Self-Helps for the CITIZEN-SOLDIER

CAPT-JAS-A-MOSS
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U-S-ARMY

"We must depend in every time of national peril, in the future as in the past, not upon a standing army, nor yet upon a reserve army, but upon a citizenry trained and accustomed to arms.

"It will be right enough, right American policy based upon our accustomed principles and practices, to provide a system by which every citizen who will volunteer for training may be made familiar with the use of modern arms, the rudiments of drill and maneuver, and the maintenance and sanitation of camps." *(President Wilson, in his message to congress, December, 1914.)*

SELF-HELPS *for the* CITIZEN-SOLDIER

Being a Popular Explanation of Things Military

BY

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AND

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UNITED STATES ARMY

Pen Sketches by Lieut. W. E. Larned

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DEDICATED to every red-blooded American who is willing to do a man's share in the defense of his country.

INTRODUCTION

Our early Presidents pointed out again and again that the safety of the nation depends upon an armed and disciplined citizenry. They recognized that in a free democracy founded upon manhood suffrage there must be manhood obligation for service; that when men exercise the right of suffrage they must accept the responsibility of service.

Washington on January 1, 1790, in a communication transmitting the plans of Secretary Knox, said:

"Fourthly, that every man of the proper age and ability of body is firmly bound, by the social compact, to perform personally his proportion of military duty for the defense of the state.

"Fifthly, that all men of the legal military age should be armed and enrolled and held responsible for the different degrees of military service."

Jefferson, in a letter to James Monroe, dated Monticello, June 19, 1813, said:

"It proves more forcibly the necessity of obliging every citizen to be a soldier. This was the case with the Greeks and Romans, and must be that of every free state. Where there is no oppression there will be no pauper hirelings. We must train and classify the whole of our male citizens and make military instruction a regular part of collegiate education. We can never be safe until this is done."

This letter was written fourteen months before the fiasco at Bladensburg and the burning of Washington.

These words are as true today as when they were written and should be heeded by each and

every one of us. The conditions of organization on the part of the great nations of the world make them all the more forcible in their application to ourselves. We must strive to instill into the youth of the country the idea of their individual responsibility for military serviice and we must adopt some systematic plan for securing such general instruction of our men as will make their service effective. It is not enough for a man to be willing; he must be trained. Willing, but untrained men, cannot meet with any hope of success against equally good men trained and disciplined.

Major General, United States Army.

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EXPLANATORY

This book is in no sense a manual by which the civilian may train himself to the work of the soldier. Indeed, such a book could not be written, for the reason that the business or trade of the soldier can no more be learned from a book than can that of the plumber, the carpenter or any other artisan.

The book is merely a sort of guide by means of which the civilian may inform himself in a general way concerning military rudiments and other military matters, so that, should he ever be called upon to defend his country, he may better understand the general nature of things military and may thereby learn the soldier's trade all the sooner.

NOTE: *Manual of Military Training,* Geo. Banta Publishing Co., Menasha, Wis. ($1.90), is recommended to those wishing to get in simple, condensed form a more definite, detailed idea of the basic, fundamental principles of military training.

Peace with Honor

"BUT in demonstrating by our conduct that we do not fear war in the necessary protection of our rights and honor, we should give no room to infer that we abandon the desire of peace. An efficient preparation for war can alone secure peace." *(Extract from President John Adams' second annual message.)*

CHAPTER 1

PREPARING THE GROUND FOR THE MILITARY SEED

THE FIRST STEP—The first step in planting is to prepare the ground for the sowing of the seed.

If you, my civilian reader, would like to become, in the words of President Wilson, "Trained and accustomed to arms"—if you would like to learn something about the soldier's trade—the best way to start is by getting a clear understanding of a few of the broad, general facts underlying the need and use of military forces.

By so doing, you will be able to approach the work in a proper spirit—with a mind prepared to receive the military seed.

Let us begin at the beginning.

THE NATURE OF WAR—It is useless to try to describe war, for words fail us. You, Mr. Citi-

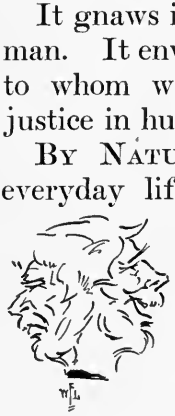
zen, have heard of it and read of it all your life. Perhaps you may even have viewed it from the side lines, and may know what it looks like from the outside.

Some day, in contributing your mite to the defense of the country in its hour of need, you may learn from bitter, personal experience what war looks like and what it feels like from the inside.

War is a blight that strikes at the best in the heart of a nation and leaves always a slow-healing wound infected with bitterness and hate.

It gnaws its way into the heart of the fighting man. It envelopes and poisons the souls of those to whom we ordinarily look for charity and justice in human dealings.

By Nature, Man is Two-Faced—In his everyday life, he is charitable, peaceable and reasoning. In crises, his primitive emotions are apt to assert themselves, and passion to take the place of reason.



When the war-crisis takes possession of his mind and the call to arms stirs his blood, the thin veneer of modern civilization and refinement falls from him, leaving instinct in control of his actions.

With this side of man's nature uppermost, it is no wonder that war is ruinously destructive, or

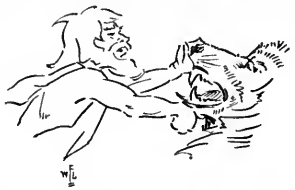
that its path is darkened by every shade of suffering and misery.

THE HISTORY OF WAR—War has marched side by side with man in every step of his upward climb from savagery to his present state of civilization.

No age, no nation has ever escaped its withering blast. Our Holy Bible is largely taken up with accounts of the wars of the Children of Israel.

THE CAUSES OF WAR—The causes of war are as numerous as wars themselves have been. From the day of his creation, man has been a fighting animal.

Before the dawn of that intelligence which taught man the wisdom of combining forces to make war, he fought as an individual. He began by fighting any animal he could eat or that ate anything he wanted. He fought in self-defense—to keep from being killed and eaten himself.



In those days fear and necessity drove him to fight.

Since then, self-defense, conquest, oppression, liberation, religion, racial antagonism, conflict-

ing interests and what not, are the causes that have led man to continue waging war.

There was a time when war was caused largely by individuals—rulers, cabinet ministers, favorites—to gratify selfish ambitions or satisfy petty grudges.

Today the people alone bring about war.

Under whatever guise they may be waged, the wars of today are, in reality, caused by conflict of interests resulting from the modern struggle for existence.

Down at its root, it is the same cause, unrecognizable in its modern frills, that made our ancestors resort to war.

It is the same cause that makes for war among the birds of the air, the animals of the earth, and the fish of the sea.

The Wars of the World—A list of the wars of the world, giving only names and dates, would fill many pages of this book.

During the last one hundred years, for example, there have been fifteen notable wars (of which we have fought three) among the civilized nations of the world—an average of one every six and one half years—not to mention innumer-

able conflicts among semi-civilized and uncivilized people of the globe.

Our Wars—We of the United States, a peace-loving people, have never been free from war. Every step in our national existence, our birth, our expansion, the final cementing of our Union, our place in the family of the nations, all have been gained through war and war alone.

The War of the Revolution (1775 to 1783) was fought with Great Britain to gain our freedom. It is the sole reason why we are today free and independent.

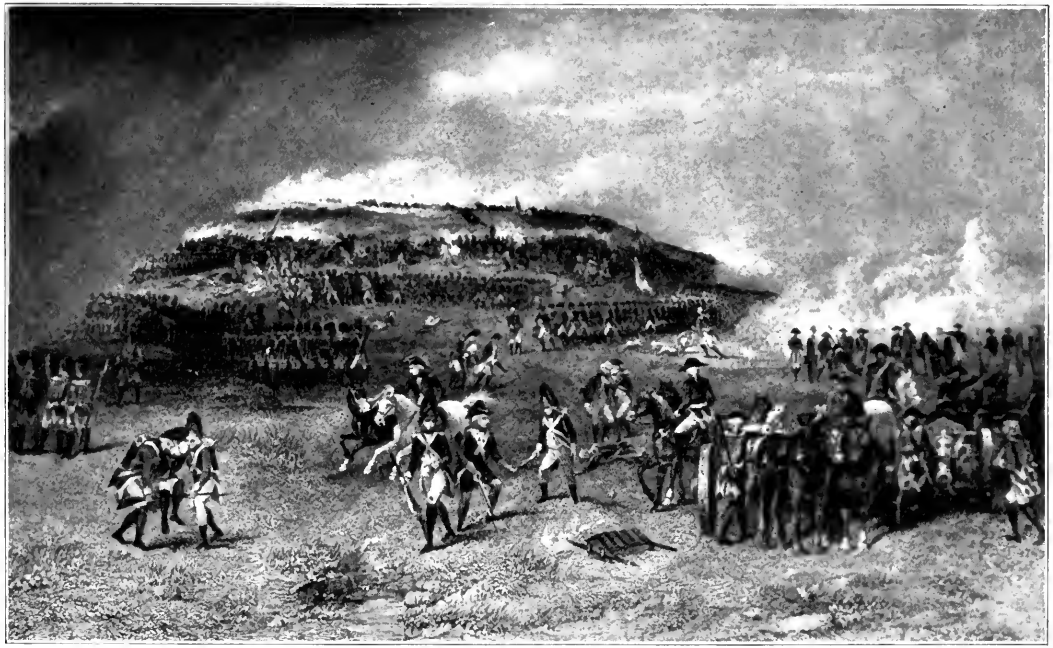
The War of 1812 (1812 to 1815) was fought with Great Britain to gain our freedom on the seas.

The Mexican War (1846 to 1847) was fought with Mexico to settle the dispute over the boundary line between the two countries.

The Civil War (1861 to 1865) was fought between the Northern and the Southern States to settle the question of slavery within the United States.

The Spanish-American War (1898) was fought with Spain to give freedom to Cuba.

The Philippine Insurrection (1899 to 1902) was fought with the insurrecting Filipinos to establish the sovereignty of the United States in the Philippine Islands.



The Battle of Bunker Hill

Other Hostilities—In addition to these wars, our guns were turned against the Indians during a period of more than a hundred years. We have turned them at one time or another against the people of Tripoli, Samoa, China, Mexico and Hayti.

On land and sea, since our history began, Americans have fought more than six hundred and fifty skirmishes and pitched battles.

WILL WARS EVER CEASE? we ask ourselves.

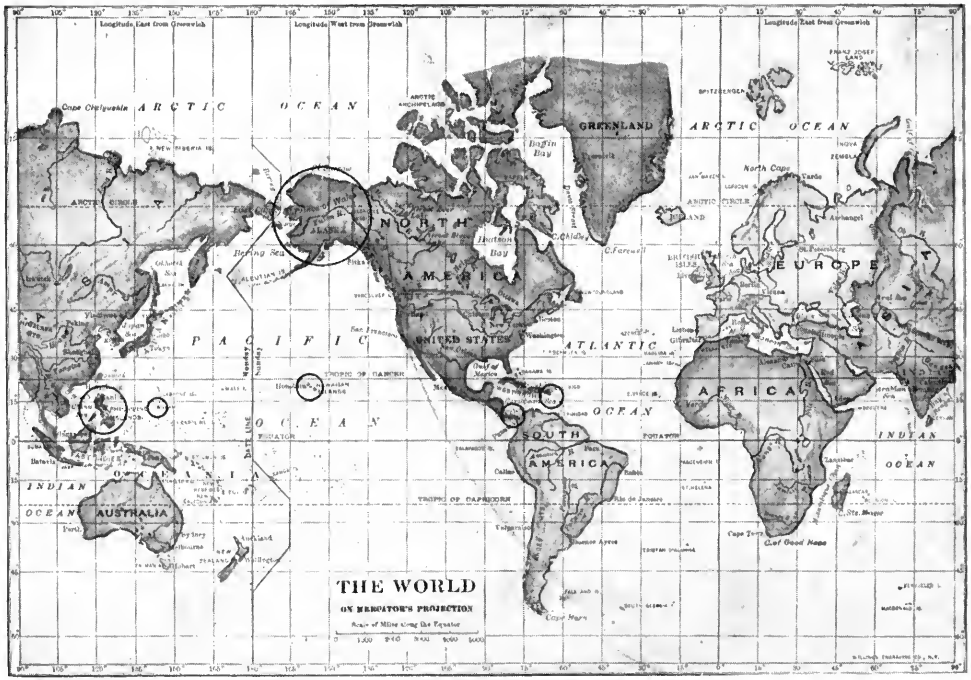
Since war is so terrible, why do we not stop it?

It goes without saying that every one of us would like to abolish war, just as we would like to rid the world of disease and misfortune, but so far we have never been able to do either.

Does the future hold out any encouragement for us? Whether disarmament, arbitration, a new order of life, or some agency now unknown will ever abolish war, no one knows.

However, we do know that judging from the number of wars during the past fifty years, little or no headway has yet been made toward the abolition of war, and there is nothing about the history of the past or the facts of the present that indicate that war will ever cease.

As long as the laws of nature and the instincts of man remain as they are today, war will con-



Scattered Outposts

tinue—and it is not likely that these laws or instincts will undergo any material change during this or the next generation.

WILL THE UNITED STATES EVER HAVE ANOTHER WAR?

Examine our past history, consider our position today, look ahead a little and then let the facts answer the question.

At the end of the Spanish-American war, the United States stepped up into the ranks of the first-class powers of the world.

Up to that time, our interests had been chiefly within our own country. Yet, in spite of our policy of minding our own business and of keeping out of "entangling alliances," we had averaged a war every twenty-three years of our existence as a nation, while hardly a decade had passed in which we had not employed our armed forces against someone.

With such a record in the past, when we were a home-keeping people, when we had few commercial interests to make trouble for us, what may we reasonably expect of the future, now that we have taken our place as a world-power, with the Philippines, Guam, Hawaii, Alaska, Porto Rico and the Canal Zone added to our responsibilities, and with interests, finger-like, reaching out and touching on every shore?

The Battle of New Orleans

Since the Spanish-American war, what with our interests at home and abroad, there has been scarcely a time when we have known what it was to be without some international question of gunpowder delicacy.

Then, too, the Monroe Doctrine, we have always with us.

Let us look ahead and try to see a picture that the future may paint for us.

On one side of the canvas, cluster the nations of Europe, at p e a c e, poverty-stricken except for veteran armies and mighty military machinery. On the other side, alone, stands the United States, *the greatest unguarded treasure-land of the world.*

Now, while we hold this picture in the mind's eye, remember that nations, like individuals, when hard-pressed by want, can always find a pretext for making trouble.

Add all of this together. What is the answer?

Our Military Policy—Let us read—

A Little National Catechism

What is meant by Military Policy? By Military Policy we mean the steps taken by a nation to protect itself against defeat in case of war.

What is our Military Policy? Our Military Policy has always been:

1. To maintain a small Regular Army.

2. To depend upon Volunteers to do the bulk of the fighting in case of war, these Volunteers being hastily called to the colors, organized, armed, drilled and equipped after war has actually commenced or is imminent.

3. Not to accumulate war supplies during times of peace, but to purchase same at enormous cost after declaration of war, in a sort of "catch-as-catch can" way, often being compelled to take inferior articles.

In short, our Military Policy has always been not to prepare for war until war is imminent or until it has actually commenced.

Has this Military Policy been successful?

Yes, in that we have *finally* been victorious in every one of our wars.

If this Policy has been successful, why not continue it?

We should not continue it for the following reasons:

1. So far, our enemies have always been as unprepared as we were and our victories have been due to the weakness of our enemies as much as to our own strength, but we can hardly expect such good luck to continue forever.

2. By going into our wars unprepared we have prolonged the conflict and thereby paid an enormous price for our victories—a price in blood and treasure vastly greater than would have been the case had we gone to war prepared. In other words, our policy of unpreparedness has been one of wasteful sacrifice, our victories having been attended by enormous and unnecessary loss of life, property and money. Indeed, because of our unpreparedness the price we paid for our victories has been out of all proportion to the object attained.

But does not unpreparedness keep a nation out of war?

It has not kept us out of war. Although we are the most unprepared first-class nation in the world, during our national existence of one hundred and thirty-nine years, we have had six wars—an average of one war every twenty-three years.

Some Popular Fallacies—For a people who can usually be counted on to think straight to the

The Battle of Buena Vista

point, we Americans are apt to go far afield when it comes to conclusions about things military.

Fallacy No. 1 is gray-headed with age. It is called "Geographical Security."

There was a time when our location did afford us some security, but today it is a myth. Indeed, in the long run, geography has played us false—she has left us a coast line to defend such as no other nation on earth has to think about.

Progress in marine construction and inventions, resulting in high-speed ships of gigantic size, has reduced the width of the ocean to the East and West of us to the breadth of mill-ponds.

As a matter of fact, with our Navy destroyed, these waterways would be a help rather than a hindrance to an invading enemy, for they would supply him with the best and cheapest kind of transportation.

Fallacy No. 2 is almost as infirm with age. It might be called the "born-soldier belief," one which lurks in the back of every American mind.

In plain English, it is an idea that the average American is a natural-born soldier and all he needs is a rifle and a uniform to transform him into a fighting man without a peer.

A long time ago, this was partly true. The Indian and game were then everywhere and the rifle was as common in a man's hand as the walking stick is today.

The men of Concord and Lexington were not trained soldiers, but they knew how to shoot, how to feed and clothe themselves, how to take care of themselves out of doors.

Today, the Indian fighter, the hunter, the frontiersman, even the cowboy, are little more than dim figures of the past.

Today, the American does not have to shoot or live out of doors as a matter of business, and when it comes to pleasure, he generally prefers something else.

The American of today may have the heart of the soldier but he has none of the tricks of his trade.

Fallacy No. 3 is the new-born belief that the present war in Europe will bring about such complete physical and financial exhaustion that we need have no fear of war again for years to come.

If we judge by what has happened in the past, the end of that struggle will be the precise moment when each party to it will be best prepared for war.

It was so in our own case.

