; the Crescent Club; K. of C.; Holy Cross College; Friendly Sons of St. Patrick; Montauk Club; Centre Club; the Columbia Law Alumni and the American Irish Historical Society.

His military organizations are the 27th Division Association; the New York Society of Military and Naval Officers of the World War, of which he is judge advocate; 106th Infantry Post., A. L.; Victor H. Bridgman Post, V.F.W.; 14th Infantry Veterans Association; 106th Infantry Veterans Association; National Guard Relief Society; and Squadron C Association.

As to Recruiting!

Recruiting INSTRUCTIONS

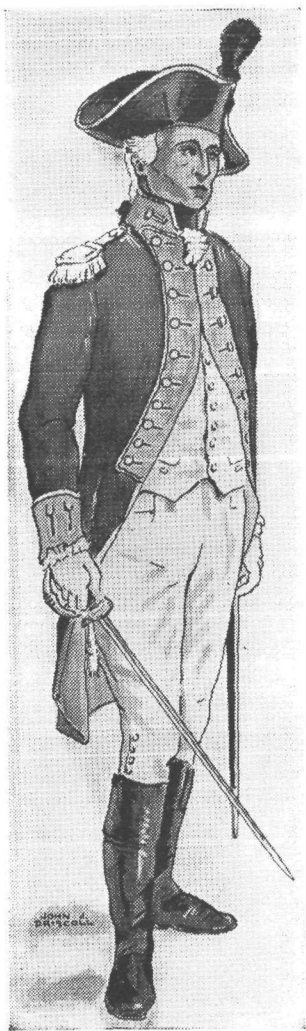
For *Captain John Pratt*
 of the *First* regiment of *Infantry*

in the Service of the United States.

EDITOR'S NOTE:

With the recruiting problem now an active one for all the armed forces of the nation, the Recruiting Instructions of a century and a half ago which are published here will be found most interesting. It will be noted that the Circular bears the signature of General Knox, the then Secretary of War.

We are indebted to Major H. Russell Drowne, Jr., for the loan of the original Circular, which is in his collection.



SIR,

~~If you accept the appointment of which I have informed you, by my letter~~
 of *Connecticut* You are immediately to commence the recruiting service in the State of *Connecticut*. The principal rendezvous will be at *Middletown*.

You will recruit one hundred men for the First reg^t

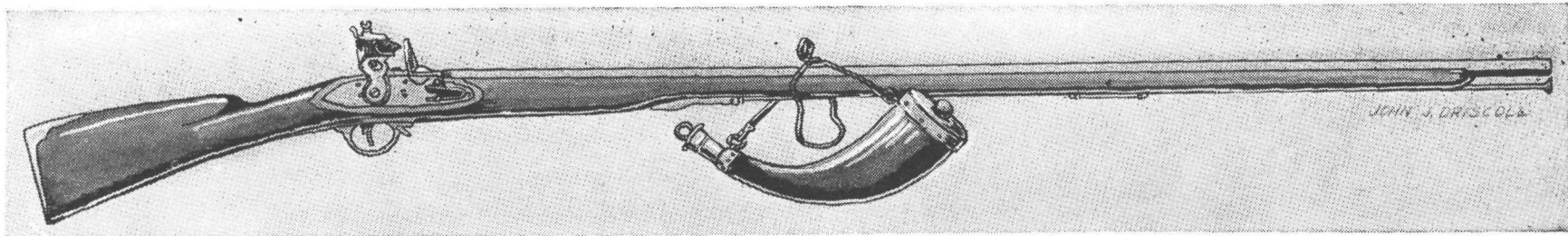
Your recruits will be furnished by *Chauncy Whittlesey Esq*
 at *Middletown* with rations, barracks, barrack utensils, straw and fuel; and also with such necessary medicinal assistance as they may require.

The recruiting service is sometimes abused, both as it respects the individuals recruited and the public at large,—that is, recruits are unwarily and unworthily entangled, contrary to their intentions: Such men generally desert the service, at some critical moment, or serve grudgingly, and set bad examples to others; or, unfuitable persons are engaged, who are constitutionally defective and unfit for the hardships incident to a military life.

Although a recruiting officer may require peculiar talents to obtain uncommon success, yet it is in the power of every officer to conduct himself with candor, integrity and industry.

In order therefore to avoid the errors of this business, the following instructions are to serve as the general rules and principles of your conduct:

- 1st. The recruits are to be enlisted for three years, unless sooner discharged.
- 2d. Each recruit is to receive a bounty of Eight Dollars;—but no part of this sum is to be advanced until the recruit shall have been fairly enlisted and sworn before a Magistrate, according to the form herein prescribed, and then only the said sum is to be advanced in such proportions as the judgment of the



(2)

recruiting officer shall dictate, until experience shall in some degree have ascertained the fidelity of the recruit. Any money advanced contrary to this direction, will be at the risque of the recruiting officer.

3d. Every recruiting officer will be allowed the sum of Two Dollars, for the trouble and expence of inlisting each recruit;—provided however, that such allowance will not be made for any recruit who shall desert before he shall march from the rendezvous of the troops in the State where he shall have been recruited.

4th. The utmost fairness is to be used by the recruiting officers, in engaging their recruits; no individual therefore is to be inlisted in a state of intoxication, or be sworn until after he shall have been inlisted for the space of twenty-four hours.

5th. Each recruit (musicians excepted) must be five feet and five inches in height, without shoes:—he must also be healthy, robust, and sound in his limbs and body, in all respects; and to ascertain which he must be thoroughly examined, previously to inlisting, by a Physician or Surgeon;—but if, notwithstanding this direction, a recruit should have any secret disease at the time of his inlisting, the expence of his cure, if retained in service, shall be deducted from his pay.

6th. Each recruit, before he is sworn, is to have distinctly read to him the rules and articles of war against mutiny and desertion, and relative to the administration of justice; and also the Act of Congress of the 30th of April 1790, establishing the rations, clothing, and compensation in cases of disability; and the Act of the 5th March 1792, establishing the pay; after which he is to take the following oath, before a Magistrate, to wit:

“ I A. B. do solemnly swear (or affirm, as the case may be) to bear true allegiance to the United States of America, and to serve them honestly and faithfully against all their enemies or opposers whomsoever, and to observe and to obey the orders of the President of the United States of America, and the orders of the officers appointed over me according to the articles of war.”

7th. Each recruit (musicians excepted) must be above eighteen and under forty five years of age.

8th. No negro, mulatto, or indian, to be recruited.

9th. All the recruits, if possible, to be natives of fair conduct, or foreigners of good characters for sobriety and fidelity, and who have been some years in

(3)

the country. Any recruiting officer inlisting who shall desert before marching from the place out of his pay the loss sustained by such desertion that the officers be attentive on this point, as a rule to be rigidly exacted. The public interests will be promoted by the raising of brave, robust, and faithful soldiers, than by

10th. As soon as the recruits shall be assembled to be taught, by gentle methods, regularity of drill, cleanliness of their persons, diet and rooms, and they are to be exercised at least four hours in each day, and other first principles of a soldier.

11th. The commanding officer at each place on every Saturday, a return of the number of recruits and of the number joined during the course of the week to the War-Office by the next post; and a list of the names of any officers under his command out

12th. You, or the commanding officer at each rendezvous are to sign returns for the issues of supplies for the troops, and on each Saturday, week are to be taken up, and one general return of the rations received in the course of the week,

13th. No allowance is to be made for the expense of a recruit who shall join at the rendezvous, the bounty being the object.

These instructions are to regulate the conduct of the recruits and others therein concerned, but they are more particularly to be observed by the commanding officer of the company to be raised at Connecticut and your subalterns, and all others under your orders.

The recruits will be mustered and critically inspected, and the company shall be completed, and any deviation from the above shall be noticed.

The clothing, arms and accoutrements for the company to be raised at Middletown

It is expected that you will exert yourself in the raising of your proportion of the company about to be raised

(4)

ency arising from want of due industry, on your part, will be reported to the President of the United States, and such conduct may be considered by him as a just cause for withholding your commission, in pursuance of the power veited in him by law.

The establishment of the troops, ~~the number of troops, and the appointments~~ are herewith tranfmitted.

GIVEN at the War-Office of the United States, in the City of Philadelphia, this _____ by _____ 79

You will observe by the bill the liberal pay established for the now commissioned Officers, this will be a good reason that you should not place any man in the quality of a sergeant or Corporal, but of a most excellent character

Given at the War Office of the United States in the City of Philadelphia this 24th day of March 1792

[Handwritten signature]
[Handwritten signature]

grant, or transient person, rendezvous, shall reimburse — It is therefore important compliance with this order will be served by a small army multitude of vagabonds.

at the rendezvous, they are conduct, as it shall respect also due subordination, and every day, in the attitudes and

rendezvous must make out, recruits under his command, the week, and transmit the such information as he may in the recruiting service.

Middletown — rations, and other necessary the daily returns made in the be made out and signed for facing the daily issues.

ences of a recruit, until he sidered as adequate for that

of the field officers and all ularly given to you as cap- raised in — are to give copies hereof to

ected as soon as possible after from these instructions will

or recruits will be furnished

highest degree in obtaining d.—Any remarkable defici-

Sons of Orion

by Herbert E. Smith

AN ILION man, Private Charles H. Robinton of Company A, 105th Infantry, on September 29, 1918, rushed to the rescue of a comrade lying wounded in the open near Ronssoy, France. As he was dragging his buddy to the safety of a nearby shell crater Private Robinton himself received a painful wound in the back, but he courageously continued to assist the other soldier until both fell exhausted but safe into the crater.