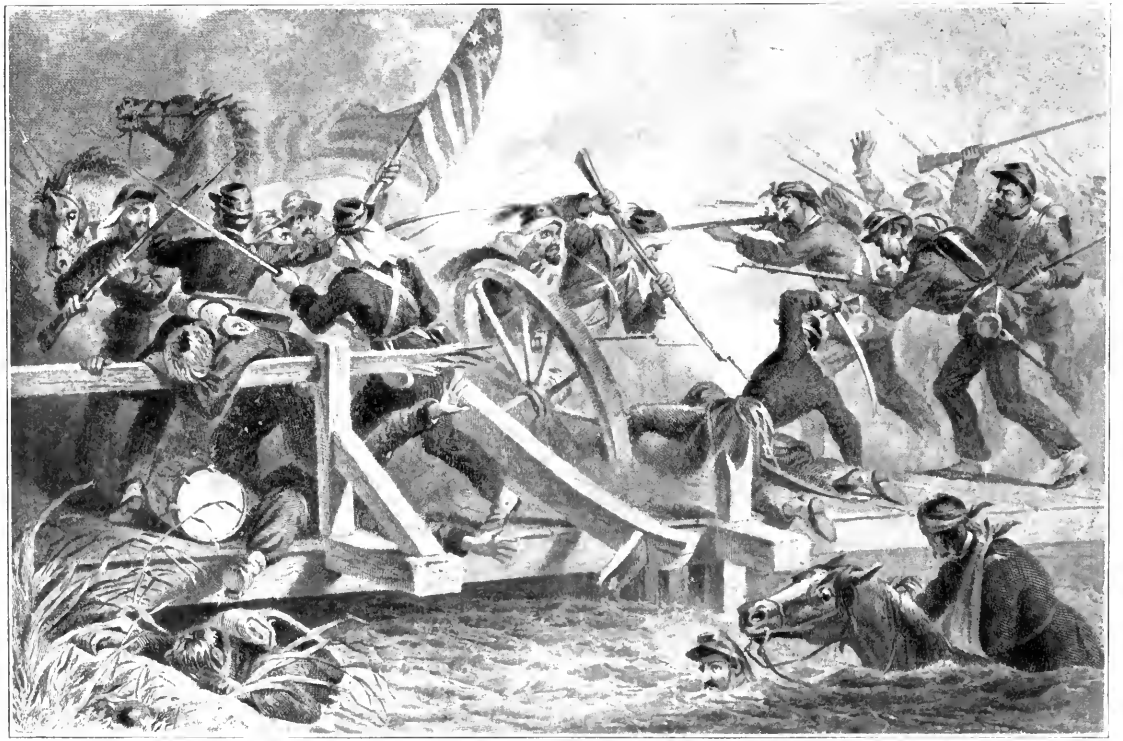
At the end of the Civil War, when Grant's trained veterans passed in review in front of the President in Washington, we were at the highest tide of military preparedness in our history.

And we proceeded at once to demonstrate our complete preparedness and willingness for war by concentrating a large force on the Mexican border and ordering France to withdraw from Mexico the troops with which she was endeavoring to place Maximilian on the Mexican throne.

France withdrew, without a shot on either side—an excellent example of the way in which preparedness for war may prevent it.

Fallacy No. 4 is the growing conviction that man has reached the point in civilization where he will be willing to risk the fate of his country to the decision of others.

Arbitration is a beautiful ideal, and we should do everything in our power to foster it, but in the meantime, we should remember that there are shades of dishonor which we as individuals look upon as worse than death.



The Retreat from Bull Run

In the same way, there are depths of humiliation that nations dread worse than war.

Just as there are intimate personal questions which no man will submit to another, however wise he may be, so there are questions which no nation, under any circumstances, would leave to arbitration to settle.

Fallacy No. 5 is the belief that the lack of money, the so-called "sinews of war," can prevent war.

History fails to record a single instance where the lack of money has prevented war.

On the other hand, there are many examples of nations, apparently poverty-stricken, who have put large, well-equipped armies in the field and have carried on war successfully.

The recent Balkan war is a striking example of this.

Poverty in a nation does not necessarily mean that all of its people are poor, and experience shows that a popular war will always open many private purse-strings.

Then, too, war loans pay good dividends and there is always money to be loaned when the honor of a nation is offered as collateral.

Fallacy No. 6 is a conceit that has suffered hard usage at hands of spread-eagle oratory in this country. It is best expressed in the familiar phrase that "prepared or unprepared, we can lick any nation on earth."

This amounts to more than an idle boast. It is a dangerous fallacy, fostered by the misleading history taught us in school, that, in spite of having gone into every one of our wars, unprepared, we have been victorious in all of them and are, therefore, invincible.

But we have always won out, you say. True, but how have we done it?

Let us be sensible and remember that in all of our wars we have fought only one first-class power, Great Britian.

We know now that the people of Great Britian, as a nation, did not take the War of the Revolution seriously. The English people were never back of that war, and were content to have hired Hessians sent over to fight us. And let us remember, too, that the result of that war

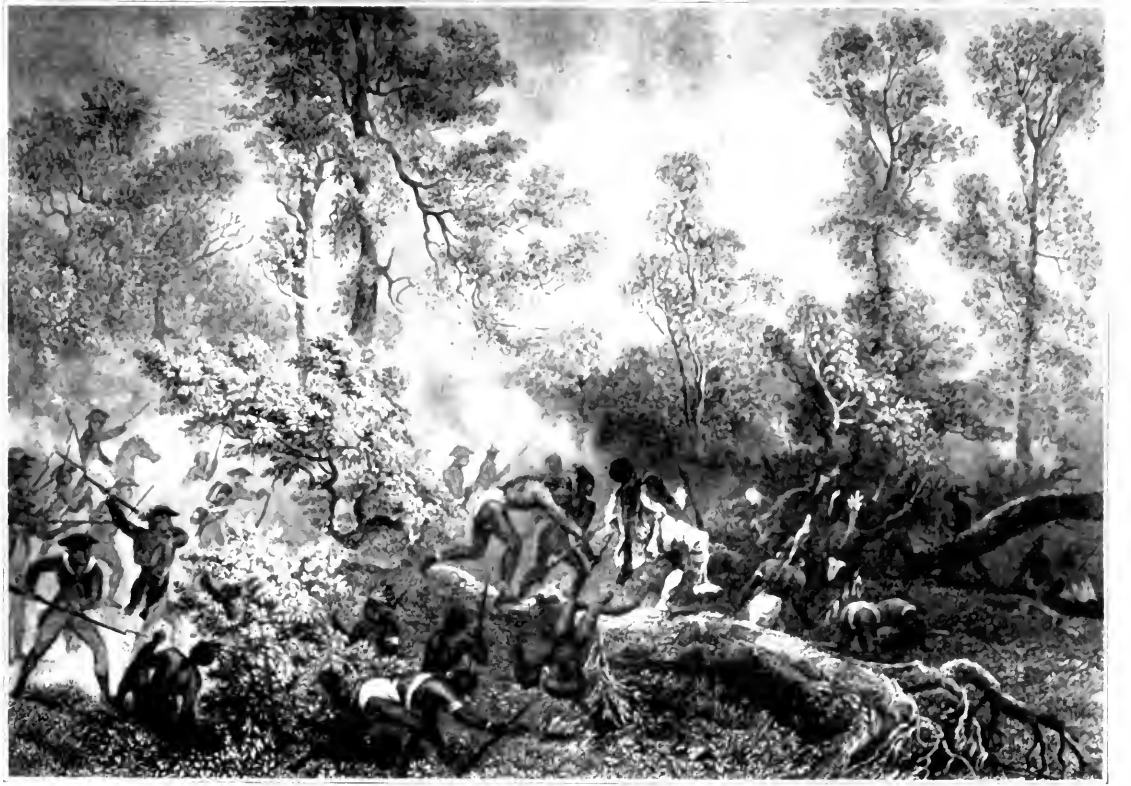
might have been very different but for the assistance that France gave us.

In the War of 1812, Great Britain was engaged in the Napoleonic wars, and, consequently, could give us comparatively little attention. In spite of this, a handful of British regulars overran the country for a time, doing very much as they pleased, even marching to Washington and burning our capital. Our only decisive victory in this war, the battle of New Orleans, was gained after peace had been declared. Let us not forget, too, that, in fact, we were generally unsuccessful on land and were practically driven from the sea, and that we finally made peace without any assurance that the principle for which we had fought would be recognized by England.

In our other wars, we have fought second and third rate nations equally as unprepared as we were.

Fallacy No. 7 is the mistaken idea that men, money and material—resources—are the same as military strength.

We look about us and see a country, vast in area, rich in money and in every kind of raw material—we count up our mllions of able-bodied citizens and we comfort ourselves with the belief



The Battle of Miami

that our balance of men, money, and material is big enough to tide us over any trouble—it is when in the right shape.

We conjure ourselves with a vision of a million patriots springing to arms between sunrise and sunset, and we believe ourselves in consequence to be unconquerable.

As a matter of fact, our immense resources bear the same relation to military strength that iron ore does to polished steel. Without the machinery to convert the one into the other, neither is of any value to us.

Americans are brave men. Our citizen-soldiers have fought our wars, gallantly and successfully, but what has it cost us?

Military experts tell us that a force of twenty thousand trained men could have put an end to the Civil War in four months, whereas we spent four years, over six billions of dollars, and more than one hundred thousand Union lives in doing it—the Cost of Unpreparedness.

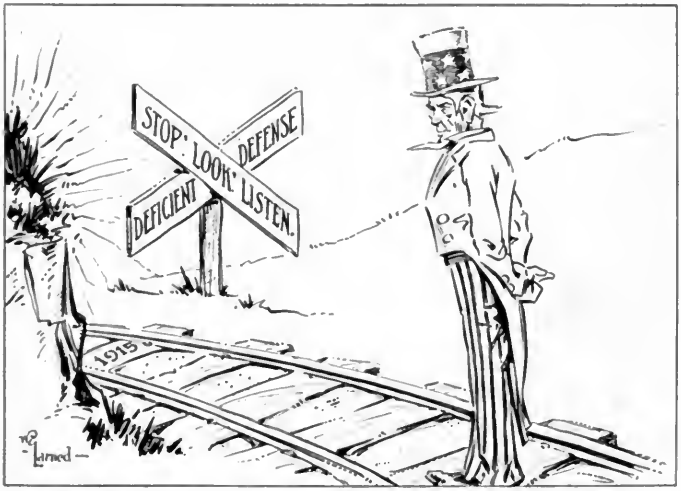
It is a well-established fact that had we possessed a first-class navy in 1898, we would have been spared the War with Spain. Even that

short-lived war cost us millions of dollars and hundreds of lives.

Let us ask ourselves another question: Unprepared as we are, if we should go to war with a first-class power, backed up by a big, efficient, up-to-date Army and Navy, what would happen to us?

Again, if by any chance, we should ultimately win out in such a war, what would it cost us in treasure and in blood?

It is a waste of time to speculate.



He has reached the STOP, LOOK, LISTEN sign in his journey and is hearing rumbling noises.

Now, let us ask ourselves one more question: Would it not be more sensible to do something to avoid such a war, or to guard against defeat and otherwise lessen its evil, if we cannot avoid it?

We have reached the STOP—LOOK—LISTEN sign in our national march. Let us stop; let us look around the world; let us listen to the rumbling noises; let us consider the new, changed conditions—and then let us see what our judgment, what our common sense, what our instincts of self-preservation, tell us about preparing for contingencies.

Military Preparedness—What do we mean by preparedness?

Preparedness is only another name for precaution, provision—the taking of measures beforehand, making arrangements in advance—to meet a possible need.

Preparedness in general is one of the most natural, common and necessary acts of life. Even wild animals provide for the winter—prepare against want.

We provide for old age by saving in earlier life—we prepare against helplessness. By means of insurance and investment, we provide for our families—we prepare against death.

We provide against fire by maintaining a fire department, and against crime, by maintaining

a police department—we prepare to meet both with proper measures. We provide for sickness by preparing hospitals, and so on, indefinitely, the thread of preparedness runs through every serious act of our lives.

A nation is but a collection of individuals, organized into a government, and national preparedness is as natural in the life of a nation as individual preparedness is in the life of a man.

No one questions the wisdom of preparing in advance to meet a possible need. If it is likely to occur, the only natural, common-sense thing to do is to prepare for it.

The only point about which there can be any question is the existence of the need—whether that for which preparedness should be made is *probable*.

The question of whether a nation should be prepared in a military sense depends entirely on whether it is *probable* that the nation will ever have war. With the *probability* of war eliminated, there would be no more reason for military preparedness than there would be for hospitals if there were no *probability* of sickness.

Military preparedness—readiness for self-defense—is nothing more than national insurance.

If we make it into a bogie to frighten ourselves, we have only ourselves to blame.

Is military preparedness a menace—a bogie—which may tempt us to abandon our traditional policy of peace and trespass on the rights of others?

In an address eighteen years ago, Theodore Roosevelt said:

"In this country there is not the slightest danger of an over-development of the warlike spirit, and there never has been any such danger. In all our history there has never been a time when preparedness for war was any menace to peace."

This statement is just as true today as when uttered.

As long as wars, like the sword of Damocles, continue to hang over our heads, prudence and reason dictate that we ought to prepare for them, insure against the chance of defeat by maintaining an army and navy sufficient for our ordinary needs and by having in reserve, ready for defense, a nation of citizen-soldiers "trained and accustomed to arms."

The man who goes out for a trip in his automobile prepares for trouble. He carries extra tubes and tires—he insures against the possibility of having to walk home, but he does not want trouble. He does not look for trouble. In spite

of his provision against trouble, he does everything in his power to avoid it. He is merely ready for it, if it cannot be avoided.

Wars give little warning these days and preparation must be made in advance.

FOR ONE HUNDRED AND THIRTY-NINE YEARS he has played in the greatest luck—but will it continue forever?

In the past we have played in great luck. Is our good luck going to continue forever?

If not, what have we with which to meet the situation, and how would we meet it?

Read on and see.

CHAPTER II

OUR DEFENSES

THE FIRST STEP in the education of the citizen-soldier is to learn something of the agencies upon which the United States depends for its defense. They are two, its military force and its naval force.

THE MILITARY FORCE OF THE UNITED STATES, in time of peace, is made up of the Regular Army and the Militia. In time of war, Volunteers are added to this nucleus.

THE REGULAR ARMY is composed of the Administrative and supply Departments—the business and housekeeping departments; the Mobile Army, so called because it is capable of moving from place to place; the Coast Artillery, so called because it is employed to defend our seaports and other important points on our coasts; and certain auxiliary troops, such as the Engineer Corps, Signal Corps and Medical Corps.

THE MILITIA is divided in the Organized Militia and the Reserve Militia.

THE ORGANIZED MILITIA consists of the men who are organized, uniformed and equipped for

military service by the various States. It is commonly known as the National Guard.

The Reserve Militia comprises all able-bodied citizens of the United States of military age—namely, between the ages of eighteen and forty-five years—who do not belong to the Organized Militia.

This Reserve Militia might well be called the Army of Citizen-Soldiers.

The Navy is made of vessels known as Dreadnaughts, Battleships, Cruisers, Torpedo Boats, Destroyers, Submarines and certain Auxiliaries or Supply Ships.

These vessels are organized into Fleets, Divisions, Squadrons and Flotillas, each composed of a certain number of ships of different types and each assigned to a certain part in the naval scheme of offense and defense.

Lines of Defense—Generally speaking, the military and naval forces are organized into three lines of defense, the sea, the coast, and the land.

The defense of the sea falls, of course, to the lot of the Navy. Its first duty is to locate the hostile fleet; its next duty is to destroy it or turn it back. It thus enjoys a sort of roving commission, foot-loose except for one thing, it must always keep itself between the threatened coast and the enemy's fleet.

If strong enough, and in the right place at the right time, the navy ought to be able to prevent an enemy from landing on our shores.

However, this is something we can never be quite sure of. Our coast lines are long; good landing places are many; and our means of locating the enemy's fleet are not always to be relied upon. So, additional measures must be provided against the chance that the navy may fail in its duty or may go down in doing it.

The defense of the coast is the first and only line of support for the navy. It consists of fortifications placed near important sea-coast cities and other important points along the coast. These fortifications are manned by the Coast Artillery and are equipped with guns of heavy caliber which command the channels up which a hostile fleet must pass or the places where landings might be attempted. The business of these fortifications is to prevent such a passage or landing, to assist the Navy with their guns and mines or, in emergency, to use both to shelter the Navy, if it becomes crippled or disabled.

As long as these fortifications remain in fighting shape, they are generally able to stand off an enemy's fleet and protect the cities in rear of them against seaward attack.

Knowing this, the enemy does not, so to speak, approach the front door. Instead, he goes around to the side and sends his men ashore to batter down the back door. Hence the back door must be protected.

The land defense is assigned to the Mobile Army. Its duty is to meet the enemy on the beach, prevent his landing if possible, and if not, to drive him back and defeat or capture him after he has landed. If it is not able to do either, it must fight him stubbornly every step of his invading march.

At this stage of the game, the Navy, *if still afloat,* can do nothing but cut off supplies and reinforcements sent to the enemy. The guns of the fortifications have no further part to play unless the enemy fights his way up and lays siege to the places they defend.

The defeat of a force landed rests entirely on the shoulders of the Mobile Army, the third line of defense, the line in which the bulk of our citizen-soldiers will find their places.

Provisions for Defense—The next thing to be considered is the system we have adopted and the means we take to provide for our lines of defense.

As we have seen, it has always been the policy of this country to maintain a very small army and

a comparatively small navy. Of late years, this policy has changed somewhat. A few years ago, the building up of our Navy was begun and today it occupies a respectable place among the navies of the world. The Army has also been slightly increased from time to time but is still nothing more than a trained nucleus about which volunteers may rally, and we must depend upon volunteers from among the citizen-soldiers to bear the brunt of our fighting.

This policy of relying upon volunteers ordinarily makes it possible for the citizen-soldier to choose whether he will take an active part in the war or will stay at home. However, in a large war, such as the future would probably bring, it is highly possible that enough men for our needs might not volunteer.

It would then become necessary to resort to some form of conscription, such as drafting, as was done during the Civil War by both the North and the South.

In such an event, the citizen-soldier might find himself called upon to do military service whether it suited his wishes and convenience or not, and, if not prepared for war service, he would certainly find himself handicapped in more ways than one.

THE OBLIGATION OF CITIZENSHIP—Under the laws of the United States, it is provided that:

"The militia shall consist of every able-bodied male citizen of the respective States, Territories and the District of Columbia and every able-bodied male of foreign birth who has declared his intention to become a citizen, who is more than eighteen and less than forty-five years of age."

It is a fundamental principle of government that the obligation between State and citizen is mutual. The State protects the person and property of the citizen, who, in turn, must lend his help to protect the State.

We depend upon the country not only for our livelihood but for our liberty—and there is a price to pay for both.

The Military obligations of citizenship are, therefore, both legal and moral.

Legally, it is an obligation on the part of a citizen to give military service in time of war, if called upon to do so.

Morally, it is an obligation on his part to prepare himself to do a man's full share.

THE NEXT STEP in the citizen-soldier's preparation for the work of a fighting man is to learn something of the machine of which he will form a part. This is necessary because in the fighting

game each man has a part to play. Some play it one way, some another.

When he volunteers, the citizen-soldier may elect to serve in either the Army or Navy.

In the Army, he may go into the Mobile Army, made up of Infantry, Cavalry, Field Artillery, Engineer Corps, Signal Corps and Medical Corps; or, to the Coast Artillery, or to any one of the various supply departments.

Infantryman

THE INFANTRY is the arm of the service in which we find the foot soldier—the man with the pack on his back. It is the slow moving, hard hitting arm which goes to make up the bulk of every army and upon which the fate of every battle depends.

The *Infantryman* is an independent fighting man and in return for his independence he must pay a price. He must depend upon his legs alone to carry him over miles of road, from one battle field to another. In addition, he must carry his tools and his household goods. On his shoulder, he carries his rifle; on his back, his bayonet, intrenching tool and pack in which are his extra clothing, blanket, shelter-half, poncho and food. About his waist is his am-

munition belt in which he carries one hundred rounds of cartridges and from which is suspended his canteen and first aid packet.

BROWN BROS.

Cavalryman

THE CAVALRY is the mounted branch of the service, the arm of the man on horseback. For this reason, it is able to move rapidly and it is generally kept well out in front of the other troops, on the lookout for the enemy. Because of this, it has always been known as the "Eyes and Ears" of the Army, ever on the move, ever alert, on guard every hour of the day and night.

THE FIELD ARTILLERY is divided into the *Light Artillery, Horse Artillery, Mountain Artillery* and *Siege Artillery.*

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Field Gun in Action

The *Light and Horse Artillery* are armed with guns known as three-inch field guns which are mounted on wheeled carriages.

In the *Light Artillery,* a part of the men are mounted on horses, while the rest ride on the gun

Mountain Artillery

and ammunition carriages. In the *Horse Artillery,* all of the men are mounted on horses. The *Mountain Artillery* is armed with the three-inch gun, so arranged that it can be carried on pack mules. The men are not mounted. The *Siege Artillery* is armed with guns of large caliber, mounted on carriages which are pulled by either horses or motors.

Military Aeroplane

These siege guns are also mounted on armored railway cars—miniature rolling fortresses.

The Engineer Corps is charged with all the surveying, map-making, construction and repair of roads, bridges and fortifications.

Semaphore Signalling

The Signal Corps constructs, operates and repairs all military telephone and telegraph lines, cables and field telegraph lines. It also has charge of all wireless stations, telegraph and balloon trains.

The newly created Aviation Corps is a part of the Signal Corps.

The Medical Corps attends to the sanitary condition of the Army and its camps and cares for the sick and wounded.

The Coast Artillery Corps is responsible for the care and operation of the fortifications and their guns, and of the mine fields.

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16-inch Disappearing Rifle

The Navy—In the Navy, the volunteer must be either a Sailor or a Marine.

As either, he may find himself aboard any one of different kinds of vessels.

The duties of the sailor are many and varied. There is no fixed organization, such as Companies, Regiments, etc., in the Navy. Enough men are sent to each ship to operate it and navigate it, and taken altogether, they are known as the Crew of the ship. The Crew is divided into groups of varying sizes called Divisions, each charged with some particular part in the life of the ship. For example, there is the Deck Division, composed of the men charged with the general care and navigation of the ship.

Mine

Dreadnaughts and Battleships are the heavyweight fighters of the Navy, sometimes called

A Dreadnaught, The U. S. S. Arizona

"Floating Gilbraltars" because of their great fighting power.

The *Battleship* is a heavily armored ship capable of throwing a projectile weighing 1,400 pounds, with accurate aim over a distance of from ten to twelve miles.

They also have batteries, or groups, of smaller guns for fighting smaller vessels at close ranges.

The *Dreadnaught* is a sort of overgrown battleship. It also is heavily armored and carries all guns of large caliber. It is the long range, heavy hitter of the Navy.

A Cruiser, The U. S. S. St. Louis

The *Cruiser* is a boy-sized battleship, less heavily armored, and equipped with guns of smaller caliber. They are speedier than the

battleships and for this reason usually form the first line of the Navy's attack or defense.

Torpedo boats and *Destroyers* are the greyhounds of the sea. They are not armored and they carry only guns of small caliber. As a matter of fact, they are little more than steel

A Destroyer, The U. S. S. Preston

shells built around a mass of powerful engines and machinery.

They are the scouts of the Navy, capable of great speed and sudden dashes and they make use of this speed both in attack and defense.

Formerly, the torpedo boat was the only means of handling torpedoes. They usually worked in groups of four or five and their plan of action was to slip up as close as possible to a hostile fleet without being seen, then dash suddenly in at top speed, fire their torpedoes in the hope of sinking a

battleship before they were themselves destroyed. The Destroyer, as its name implies, was built to fight off the attacks of torpedo boats.

The *Submarine* is the under-sea prowler, armed with deadly torpedoes against which the most powerful Dreadnaught is well-nigh helpless. The later types of submarine are also armed

A Submarine

with guns of small caliber capable of sinking unarmored vessels.

The submarine ordinarily travels on the surface of the water, on the lookout for its target. When this is sighted or located, the submarine quietly submerges, leaving only the periscope, a sort of prismatic telescope, above the surface. In this way, it approaches its target until within range, then fires its torpedo from beneath the water.

In general, the submarine is a cigar shaped shell, enclosing machinery for propelling it and

for discharging the torpedo. In the bottom half of the boat are a number of tanks which may be filled with water. In order to submerge, or go down, the water is permitted to run into these tanks and fill them. Before this is done, all openings in the boat have been tightly closed. The tanks rapidly fill with water and the submarine sinks beneath the surface, leaving only the periscope above. Each submarine is provided with a number of steel cylinders containing compressed air which is gradually liberated while the submarine is submerged and supplies the crew with fresh air. When it is desired to come to the surface, the water in the tanks is forced out by powerful pumps, thus lightening the boat and permitting it to rise. The average speed of the submarine is from eight to twelve knots an hour.

The *Periscope* is a kind of telescope made with prisms and mirrors so that a man in the boat below the surface of the water is enabled to see anything on the surface and thus to control and direct the course of the boat.

The *Torpedo* is, in reality, a sort of automatic vessel itself. After it is expelled from the tube in the submarine, it is propelled by compressed air, stored in a chamber, which takes up the greater part of the torpedo. It is kept on its course by a self-steering apparatus which can

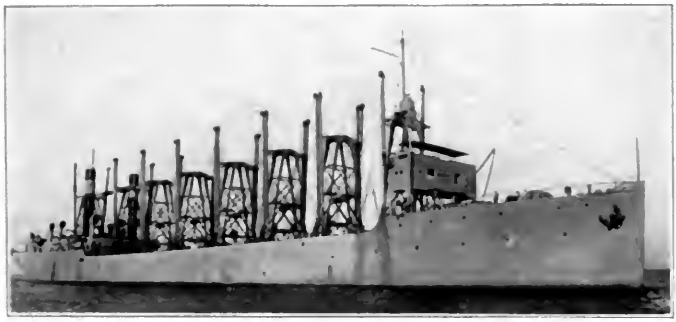
be set so as to direct the torpedo towards its target. The explosive is in a chamber in the front end of the torpedo, and the tip end of the torpedo is an explosive fuse called the war-nose. When this fuse bumps into the side of a ship, or other

Torpedoes, showing the propellers

obstacle, it explodes and this explosion, in turn, discharges the torpedo.

The *Auxiliaries* are the supply and repair ships. They are known as tenders, supply, fuel, and repair ships.

The fuel and supply ships are generally manned by merchant sailors.



A Fuel Ship, The U. S. S. Jupiter

THE MARINE CORPS—The Marines are the soldiers of the sea. Soldiers and sailors too, their duties are here, there and everywhere. On board, there is little in which they do not take part. Guard duty is their special business but they help in the general police of the ship as well as in the manning of any and all of the guns.

Marines at Gun Drill on Board

On shore, they become soldiers and their duty is of a strictly military kind. At home, they

guard the navy yards and their stores. Abroad, they are the Navy's trouble hunters. When anything goes wrong and our interests have to be protected, the Marines are sent ashore to hunt the trouble down and straighten it out. Their work carries them in the vanguard of all disturbances and there are few shores on which they have not done duty of one kind or another.

Organization of an Army—In the Army, the citizen-soldier will at once become identified with a *Company, Troop* or *Battery,* and he will remain with it until promoted or mustered out of the service. During his service, the Company is at once his work shop, his home, his club and his family circle.

In the Infantry, Coast Artillery and Engineers, it is called a *Company;* in the Cavalry, a *Troop,* in the Field Artillery, a *Battery.*

A *Company of Infantry* at war strength is composed of one hundred and forty-four enlisted men—soldiers—and three officers. It is commanded by a *Captain.*

Each *Company* is divided, according to its size, into two, three or four parts called *Platoons.* Each *Platoon* is commanded by an officer, a *Lieutenant,* or by a noncommissioned officer, an enlisted man, called a *Sergeant.*

A COMPANY

A PLATOON

A SQUAD

A Company of Infantry and its Divisions in Line

Each *Platoon* is made up of from two to four groups called *Squads.*

Each *Squad* is composed of eight enlisted men, one noncommissioned officer, called a *Corporal,* and seven *Privates.*

A *Troop of Cavalry* at war strength is composed of eighty-six enlisted men and three officers. It is subdivided into *Platoons* and *Squads* and each is commanded as in a Company of Infantry.

A *Battery of Field Artillery* is composed of one hundred and seventy-one enlisted men and five officers. It is divided into *Platoons* and *Sections,* instead of Squads, and is commanded in the same way as in a Company or Troop.

The *Battalion,* next to his Company, Troop or Battery, is the organization in which the soldier is most interested. It is composed of four Companies of Infantry, or of three Batteries of Field Artillery, and is commanded by a *Major.*

The *Squadron* is the Cavalry equivalent of the Battalion, and is composed of four Troops.

The *Regiment* is the organization beyond which the soldier rarely ever sees much and outside of which he will have little interest. It is composed of three *Battalions,* a *Machine Gun Company* and a *Band,* and is commanded by a *Colonel.*

A HANDY TABLE OF ORGANIZATION—As far as the soldier is concerned, the organization of an Army beyond the Regiment may well take the form of one of the familiar tables of our school days:

3 *Regiments* make 1 *Brigade,* commanded by a *Brigadier General.*

3 *Brigades* make 1 *Division,* commanded by a *Major General.*

2 or more *Divisions* make 1 *Field Army,* commanded by a *Major General* or a *Lieutenant General.*

The total of a *Field Army* amounts to something between fifty and seventy-five thousand fighting men and from three to five thousand auxiliaries, or men who attend to the care, transportation and supply of the fighting man.

WHAT WE WOULD NEED—In its studies of the defense of this country the General Staff of the Army estimates that we would need an army of at least four hundred thousand men to be sure of preventing an enemy from landing on either of our coasts.

Back of this, we would need a million more fighting men to insure defeating an enemy and driving him from our shores.

The small Regular Army cannot do this. The Organized Militia cannot do this. Together, they cannot do it.

How then would it have to be done? It would have to be done by organizing and training armies of volunteers from among our citizen-soldiers.

How would we go about doing this?

The pages that follow will tell you.

*Company	*Troop	*Battery
1 Captain	1 Captain	1 Captain
1 First Lieutenant	1 First Lieutenant	2 First Lieutenants
1 Second Lieutenant	1 Second Lieutenant	2 Second Lieutenants
3 Officers	3 Officers	5 Officers
1 First Sergeant	1 First Sergeant	2 Corporals (Scouts)
1 Quartermaster Sergeant	1 Quartermaster Sergeant	1 Corporal (Signal)
8 Sergeants	5 Sergeants	2 Privates (mounted)
10 Corporals	7 Corporals	1 First Sergeant
2 Cooks	2 Cooks	1 Quartermaster Sergeant
1 Artificer	1 Farrier	1 Stable Sergeant
2 Musicians	1 Horseshoer	1 Mess Sergeant
119 Privates	1 Saddler	1 Chief Musician
	2 Trumpeters	7 Mechanics
	65 Privates	3 Musicians
		3 Cooks
		6 Sergeants
		4 Gunners (Corporals)
		13 Caisson Corporals
		60 Drivers
		65 Cannoneers.
144 Enlisted men	86 Enlisted men	171 Enlisted men

CHAPTER III

ONE MILLION VOLUNTEERS

WAR HAS BEEN DECLARED

Congress Has Authorized the Raising of One Million Volunteers

THE PRESIDENT ISSUES CALL TO ARMS AT MIDNIGHT

Fancy yourself on your way to work when you unfold the paper and read those headlines.

What does it mean to you? War, of course, but what sort of a picture does it bring to your mind?

Let us look at it. One million men out of our male population. One man out of every forty-seven males—boys and men, young, old, able-bodied, decrepit. That is the first thing it means to the life of the nation.

What it means in the home, in the business, of the 47th man, we can only guess.

What does it mean for those who face the task of finding those million men, taking them in hand, sorting them, arranging them, organizing them, arming, uniforming, training and equipping them—making them into a fighting machine?

Summed up, it is a task that would tax the finest organization and machinery that peace-time ingenuity could devise and years of patient preparation could effect.

With disaster hanging over our heads, danger threatening us on every side and the confusion of unpreparedness handicapping our every effort, it means a task that will strain the utmost shoulder-to-shoulder effort of the nation to the breaking point.

Let us glance at the round numbers that such a task rolls up in front of our eyes.

First of all, 1,000,000 men—a column of men, four abreast, over four hundred miles long—a million men eager to fight in defense of their country and—ignorant of the first principles of a soldier's trade! A million of men who are nothing but a burden to be cared for until they can be taught to care for themselves. A million men who cannot move without leaders, or raise a hand in defense until they have been taught.

What else does it mean?

750,000 rifles and bayonets for them to fight with.

265,000 pistols, little brothers of the rifle.

8,000 machine guns, the military scythe.

2,100 field guns to batter down attack.

165,000,000 cartridges to carry with them into their first fight and as many more for each succeeding fight.

2,500,000 shells and shrapnel for our field guns for every hour they are in action.

196,000 horses to carry them and pull their gun carriages.

127,000 mules to haul their supplies and pack their guns.

8,000 wagons to transport their supplies and ammunition.

1,000,000 cartridge belts for their ammunition.

1,000,000 first aid packets to bind up their wounds.

1,000,000 canteens.

Each of them must have uniform and equipment.

1,000,000 shelter halves to protect them from the weather.

1,000,000 ponchos to keep them dry.

2,000,000 blankets to keep them warm.

2,000,000 pairs of shoes.

2,000,000 uniform coats, breeches, leggins, suits of underwear.

1,000,000 hats.

2,000,000 shirts.

4,000,000 pairs of socks.

1,000,000 haversacks to carry their equipment.

Finally they must eat:

1,000,000 pounds of meat each day.

1,000,000 pounds of bread each day.

2,000,000 pounds of vegetables each day.

3,000,000 pints of coffee or tea each day.

All this must be purchased, transported, prepared and cooked, each day, and to eat it, they must have:

1,000,000 cups.

1,000,000 plates.

1,000,000 knives.

1,000,000 forks.

1,000,000 spoons.

To provide for proper care, training and leading battle, they should have:

25,000 trained officers.

The building of the Panama Canal was the greatest piece of construction of modern times. Its machinery for the sheltering, feeding, sanitation and care of its force is regarded as the model for doing business on a large scale. Experts

devised it and time and experience tested it. No effort or expense was spared in making it perfect.

There was nothing to interfere with the working of this machinery or to create confusion for those who had it in charge.

At the heighth of its work, the Panama Canal employed about 40,000 men—one twenty-fifth of one million volunteers.

CONGRESS HAS AUTHORIZED THE RAISING OF ONE MILLION CITIZEN-SOLDIERS TO BE TRAINED INTO FIGHTING MEN.

THE PRESIDENT HAS ISSUED THE CALL TO ARMS.

At any moment the enemy may be battering at our doors.

Before you reach your work, the War Department is wiring every post and station in the United States the order to concentrate—assemble—at points designated by the war plans of the General Staff. By tomorrow, a hundred trains will be bearing the scattered regiments to these points, where they will be mobilized—organized into Brigades, Divisions and Armies, and recruited to War strength and made ready to move—as fast as they arrive.

Through the Bureau of Militia Affairs, a branch of the War Department, the order is going out to the Adjutant General of the Militia

of every State and Territory calling upon them to assemble the Organized Militia for muster-in to the volunteer service and to prepare them to leave their homes for mobilization camps as soon as possible.

While you are opening your mail, telegrams are flying to the Governors of each State and Territory telling them the number of volunteers they will be expected to furnish as their share of the million men.

Before night the Governor of New York, will be preparing the drag-net that is to gather in the quota from his State—nearly 100,000 men. Out in California, they will be preparing to scour the State for something like 20,000 men. Down in Louisiana, they will be sending out the call for nearly 18,000 more. Up in Michigan, 20,000 homes will each be sending out a volunteer.