* * * * *

Sergeant William F. Smidt of Company H, 107th Infantry, in the same Ronssoy action of September 29th, remained in battle after having been severely wounded. Sergeant Smidt, who hailed from New York City, voluntarily and alone rushed an enemy "pill-box," bombing the machine gun position out of action. Later in the day he again rushed another nest, single-handed, and shot it out of action; but then received a second severe wound and had to be evacuated to an advanced medical station.

* * * * *

A Batavia man, Sergeant Martin M. Smith of Company G, 107th Infantry, exhibited exceptional gallantry under fire and ability in leadership when, after being severely shell-shocked at the outset of the fighting near Ronssoy on the morning of September 29th, he continued to direct the steady advance of his platoon under heavy machine gun and artillery fire, with utter disregard for his personal safety. He continued in action with his platoon until about noon September 30th, when, utterly spent, he collapsed and had to be evacuated to a dressing station.

* * * * *

Another member of the old "Dandy Seventh" to distinguish himself in battle in 1918 was Corporal Raymond H. Spickerman of the Machine Gun Company. With another machine gunner he pushed his way forward, on the morning of September 29th, to a blind trench which was partially surrounded by enemy machine gunners and snipers. Under heavy gun and shell fire and a blanket of smoke and gas, Corporal Spickerman, who hailed from Bloomville in Delaware County, barricaded a sap at the most dangerous position in the trench only a few yards from the enemy machine guns, killing four of the enemy gunners before he himself was fatally wounded.

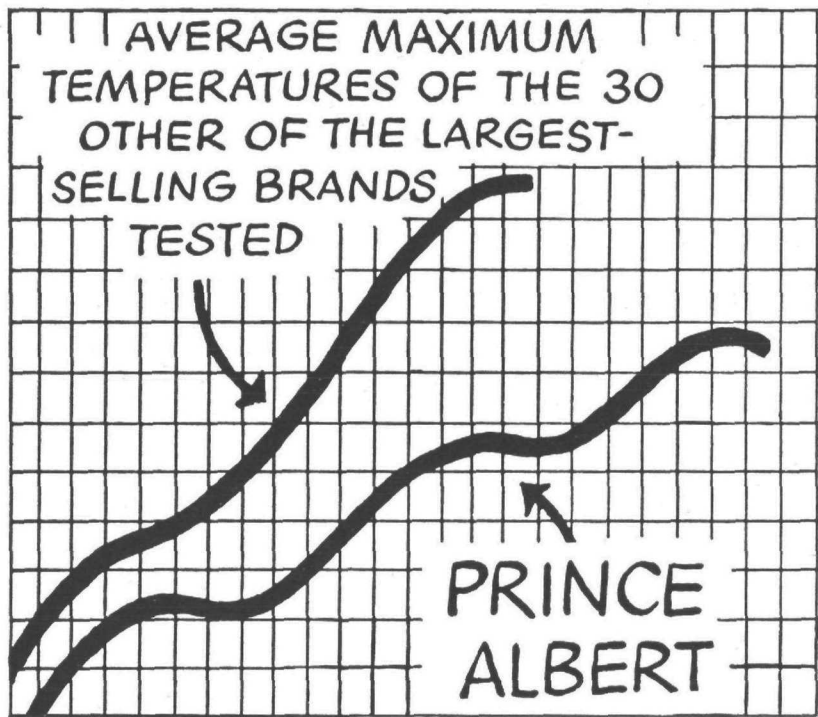
An Elmira man, Corporal Charles Stanton, Jr., of Company L of the 108th Infantry, volunteered to accompany a patrol on the night of October 15, 1918, near St. Souplet, France, in a hazardous reconnaissance of the LaSelle River. Corporal Stanton, though exposed to heavy and constant machine gun fire under the light of German flares, successfully waded the stream, gained the necessary information for which he had been sent out, and returned in safety to the L Company post of command with that important information.

FIRE SUPERIORITY RESULTS — 1939

Editor's Note: Due to the participation of the greater part of the Infantry in the First Army Maneuver, the units listed below were the only participants in this exercise in 1939.

| Stand- ing | Company | Yards Advanced | Hits | Score | Penalties | Net Score |
|---------------|-----------------|-------------------|------|-------|-----------|--------------|
| 1 | Co. C, 369 Inf. | 210 | 149 | 569 | 17 | 552 |
| 2 | Co. K, 10 Inf. | 180 | 153 | 513 | 46 | 467 |
| 3 | Co. K, 108 Inf. | 160 | 158 | 478 | 43 | 435 |
| 4 | Co. E, 106 Inf. | 170 | 156 | 496 | 104 | 392 |
| 5 | Co. A, 108 Inf. | 140 | 120 | 400 | 43 | 357 |
| 6 | Co. L, 369 Inf. | 140 | 121 | 401 | 60 | 341 |
| 7 | Co. C, 108 Inf. | 140 | 131 | 411 | 82 | 329 |
| 8 | Co. E, 10 Inf. | 120 | 111 | 351 | 42 | 309 |
| 9 | Co. G, 369 Inf. | 110 | 103 | 323 | 39 | 284 |
| 10 | Co. G, 106 Inf. | 100 | 133 | 333 | 49 | 284 |
| 11 | Co. B, 10 Inf. | 120 | 103 | 343 | 70 | 273 |
| 12 | Co. C, 10 Inf. | 120 | 97 | 337 | 67 | 270 |
| 13 | Co. F, 10 Inf. | 90 | 124 | 304 | 36 | 268 |
| 14 | Co. G, 10 Inf. | 88 | 133 | 309 | 46 | 263 |
| 15 | Co. I, 369 Inf. | 110 | 84 | 304 | 46 | 258 |
| 16 | Co. L, 10 Inf. | 88 | 130 | 306 | 55 | 251 |
| 17 | Co. A, 10 Inf. | 90 | 118 | 298 | 54 | 244 |
| 18 | Co. I, 108 Inf. | 120 | 79 | 319 | 86 | 233 |
| 19 | Co. E, 369 Inf. | 90 | 79 | 259 | 54 | 205 |
| 20 | Co. F, 108 Inf. | 90 | 90 | 270 | 65 | 205 |
| 21 | Co. L, 106 Inf. | 80 | 88 | 248 | 52 | 196 |
| 22 | Co. F, 369 Inf. | 70 | 94 | 234 | 49 | 185 |
| 23 | Co. G, 108 Inf. | 80 | 83 | 243 | 75 | 168 |
| 24 | Co. E, 108 Inf. | 80 | 66 | 226 | 61 | 165 |
| 25 | Co. C, 106 Inf. | 50 | 73 | 173 | 46 | 127 |
| 26 | Co. A, 106 Inf. | 40 | 90 | 170 | 45 | 125 |
| 27 | Co. B, 108 Inf. | 60 | 90 | 210 | 105 | 105 |
| 28 | Co. B, 369 Inf. | 30 | 78 | 138 | 41 | 97 |
| 29 | Co. B, 106 Inf. | 20 | 69 | 109 | 29 | 80 |
| 30 | Co. F, 106 Inf. | 20 | 74 | 114 | 34 | 80 |
| 31 | Co. I, 10 Inf. | 11 | 88 | 110 | 33 | 77 |
| 32 | Co. I, 106 Inf. | 20 | 68 | 108 | 32 | 76 |
| 33 | Co. K, 106 Inf. | 0 | 54 | 54 | 19 | 35 |
| 34 | Co. K, 369 Inf. | 0 | 49 | 49 | 16 | 33 |
| 35 | Co. A, 369 Inf. | 0 | 48 | 48 | 16 | 32 |
| 36 | Co. L, 108 Inf. | 0 | 31 | 31 | 10 | 21 |

Chart showing how much cooler Prince Albert burned compared to the average of the 30 other of the largest-selling brands recently tested for cooler smoking



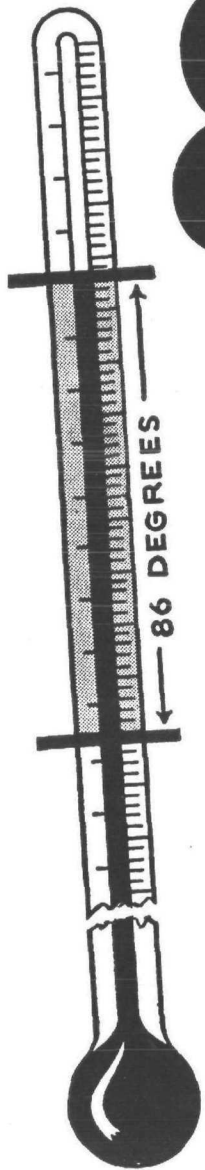
FACTS CONFIRMED BY SCIENCE ON

COOLER SMOKING

IN RECENT LABORATORY "SMOKING BOWL" TESTS, PRINCE ALBERT BURNED

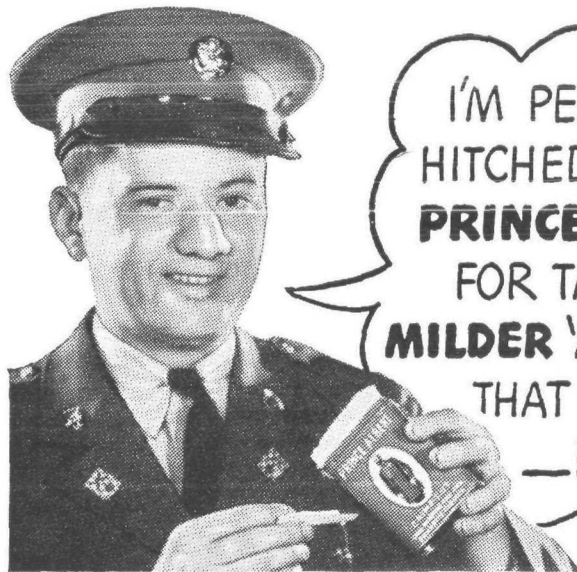
86 DEGREES COOLER

than the average of the 30 other of the largest-selling brands tested — coolest of all!