Before you go to lunch, a hundred purchasing officers and agents all over the country will be making ready to order millions of dollars worth of supplies. The forces at arsenals and depots from the Atlantic to the Pacific will be girding themselves to work at top speed and over time for months to come. Train after train will be backing into sidings for loads which they are to rush to mobilization camps.

Today, all over the country members of the Organized Militia are rushing business in a frantic effort to close up their affairs before donning their uniforms and leaving for the front.

Within the next two or three days, a thousand recruiting parties will be hanging out their flags in every community in the land.

Tonight, when you go to bed, 10,000,000 men will be giving serious thought to the question of answering the call.

We speak lightly of a million men springing to arms at a day's notice. We picture them leaving the plow, the shop and the counter to rally on the firing line in their country's defense.

Do you know what it would mean, if such a thing were possible? For one thing, it would mean organizing, equipping and training ten armies, each the size of our present United States Army.

Economically, it would mean something closely akin to national paralysis. If one million men should abandon their work in a single day and go in search of recruiting offices, twelve thousand passenger coaches or more would be needed to carry them on their journey.

If these million men stood in line before the doors of one thousand recruiting offices, it would require the uninterrupted effort of one thousand

recruiting parties, working day and night for more than ten days to enroll and enlist them. It would take another week to ship them to mobilization camps, if the railroads of the country did nothing else.

It would require the day-and-night work of a thousand men for ten days to put up the tents for them. When completed, this vast camp would amount to a city of more than 125,000 tents, covering an area of more than 8,000 acres, an area five times the size of Poughkeepsie, New York, three times the size of Utica, equal to Mobile, Alabama, Richmond, Virginia, Springfield, Ohio, or St. Joseph, Missouri.

Assuming that everything was ready and waiting, it would be the work of another week to uniform, arm and equip them—a grand total of at least three weeks before they could be ready to learn the name of the rifle with which they were to fight.

While all this is going on, hundreds of officers are out over the country, enlisting men at large, wherever they can find them, and these men, United States Volunteers, are being hurried to the mobilization camps, to swell the ranks of the Regular Army or to be organized into regiments of United States Volunteers.

This is the sort of thing that will be going on around you for the next three months. As you go about your work, the net-work of military activity is spreading out to close in over every city, town, hamlet and farm in the country. From Washington, through each Capital, the call to service is reaching out for its toll from every walk of life.

The million men are gathering slowly to the colors. They are being transformed into fighting men, built into fighting machines as fast as human effort can do it.

Every day, men are leaving their work and their homes to respond to the call. A vacant desk, an idle machine, an empty chair, tells the story of another citizen-soldier who has held up his hand under some one of a thousand flags and has sworn to serve for the period of the war.

Every passenger train in the country bears its toll of volunteers. Every laboring f r e i g h t carries its share of the supplies for their use.

Twenty-five thousand, fifty thousand, perhaps more, men are working with all their might to supply the needs of these one million fighting men.

All over the land hundreds of factories are working double shift in the frantic effort to turn out the things needed to make the fighting man

ready for his work, as well as the things he will need with which to do his work when he is ready for it.

Every morning as you turn over for your second nap, 6,000 bugles will be waking the growing roll of one million volunteers to another day's work. As you drowse, they will be swallowing a hasty breakfast and preparing for the long, wearisome hours ahead of them.

Perhaps three months from now, you will begin to learn something of what has been going on around you. The first grist from the military mill will be marching through your streets on their way to the front.

You will hear their music and behold their flags. You will see them swinging on their way, awkwardly, perhaps, and without the stride of the trained soldier, but brown and strong with the toil of honest, hard work in a worthy cause—*the defense of the Nation!*

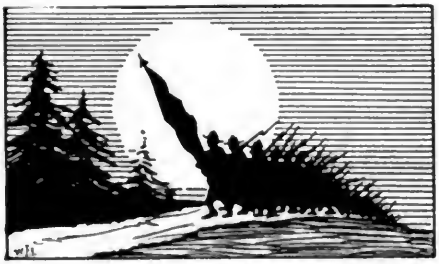
As you watch them going past you, each intent on the moment when he shall turn his body into a shield for those behind him, does anything suggest to you that your place is out there in the street, among them, with a rifle on your shoulder, a pack on your back, and a single purpose in your heart?

Do you feel on your shoulders the responsibility which citizenship hangs about the neck of every American?

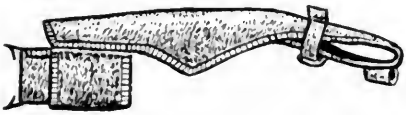
Are you prepared to shoulder that responsibility?

Do you know how to prepare?

The pages that follow will give you the clue.



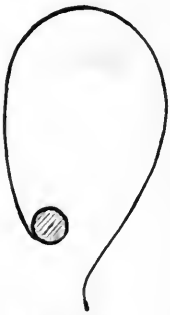
PICK MATTOCK, MODEL OF 1910.



PICK MATTOCK CARRIER, MODEL OF 1910.

WIRE CUTTER, MODEL OF 1910

WIRE CUTTER CARRIER, MODEL OF 1910.



TAPE, STEEL, 5 FOOT

Intrenching Tools

CHAPTER IV

THE MAKING OF A FIGHTING MAN

The Time it Takes—The time it takes to turn a civilian into a fighting man depends, first of all, on the man himself. If he is physically fit, active, quick to learn—if his heart is in his work—it is neither a long nor a difficult task.

The work of the fighting man is simple and easy to understand. His training consists in learning *to march, to shoot, to take care of himself, to do what he is told and to go where he is led.*

Under experienced and efficient instructors, three months ought to be enough in which to train the right sort of a man into a fairly good field soldier. The making of the trained soldier is another matter. He is expected to know what to do under all ordinary circumstances, and how to do it, whether he is led or not. Training of this sort takes years where the other takes months.

The Work it Takes—It takes work to make a fighting man—gruelling, tedious work—but that is not all. Instruction, drill and practice play the leading part in the training of the fighting

man, but something else is also required—the recruit must lend his mind and his heart to the instructor.

Earnestness and determination are half of the make-up of the fighting man and this is something that training cannot give to any grown man. It is the part that he must do for himself.

The Kind of Instruction—The kind of instruction makes all the difference in the world. At best, the work of training means aching muscles and long hours, hours in which the man's mind must drive his body to its tasks. Unless the work of instruction and training be properly directed, it means monotony, wasted effort and discouragement.

Poor and indifferent instruction is a case of the blind leading the blind—over a long and rocky road. Good instruction shortens the road and makes the going easier.

No system of training or instruction that does not take into account human nature can be thoroughly effective. The human element probably enters into war and all that pertains to war more than it does into any other pursuit.

The old idea of turning a human being into a machine, by means of discipline, and of making him dread his officers more than he does his enemy,

died long ago, especially with the American people.

THE INSTRUCTOR MUST BE A MASTER OF HIS TRADE—He must know every detail of the work from having done it himself. He must be able to teach what he knows quickly, simply and directly. He must understand men, how to interest them and keep their attention, how to play on their enthusiasm, how to lighten the monotony and fatigue of drill.

The trained instructor is the Volunteer's shortest cut to the field of battle.

QUICK TRAINING REQUIRES PREPAREDNESS—It goes without saying that the fighting man must have the tools of his trade if he would learn to use them. Without a gun, a man cannot be taught to shoot; without equipment, he cannot be trained to the burdens of the march.

These things must be ready and waiting for the Volunteer's hands. He gives to the Government the man and the zeal; the Government must provide the uniform, arms and equipment against the day when they will be needed.

Assuming that the machinery of training has been provided in advance, the road of the Volunteer from his home to the firing line, though wearisome, is short and straight.

The Recruiting Station—The recruiting station is the first step on the journey. In time of war, the prospective volunteer will probably find one in his own home town, or at the nearest county seat. At the recruiting station, the applicant for enlistment gives an account of himself and his past record to the recruiting officer and undergoes a rigid physical examination at the hands of the surgeon.

The Recruiting Station

If he passes the scrutiny of both recruiting officer and surgeon, he then takes the oath of enlistment and signs a contract to serve the United States as a fighting man, generally, for the period of the war unless sooner discharged.

When this oath has been taken and the contract signed, the applicant has become a recruit in the Volunteer Army of the United States and, in company with other recruits, is hurried at once to the nearest mobilization or training camp.

At the Mobilization Camp—At the mobilization camp, the new recruit is assigned to a regi-

ment and company, troop or battery. A non-commissioned officer, a sergeant or corporal, of his company takes him in charge and assigns him to a place in a tent, after which the work of equipping him is at once taken up.

The Uniform—The uniform—the livery of the fighting man—is the first thing issued to the recruit. This is fitted to him as carefully as possible from the stock on hand in the supply department, special attention being paid to the fitting of the shoes.

Arms and Equipment—These come next. They consist of the fighting weapons, the rifle and bayonet, the messing equipment, the meat-can—a combination plate and frying pan—tin cup, knife, fork and spoon. With these also come the canteen, or water bottle, the intrenching tool—a small pick or shovel—the shelter-half, blankets, poncho—a kind of water-proof sheet—and a package containing first aid material.

To carry all this equipment, he is given a cartridge belt for his ammunition and a haversack and carrier for the rest.

The Recruit's First Work—The recruit's first work will be to learn how to take care of his uniform, arms and equipment. He usually learns this from lectures and demonstrations given by

officers, noncommissioned officers or experienced privates, if there be any.

This work is really of great importance. It is the recruit's first introduction into the military habits of neatness, orderliness and care of both

The Fighting Tools, Rifle, Bayonet, Ammunition Belt and First Aid Packet

person and belongings. These habits are a matter of duty. The clothing is given to the soldier by the Government and he is responsible to the Government for its proper care.

The rifle is his fighting weapon, given to him with which to defend his country and himself. It

is the soldier's best friend. He should know it and its peculiarities as he would know a friend. Its care should be his first thought, for if he would have it take care of him, he must take care of it.

When the recruit has learned how to put on his uniform and how to take care of his property, he begins at once the daily routine he is to follow until the day when he will go aboard the train or transport that is to carry him to the front.

Reveille—Reveille beings the day. It is the call that will wake the soldier to every day until he receives his discharge from the service. While the buglers are sounding this call up and down through camp, the men get up and dress. The end of the call is the signal for them to form in ranks and answer to their names.

Washing up for Breakfast

Breakfast—Breakfast follows reveille and takes about fifteen minutes, after which each man washes his mess kit, and puts it in his tent.

Police of Tents and Camp—Police of tents and camp is next in order. Half an hour is generally allowed for this work. Each man ar-

ranges his clothing and bedding and helps to clean his tent. All then clean up around the tents and in the company streets. They then get ready for drill.

Physical Drill.—Physical drill of some kind is always first and foremost in the day's work. Why? you ask. Because, first and foremost, the fighting man's work depends on his physical fitness.

Calisthenic Drill

To begin with, his mind must be always on the alert and equal to any strain, and no man's mind can be at its best when it is handicapped by a weak or an ailing body.

Then, too, the work of the fighting man makes harsh demands on his body. It must be strong enough to undergo the strain of marching when every muscle cries out for rest; strong enough to hold a rifle steady under fatigue and excitement; more, it must be strong enough to resist those

diseases of campaign which kill more men than do the bullets of the enemy.

Every man's work calls into play the muscles of some part of his body and exercises them in a certain fashion. The work of the soldier calls all of the muscles of his body into play at one time or another and works them in new and painful ways.

The muscles of the body must be trained to all of this work, not suddenly and by the harsh method of straining them to the breaking point, but gradually, slowly and in a way to develop their utmost power and endurance.

Close Order Drill—Close order drill in one form or another generally follows next in order. This drill is sometimes known as the *"Mill of Discipline,"* because it is the kind of drill in which the soldier is taught habits of attention, precision and instant obedience to the voice of his commander.

It has another purpose, a practical one, in which the volunteer recruit is more interested. It is this: In order to control and handle large bodies of men, quickly and without confusion, they must be taught to group themselves in an orderly arrangement and to move in an orderly manner.

For example: Infantry is grouped or formed in line, an arrangement in which the men are placed in two lines or rows, one behind the other. They are taught to march in column, an arrangement in which groups of two or four men march abreast of each other, followed in succession by other groups of the same kind.

The recruits must be trained to move in an orderly manner from one group, or formation, to another, how to stand, step off, march, halt, handle their rifles and all to do it together.

It requires practice to learn this, even without the precision expected of the trained soldier, but for the practical purposes of the quickly-trained fighting man, all that is necessary can be mastered in a comparatively short time.

After a time, the recruit will discover for himself another purpose in this kind of drill. He will learn his place in the squad and company and will begin to feel at home in both. He will become accustomed to working side by side with the man next to him and, unconsciously, both will get into the habit of working together. Thus they will learn the first lesson in the teamwork which plays such an important part in the fighting game.

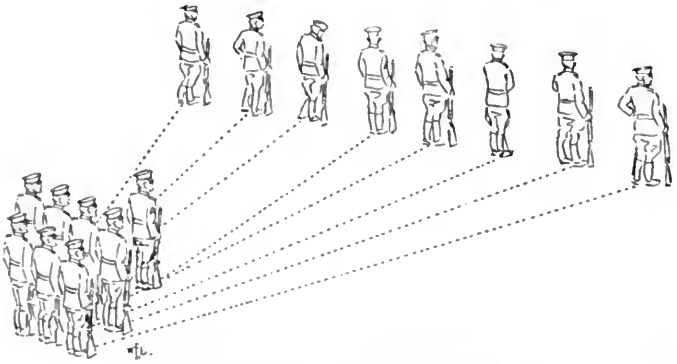
Extended Order Drill—Extended order drill is the fighting drill. It is the drill in which

the recruits are taught the formations in which they will have to move on the field of battle.

Today, men do not fight in close lines or masses as they used to do. Instead, they scatter out—extend—the lines or columns into a single line in which they are separated from each other by intervals of from half a yard to two or three yards, according to circumstances. This line is called the *skirmish line,* and the men, when on this line, are called *skirmishers.* Thus scattered out or deployed, as it is called, they furnish a smaller target for the enemy to shoot at and, at the same time, get room in which to fight with greater ease and freedom.

The recruit begins the work of extended order drill in the squad, under the instruction of his squad leader, a corporal. The first thing taught to him is how to obey the command, FOLLOW ME. The squad is told that after that command has been given, it must follow the squad leader, in whatever formation it may be, line or column, walking when he walks, running when he runs, halting when he halts, and all at a signal from him.

The squad is then taught how to form the skirmish line and the signals by which this line is controlled and moved are then explained.



The Squad forming a Skirmish Line

When the recruit has learned these movements and signals and how to execute them, his individual instruction in extended order drill is over. In company, battalion or regiment, forming for battle, or on the firing line, *all he has to remember or to do is to follow his leader and obey his orders and signals.*

The squad is then promoted to the company extended order drill where each man will learn how he is to play his part in the work of the real fighting machine.

DINNER—This meal comes at 12 o'clock—the old-fashioned, working man's dinner hour. One hour is always allowed for dinner and rest.

VARIOUS KINDS OF INSTRUCTION—Preparation for target practice, shooting, bayonet fighting,

the pitching of tents, first aid to the wounded, and other things, all of which will be explained in detail later on, take up at least a couple of hours of the afternoon.

Parades and Reviews—Parades and reviews, known under the general name of Ceremonies, complete the day's work.

Neither parades nor reviews form any practical part of the fighting man's training for battle, but they do serve a useful purpose in his general training.

These ceremonies are the dress-up occasions of military training—"on parade." For them, each man makes himself spick-and-span from top to toe. Rifles are cleaned and dusted, clothing brushed, and shoes polished.

Before marching out for parade or review, the company is inspected by the captain to see that every man looks his best, that each belt is adjusted, each uniform without a wrinkle, each man just as he should be.

For these ceremonies, the men are formed in lines and masses which march to martial music, or stand, move, and handle their rifles, all with the greatest possible smartness and precision, doing everything in perfect time and unison.

All of this concerted movement produces a pleasurable feeling such as we have when we

dance or when we sing in chorus. In other words, *these ceremonies are a sort of get-together exercise* which pulls men together in spite of themselves, gives them a shoulder-to-shoulder feeling of solidity and power and builds up that confidence and spirit which win battles. It is the first step toward "the spirit of the team."

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Lowering the Flag at Retreat

SUPPER—Supper, again the working man's meal, comes between five and six o'clock.

RETREAT is an informal sort of ceremony which is held on days when there is no evening parade. It generally takes place in the evening after supper. At retreat the flag is lowered, or furled, for the night and the ceremony is sometimes referred to as, "Putting the flag to bed."

After being lowered, the flag is carefully folded and kept under care of the camp guard until Reveille when it is again raised.

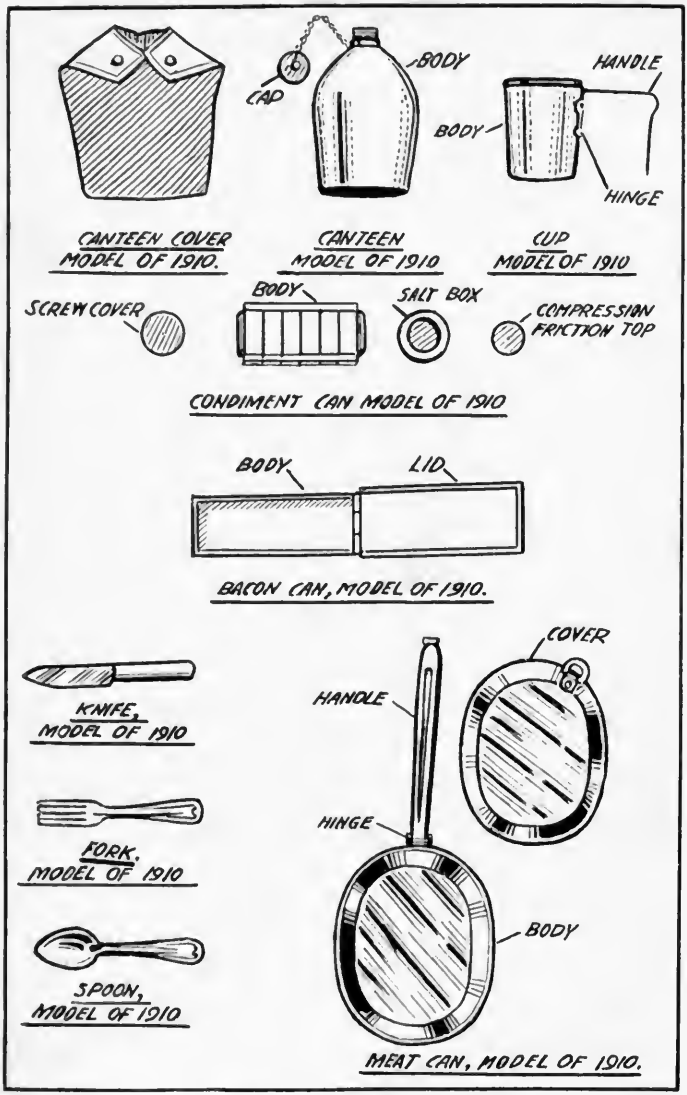
For the ceremony of retreat the companies are formed in line in their respective company streets, uniform and arms are inspected by an officer, after which the band plays the Star Spangled Banner and the Flag is lowered.

Taps

SHORT LECTURES—Short lectures on some kind of military work usually take up an hour or so of the evening.

TAPS—Taps, sounded generally between 10 and 11 o'clock at night, is the signal for putting out all lights and going to bed.

It closes the day for the soldier and sends him to his blankets a tired and sleepy man.



Mess Equipment

CHAPTER V

THE MILL OF INSTRUCTION

THE DAILY WORK OF THE SOLDIER has been outlined in the preceding chapter. Let us now take a closer look and see what he does when he gets down to work, and how he does it.

Arm and Shoulder Exercise

SETTING-UP EXERCISE is the first form of physical exercise the recruit undergoes. As its name implies, its purpose is to give the new man the set-up—the bearing and carriage—of the military man. In addition it serves to loosen up his muscles and prepares them for later experience and development.

The recruit must get ready for the work of marching, of carrying a pack, and of shooting. Each of these things will make new demands on his muscles which must be prepared to adjust

themselves to their new duties. Setting-up exercise blazes the way.

These exercises consist of simple arm, shoulder, chest, trunk and leg movements, arranged in sets which are easy to learn and to remember.

Leg Exercise

CALISTHENICS is the grown-up form of setting-up exercise. These exercises embrace the whole broad field of the human body and in such a way that every part, every muscle, may be exercised and developed.

When the recruit comes to this work, he may be perfectly sound physically, yet have any number of defects that will handicap him for the fighting man's work.

For Flat Chests

For example: one is stoop-shouldered, another is flat-chested. Neither of them will make good marching men—they haven't enough lung space. Another is fat. He can't march either—he has too much surplus load to carry. Another is sway-backed. He must be taught to stand and walk properly, in such a way as to take the strain off the small of his

back. Another is spindle-legged. His legs must be developed—and so on down through the list.

Trunk Exercise

Calisthenics provides a proper prescription for each. The instructor must understand enough about anatomy to know where the muscles lie, how the soldier's work will employ them and how to reach them with some form of exercise.

For Weak Backs

He then decides upon a muscle or set of muscles to be exercised. Then, partly by explanation, partly by illustration, he causes the men to go through the exercises, a movement at a time. Gradually, explanations and commands give way to counting and, before they know what they are doing, the men are swinging through the exercise in rythm with the count of the instructor.

THE SCHOOL OF THE SOLDIER is the part of the drill in which the soldier is taught how to stand, face, march, salute and handle his rifle.

This training is the alphabet of the soldier's education, the foundation upon which all that

follows is built. Upon the thoroughness of this training depends the rapidity with which the succeeding steps, to the squad, and from the squad to the company, may be taken.

The Position of Attention

*The Position of Attention, or how to stand like a soldier, is the first thing taught the recruit. Soldiers are taught this position primarily for the sake of uniformity—in order that all may stand alike. Another reason is that it is the easiest position in which to stand since it is the most natural, the body being held in perfect balance, with all or most of the muscles relaxed.

This position of attention is the starting position for all that follows.

The Facings, or how to turn smartly to the right, left or to the rear, on one heel or the other, are next taught.

*The Position of Attention.—Heels on the same line and as near together as the conformation of the man permits. Feet turned out equally and forming an angle of about 45 degrees. Knees straight without stiffness. Hips level and drawn back slightly. Body erect and resting equally on hips. Chest lifted and arched. Shoulders square and falling equally. Arms and hands hanging naturally, thumbs along the seams of the trousers. Head erect and squarely to the front. Chin drawn in so that the axis of the head and neck is vertical. Eyes straight to the front. Weight of the body resting equally on heels and balls of the feet.

THE MARCHINGS—the military walk and run —are next.

Every man knows how to walk and run, but few of them know how to do so without making extra work of it. One of the first principles in training the body of the soldier is to make each set of muscles do its own work and save the strength of the other muscles for their work. Thus the soldier marches in quick time—walks—with his legs, keeping the rest of his body as free from motion as possible. He marches in double time—the military run—with an easy swinging stride which requires no effort on the part of the muscles of his body.

In both cases, the recruit is taught to walk and run in the way nature intended, using his legs for movement and reserving the strength of his body for the carrying of the rifle and pack.

Another thing must be taught the soldier about marching—to keep a steady rate. For example: in marching in quick time, the soldier takes one hundred and twenty steps each minute; in double time, he runs at the rate of one hundred and eighty steps per minute

Many people think of the Salute as a sign of subservience, a sort of homage, not in keeping with the spirit or principles of a people who are free and equal.

Nothing could be farther from the truth. It is a sign of recognition between men associated in a profession in which each in his way is as important as the other.

The regulation which requires the soldier to salute the officer also requires the officer to be prompt in acknowledging the soldier's salute.

In other words, all are taught to walk and run at the same rate so that when they march together, the progress is steady and uniform.

The Salute with the Hand

THE SALUTE, the form of salutation between all military men, is taught the recruit as soon as possible.

This salute is a form of greeting that belongs exclusively to the military man—a form of salutation which marks a man as a member of the fraternity of Men-at-Arms, men banded together for national defense, bound to each other by love of country and pledged to the loyal support of its symbol, the Flag.

Rifle Salute

In a way, this training results in saving fatigue for the marching man—each takes the same length of step, at the same rate; none has to accommodate his march to another.

Saber Salute

Military men never pass each other without saluting. If unarmed, they salute with the hand. If armed with the rifle or saber, they salute with the rifle or saber.

Present Arms

The Manual of Arms, or instruction in how to handle the rifle, is begun as soon as the man has learned how to take care of his rifle.

The rifle is the foot-soldier's fighting weapon and he must become so accustomed to the feel of it that he handles it without a thought. It becomes a part of him, a weapon with which he fights as naturally as a man uses his fists.

The rifle must be handled and held in certain ways that have been found by experience to be the easiest.

Each of the positions of the rifle in the Manual of Arms serves some useful purpose to the soldier.

Order Arms

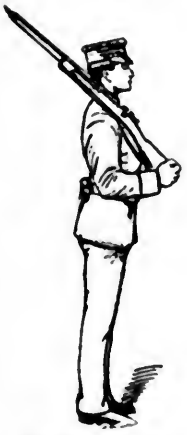
For example: It is held in a certain way when standing in the position of attention, carried in a certain way on the shoulder, held in another way when talking, or when waiting for inspection. When men in a body salute, they hold their rifles in another position called the Present Arms.

Port Arms

In the manual of arms, they are taught how to hold their rifles in these positions and how to move them smartly from one position to another.

Aside from teaching the recruit how to handle his rifle easily and smartly, the training in the manual of arms serves another and still more important purpose. It is a part of the "Mill of Discipline," the school in which the soldier is taught to obey, in which his muscles are schooled to respond to the voice of command without thought on the part of the man. It is the first step in that training which makes men hang to-

gether, respond to their leaders and face danger —simply because they are told to do so.



Right Shoulder Arms

The ease in handling his rifle which the soldier acquires from practice in the manual of arms, stands him in good stead when he comes to the training for target practice and for bayonet combat.

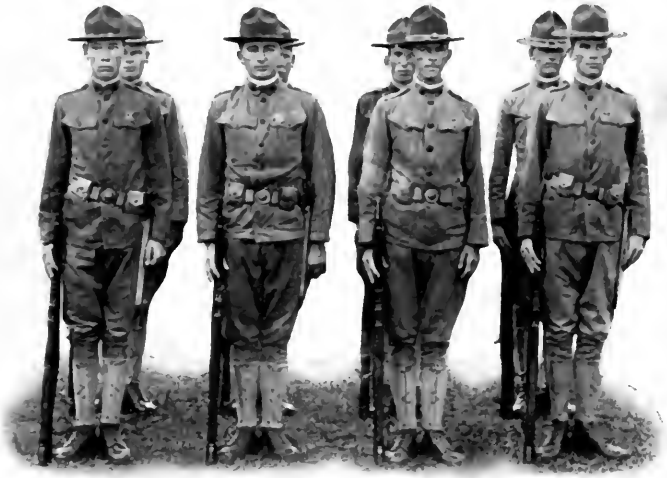
In both, the arms must be so accustomed to the weight and feel of the rifle that they handle it with certainty and precision, leaving the mind of the man free to think about what he is doing, whether it be aiming at a target, thrusting, lunging or cutting at an opponent, or merely marching at ease, with mind alert or wandering far afield.

THE SCHOOL OF THE SQUAD—When the recruit has learned to stand, march, salute and handle his rifle, he is promoted to the next grade —the School of the Squad.

This promotion marks an important step in his training, for the squad is the team in which he is to learn and play the fighting game.

In the squad, he becomes associated with the seven other men with whom he is to eat, sleep,

march, fight and have his being until disability or promotion takes him away from them.



The Squad—the Team of Eight

The first thing done in the instruction of the squad is to review all the work learned in the school of the soldier, until the men of the squad can do all of it together. After this, they take up the work which the squad will have to do as a part of the company.

The squad is the unit upon which all of the work of the company depends. Unless the men of each squad work together as a single man, the

work of the company is well-nigh impossible. Each squad must always be found in the same place in the company, doing the same thing time after time, in exactly the same way.

The greater part of the movements of the company is by squad and each squad must be taught to turn to the right, left and about, to march, halt, execute the manual of arms, and do all of the other work of the company as one man.

From this close order drill, the company goes to the extended order drill and there the squad puts into practice what it learned of this drill in the school of the squad. With the dozen or more other squads of the company, it learns to form its part of the long skirmish line. It learns the movements and signals by which the company is handled in battle. It becomes acquainted with the platoon to which it belongs and learns the part which each platoon plays in the fighting of the company.

THE EXTENDED ORDER DRILL of the company is the drill in formations and signals, the practice in teamwork, by which the squads are welded into a single fighting machine.

FIRING follows next in the order of instruction of the squad. Having learned how to form the fighting line, they must next learn how to load their rifles and fire in any position—standing,

kneeling, sitting or lying down, each of which is used at one time or another.

Cold Steel—Thrust

BAYONET EXERCISE AND COMBAT—Fighting with the rifle and bayonet—the cold steel of the foot soldier—is an important part of the recruit's training.

In spite of the withering effect of rifle and artillery fire, it often happens that nothing short of a personal encounter will successfully stop or dislodge the enemy in battle. In this hand-to-hand fighting, use is made of both the rifle and bayonet, the bayonet as a cutting and stabbing weapon, and the rifle as a club.

The Rifle—A Club

The bayonet exercises are the practice by which the recruit learns the foot movements—how to jump forward, backward, to the side, to whirl to the right or left or to the rear—and the way in which to

lunge, thrust and cut with his bayonet, or club an opponent with his rifle. These exercises must be mastered until the soldier uses the movements in attack or defense with the ease of a boxer using his fists.

Using the Rifle Butt

TARGET PRACTICE, or shooting with the rifle, is the most important work of the great majority of soldiers. The Infantry and Cavalry are armed and fight with the rifle. The Field Artillery, Engineers and the other special troops depend upon the rifle, either in their own hands or in the hands of others, for protection while they work. It is therefore most important that every man who is preparing himself for the work of the fighting man should understand the rifle and how to shoot it.

Firing Kneeling

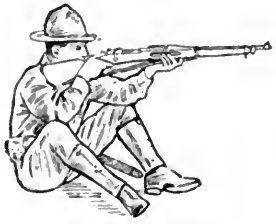
A great deal may be learned about shooting from a careful study of the rifle itself, its manipulation, its sights and their use. Familiarity with all of this is the best sort of a start toward the

training. When the theory of shooting is understood, the work of training the muscles begins.

Firing Standing

A man shoots partly with his arms, partly with his hands and partly with his eyes, and his brain is the link that connects them all into working shape and establishes the relation between the eye and the finger which enables the man to pull the trigger at the proper instant.

All of this requires training and practice to get the feel of the rifle, the knack of sighting and the hang of pulling the trigger.



Firing Sitting

The work of training in shooting actually begins when the man takes his rifle in his hands for the first time and begins to get its feel. It continues in the manual of arms while he is learning to handle the rifle easily and it ends in the training for shooting which makes the man and the rifle into a single machine.

Firing Prone

THE SIGHTING DRILLS, for the purpose of teaching the recruit how to sight his rifle, form the first real training in shooting.

This work is taken up as soon as possible after the training of the recruit begins. It starts with use of the rifle in a fixed rest, from which the recruit learns how the notch in his rear right, the top of his front sight and the target look when the rifle is properly sighted.

How They Look

THE POSITION AND AIMING DRILLS, for the purpose of training and developing the man's arms and accustoming them to holding the rifle in the proper positions for shooting, follow next in order.

TRIGGER-SQUEEZE EXERCISE, in turn, follows the position drills. These are for the purpose of teaching the recruit how to pull the trigger without disturbing his aim. In a nutshell, he is

taught to squeeze the trigger slowly and gently while aiming, until it is released without a jerk.

When the recruit has been trained in all of these exercises until he knows how to hold his rifle, sight it and pull the trigger properly, he is advanced to gallery practice where he fires the rifle at a miniature target, using the familiar .22 caliber ammunition. This practice is principally for the purpose of testing out what the recruit has learned up to this time and of adding a little more interest to the work by letting the man see what he can actually do.

After a certain course has been fired at the gallery targets, the recruit is advanced once more, this time to the target range where he fires the service ammunition. Here he fires at bulls-eye targets at ranges up to six hundred yards.

When he has finished this firing, his individual training in shooting is finished.

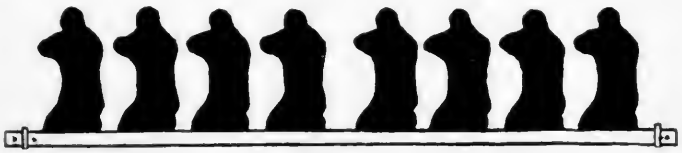
Estimating Distance Practice completes the work of shooting for the recruit. In this instruction, the recruit is taught to estimate, or guess, accurately the distance to various objects up to one thousand yards away from him.

Much of the success in shooting the modern rifle depends upon knowing the correct distance to the object fired at, and this knack can only be acquired by practice in the estimating of distance

over all sorts of ground, up hill, down hill, over level ground, across water, and in all sorts of weather.

When all of this work has been completed, the recruit is ready for combat or battle practice—the rehearsal of the business of finding the enemy and trying to destroy him.

Combat or Battle Practice—In this practice, the enemy is represented by groups of tar-



Silhouettes for Combat Practice

gets or silhouettes in the form of men in standing, kneeling and lying positions. These targets are placed in positions such as an enemy would be likely to occupy and partly concealed from view. The squad then advances as in an engagement, searches them out and fires on them.

Horsemanship—For the mounted men, horsemanship, by which is meant the care and training of the horse, is just as important as physical condition or march training is for the foot-soldier.

Saber Combat

This training, for both horse and man, begins as soon as possible after they are brought together and continues as long as they are associated.

Horse Training.

The man and the horse form one fighting machine whose parts must work together in perfect harmony and with the least possible fatigue to each other.

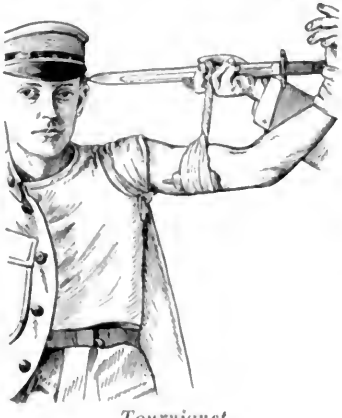
The horse saves the rider's strength, the rider must help the horse to keep his. This means that the soldier must give his horse proper care, grooming, feeding, watering and that he must know

how to ride him in a way that will save him all unnecessary work.

First Aid is the name given to the early assistance of the sick and to the hasty dressing of the wounds on the field of battle.

Splint and Sling

Every soldier carries on his belt a pouch containing a hermetically sealed tin package in which are sterilized compresses and bandages. This package constitutes the soldier's red-cross supply.



Tourniquet

Instruction in the use of the first aid material is generally limited to a few simple dressings, such as the *use of the tourniquet* to stop bleeding, *the use of bandages* to bind up and protect wounds from dirt and infection, and the *use of splints* in bandaging broken bones. Instruction is also given in *the use of artificial respiration* in restoring drowning

and suffocated men. Simple methods of caring for men suffering from sun-stroke or heat exhaustion are also taught.

Resuscitation

In general, the purpose of first aid instruction is not only to teach one soldier how to help another, but, in many cases, how to help himself, by bandaging his own wounds and prevention of infection.

THE USE OF COVER—Before firearms were invented, men fought in the open, standing up face to face. However, the use of bullets soon put an end to this and men began to look for ways of protecting themselves behind natural objects, such as trees, rocks, hillocks and the like, and this led to an important part of the modern soldier's instruction—the use of cover.