"FIND the COOLEST-SMOKING tobacco!" That was the assignment experts in a nationally known independent laboratory recently took on. Step by step, automatic smoking and heat-registering machines found and printed the results for 31 of the largest-selling tobaccos tested. Final check-up came out as above...verified what Prince Albert fans have always known: "PRINCE ALBERT IS THE COOLER-SMOKING TOBACCO."

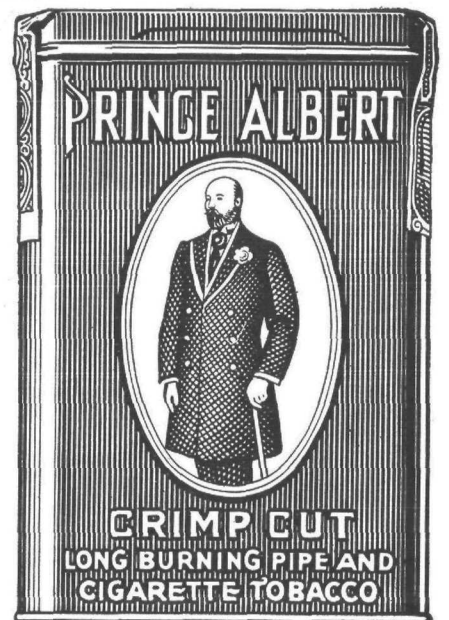
Here is choice tobacco, "crimp cut" and "no-bite" treated — richer to the taste, yet so easy on the tongue! Prince Albert smokes free from excess heat that parches and bites. All the full, ripe body comes through with grand aroma, real mildness for welcome SMOKING COMFORT — real pipe-joy! No wonder there's no other tobacco like Prince Albert. Get Prince Albert's pleasure in your pipe — today.



I'M PERMANENTLY HITCHED TO CRIMP CUT PRINCE ALBERT TOO, FOR TASTIER YET Milder 'MAKIN'S' SMOKES THAT ROLL EASIER — DRAW RIGHT!

70 fine roll-your-own cigarettes in every handy tin of Prince Albert

50 pipefuls of fragrant tobacco in every handy tin of Prince Albert



Copyright, 1939, R. J. Reynolds Tobacco Company, Winston-Salem, North Carolina

Prince Albert
THE NATIONAL JOY SMOKE



FIVE IN A BED

NEW YORK'S hotels, from dingy, dollar-a-night hostelry to swanky sky-scrapers large enough to house a small town, are all prepared for the influx of millions of World's Fair visitors.

One hundred years ago, however, it would have been another matter. Records unearthed indicate that manners were somewhat rough-hewn and inn-keepers independent. Inns were few and far between and had their own rules. A typical sign in a hostelry read as follows:

Fourpence a night for bed, sixpence with supper.

No more than five to sleep in one bed.

No boots to be worn in bed.

Organ grinders to sleep in wash house.

No beer allowed in the kitchen.

No dogs allowed upstairs.

No razor grinders or tinkers taken in.

If it was necessary to caution guests against the wearing of boots in bed, one wonders what razor grinders or tinkers were capable of doing.

New York

by the Federal Writers' Project, W.P.A.

WHERE THERE'S A WILL . . .

ALL TOO OFTEN, it seems, we read in our dailies about the "get-away" of criminals from our supposedly well guarded prisons. Most of these escapes are carried out with the assistance of friends who manage to supply the prisoner with implements of all sorts, enabling him to leave his cell one way or the other. Some real desperadoes have guns smuggled in to them and attempt to shoot their way out.

But according to records, it was James Foster, who, in 1860, devised a unique way of departing from his cell in the New York Tombs, to which he had been sentenced for one year for robbery.

Foster had taken an oath that no prison could hold him and he tried to keep his word rather ingeniously.

He managed to obtain a block of wood, carved it into the figure of a duck and bored a hole through it to which he fastened a rubber tube. He escaped to the other side of the river by swimming continuously under water and breathing through the rubber tube. On the surface, of course, all that could be seen was the floating duck.

Foster was later recaptured and returned to the Tombs. His attempt to escape a second time by

the same trick was thwarted when he was captured upon reaching shore.

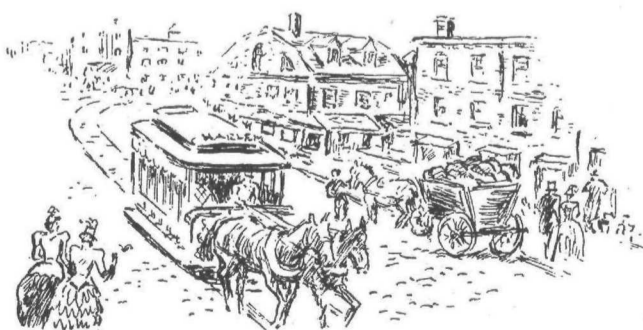
SPOOKY BUSINESS

"LET'S HAVE your watch."

You're wrong, this is not a stick-up. It's the manager of a restaurant in Pearl Street asking you to check your watch before you sit down to dine. For more than a year strange things had been happening in this restaurant, and the management was baffled. Small kitchen utensils could be hung up simply by placing them against the wall. A light iron pot set upon the stove would require two people to lift it off again. Knives and forks placed upon the tables would swing around by themselves.

The mystery was soon solved when experts found that electrical current was seeping through the walls from a dynamo located in a plant next door. This current had magnetized the kitchen ware.

Most of the difficulties have been eliminated now, but four tables along the wall are still in the magnetized area. If you refuse to check your watch, and sit next to the south wall, within ten minutes your time-piece will have become quite useless as a result of the magnetism.



SOMETHING TO BE THANKFUL FOR

THOSE of us who have good health have much to be thankful for this Thanksgiving Day. Sound health, before wealth, even before happiness, is the greatest gift of the gods. Without physical well-being, riches mean little, and joy and contentment can never be complete.

Tomorrow and the next day we will be receiving through the mail sheets of the 1939 Christmas Seal, the Seal to finance a program of tuberculosis prevention and control.

The Christmas Seal idea is sound year after year. It cuts into spending budgets but little; it decorates and makes more festive the whole Yule season; it provides true promise of great joy for people who are ill and who in this stimulating season can find little jubilation.

"Protect Your Home From Tuberculosis" is the slogan of this year's campaign. We have come far in the fight against the disease. Let us be thankful that we can help finish the job and bring the eradication of tuberculosis within reach.

THIS LITTLE GIRL WILL HAVE



**A
HAPPY
CHRISTMAS**
but

Tuberculosis is still the greatest killer of youth . . . and takes *fifty per cent more girls* than boys between the ages of 15 and 25!

Two modern aids that help the physician detect tuberculosis in its earliest, *curable* stage are the tuberculin test and the chest X-ray.

Your purchases of Christmas Seals make it possible, not only to teach people that tuberculosis is preventable and curable, but to look for early stages of this dread disease among children who seem to be in good health.

So from now 'til Christmas, mail no letter—send no package—unless it is decorated with the Christmas symbol that saves lives!

The National, State and Local Tuberculosis Associations in the United States



**BUY
CHRISTMAS
SEALS**

THE GOTHIC SUBWAY STATION

REPORTERS on the staff of the Federal Writers' Project of New York City are always on the lookout for little known oddities in their headlong travels over, under and through the city, day after day.

One of these is the One Hundred and Thirty-Fifth Street Station of the Independent city-owned subway. While other stations have entrances constructed of concrete and limestone, here brownstone was used, the same stone as was built into St. Mark's M. E. Church, which stands a block to the north.

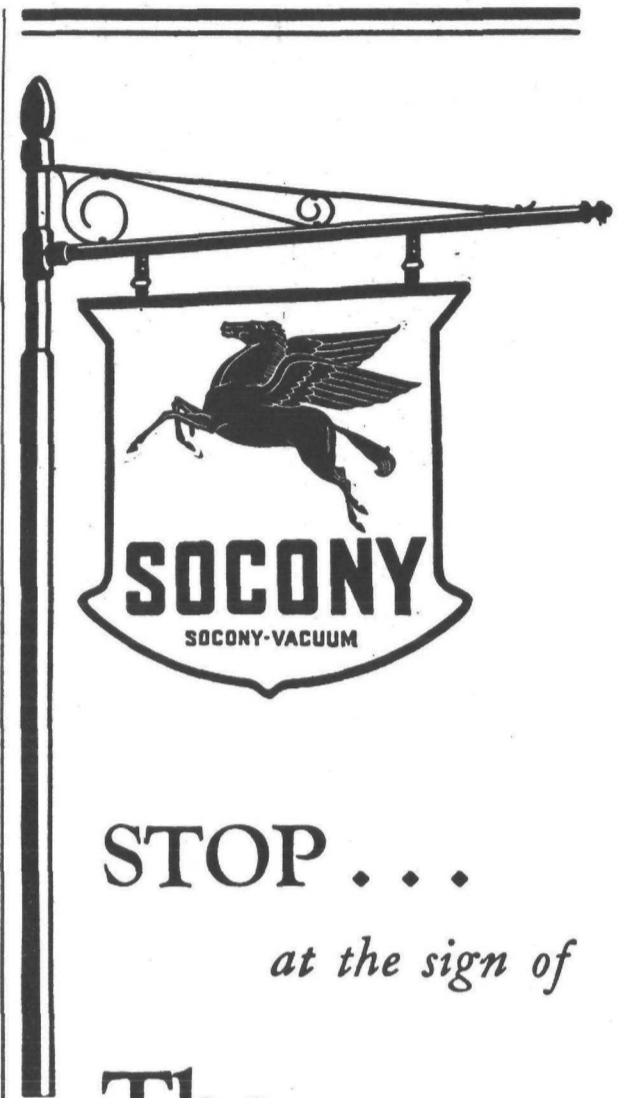
With similar facings on both subway entrance and church, the effect is heightened by twin replicas of the church which surmount the walls of the subway entrance, and are complete with stained glass and steeples.

The church building was erected in 1926, while the section of the Independent Subway at this point was being built, and engineers in charge of construction adopted the motif and achieved a Gothic style in keeping with the general appearance of the church.

CONSTITUTIONALLY SPEAKING

THE Constitution of the State of New York is older than that of the United States. A New York State Constitutional Convention was held in White Plains, New York, five days after the Declaration of Independence. The Convention set up a substitute for the royal regime in the Province of New York. The Constitution was adopted, without submission to a popular vote, at Kingston, New York, in April of 1777, while the United States Constitution was not adopted until September 17, 1787.

Luxenberg
CIVILIAN & MILITARY TAILORS
485 MADISON AVENUE, NEW YORK
featuring the new Blue Uniforms tailored by hand
The finest GAP in the Army



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**The
Flying
Red Horse**

You Can Be Assured of Courteous Service, Prompt Attention and Dependable Products

Your Socony Dealer is a Friendly Dealer

**Standard Oil Of New York
DIVISION OF
Socony-Vacuum Oil Co. Inc.**



**Officers Commissioned in the New York National Guard
During the Month of September, 1939**

| COLONELS | Date of Rank | Branch and Organization | LT. COLONEL | Date of Rank | Branch and Organization |
|------------------------|---------------|-------------------------|---------------------------|---------------|-------------------------|
| Force, Malcolm W. | Sept. 18'39.. | 244th C.A. | Campbell, Herbert R. | Sept. 27'39.. | 71st Inf. |
| Conroy, James G. | Sept. 27'39.. | 71st Inf. | | | |
| | | | 2ND LIEUTENANT | | |
| | | | Schwabe, Gustave J. | Sept. 15'39.. | 105 F.A. |

**Resigned, Resignation Accepted and Honorably Discharged,
September, 1939**

| | | |
|----------------------------|------------------------|-------------------------------|
| COLONEL | | 1ST LIEUTENANT |
| Terry, George F. | Sept. 23'39..71st Inf. | Jones, Stewart H. |
| | | Sept. 21'39..M.C., 105th Inf. |
| MAJOR | | 2ND LIEUTENANTS |
| Hertzog, Emile F. | Sept. 13'39..71st Inf. | Abel, Leonard E. |
| | | Sept. 22'39..258th F.A. |
| CAPT. (CHAP.) | | Kelly, Francis M. |
| Pennell, Edward M. Jr | Sept. 1'39..106th Inf. | Sept. 12'39..10th Inf. |
| | | Sheard, Kevin C. |
| | | Sept. 26'39..244th C.A. |

**Transferred Inactive National Guard, Own Application,
September, 1939**

| | |
|------------------------|-------------------------|
| LT. COLONEL | 1ST LIEUTENANT |
| Utter, Joseph W. | Schaub, John F. |
| Sept. 23'39..71st Inf. | Sept. 26'39..106th Inf. |

HOW TO WIN SPACE

(Continued from page 5)

We could go through the other forms in this way, but we know how . . . you try it.

We have found it easy to adopt a set heading for our material for two reasons: (1) it shows the editor that it is official and (2) it makes your file stories easier to keep track of and you can follow results of your work better. The heading we use, for that matter it's almost in general use in publicity offices, is this:

PRESS RELEASE: From Camp Murray, Ft. Lewis, Wash., July 5, 1939.

FROM : Press Relations Section, WNG.
AGO:PR 176

DISTRIBUTION: "A" NOT DUPLICATED IN YOUR CITY

FOR RELEASE : Upon Receipt

In this, "AGO:PR" means this is Adjutant General's Office Press Release number 176.

I have been wondering about mentioning style to you, and have decided that just a word might be well. Well, newspapers do have a style, contrary to the high opinion of those who teach English, and who don't think so. They have a style of spelling words, writing proper names, using addresses, but you cannot hope to pick up the style of all you write for. You write straight-forward English and the copy desk will take care of the style.

Well, these are a few, simple general rules for work. Any good journalism text will give more.

Remember that someone must be *responsible* for everything you say. It may be your Adjutant General; your executive officer; a regimental commander; an official communication or what not, but refer to your source in your story. Sometimes source makes a story. Also, names make news in the military field as well as anywhere else.

There may be some unit commander who will read this and who wants to know how he can get news in his local papers regarding his own unit. Simply by following this narrative on a smaller scale and tossing in a few local ingredients.

Point One: Meet your Editor. (You probably knew him all the time but didn't know he was an editor for his pants were pressed, he did not smoke cigars, he did not talk in a rasping voice and he did not smell of gin.) You say to him:

"I'd like to get some newspaper space for my National Guard outfit here."

"Surely, Bill, you get the copy in early and we'll use it. This National Defense stuff is great. I used to belong to the old coast artillery here when McTough was Captain. Remember McTough . . . great guy, great guy . . . I remember a time at Camp Downs, that, etc., etc., etc."

Then go back and appoint someone to "cover" your company for the paper. Make sure your "reporter" gets the news and gets it right. Be sure the

copy is typed and gets to Friend Editor early.

Perhaps Mister Unit Commander desires a column instead of frequent news stories. Fine, write up a couple of newsy columns full of alleged humorous comment about the boys, personal items, orders of the outfit, future activities, new enlistments, promotions, etc., fix it up with an artistic and catch heading and sell the editor on the idea that he can have it every week and he more than likely will take it from you.

I might mention here that as the town grows bigger, the newspaper business grows more intense for the large dailies and a column would probably not go so good, but perhaps there are neighborhood or district papers who would love to get it.

We have about 10 papers in this state running weekly column stints from Guard outfits.

Generally, statewide, your big break comes during summer training camp. It is possible to release press material concerned with camp only for about four months out of the year. That is about two months prior with preparation stories, facts and features, Camp itself, and for about two months afterwards, with field inspection report results, "now it can be told" stories, results, etc.

Camp activity itself, my friends, is the most widespread source of graying hair, loss of teeth, falling arches, loss of sleep and numerous other human ailments usually found among the specie of the Militaris Agent Pressitis.

If you're exceptionally lucky, you can persuade someone from each home station to cover for the local paper for his outfit. Maybe he can work on space rate from the editor. You might be able to get nearby press representatives out for special events, or indeed the whole camp, but a lot of the work will gradually settle directly upon your head.

General camp coverage emanates from camp headquarters and there with the magic password to the Camp Commander at all times, a ream of special orders, training schedules, etc., you can work in close liaison with plans and training officers and executive officers and type from dawn to dawn, and those are about regular hours to "cover" for all the newspapers.

Maneuvers, battle practices, status of markmanship, (feature) honorary visitors, social events, parades, reviews, more news and features found in condition of health, absence of motor accidents, daily routine of the ordinary buck private of Company J of the 10005th Infantry, kitchen talk, pounds of meat used one meal, etc.—these are only a few items you could cover and keep busy each day, all day.

During camp, picture subjects run rampant all over the place. And newspapers like action pictures of field work.

Well, we've just about come to the end of our typewriter ribbon and besides, we've probably said too much anyway, but before we put "30" to this, I'd

(Continued on page 26)

Resolutions

Adopted at the 63rd Convention of the National Guard and Naval Militia Association of the State of New York

ARMORIES AND MANEUVER AREA

Whereas, The President of the United States has declared the existence of a limited national emergency, and

Whereas, The President has directed an increase in the Regular Army and National Guard personnel, and

Whereas, The Governor of the State of New York has expressed his continued interest in national defense and particularly in the procurement of adequate armory facilities for the National Guard and Naval Militia, and

Whereas, The armory construction program of the State has been stagnant for the past six years, and

Whereas, Deterioration of the armory facilities has resulted, and

Whereas, There now exists a deficiency caused by failure to continue the normal construction, and additional troops and material assigned by the presently ordered increase by the President will require additional facilities, and

Whereas, The State has no adequate maneuver areas for the training of the troops,

Now, Therefore, Be It Resolved, That this Association in convention assembled hereby urge upon the Governor and the Legislature of the State of New York that the armory construction program be resumed without further delay and that funds be provided promptly to provide proper armory and maneuver area facilities throughout the State, and

Be It Further Resolved, That the Standing Committee of this Association be and hereby is authorized and directed to appear before the proper State authorities to urge prompt action, and that copies of this resolution be sent to the Governor; Lieutenant-

Governor; the Comptroller; and each member of the Legislature, and the press.