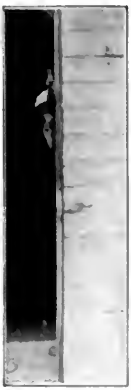
Using Tree for Cover

The whole subject has been reduced to a few simple principles easily taught and easily understood by the average man.

This instruction includes training in the use of cover while either stationary or moving.

The recruit is first taught how to shield himself behind a tree, rock or hillock, or in a doorway, while firing. It is impressed on him that the best kind of cover is that which gives him the most protection and at the same time permits him to fire at the enemy, and that, no matter how good the protection may be, if he cannot fire effectively at the enemy, he must not avail himself of it.

Firing from behind rock



Firing from Doorway

He is also taught that, no matter how good the cover may be, he must not stay too long behind it, but must always be on the lookout for an opportunity to move forward, jumping up suddenly, running at top speed, then throwing himself behind the cover, before his enemy has had a chance to fire at him.

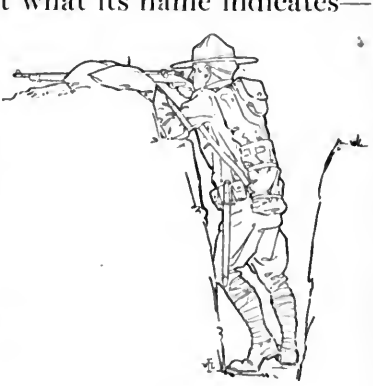
THE USE OF TRENCHES—When men fought with swords and spears, they wore suits of mail and armor and carried shields to protect themselves, but with the introduction of fire arms they had to look for an-

other way of shielding and protecting themselves, and they began digging trenches—the modern soldier's armor and shield.

Then

These trenches play an important part in every modern battle and they vary in kind from the hasty or shelter trench, a shallow hole scooped out of the ground, to the elaborate underground galleries of which we read in connection with the present war in Europe.

The *Hasty* or *Shelter Trench* is just what its name indicates—a trench made in a hurry, to get cover from the bullets of an enemy or to help in holding out against an expected attack.



Now

In the first case, when the fighting line has gone forward as far as it can, the men throw themselves down on the ground, and, while part of them keep on shooting, the rest under the protec-

tion of this fire, begin scooping out holes for themselves and throwing the dirt up in little mounds in front of them. Then they change off.

They use for this work small shovels, picks and axes, called intrenching tools.

These trenches are not much protection and when time permits they are deepened and made into trenches in which a man may sit, kneel or stand while shooting.

This enlarging of the trench is continued by scooping out the sides to make room for ammunition, food and water, or places where wounded men may be sheltered until they can be carried to the rear.

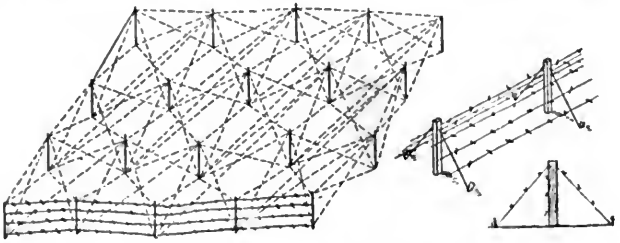
Overhead cover, to protect from fire which comes from above, is made by placing platforms of plank, poles or brush across the trench and covering them with earth.

This work of enlarging the trenches and making overhead cover over them may be continued almost indefinitely until we have elaborate underground garrisons provided with all sorts of conveniences, kitchens, dressing stations, sleeping places, even electric lights and running water.

Trenches of this kind amount, in reality, to field fortresses, and they are ordinarily to be found only in positions occupied by troops for long periods, as in the case of a siege, or where

two opposing lines deadlock in a position from which neither can advance.

Obstacles, or traps and obstructions of all kinds are placed in front of these trenches to make it



Wire Entanglement

difficult for an enemy to approach them. Common among these obstacles is the entanglement made of stakes and wire and the abattis, consist-

Abattis

ing of a tangle of felled trees whose sharpened branches are turned to the enemy.

PATROLLING AND SCOUTING form another important part of the soldier's training for the field. This is what is known as "The work of eyes, ears and brain." In patrolling and scouting, the

soldier tries to see and hear as much as he can and to make a very little tell him a great deal.

Keeping under cover

It is dangerous work, in which an effort is made to s n e a k up close to the enemy's lines or camp and observe all that can be seen. The scout must make use of cover and of every form of stealth to conceal himself as much as possible. He lurks behind walls and fences, sneaks from tree to tree or bush to bush, or crawls from hillock to hillock often covering himself with grass or leaves to hide his movements.

Individual Cooking—In garrison and camp, each company, troop or battery has a kitchen and enlisted cooks to do the cooking. In field service, this arrangement is kept up as long as the organization has a wagon to carry its cooking outfit. When, for any reason, the company becomes separated from the wagon, each soldier has to do his own cooking.

The ration consists of bacon or canned meat, bread, or hard bread—a kind of water biscuit—coffee, sugar, salt and pepper, which the soldier

carries in his haversack. Occasionally, potatoes, onions and canned tomatoes are issued.

Individual cooking generally consists of frying bacon, warming up canned meat, making coffee, and sometimes frying potatoes and onions.

This simple cooking is a dreaded task for the new man. He frequently ends by wasting part of his food, spoiling another part, and eating the rest half cooked, sometimes raw.

Building the right sort of a fire is the first thing to learn. The experienced soldier picks up a couple of flat rocks and a handful of sticks or branches of wood. He puts the rocks on the ground four or five inches apart and builds his fire between them—a small fire, so that he can cook comfortably, without scorching himself or being smoked out.

First of all the tin cup full of water is put to boil over the fire, and while it is boiling, the soldier cuts up his bacon and gets it ready to fry. When the water boils, it is taken off the fire, a heaping tablespoonful of coffee is put in it and the cup is shoved into the edge of the fire to simmer. Then the bacon is fried. Potatoes, if any, are peeled, sliced and fried. Sugar is put into the coffee and stirred up—a dash of cold water is thrown into the coffee to settle it. A package of hardbread is opened and—dinner is served.

PERSONAL HYGIENE, taking care of himself out of doors, goes farther toward bringing a man through a campaign alive than does good luck and medical attention.

It is the part of soldiering which our frontier forefathers learned for themselves and which the modern, city-bred man has to be taught.

The rules are few and simple, but they cannot be ignored except at heavy cost.

Avoid all exposure that is not necessary in line of duty.

Be comfortable as much of the time as you can.

Keep as clean as possible. Tired men are likely to shirk cleanliness. Never lose a chance to take a bath or to wash socks and underclothing. If nothing else, bathe the feet. In the absence of water, take a sun bath, dry your clothes, then dress.

Remove wet clothing as soon as possible. It does you no harm while on the march or at work, but it is a dangerous thing in which to sit around camp.

Be careful about food. Eat what is furnished. Avoid green and overripe fruit. Don't patronize peddlers.

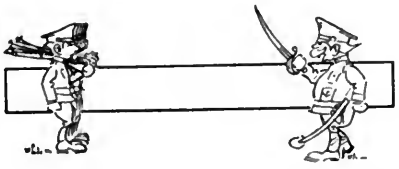
Be careful about water. If filtered or pure spring water is not to be had, drink weak coffee or tea. The boiling kills the germs.

Don't drink liquor of any kind. It merely weakens a system that is already overworked.

Sleep whenever you get the chance. You cannot count on regular hours and every soldier in the field should have at least eight hours sleep out of every twenty-four.

Sleep off the ground whenever possible. Hay, straw, dry grass, branches of trees, under the blanket, make sleeping more comfortable and lessens the danger from dampness.

Camp Sanitation—The soldier's share in camp sanitation consists in helping to keep the camp clean. He should not only help to clean the tents and ground, but should avoid doing anything to soil either. Food, apple cores and other refuse bring flies, and flies in camp are almost as deadly as bullets are on the battle field.



CHAPTER VI

THE MAKING OF THE FIGHTING MACHINE

THE MAKING OF THE FIGHTING MAN is only the first step in the making of the fighting machine.

Until they have been organized under proper control, until they have learned to play the game —work together—until they understand the meaning of teamwork, trained fighting men are no more than separate parts of a machine waiting for the assembler's hands.

The basic fighting machine is the company, troop or battery. The assembler is the Captain. His assistants are the two lieutenants; his foremen are the noncommissioned officers. These men must put the machine together, adjust it, train it—tune it up to the point where it will work smoothly and respond instantly to their touch.

There are many things which the well-trained fighting machine *ought* to be able to do. There are *three* things which the *quickly-trained* fighting machine *must* be able to do. It must be cap-

able of taking care of itself in the field—Camp Training and Camp Discipline. It must be able to move from one battlefield to another and arrive in condition to fight—March Training and March Discipline. It must be able to fight—Fire Control and Fire Discipline.

Camp Training and Camp Discipline come first. They are first both in the order in which they are taught and in their importance. It is clear that men must be taught how to live, eat, sleep, work and take care of themselves in the open, before they can be expected either to march or fight.

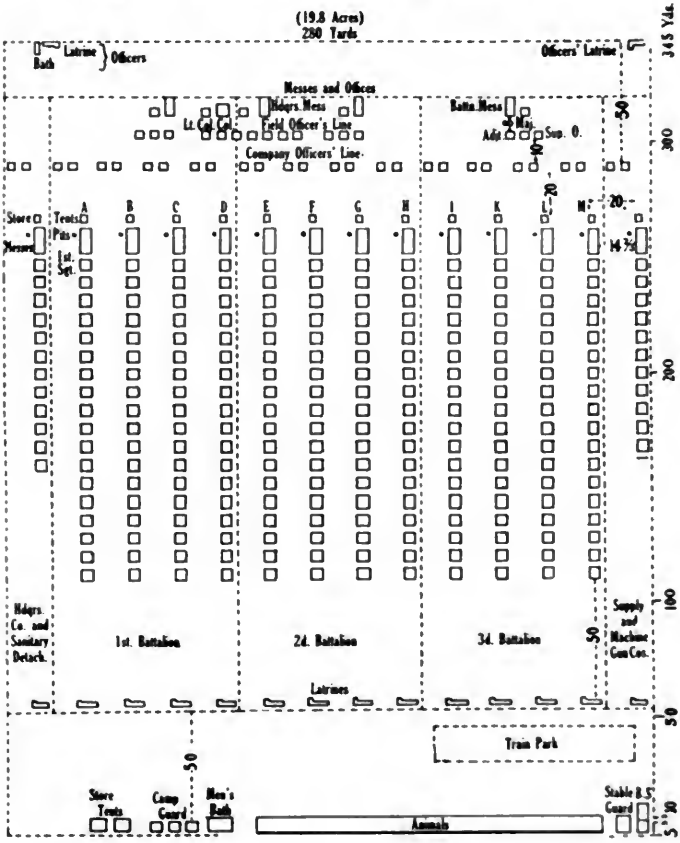
Camp Training is the instruction in which the soldier is taught how to pitch and strike tents, how to make himself as comfortable as possible under canvas and, above all other things, how to care for his health in his outdoor surroundings.

A military camp is a tented city, laid out, whenever possible, with the greatest precision and

A Maneuver Camp

in accordance with certain prescribed rules. This is done in order to prevent confusion and discomfort. In a permanent or training camp, the life

CAMP OF A REGIMENT OF INFANTRY, WAR STRENGTH



is very much the same as that of any city. It must have streets through which traffic may pass without inconvenience to the inhabitants. It must have some system by which the place of each man in the camp is easily located. It must have its business section and its residence section. It must be capable of being guarded and policed. All of this requires an orderly arrangement, the same one time as another, the same in one camp as another, so that a soldier, familiar with camps in general may go unhesitatingly from place to place in any camp.

For the day-to-day camps of a marching force, this order of arrangement is all the more necessary. At the end of the march, everyone is tired. Each wants to get himself settled with as little delay and confusion as possible. In order to do this, each tent, man, animal, wagon, gun, box of rations and bale of hay must have its place in the camp. Once this is known, the camp may be pitched with the precision and quickness of a fire department drill. There are no questions to be asked. Each man knows exactly what to do and he does it in the least possible time.

In the same way, the camp must be struck—taken down—quickly and without confusion. One hour is generally allowed from the time the soldier tumbles out of his blankets at reveille un-

til he must be standing in ranks ready to march. During this hour, breakfast must be eaten, tents struck, packs packed, wagons loaded, the grounds policed—cleaned up—and all preparations for the march made. Again, each man must know exactly what is expected of him and how to do it with the least delay and confusion.

Tent Pitching

This precision can only be learned from practice, from doing over and over again the many things connected with the pitching and striking of camp, until each man knows his place and his work and goes about it without hesitation.

Camp Discipline is next in order of importance. Just as every city must have its sanitary rules and regulations, so every camp has its rules and regu-

lations by which the health of the fighting man is protected.

Water is the most common source of disease among soldiers. Above all things, the water supply must be protected from pollution. As a general rule, water for drinking, cooking, bathing and washing of clothes comes from one source, some nearby stream, and to prevent the fouling of this water, guards are placed along it. Drinking and cooking water is taken farthest up stream; next, animals are watered; next, bathing is permitted and below this, clothing may be washed. In this way, one stream furnishes a supply for all purposes.

Toilets—called "sinks" by the military man—are next in order of importance. They must be carefully guarded and regulated in order to prevent the spread of disease.

Kitchens are another prolific source of disease. Unless they are kept scrupulously clean, they will attract flies, and flies are the soldier's deadly enemy. All utensils are kept scrubbed and bright. The ground must be kept clean from all refuse, scraps of food, rotten fruit, anything and everything that will attract flies.

Good camp discipline means that every man makes it his business to see that none of the regulations in regard to health is broken by anyone.

Next comes the soldier's individual health code.

On arriving in camp, his first thought should be to get his tent pitched as promptly as possible and to arrange his possessions for the night. If his blankets are damp, he should throw them over the top of his tent to dry and air.

His next thought should be to clean himself. If possible, he should try to find a place or way to bathe himself. Bathing is a cardinal virtue with the soldier, but one he cannot always find means to practice. *He should always be on the lookout for a bath.*

If he cannot find the means for a bath, he should at least wash his feet and change his shoes and socks. Next to a warm meal, there is no restorer for the tired soldier like a footbath.

Next comes the subject of eating. As a general rule, the soldier should eat whenever the opportunity is given him. He never knows when the next chance may come. However, heavy eating just before the beginning of a march and eating while on the march should be avoided. The heavy meal should come after camp has been reached and when a night's rest is in sight. Then, in spite of hunger, the soldier should eat slowly. In this way, he gauges his appetite, eating all he wants without overloading his stomach.

The trained soldier sticks to the food supplied him in the company. He knows that it is wholesome, well-prepared and safe—none of which he knows concerning food obtained from other sources.

Before dark, the trained soldier arranges his bed. If possible, he secures a little hay, straw, grass or leaves to put under his blanket. He makes everything ready for sleeping, and stores all of his clothing and equipment in his tent, taking no chances of having it rained on or wet by dews.

Camp Protection—The principal occupation of soldiers in camp should be to rest and prepare themselves for the work of the following day.

In order that they may do this, steps must be taken to protect them. Otherwise, it would be necessary for them to keep themselves in readiness for an attack at any time, or if the enemy should not actually attack, small parties could easily sneak up close to the camp, fire into it, and disturb and break the rest of all in camp.

To prevent this, a part of the command is charged with the guarding of the camp from surprise or annoyance. This part is known as the *Outpost* because it moves out from camp and is posted in places where it can prevent the enemy

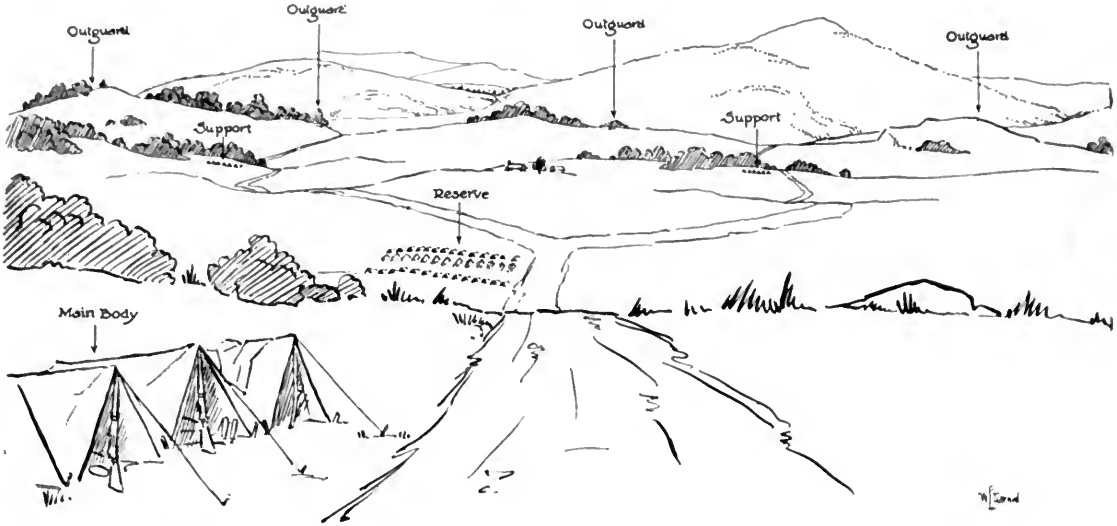
from approaching, generally along roads leading to camp.

The troops composing this outpost are divided up into parts, each charged with the duty of guarding the roads or approaches from some one direction over which the enemy is likely to come.

Along these roads or approaches, at a distance that keeps the camp safe from attack, are stationed little groups called *Outguards,* whose duty it is to watch for the enemy and give warning of his approach.

These groups are of different sizes. Here, a single man may crouch beside the road; there, two men, within easy speaking distance, are concealed at some good viewpoint. Back of each man or pair of men, a hundred yards perhaps, is a little group whose members take turns in relieving the man on watch. These men and groups make up what is called the *Line of Observation.* The soldiers on watch are known as *Sentinels.* The groups in rear are called *Cossack Posts, Sentry Squads* or *Pickets,* according to their size.