Whereas, The President of the United States has declared the existence of a limited national emergency, and

Whereas, The President has directed an increase in the Regular Army and National Guard personnel, and

Whereas, The War Department has directed the prompt enlistment of such increased personnel, and

Whereas, The City of New York is responsible for the housing of the personnel and materiel of the National Guard and Naval Militia, and

Whereas, The present facilities of the armories for such New York City organizations are, and for years have been, in most instances wholly inadequate both as to space and conveniences, and

Whereas, There are no adequate garage facilities to house motor equipment, and

Whereas, The press carried a statement by Mayor LaGuardia at the conference of Mayors in the City of Washington, under date of September 21, 1939, "that three hundred Anti-Aircraft guns are ready to safeguard American cities and vital military posts," and

Whereas, The fact is that New York State has only one Anti-Aircraft regiment which has only three anti-Aircraft guns, although its allotment is twelve guns; and that the regular service has only eight Anti-Aircraft guns in the New York area, making a grand total of eleven Anti-Aircraft guns to protect the greatest city in the world, and

Whereas, It is generally agreed that not less than two hundred

Anti-Aircraft guns are required to guard properly the metropolitan area, and

Whereas, The City of New York for a number of years has provided no major construction for either the National Guard or the Naval Militia to remedy existing inadequate conditions, which responsibility rests squarely upon the Mayor of the City of New York, in spite of repeated and almost continuous application of the military authorities for such needed and vital improvements, and

Whereas, Such organizations as now constituted to say nothing of their increase presently ordered, are unable to function properly due to such inadequate facilities,

Now, Therefore, Be It Resolved, That This Association in convention assembled does hereby urge immediate action by the City of New York to provide the necessary funds for the construction of adequate facilities for the various units of the National Guard and Naval Militia stationed in the City of New York, including garage facilities, which lack the same, and

Be It Further Resolved, That the Standing Committee of this Association be and hereby is authorized and directed to appear before the proper municipal authorities of the City of New York to explain the vital needs of such units of the National Guard and Naval Militia, and to show the wholly inadequate defense of the citizenry and property of the City of New York now existing and to urge immediate remedial action, and

Be It Further Resolved, That copies of this resolution be sent to the Executive, Legislative and Fiscal authorities of the City of New York, and to the press.

NATIONAL MATCH TEAM FOR NAVAL MILITIA

Whereas, The Naval Militia, as a part of the State defense system, should be reasonably proficient in the use of Small Arms and therefore have the benefit of instructors trained in the Small Arms Firing School, U. S. Army, which is operated annually at Camp Perry in connection with the National Matches,

Now, Therefore, Be It Resolved, That this Association urges that the long standing eligibility of the Naval Militia for participating in the National Matches, as set forth in the War Department Rules and Regulations governing same, be continued, and

Be It Further Resolved, That the attention of the National Guard Association of the United States, the Adjutants General Association of the United States, the National Board for the Promotion of Rifle Practice of the War Department, and the National Rifle Association, be invited to this recommendation.

ADDITIONAL INSTRUCTORS

Whereas, Officers and non-commissioned officers of the Regular Army are now detailed to various organizations of the National Guard for assistance in training and administration, and

Whereas, Various regiments of the National Guard are stationed in widely separated communities, and

Whereas, It is impossible for one instructor in such instance to serve such organization satisfactorily, and

Whereas, It is desirable that such Regular Army personnel be increased,

Now, Therefore, Be It Resolved, That the War Department be requested to detail additional officers and non-commissioned officers of the Regular Army as instructors and sergeant-instructors respectively in the proportion of two officers and three non-commis-

sioned officers for a regimental or comparable unit, and

Be It Further Resolved, That this resolution be transmitted to the National Guard Association of the United States for its approval and appropriate action.



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The Battery Uniform Co.
Riding habits for ladies and gentlemen
Army Uniforms & Equipment
309-11 FIFTH AVE. NEW YORK
Bet. 31st and 32nd Sts.

PICKLED PORKERS

BEFORE streets were paved and when garbage was simply thrown out of the window, New York's first street cleaners were pigs—real pigs. They would devour almost all of the refuse and what little was distasteful even to a pig was left to rot in the road.

A law provided that pig owners must leave the doors of pig pens open, so pigs wandered about the city. They blocked roads, destroyed cornfields and dug ditches in the middle of the "streets" in which to lie down and rest when tired.

After a time the porkers became very bold. They chased people off the streets and fought fiercely with the dogs. On one occasion a mischievous herd of pigs raided a brewery, causing so much damage that the building almost collapsed. They consumed the brew—all of it—and got dizzy. One pig got so intoxicated that it attacked some horses tied to a hitching-post nearby.

The good people of New York had a hearty laugh; drunken pigs were something new.

Perhaps this was the origin of the saying: "Drunk as a pig."

Briar Hill STOKERS — FOR PARTICULAR SMOKERS

ONE MATCH AND YOUR PIPE STAYS LIT

PATENTS PENDING

GENUINE IMPORTED BRIAR

NO SOGGY HEEL

NO BITE

NO RELIGHT

NO BREAK-IN

Briar Hill - the Ideal GIFT PIPE

FOR NEW SMOKING PLEASURE

The Pipe that Really STAYS LIT

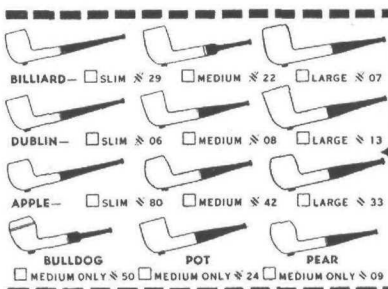
\$1.50

Why buy "just another pipe." Get the one that makes all others obsolete. Here's real pipe satisfaction—it's making pipe smokers of thousands who "couldn't smoke a pipe." Saves 30% to 50% of your tobacco—burns it all. Smokes cool, dry and velvety. Genuine imported Briar—unsurpassed at twice the price. Stoker pushes tobacco UP and KEEPS IT LIT. Send for FULL SIZE PIPE CATALOG. It's FREE. Give Briar Hills for Christmas—get one for yourself. You'll like it.

YOUR OWN PIPE can be fitted with a BRIAR HILL STOKER. Put a ONE DOLLAR BILL with your pipe BOWL and mail to us. (Pack it well—do not mail the stem.)

See our complete line ad in December Popular Science and Esquire.

BRIAR HILL CORP., MILLERSBURG, OHIO



BE SURE TO CHECK YOUR CHOICE

BRIAR HILL CORP. Millersburg, Ohio

Enclosed is \$..... Send Briar Hill "Pioneer" Stoker pipes checked at left.

Enclosed is \$1.00 and my favorite pipe. Please "fix it so it will stay lit."

Send Briar Hill Chart of full size illustrations.

NAME

ADDRESS

CITY AND STATE.....

11-39 N. G.

HOW TO WIN SPACE

(Continued from page 23)

like to say a word about those fine folks, the newspaper people and repeat again why I've tackled this subject of public relations from the news angle.

Remember that what you release is *news*, publicity in a sense, yes, but essentially *news*. That the best possible source of publicity is its appearance in the newspapers; don't forget that. The cheapest and best way to get before the largest number of people is by appearance in the newspapers and on the air as news.

As to the newspapers and radio people . . . they sell news, that's their business. If one fine day you see or hear your pet yarn slashed to the bone, don't fly off the handle at them. There were probably reasons. During the middle of August, news would have to be big to break even with European dispatches . . . but the news columns and radio broadcasts will be glad to get and use your stuff when things quiet down again.

So happy writing, boys, and if you have any special troubles, let me know.

AMERICAN SOLDIERS ALSO FOUGHT; by Lieutenant General Robert Lee Bullard; *Published by Maurice H. Louis, 333 West 56th Street, New York City. Price \$1.25 for regular edition. \$2.00 for deluxe, autographed edition.*

Aroused by the repeated attempts of foreign statesmen and writers to belittle the efforts of the United States in the World War, Lieutenant General Robert Lee Bullard, Retired, has written in his "American Soldiers Also Fought" a concise account of those efforts which leaves no doubt of their effectiveness in the mind of the reader.

It is especially appropriate that such a book should appear now. Throughout our history we have stumbled into wars, and between whiles we give no serious thought at all to the subject. With many of the European powers now actually engaged in conflict and the discussion general whether or not the United States will eventually have to take an active part, it is pertinent to review the facts of our participation in the last war.

As General Bullard says with reference to the majority of World War books written from the view point of the staff officer ". . . the war was not fought at any G. H. Q. It was fought up at the front, and by soldiers!" In his book the General has written vividly of what happened on the field and in language anyone can understand. Every major offensive of the A.E.F. is taken up, chapter by chapter.

General Bullard shows definitely that the United States did not merely contribute a few soldiers to act as reserves while the allied armies won the war; he shows that the coming of the Americans—one million two hundred thousand of them in the field—turned the tide and transferred imminent defeat into a smashing victory. This is the true picture and not the one that Europeans are so prone to write about.

LEADERSHIP AND ITS INGREDIENTS

(Continued from page 11)

The first of these is General Baldwin, the only man who ever received the Medal of Honor twice. He won it the first time before Atlanta, while commanding an outpost. The enemy demanded his surrender several times, but he refused to give up. He held on, although he himself was wounded, and all of his men were either killed or wounded. He knew that his position was necessary to the advance of Sherman and his main force.

Later on, in the Regular Army, he won his second Medal of Honor while fighting Indians in the Texas Panhandle country. A band of Indians had massacred a settler and his wife and had taken their two little girls with them. Baldwin with a force of cavalry was sent to recover the children. As he came over a rise he saw the Indians' teepees about 600 yards ahead. He halted his force out of sight and took one sergeant forward to reconnoitre. Taking care not to be discovered they worked close to the camp. Baldwin saw the two children playing in the street and realized that if he attacked the camp the Indians would kill the children. So he and the sergeant mounted their horses and dashed into the camp, picked up the children and galloped away. He was wounded once and the sergeant twice. This man, General Baldwin, personifies "the fighter."

The next man was General Funston. He had a great wealth of personal experiences on which to fall back when confronted with a hard problem. No matter what the problem was, Funston could always recall an incident that gave him the solution. General Funston personifies "common sense."

The third and last man is General Pershing. His thoroughness and his determination were the outstanding characteristics of our great World War Commander.

These three men collectively personify all the attributes of leadership.

In no institution in the world are the fundamentals of leadership so well taught and instilled as at West Point. In your studies, in your drills and evolutions, in fraternal associations, in class and academic esprit-de-corps, in games and sports, in your discipline, character building and many other considerations, you have learned the finest lessons of leadership. Carry these away with you and practice them in the service. Your motto of "Duty, Honor, Country" will guide you for evermore, and I am sure will lead you to great success.

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TRAINING PROBLEMS

(Continued from page 9)

rendered useless one road block and one gun.

In my opinion, road blocks in general are ineffective against tanks or the combat cars of the mechanized cavalry. They are ineffective because these weapons can move across country and go around these road blocks, and any road block that is so placed that anything can go around it is no obstacle at all. We need more training in the powers and limitations of road blocks. We need training as to where they should be placed and how they should be protected by fire.

We have gone to permanent camps for such a long period that very few of our officers and non-commissioned officers understand how to put up a camp and the sanitary elements in connection therewith. Men are creatures of habit and they must answer the calls of nature. So many of us, when we answer the calls of nature, just pull a chain, and the results of the call of nature are automatically disposed of; we don't know how and we care less. In the field, it is different, and without unremitting care on the part of all concerned the results are entirely unsatisfactory. We must have more training in this important subject.

Let us take up the washing of mess kits. The very first thing a man is taught is how to wash his mess kit. You are taught to have three containers—two filled with hot, soapy water and the last filled with clear, boiling water. Very often, you have the material, but you start a fire a half-hour before the mess kits are to be washed and the result is that you get tepid water, and that does not answer the problem. This is serious because in no time at all, if you do not use boiling water, you are going to have trouble on your hands. This must be looked into, and it is simple to do that. But you can't start the fire a half-hour before the water is to be used and expect it to be hot, because it won't.

Umpire Control: The control by the umpires left much to be de-

sired. It is difficult to get the umpire control that we desire. This problem has not yet been satisfactorily solved. One weakness that must be avoided is allowing the infantry to cross open ground under fire. I saw—and again this was not in any unit of the New York National Guard—a flagrant violation of this important principle. When I was a boy, I saw the cyclorama of the Battle of Gettysburg in which was depicted Pickett's Charge at Bloody Angle. I saw the same thing at these maneuvers. (Laughter.) The only difference was that in the cyclorama the officers pulled their swords and got in front of the troops; this time we had the machine guns leading the charge. That should never have been allowed, and (confidentially, I had a fit!) I blame the umpires for this. I believe that our system of flag signals may have had some bearing on this, and we must try to find some method to overcome this false impression. We had a system whereby if the Blue side had fire superiority and could advance, the Blue flag was carried forward in such a manner that it didn't wave, but just as soon as that Blue flag was moved forward, up would get the entire line and move forward. Ever since I have been here, and that is a good many years, we have been trying to teach these people that they don't move in a line. In our maneuvers we are not going to have anything like that, if I have anything to do with it; there is going to be some other method.

Another great weakness was the inability to indicate artillery fire. Here, we had a great mass of artillery, and we couldn't represent it on the battle field. In the Army maneuver, the Black artillery was superior to the Blue by a ratio of, at all times, six to one, and very frequently as high as twelve to one, and yet we couldn't indicate this. They had a scheme, but it was too elaborate, and it broke down of its own weight. To make these maneuvers as realistic as possible, we must find some means of indicating this fire. I have some ideas on the

subject and we have discussed the problem pretty thoroughly and we are going to try to put them into effect next year, and we are going to try to show that you artillery men are putting down a disastrous barrage.

It is useless to call attention to the mistakes that have been made, unless we can offer you some plan which can be made to work and eliminate these mistakes or reduce to a minimum the chance of repeating them. We have two periods of training: The armory training period and the field training period. In the armory training period, we have both schools and drills, or instruction.

Let us take up first our officers' schools. Orders from Headquarters, New York National Guard, requires each officer to do a minimum of twenty hours of extension course work per year, and, in addition, before an officer can be promoted, he must complete the appropriate extension school sub-courses. Therefore, we can say that, in general, our officers' schools are based on the Army extension courses. I am more familiar with the infantry sub-courses than I am with the other sub-courses. The extension courses prepared by the Infantry School, primarily for infantry officers, are excellent, and I believe the extension courses of the other arms and services are also excellent. I have no desire to minimize the value of the extension courses as a means of imparting military education; however, I am not sure that the Army extension courses fully meet the needs of the National Guard. Some of the advantages and disadvantages of the present setup are as follows:

Advantages: They are excellent for the instruction of individuals who are so situated that they cannot be assembled into a group; and they are excellent as a means for an officer or a non-commissioned officer to prepare in advance for promotion.

Disadvantages: They do not thoroughly teach tactics; they do not train the unit—let us say, the regiment or battalion—as a team;

they teach each subject separately; they permit an individual to cram for an examination; and they permit an individual to progress too rapidly. We so frequently find a lieutenant taking instruction in handling battalions, regiments, brigades and even divisions, without thoroughly knowing how to handle his normal command—a platoon.

All tactical problems in the extension courses must, of necessity, state a problem complete. This means that you can make a decision and a plan and know that there will be no change in the situation. In the field, this is impossible because decisions and plans must be made on the information you have secured from your subordinates or have deduced from your mission and information from higher or lower commanders. This is never complete and is constantly changing.

These are not all the advantages and disadvantages of extension courses, but I think they are enough to bring out the point I wish to stress: In the limited time we have available, why try to make a jack-o-all-trades and a master of none? Instead of trying to make a major, a lieutenant colonel, a colonel or a brigadier general out of a lieutenant, why not train him for his present job and for promotion to the next higher grade? Why give a lieutenant of a rifle company one problem in the handling of a rifle platoon, one on a machine gun platoon, one on a howitzer platoon, one on a tank platoon and one on a communications platoon? Let us find some scheme where he will do many times a problem in leading a rifle platoon and let him absorb the principles of the other platoons by seeing how they work within the regiment as a whole.

When it comes to administrative and technical matters, I know of no better method than the extension course method for teaching these subjects. I do believe that some of them should be eliminated or changed to meet the present needs of the National Guard. Why every infantry officer has to take up the

care and handling of animals, I don't know!

The subject of tactical training of our units has bothered us for a long time. How can we best utilize the time available to us for training? I have tried many schemes; some of them were complete failures and others were successful as a whole, or in part. One scheme, in my opinion, produced good results. This scheme, was to have all the officers enrolled in a certain series of the army extension courses, and take up in turn each lesson of a sub-course of that series. These officers assembled for a conference in which I took up the principles involved in that particular lesson. The officers would then work out a solution to the problem and submit it for rating before the next meeting of our class. I would rate the lesson and return it to them at the next assembly. At this time I would read to them the school solution and discussion and in addition thoroughly explain the tactics involved and show them where they had committed any serious error. I always encouraged them to ask questions in order to clear up any point in tactics. I would then take up the principles involved in the next lesson, and the whole class progressed uniformly. This not only produced good results in the regiment to which I was assigned but also produced good results in every organization that tried this scheme.

This scheme, however, does not produce the results we desire. It does not overcome the disadvantages inherent in the Army extension courses which I have previously discussed.

The next scheme I tried was to draw up a problem in troop leading which was partly solved on the map and partly on the sand table. The basic problem was given to all officers of the regiment and the colonel was then required to report at a certain point for the brigade commander's orders. This point was some place on the sand table. The brigade commander's orders were issued orally by the instructor from notes, and the colonel

was required to make his plans and issue his orders based on the brigade orders. This required each staff officer to perform his normal function and required the necessary oral orders to the different combat units of the regiment. After the battalion commander received his orders, he was required to issue his orders to his company commanders from the sand table. Based on the orders from the major, the company commanders were required to issue their orders to their lieutenants and others on the sand table. The lieutenants were then required, on their drill night, to issue their orders to their platoons and take up the combat principles involved with their men. I believe this scheme will work to the best advantages of all and will give us the training in most of those things in which we were weak during the First Army maneuvers.

To prepare a problem of this character and carry it through requires an immense amount of work on the part of the instructor and requires considerable time of the officers of the regiment, but I believe that by having a series of these problems, one after another, we will better train all our officers and non-commissioned officers in command of their proper units. There is a certain routine in troop leading which we must master. There is a certain routine in issuing orders which we must master. By this system, each doing the job over and over again, I believe we will receive better training as a whole.

This does not permit the officers to receive credit for the work they do toward promotion, and this is a weakness. Perhaps something could be done to give the officers who take part in this exercise credit for the work now required in the extension courses both for promotion and that required by Headquarters of the New York National Guard.