On the Lookout


Outguard
Outguard
Outguard
Outguard
Support
Support
Reserve
Main Body

The Outpost

Back of this line are other still larger groups known as *Supports*. These supports are the fighting groups. It is their duty to take positions from which they can support or protect the observing groups if attacked.

Back behind the line of supports is another group, the largest of all, called the *Reserve*. This reserve is not called into action except in case of a determined attack on the part of the enemy. In such a case, it is the duty of the Reserve to go to the assistance of the Supports and to hold the enemy in check until the main body in camp can make ready to fight.

March Training and Discipline—Marching is the principal occupation of troops in campaign and it is one of the heaviest causes of loss.

This is true of all branches of the service and especially so of the Infantry.

On the march, the Infantryman is one part of a great, slow-moving body that grinds its way steadily, day after day, over miles of scorching, dusty road or through mud and slush.

The average march of large bodies is from twelve to fifteen miles per day—not a long distance, you say, nothing any man in good condition cannot do without trouble.

That is true, but *walking* and *marching* are two different things. To begin with, when he

marches the soldier carries something between 35 and 40 pounds on his person, something over a quarter of his own weight—a very considerable handicap in a six or eight hour journey.

When *walking* alone, the man moves as he pleases, now taking a short step, then a long one, walking fast or slow as he wishes, moving from side to side to select any path his fancy chooses. In other words, he walks in the way that best suits his legs.

On the other hand, when he *marches,* the soldier is in a human treadmill. He is not allowed to lag or hurry. He cannot pick his path. Each step must be exactly like the one before, taken with machine-like regularity, following in the footsteps of the man ahead.

In general, practically everything about marching, except the bare movements of the legs, is new to the recruit.

First, he must become accustomed to the steady grind over all sorts of roads. He does this a little at a time, beginning with a few miles and increasing the distance each day.

In the same way, he must become accustomed to the weight of his pack, beginning with a part of it and adding a little each day until his back and shoulders are gradually trained to the work of carrying the full load.

The marching man's feet are, naturally, his principal concern. His shoes are broad and comfortable. They are fitted to him with great care—more than is given to any other part of his uniform. They must be neither too large nor too small, too short nor too long. Half an inch from the end of the toe to the end of the shoe is the rule that saves the soldier from bruised and blistered toes.

Made for Comfort

When marching, rests are strictly regulated. Except for some urgent reason, a marching column is always halted for ten minutes out of each hour. During these halts the men are allowed to leave ranks and rest themselves on the side of the road, in any way they wish.

March Discipline, summed up, is the habit, gained from training, that makes the soldier obey march rules and regulations in every detail, take care of himself—keep himself on his feet.

March discipline is the spirit that keeps the soldier in his place marching steadily, no matter how his back may ache, his feet pain him, or his body cry out for rest—it is the spirit that turns

a man's body into a machine which his mind drives until it collapses.

Lagging in ranks is one of the things that march discipline frowns upon the most. The man who lags out of his place forces the man behind him out of place and so on down through the column until the last man in the company has been forced to drop back. When the soldier who first lagged moves back to his proper place, he leaves a gap for the next man to close up and this continues until the last few men must run to get back to their proper places. This see-sawing causes annoyance and increases fatigue.

Drinking water on the march is the besetting sin of the recruit. He becomes thirsty and drinks. Each drink leads to another until his water is gone, his stomach is full and he is wet with sweat.

The trained soldier rinses his mouth before starting out, drinks all he wants and, after the bugle has sounded *Forward,* tries to forget that he has a canteen. If he must drink, he begins by gargling his mouth and throat and ends by taking a few swallows.

The trained soldier never drinks the last of his water until there is more in sight.

Eating on the march is another habit the recruit must learn to avoid. To begin with, he overloads his stomach at a time when it has other

work to do. He makes himself thirsty and tempts himself to drink. He spoils his appetite, so that he does not want to eat when he should. What is worse, he eats his food when he does not need it and when he needs it, he has none left.

During halts, the trained soldier rests. He picks out for himself a dry spot, sits down and relieves his shoulders and back of the weight of the pack. Others may stand around, or skylark, but he takes the full measure of rest allowed him and starts out freshened.

Taking it Easy

The care of his feet is the trained soldier's first thought at all times. Before starting on the march, he has in mind the thought of blisters. Before putting on his shoes, he shakes them free from sand and gravel. He puts on his socks, carefully leaving no wrinkle to chafe his feet. If his feet are swollen or inflamed, he puts powder on them.

On the march, his mind is always alive for blisters. At the first feeling of pain, he investigates. At the first halt, he takes off his shoe and sock and, if he finds a blister, he attends to it. This is a simple process. The blister is pricked, the water is pressed out and the whole surface covered with a generous patch of adhesive plaster which takes the place of the skin while the blistered part is healing.

After the March

In camp, at the first opportunity, he washes his feet and changes his shoes and socks. He also w a s h e s his socks and hangs them out to dry. If this is not possible, he at least washes his feet and dries and rubs out his socks before putting them back on again.

Cheerfulness on the march makes the miles go faster. It is a valuable asset to any man at any time. To the soldier, laboring under a physical and mental strain, hungry and thirsty, it is a life-saving quality.

Smoking on the march is another habit which the soldier should avoid. It increases thirst. If

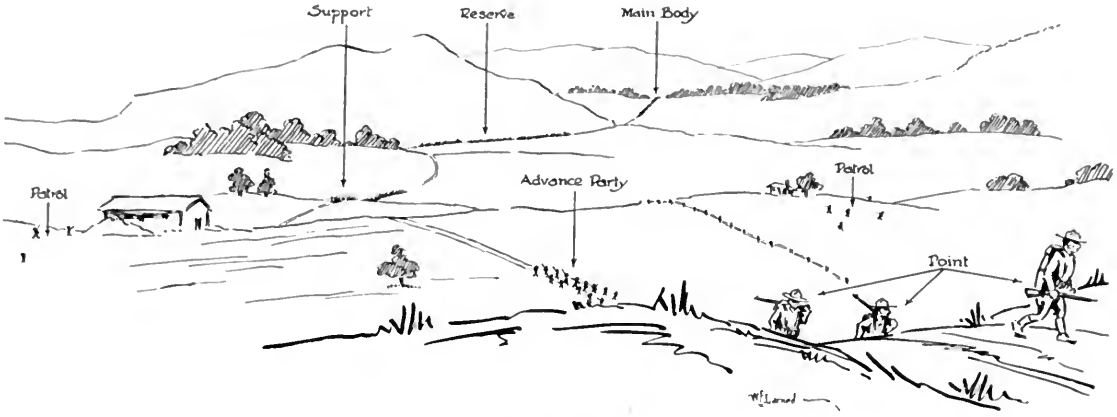
the trained soldier must smoke, he waits for the halt period and does so while resting.

The use of liquor on the march should be avoided like a disease. It stimulates for a time, but the reaction leaves the man worse off than he was before. It is simply handicapping a body which already has all that it can attend to.

March Protection—On the march, a column of troops must always keep on the lookout for the enemy. Like a man walking in the dark, it must feel its way, else it may fall into some trap at any moment. A few men of the enemy could lurk ahead of it and delay and annoy it, or a larger body of the enemy might lie in hiding and fall suddenly upon it when it was not ready for battle.

To guard against such annoyance and pitfalls, a part of the column is charged with the duty of going on ahead and clearing the way of any enemy who may be lurking about. This part of the column is called the *Advance Guard*. It breaks up into groups which march along the road ahead at regular intervals, beginning with a small group, called the *Point*, in the lead.

The *Point* is followed by another somewhat larger group, called the *Advance Party*. This is followed in turn by a still larger group known



The Advance Guard

as the *Support* and, finally, the last and largest group is what is known as the *Reserve*.

When the country on the sides of the road affords likely places where the enemy might be in hiding, small groups of three or four men move off the road and search these places. These groups are called *Patrols*.

The main column is thus preceded by a series of small groups, each of which can make ready to fight at almost an instant's warning, and each of which is followed by a larger group which can come quickly to its assistance.

The duty of the *Advance Guard* is to drive off small parties of the enemy so that the column behind may keep steadily marching, or, if a large party of the enemy is encountered, to hold it in check until the main column can make ready for battle.

The *Advance Guard* thus plays a double rôle. In the one case, it is a sort of personal conductor, going on ahead to rid the column behind of all delay and annoyance. In the other case, it is a sort of protector, acting as a shield between the main body and the enemy.

If the enemy is encountered, the *Point* always begins the fight. It attacks boldly and, generally, blindly. Its first duty is to find out what is in front of it. When it has gone as far ahead as

it can, it stops and holds its ground until it is joined by the *Advance Party*. Together, they hold their place until the *Support* comes up, followed, if necessary, by the *Reserve*. This force either drives the enemy back or holds him in check until the main body has had time to deploy and make ready for battle.

Fire Control and Discipline—This is the name by which the training of the company in the actual work of fighting on the firing line is known.

Under the training of the fighting man, we have seen how the soldier is taught to shoot. In all of this instruction, he shoots at a target he can see.

However, in battle, the soldier rarely sees the man who is shooting at him and at whom he is shooting. He only knows that he is being fired on, from the edge of a wood, the crest of a hill or from behind a wall or hedge—just where, he cannot tell.

If left to himself, the only thing he could do would be to guess at the general location of the enemy and then shoot around in the vicinity from which the fire comes, in the hope of accidentally hitting his man. The only thing of which he could be certain would be the waste of a great deal of ammunition.

However, the enemy must be searched out in some way and brought under fire. The only way in which this can be done is by systematically spraying with bullets all of the ground in the locality from which the fire is coming. It is quite clear that the soldiers, acting individually, cannot do this. All of them might shoot at the same spot, leaving others untouched.

The only means by which this can be done is by what is known as *Fire Control* and *Direction*. Briefly, this means that the captain of the company must be able to handle the volume of bullets which his men are firing much as he would a stream of water coming from a hose, moving it here and there, now forward, now back, to this side or that, until he has sprayed the whole area with a rain of bullets.

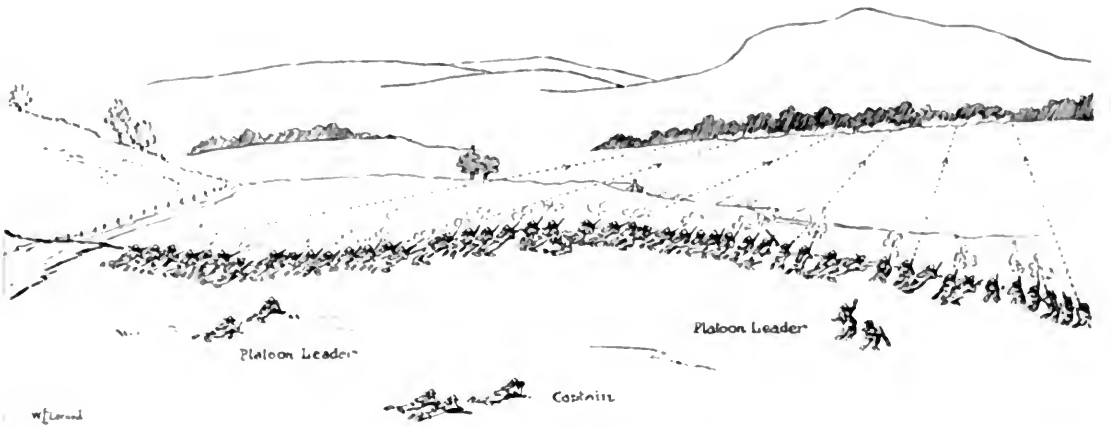
While this spraying is going on, the captain and his officers observe carefully all that is taking place. Sometimes they can see with their glasses where the bullets are hitting. Generally, they have to judge by what happens whether they are locating the enemy or not. If his fire slackens, they conclude that they have located his hiding place and they keep their own fire playing on that spot until the hostile fire dies out or appears in some other place.

The building up and controlling of this spray of bullets is the most difficult work in the training of the company. Each man has a part to play in the work, and the training must be so perfect that each will play that part coolly and unhesitatingly in the midst of all the noise and confusion with which modern fighting is surrounded. Nothing short of perfect teamwork—perfect understanding and perfect coöperation—can produce this volume of controlled fire.

Let us imagine a typical scene. The company has been fired on from the edge of a wood perhaps six hundred yards away. It has deployed into a skirmish line and lies waiting for the company commander's signal to begin the fight.

With his field glasses, he searches the edge of the woods for signs of the enemy. Here, he sees a little whitish-gray puff of smoke. There, a head bobs into sight for an instant.

Suddenly he calls out to his waiting men, "They are along the edge of the wood to our right front—between twelve and two o'clock." Each man's eyes turn in the indicated direction. After a moment's study, the Captain again calls out, "Range six hundred yards." Each man's hands go to his sight leaf. Each sight is set, each rifle is loaded and ready. Each man picks out the spot in front of him, on the line indicated,



Fire Control and Direction

and at the Captain's command, "Fire at will," begins to fire coolly and deliberately—always at the same spot, a bullet every so often, as regular as clock work.

Suddenly through the din, a shrill blast of the Captain's whistle is heard. Four men of all that company—the platoon leaders—turn their eyes to him. He makes a signal with his hand, four whistles are heard, the squad leaders in each platoon turn their eyes to their platoon leaders. The captain's signal is repeated to them. Each squad leader reaches out and shakes the man on either side of him, gives him the signal and watches to see that he obeys and passes it on. In a moment, sight-leaves are being adjusted, the range is being increased, and the spray of bullets is going higher, hitting farther away, reaching out to rake the edge of the wood.

Still the hostile fire fails to slacken. Another blast of the Captain's whistle, another signal which is passed on down the line until it reaches the man with the rifle. There is a shifting of bodies, a wriggling of legs, and the spray of bullets moves off to the right or left, running up or down the edge of the wood, still searching.

The fire of the enemy begins to slacken. He has been located at last. *"Faster,"* shouts the Captain; *"Faster,"* repeat the platoon leaders;

"*Faster,*" the squad leaders pass the word to their men.

The spray becomes denser, more furious. The enemy's fire begins to die away.

Without warning, from some point off to the right or left, comes a scattering volley. The Captain's glasses are turned in that direction. His whistle shrills again. He signals a platoon leader on the flank of the company, and then tells him what to do. The other platoon leaders read the signal and turn back to their work. There is a moment of sight-setting in the designated platoon, another shifting of bodies and then a smaller spray of bullets goes off in the new direction, to search up and down, back and forth until the enemy has been located.

Thus the action of the machine goes on. A whistle blast and a signal sends a squad, a platoon, the whole company, rushing forward. Another halts them, speeds up their fire, slows it down, causes bayonets to be fixed and finally drives the company headlong into a charge.

In other words, as a pliable, manageable hose responds to the will of a fireman, so the company must be trained to respond to the will of the company commander.

These are the things that go to make up the real work of the fighting machine—*Camping, Marching, Fighting.*

When the company can go into camp quickly and without confusion; when it can make itself comfortable—take care of itself, keep from getting sick; when it can march mile after mile through all sorts of weather, over all sorts of roads; when it can protect itself in camp and on the march; finally, when it can go into battle and pump out a hail of bullets like the spray from a hose, a spray just as pliable and as easy to control—then, it is a real fighting machine, worthy of a place on the firing line of any army.

CHAPTER VII

THE BY-PRODUCT OF MILITARY TRAINING

In any business it is the by-product—the useful and salable article made from something that would otherwise go to waste—that swells the dividends and gladdens the heart of the stockholders.

It is so in the Nation's military business.

The making of able-bodied citizens into fighting men capable of defending it, is a sound, conservative business for any nation, one that will keep the country on its feet in times of peril, but if it stops at that, if preparedness for defense is the only product of military training, it is a business that pays only occasional dividends—big ones, it is true, but with long waits in between.

The stockholder judges a business by the dividends it pays him and when the intervals between dividends are long, he is likely to forget their size—more to the point, his faith in the business is apt to falter.

The by-product, with its steady income, serves to tide over the waits and to bolster the stockholder's faith in his investment.

Preparedness for defense is the main product of the business of military training. It is the product for which the business is established, but, on the side, the military machine turns out a by-product that yields a royal dividend for both the Nation and the citizen.

The by-product of the military machine is a trained citizen, not a soldier in all things for all time, but a man of military habit—a man with the soldier's way of thinking and doing things.

How does the military habit benefit the citizen?

Let us assume that a man has interrupted his life work or has delayed entering on it for the purpose of undergoing a brief period of military training. This interruption or delay may mean much to him in making his way in life or in getting a start. What does he get in return? The answer is, military training and habit.

Military habit is the outcome of experience in preparing for war—the habit which best meets the requirements of such a crisis.

We do not need to be told what those requirements are. We all know something of the strain under which the military machine must work. We know that every hitch in its work spells disaster. The experience of a hundred years of war has taught us that nothing but thorough military

training can insure us against such ruinous hitches in the work of the military machine.

If military habit can produce such efficiency under war conditions, when stress and confusion are on every side, is it not reasonable to suppose that the same way of thinking and doing things will produce correspondingly greater efficiency in time of peace when stress and confusion are not present?

Military efficiency is nothing more than organized, systematized common-sense applied to the problem of destroying an enemy's strength.

It can be applied to the solution of any other problem with equal results.

Military habits speak for themselves. Once known they need no recommendation from anyone to anyone. Education needs no pleader. Efficiency needs no exploitation. *Military efficiency* is a great deal of both with something added to the total.

What, for example, does military habit do for the man?

First of all it teaches him the value of physical fitness, and it does so by the convincing method of making him physically fit.

No reasonable man needs to be told what sort of an asset a sound body is in any walk of life. Today, the man who gets to the top and stays

there must, of course, have the right sort of a head on his shoulders but, equally, he must have a body that will support his head in everything it wants to do. Anything lacking in the body is a handicap to the head.

One author tells us that, "Nature demands her due. In a sick body, the mind cannot remain fresh and clear. It is shunted by the selfish body from the great things to which it should be entirely devoted."

A defective body is like an automobile in need of repairs—you never know when you start out whether you are going to get anywhere.