In this connection, I recently received a letter from a friend of mine who is on duty with the Ohio National Guard, enclosing a resolution requesting the Chief of the

National Guard Bureau to furnish suitable instruction matter for the infantry units of the National Guard. I should like to read this resolution to you because it shows, in my opinion, that other states are also trying to find out some method of better instruction for the National Guard:

"Whereas, The present Army extension courses are considered by the War Department as a standard on which officers are commissioned and promoted in the National Guard, and these extension courses were designed primarily for the instruction of officers of the Reserve Corps; and

"Whereas, They do not in a great many instances meet the needs of the National Guard for either promotion or current instruction; and

"Whereas, Historical map problems, one and two-sided map maneuvers and conferences thereon create the greatest interest among infantry officers of the National Guard; and

"Whereas, The time of Regular Army infantry instructors is so taken up with the many staff conferences, officers' schools and N.C.O. schools that they have neither the necessary time, facilities nor personnel available to draft, check over and revise said historical map problems and conferences thereon; and

"Whereas, Other branches, in particular the Engineers School at Ft. Belvoir, Virginia, through its Department of Extension Courses, issue regular conference courses and historical problems for National Guard officers, which are sent out to National Guard instructors; now, therefore, be it

"Resolved, By the Ohio National Guard Convention, assembled at Columbus, Ohio, October 15, 1939, that the Chief of the National Guard Bureau be requested: First, to set aside from the National Guard Bureau's appropriation sufficient amount of money to furnish all instructors on duty with infantry units of the National Guard, with copies of all instructional matter published by the Infantry School; second, that a series of

command post exercises, historical map problems and map maneuvers be drawn up by the Infantry School for the instruction of the staffs of the infantry regiments and higher headquarters and issued to their instructors each year."

Now, I do not agree with all the points made in this letter, but I believe in the main that it has so many good points that it should be carefully considered.

The scheme I have just enumerated does not take up all our training problems. Combat principles of small units must be stressed, and the best way to train in this important subject is on the sand table.

The interpretation of aerial photographs can and should be taught during the armory training period. Headquarters of the New York National Guard has informed me that they will help out in this matter by furnishing the necessary photographs.

Teaching the non-commissioned officers and new officers how to use the compass must be taken up in the armory and carried to completion during the field training period. The handling of transportation must also be taken up during the armory training period and carried to completion during the field training period.

The proper training of cooks and mess sergeants can also be taken up in the armory training period and again carried to completion in the field training period. I hope before next camp to give you some help in this important subject.

How to build a camp and camp sanitation can also be taught in the armory and carried to completion in the field training period.

The training of the infantry-field artillery team must be stressed. If at all possible, one brigade of infantry, with its supporting regiment of field artillery, should be sent to Pine Camp each year. During the first week of this period, the infantry should complete its technical training and its training in combat principles of small units

to include at least the company, and the field artillery should complete its firing during the first week. In the second week, there should be a series of problems, regiment against regiment, and the brigade as a complete team. The Senior Instructor's office will do everything possible to help in the preparation of the problems and in the furnishing of the proper number of umpires.

We have other training problems. Some are new and some are old. We have a new close-order drill regulations. This was designed to be simple. Keep it simple.

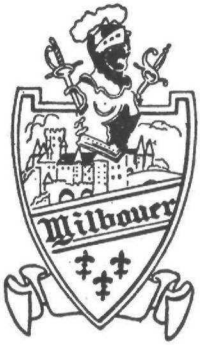
Changes in Tables of Organization, Infantry Tables of Organization, are drastically changed, and perhaps some others will be changed. These changes are made to meet changing conditions. They probably have been very carefully considered before being published. Some of the changes are excellent, and with some you may not agree. Accept them as they are; don't fight them. We will probably get some new arms and equipment during the coming year. Some of these will be new to the organization receiving them and there will have to be a lot of time and thought given to the training in the use of these weapons and equipment.

We are in for a busy training year. The instructor personnel on duty with your organization can be of great assistance to you in your training problems. Consult them freely and tell them your troubles, and you will probably find that they will be able to help you considerably.

I do not wish to leave the impression that I am advocating that you spend more time in your training; what I am trying to advocate is that you make better use of your time. In this connection, I would like to remind you of the talk given before this Convention last year by the then Senior Instructor, Colonel Herbst, on "Organization for Training." I should like to recommend that you read over this talk,

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Wife—John, I'm sure I heard a mouse squeak.
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"Yes," replied the other. "I thought I left my bicycle outside."

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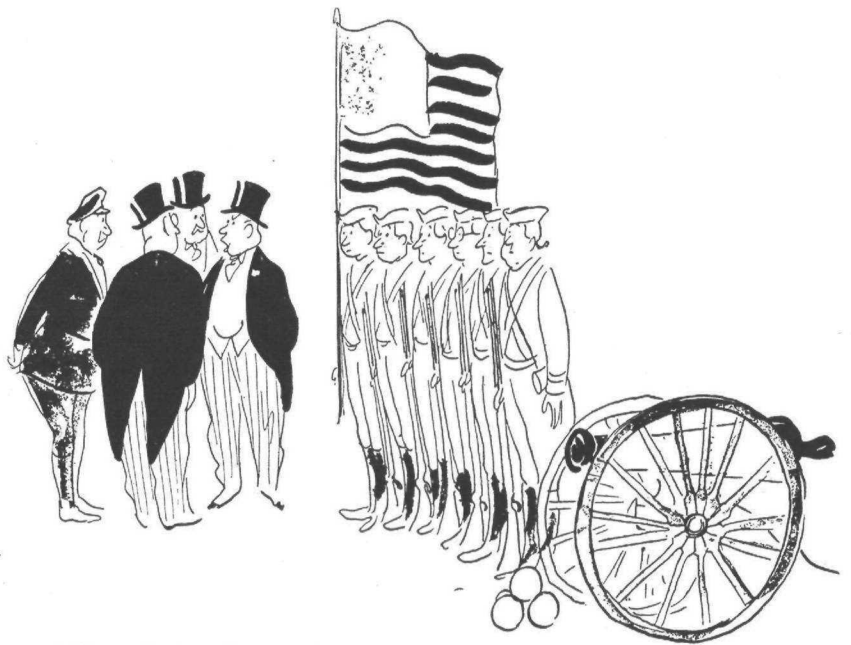
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She: "No."

He: "Please do, the moon is so pretty."

She: "No, I don't trust you."

He: "Aw, come on—I promise I won't do a thing I shouldn't."

She: "Then there's no use to go."—The Pointer.

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COLONEL GEORGE C. COOK, Historian of the New York Chapter of the Military Order of the World War, has just issued an appeal to members to contribute a story or stories of their own personal experiences in the World War for publication under the general sponsorship of the Chapter.

Colonel Cook indicates in his letter that the editor of a leading metropolitan daily proposes to feature a series of these stories and that final publication in book form is planned. The royalties on sales will be paid to the Chapter.

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AVERAGE PERCENTAGE OF ATTENDANCE

MONTH OF AUGUST, 1939

AVERAGE ATTENDANCE FOR ENTIRE FORCE (August 1-31 Inclusive).....92.89%

| | | | |
|---|----------|-------------|-------------|
| Maximum Authorized Strength, New York National Guard..1499 Off. | 22 W. O. | 19520 E. M. | Total 21021 |
| Minimum Strength, New York National Guard.....1467 Off. | 22 W. O. | 17467 E. M. | Total 18956 |
| Present Strength, New York National Guard.....1419 Off. | 21 W. O. | 19068 E. M. | Total 20508 |

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.

| | | |
|--|----------------------|-----------------|
| 106th Field Art. 97.42% (2) ² | Maintenance.....647 | Actual.....699 |
| 27th Div. Avia. 96.94% (3) ¹⁵ | Maintenance.....118 | Actual.....131 |
| 369th Infantry 96.60% (4) ⁵ | Maintenance.....1038 | Actual.....1115 |
| 105th Field Art. 96.45% (5) ⁸ | Maintenance.....599 | Actual.....650 |
| 245th Coast Art. 95.97% (6) ²⁶ | Maintenance.....739 | Actual.....792 |
| 156th Field Art. 95.18% (7) ¹² | Maintenance.....602 | Actual.....644 |
| 14th Infantry 95.15% (8) ¹¹ | Maintenance.....1038 | Actual.....1115 |
| 174th Infantry 94.69% (9) ⁷ | Maintenance.....1038 | Actual.....1133 |
| 258th Field Art. 94.29% (10) ²¹ | Maintenance.....647 | Actual.....665 |
| 104th Field Art. 94.09% (11) ⁹ | Maintenance.....599 | Actual.....642 |
| 212th Coast Art. 94.07% (12) ⁶ | Maintenance.....703 | Actual.....759 |
| 102nd Med. Reg. 93.89% (13) ¹⁴ | Maintenance.....568 | Actual.....669 |
| 71st Infantry 93.82% (14) ²⁰ | Maintenance.....1038 | Actual.....1120 |
| 102nd Engineers 92.87% (15) ¹⁶ | Maintenance.....475 | Actual.....505 |
| 244th Coast Art. 92.79% (16) ¹⁰ | Maintenance.....648 | Actual.....683 |
| 121st Cavalry 92.50% (17) ³ | Maintenance.....571 | Actual.....611 |
| 165th Infantry 91.49% (18) ¹³ | Maintenance.....1038 | Actual.....1080 |
| Spec. Trps. 27th Div. 91.42% (19) ²³ | Maintenance.....318 | Actual.....373 |

| HONOR ORGANIZATION | No. Dr. | Aver. Pres. Abs. | Aver. Att. | Aver. % Att. |
|--|---------------------|------------------|------------|--------------|
| 102nd Qm. Regt. 98.49% (1) ¹ | Maintenance.....235 | Actual.....333 | | |
| HEADQUARTERS .. | 2 | 5 | 5 | 100 |
| HDQRS. COMPANY. | 3 | 40 | 39 | 97 |
| HDQRS. 1st BAT.... | 3 | 2 | 2 | 100 |
| COMPANY A..... | 3 | 50 | 49 | 98 |
| COMPANY B..... | 3 | 50 | 50 | 100 |
| HDQRS. 2nd BAT.... | 3 | 2 | 2 | 100 |
| COMPANY C..... | 3 | 49 | 48 | 97 |
| COMPANY D..... | 3 | 50 | 48 | 96 |
| HQ. & HQ. DET. 3rd BAT. | 2 | 8 | 8 | 100 |
| COMPANY E..... | 2 | 35 | 35 | 100 |
| COMPANY F..... | 2 | 30 | 30 | 100 |
| MED. DEP. DET.... | 2 | 12 | 12 | 100 |
| | | 333 | 328 | 98.49 |

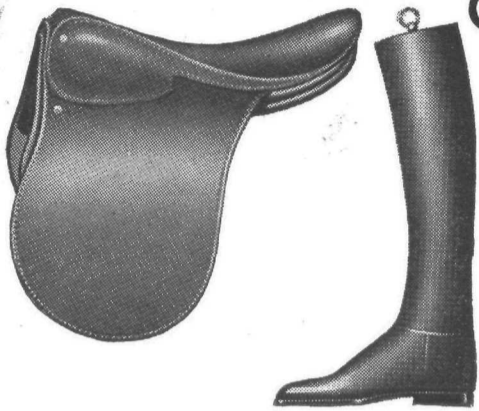
| | | |
|---|----------------------|-----------------|
| 101st Cavalry 90.73% (20) ²² | Maintenance.....571 | Actual.....671 |
| 105th Infantry 90.04% (21) ¹⁷ | Maintenance.....1038 | Actual.....1113 |
| 101st Signal Bn. 89.07% (22) ¹⁸ | Maintenance.....184 | Actual.....181 |
| 108th Infantry 88.92% (23) ⁴ | Maintenance.....1038 | Actual.....1102 |
| 10th Infantry 86.16% (24) ²⁴ | Maintenance.....1038 | Actual.....1101 |
| 107th Infantry 84.54% (25) ²⁵ | Maintenance.....1038 | Actual.....1062 |
| 106th Inf. Not drilling (26) ¹⁹ | Maintenance.....1038 | Actual.....1100 |
| Brig. Hq. C.A.C. 100.00% (1) ¹ | Maintenance.....11 | Actual.....9 |
| State Staff 100.00% (2) ² | Maintenance.....78 | Actual.....77 |
| 52nd F.A. Brig. 98.11% (3) ⁵ | Maintenance.....36 | Actual.....53 |
| 87th Inf. Brig. 97.82% (4) ⁸ | Maintenance.....27 | Actual.....46 |

| | | |
|---|--------------------|---------------|
| 54th Inf. Brig. 97.56% (5) ³ | Maintenance.....27 | Actual.....41 |
| 51st Cav. Brig. 97.46% (6) ⁷ | Maintenance.....69 | Actual.....79 |
| 93rd Inf. Brig. 95.23% (7) ⁴ | Maintenance.....27 | Actual.....42 |
| 53rd Inf. Brig. 93.33% (8) ⁹ | Maintenance.....27 | Actual.....45 |
| HdQRS. 27th Div. 92.06% (9) ⁶ | Maintenance.....65 | Actual.....63 |

BRIGADE STANDING

| | |
|--|--|
| 52nd F.A. Brig. 95.55% (1) ² | HdQRS. & HdQRS. Battery 104th Field Artillery 105th Field Artillery 106th Field Artillery 156th Field Artillery 258th Field Artillery |
| 87th Inf. Brig. 95.07% (2) ³ | HdQRS. & HdQRS. Company 71st Infantry 174th Infantry 369th Infantry |
| Brig. Hq., C.A.C. 94.38% (3) ¹ | HdQRS. & HdQRS. Detachment 212th Coast Artillery 244th Coast Artillery 245th Coast Artillery |
| 93rd Inf. Brig. 93.38% (4) ⁵ | HdQRS. & HdQRS. Company 14th Infantry 165th Infantry |
| 51st Cav. Brig. 91.73% (5) ⁴ | HdQRS. & HdQRS. Troop 101st Cavalry 121st Cavalry |
| 53rd Inf. Brig. 88.38% (6) ⁷ | HdQRS. & HdQRS. Company 10th Infantry 105th Infantry 106th Infantry |
| 54th Inf. Brig. 86.82% (7) ⁶ | HdQRS. & HdQRS. Company 107th Infantry 108th Infantry |

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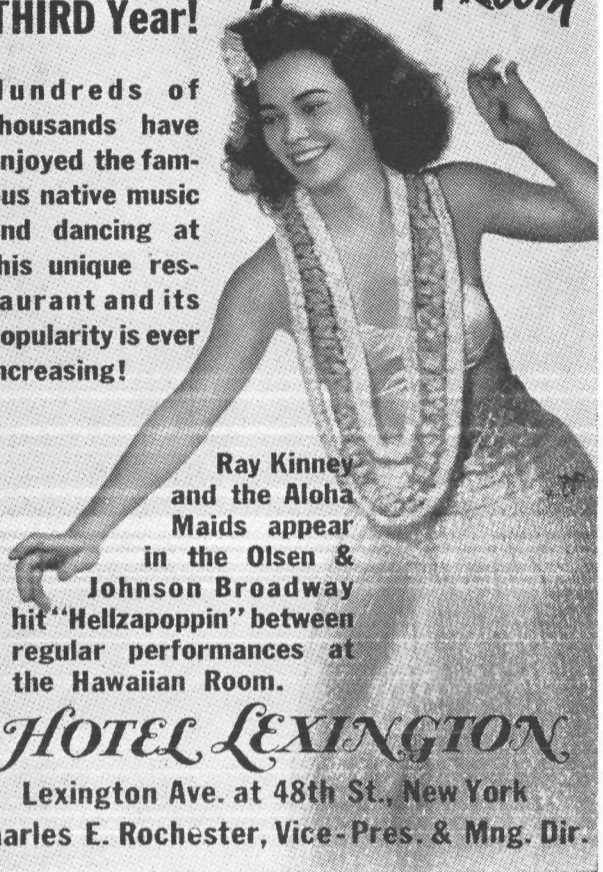
for ALL LEATHERS



Now In Its
THIRD Year!

Hawaiian Room

Hundreds of
thousands have
enjoyed the fam-
ous native music
and dancing at
this unique res-
taurant and its
popularity is ever
increasing!



Ray Kinney
and the Aloha
Maids appear
in the Olsen &
Johnson Broadway
hit "Hellzapoppin"
between regular
performances at
the Hawaiian Room.

HOTEL LEXINGTON

Lexington Ave. at 48th St., New York
Charles E. Rochester, Vice-Pres. & Mng. Dir.

TREAT YOURSELF TO
A BOTTLE OF "FITZ"

Fitzgerald's
★ **ALE** ★

**THE BOTTLED ALE WITH
THE TAP-ROOM TANG!**

Other Favorites with Guardsmen

FITZGERALD'S BURGOMASTER BEER

FITZGERALD'S GARRYOWEN ALE

For Sale
Everywhere



On Draught
and in Bottles

NIAGARA  HUDSON
COKE

MANUFACTURED AT TROY, UTICA, SYRACUSE

NEVER AGAIN!

Never again will the Smith's fuel bill leave such a hole in their pocket-book now that they have switched to Niagara Hudson Coke—the fuel that gives *more heat for less money*. Mr. Smith says it is easier to tend and his wife likes coke because it is clean and economical.

Phone today for a trial bin-full. We refund the full purchase price if you are not satisfied.

LESS ASHES
More Heat!



Niagara Hudson Coke leaves less ashes, finer ashes . . . you get more heat.

MORE ASHES
Less Heat!



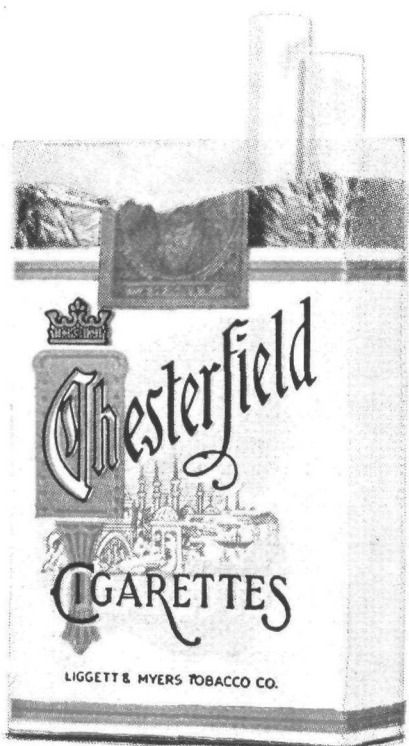
Ordinary fuel leaves more ashes, partly-burned lumps . . . you get less heat.



They do the job
they're meant to do

They Satisfy

Chesterfields are like that . . . they go about their business of giving you more smoking pleasure . . . *with a taste, aroma and mildness that's all their own* . . . the kind that only the right combination of the world's best cigarette tobaccos can give.



CHESTERFIELD