Physical fitness is the foundation upon which the military establishment is built. Every recruit must have a sound body when he comes into the service, but that does not necessarily mean that he has a strong body.

No man can go through the military mill and come out without a *strong body.*

Marching trains his shoulders to the weight of the rifle, and his back to the burden of the pack. It gives him *sturdy legs* and *hardy feet.*

Shooting *trains his eye to observe* and his *hand to be steady.*

Whatever else the citizen-soldier may carry back with him to civil life, it is certain that he will take a body, fit, strong and as hard as nails. The

work he does in the service builds him up physically. The life he leads in the service polishes him off physically.

Hard work in the open air, plain food, an appetite to eat it, a stomach to digest it, early to bed and early to rise, is the routine that made the men who hewed this country out of a wilderness and gave it a start. It is the life that will make the kind of men we need to keep the country going. It is the kind of life that men pay physical directors to make them live.

Physical fitness and all that goes with it becomes a habit with the man who has gone through the military mill. It is a likeable habit, one that will cling to a man. The man who has once known the feeling that comes from health and strength is not likely to forego it.

The man who has hiked and sweated under a thirty pound load, who has pitched his tent and squatted by his own camp-fire, inhaling the odor of frying bacon in his mess pan and coffee simmering in his tin cup, who knows what it is to enjoy and digest bread sopped in bacon grease, who has smoked with his back against a tree, then rolled up his blanket, on the ground—and found it soft to his tired body—that man will never again be content with clubs, à la carte and patent mattresses for an all-year-round diet.

Health and strength are not all that physical fitness gives a man. When a man once realizes that he can get along without cooks, barbers, bootblacks and the like—that in a pinch, he can even snap his fingers at the laundryman—in other words, that he can take care of himself in the main functions of living, he will not be far from the feeling that he can take care of himself in almost any sort of a situation.

Self-confidence is a good start for a man in any kind of work.

Handiness is another military habit. The average man does one thing well. He is more or less apt to be clumsy about doing other things. The soldier is called upon to do all sorts of things—little things, to be sure—and he has to do all of them well. His hands become useful to him. His mind gets into the habit of making his hands do what is required of them, and this handiness leads to more important things.

Handy arms are a valuable asset.

Control does not stop with the hands. The mind reaches out—control of the body becomes a habit. The feet, legs, arms and body gradually come under the sway of the mind. In the position of the soldier, the mind holds the body motionless. In marching, the mind drives the legs to machine-like regularity. In shooting, the mind assumes

command of the arms, hands, fingers and eye, links them up and makes them work in harmony.

A body under control of the mind is a body tuned up and ready for anything. Control of the body leads to control of the mind, and *self-control*—control of both body and mind—is an important factor in success in any walk of life.

Orderliness is another habit of the soldier. In the military service, order and system are watchwords. The smooth running of the military machine depends on them. The soldier learns both from the moment when he is taught how to arrange his uniform, equipment and other possessions and how to care for them. He learns more when he enters the life of his squad—a team of eight—becomes one-eighth part of it and has to shoulder one-eighth part of its work. He keeps on learning both in every detail of his work up to the day he is discharged.

This order and system is the thing we call *Shop Efficiency* in other walks of life and experts are paid big salaries to install it.

Devotion to duty becomes a habit with the soldier. The faithful performance of every duty is the standard by which the soldier's worth is judged. The credit given him is not gauged by the importance of what he does. Little things count as much as big things. The soldier is taught

to put his best into everything he does, whether it be cleaning up of the company kitchen, the picking up of garbage from the company street, or the holding of a post in the face of the enemy. Important or unimportant, pleasant or unpleasant, all duty is the same to the soldier, and he must do it all as though he liked it.

This is the kind of spirit that every employer is looking for all of the time—the kind of spirit that keeps a man's feet busy moving up the ladder. A prominent business man once remarked, "I can get plenty of cheap men to do my big work, but I have to hustle for men to do little things for me."

Loyalty to his comrades, his company, his battalion and regiment becomes a religion with the soldier. They are part of his life. Their reputation is his; their good name, his good name; their interests, his interests. He works for the company, not for himself.

The same business man also remarked, "I can get plenty of men to work *for* me; what I want is men to work *with* me." In other words, he wanted men who took an interest in the work they were doing, men who were in the habit of being loyal to their work.

Loyalty spells *teamwork* and teamwork leads to success.

The cardinal habit of the soldier is that of obedience. In the discussion of Military Discipline, we shall see something of the kind of obedience the soldier learns to give to orders and regulations—cheerful, energetic and intelligent obedience. It is the obedience that results from knowing why, from confidence and from loyalty.

The soldier obeys orders and regulations because he knows they are right—that there is a good reason back of every one of them. Orders and regulations are the soldier's law. He knows that his comfort, his safety, even his life, may depend upon the upholding of the law. He looks upon it as a barrier raised for his protection rather than a club held over his head.

He heeds the law because he knows what it means.

These are some of the things—not all—that enter into the by-product of the military machine.

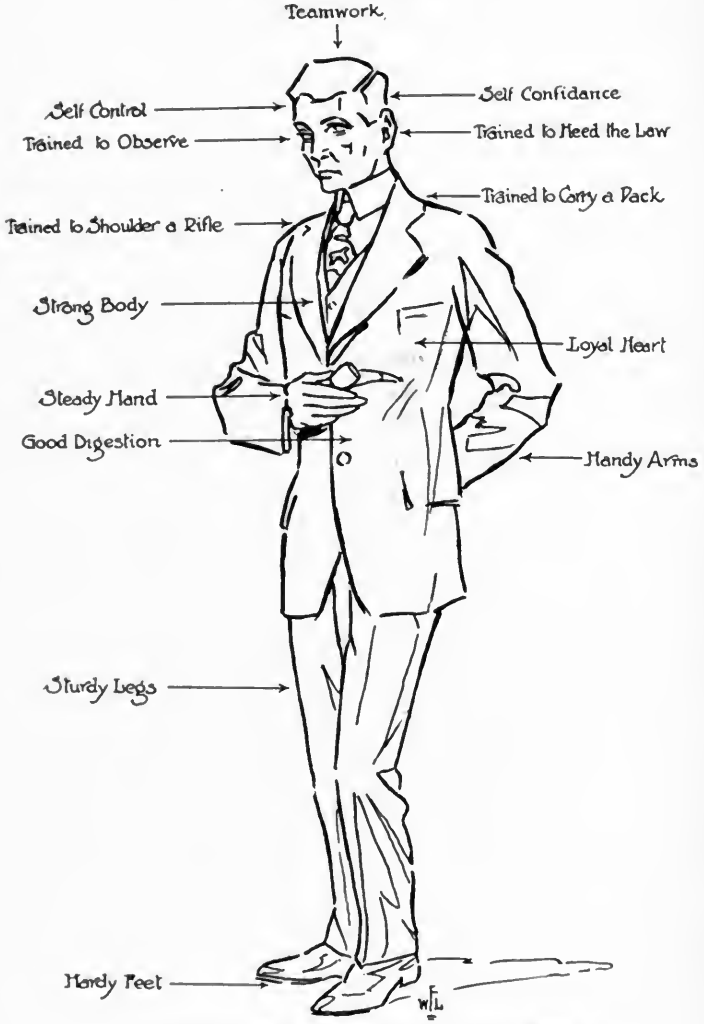
The worth of the *trained citizen* to the Nation, to his employer and to himself is the dividend that the stockholder can count on receiving year in and year out.

Let us look at this by-product, inventory him from top to bottom, and see if he is a good investment.

Turn the page.

What do you think of him?

THE BY-PRODUCT OF MILITARY TRAINING



THE TRAINED CITIZEN

CHAPTER VIII

THE SPIRIT OF THE FIGHTING MAN

The Spirit of the Fighting Man—What is it? How does it differ from that of any other man? As a matter of fact, does it differ at all?

These are all perfectly natural questions to ask. We know that the fighting man comes from among us, is of us. He is not specially selected for his courage or spirit. He is the average sort of a man who takes a fancy to the military service, just as another man turns to medicine, the law or to trade. Why should he be different?

But the fact remains that he is different. To begin with, we all know the kind of work the fighting man is called upon to do—the risks he runs, the chances he takes—and we all know the way in which he does his work.

We also know that men do not ordinarily do such things. We know that the average man stands in fear of being hurt—that he is physically a coward. The average man will dodge out of the way of a vicious dog. He will even shrink at the idea of having a tooth drawn. Most of us

will go to any reasonable extreme to avoid a fisticuff. Many of us sicken at the mere sight of blood. In one way or another, all of us show plainly our dislike if not fear, of violence of any kind.

Yet, men are taken at random from among us, clothed in the uniform of the soldier, trained in the profession of arms, and go unhesitatingly into places of peril where each knows that death may fall to his lot at any instant.

What is the spirit back of it—Patriotism? In the beginning, yes. In any crisis which threatens the peace or safety, the honor or dignity of a nation, patriotism is the passion that arouses the people and rallies them by thousands to the support of their country. It is the passion that makes a man forget himself, his interests, his family, everything, and think only of his duty to his native land.

But patriotism is not the spirit of the fighting man, the spirit that makes a man go ahead, mile after mile, hour after hour, when every muscle in his body is aching for rest, when he is parched with thirst, faint with hunger, and when he knows that death may be waiting for him behind every turn of the road.

Patriotism is the inspiration that leads the fighting man to his task. It is not the spirit that

sustains him and carries him through it to the bitter end.

If patriotism alone could do this, a mob of patriots—the familiar populace aroused to the defense of its firesides—would be the equal of a trained army, and all we would need for our protection would be a cause righteous enough to arouse our people to action. How helpless such a mob is, no matter how high may be the tide of its patriotism, history tells us in a dozen places.

Let us ask ourselves another question or two.

Is it patriotism that sends the soldier into the face of a howling mob, or against the rushes of fanatical savages? The dignity or honor of the country is not threatened. The firesides are safe —and the families are probably comfortably seated beside them—yet fighting men take their lives in their hands and go forth to restore order, to right wrongs, or to relieve the distress of fire, flood or disaster.

What part does patriotism play in the faithful performance of such duty?

If not Patriotism—What? What is it that military training does to a man to work the change in his spirit?

In general terms, the answer is simple—it trains him to certain military habits which we lump together and call Military Discipline.

What is Military Discipline?

One author has sarcastically defined military discipline as being, "The art of inspiring soldiers with more fear of their own officers than they have for the enemy."

Unfortunately this definition seems to accord with the popular idea of the meaning and purpose of military discipline. The average man seems to think of discipline as being some sort of punishment, a club with which men are forced to obey. He is apt to look on the evidence of discipline—unhesitating performance of duty—as resulting wholly from a feeling of fear of punishment.

Fear of punishment undoubtedly did play its part in the days when the great mass of fighting men was composed of ignorant peasantry, herded together and driven into battle by hereditary chieftains who held the power of life and death over them. But it is not so today.

It has never been so in this country.

Fear had no part in the spirit that held the bare-footed, half-starved Continental soldiers in their freezing huts at Valley Forge. Fear was no part of the spirit that inspired the tattered veterans of Lee's army to follow him blindly to the last bitter hour of surrender.

The American soldier has never known fear of military punishment. From the beginning, he has been a free man, one who has always gone into military service voluntarily, for reasons of his own, one who has fought because he felt like doing so.

If it is fear of their officers that make soldiers fight, what is it that makes the officers fight? They are just ordinary men, like the rest. Of whom or what are they afraid?

It is true that officers are afraid, just as soldiers are afraid, just as every man is afraid when he thinks himself in danger.

Marshall Ney, the dashing French General, to whom Napoleon gave the name "Brave of the braves," said, "The one who says that he has never known fear is a compound liar."

Turenne, another gallant French officer, on going into battle used to say to himself, "You tremble, body; well, you would tremble more if you knew where I am going to take you."

If the soldier is afraid of his officers and the officers are themselves afraid, why do they not all run away? What is it that keeps them up to their work?

Strange as it may seem, the answer is that they are all afraid, terribly afraid—of each other.

A veteran General officer summed up the true fear of the soldier, from Field Marshall down to private, in the following words: "The fear of being despised by his comrades as a coward is in the end greater than his fear of death."

What are the Military Habits that Bind Men Together in the Bond of Discipline?

The chief of these habits is obedience, first, last and all the time—obedience which shows itself in cheerful, energetic and intelligent performance of duty under any and all circumstances.

How does Military Training teach Obedience?

It does it by the very simple method of telling the soldier what to do, how to do it, and the reason why.

It begins with little things, things easily understood. The soldier is taught how to do these things and then is required to do them over and over again, always in exactly the same way, until the doing of them becomes a second nature to him, a habit like dressing himself, feeding himself, or doing any of the other routine things of life—things which every man does without thought or question.

From doing these small things without question, the soldier gets the habit of doing everything he is told—because he is told. He generally knows the reason for everything he is told to

do. If he stops to think at all, the reason for what he is doing is at once clear to him. If he does not stop to think, back in his head is always the consciousness, the feeling, that there is a good reason behind the order.

The Habit of Obedience Leads Naturally to Confidence.

Darwin says, "The superiority which disciplined soldiers show over undisciplined masses is primarily to consequence of the confidence which each man has in his comrades."

The soldier knows that he is part of a machine which will work smoothly if every man obeys orders, plays his part. He sees the machine work every day of his life. He obeys orders. He sees his comrades obeying orders. He knows that they will continue to obey orders. To him, an order is like a signal to a football player. Neither stops to see what his teammates are going to do. Each knows that the other members of the team are going to play their parts, just as he is playing his. Each knows just how the play is going to work out. Each knows that he is going to be backed up and, knowing this, he goes ahead and puts his best efforts into what he is doing. With each repetition of the play, in practice or in the game, his confidence in his teammates increases,

until in the end he feels as sure of them as he does of himself.

The spirit of the fighting man is the spirit of team play, the same kind of spirit that keeps the football player in the line when his brain is reeling with exhaustion, that sends him smashing into a play with the last ounce of strength he can muster, that lifts him from the ground at the sound of a whistle and drives him staggering back to his place.

Pride in the confidence of his teammates holds both the fighting man and the football player up to his mark.

The Habit of Confidence Leads to the Habit of Respect.

The men who have buckled down shoulder-to-shoulder on the line of a football team, who have pushed, pulled and dragged each other from one scrimmage to another until they tumble in a struggling mass across the goal line, know each other at their true worth, and respect for each other is a natural consequence.

The men who have trudged side by side from one battle field to another, who have lain side by side through the nerve-wracking hours of outpost vigil, and have fought their way together through a hail of lead, know each other, too. The game they play is one in which lives, not

scores, are the forfeits, and the respect of the fighting man for his teammates is in the same proportion.

Confidence and Respect lead to Loyalty, the spirit that makes a man proud of the reputation of his team, jealous of its good name, ready to fight for its members.

With the soldier, the company, the battalion, the regiment, is the team. He is proud of it, proud of its members. He is jealous of its good name, jealous of the reputation of its members.

Respect and Loyalty lead to Courtesy.

Military courtesy is a part of the fighting man's training that people seem least able to understand. They judge it from the forms in which they see it practiced and not from the spirit behind the forms.

Courtesy in any man is a sign of breeding. In the soldier, military courtesy is the sign of his training. The man who has learned confidence, respect and loyalty through the hard school of experience takes the same pleasure in the forms of military courtesy that we take ordinarily in being courteous to our friends.

Again, Military Courtesy is the oil that makes the wheels of the military machine run smoothly. In the military service, men have their differences just as they do in civil life, but in the military

service they do not settle their differences as men frequently do in civil life. The regulations settle these differences for them. Appeals to the regulations are made in a courteous way. Decisions are accepted in a courteous manner.

Every form of military courtesy has had an honorable birth, among honorable men, equals, men who practiced these forms because of the spirit they cherished toward each other. The true spirit of military courtesy is summed up in the Articles of Faith of the Japanese Soldier in the following words:

"All soldiers must remember that they are associated in a great and honorable service, and that to serve worthily in the station in which each is placed is an honor in which the private participates as fully as the general."

The fighting man plays a game in which his honor is the stake, his life the forfeit. The highest reward he hopes for is the respect of his comrades. His life has been placed at the service of his country. His honor is his own to guard.

The Spirit of the Fighting Man is summed up in the motto borne on the Arms of West Point, our National Military Academy—

DUTY, HONOR, COUNTRY

CHAPTER IX

THE ORGANIZED MILITIA

The Organized Militia is the most convenient training school, both as to time and place, for the citizen whose business and interests keep him close to his home.

Marching out to Drill

It is convenient as to time because the work of training is carried on for the most part at night, during the hours which the average man can best spare from other things.

It is most convenient as to place because the work is generally carried on in some armory within easy reach of every man's home.

It is the night school in which the citizen-soldier may learn a great deal of the business of the fighting man without interference with his other interests.

The history of the Militia dates from the days of Muster Training, in which the able-bodied citizens of every community were required to assemble at stated intervals for military instruction and training. Very frequently these assemblies were in the nature of outings from which little military benefit was derived.

From time to time, men more enthusiastic than the others formed themselves into companies, troops or batteries and went a little deeper into the details of military work. These organizations were largely social in their nature, were supported by their members and were under little, if any, State control.

Gradually companies grew into battalions, battalions into regiments and even larger units. State authorities began to assume more control over them, and organization and system began to take form.

The close of the Spanish-American War marked the real beginning of the Organized

Militia as it is today. Thousands of militiamen returned to their homes with vivid impressions of the lessons they had learned in southern mobilization camps. Others joined the volunteers, and, in Cuba, Porto Rico and the Philippines especially, added to their experience in active service.

On the Firing Line

The result of this experience was a general awakening of the Militia of the country to the real needs and values of military training.

The old armory routine was freshened up with practical instruction under men who knew what it meant and how to teach it. The time-honored State Camps, with their round of social activities

and spectacular reviews, gave place to maneuver camps under war conditions.

The Militia found itself, sifted the chaff from the grain and settled down to real work. The old era passed and with it the old-time militiaman. With the dawn of the new era came an alert, progressive and intensely earnest student of the fighting game.

Right here is proper to say a word about the Militiaman—the man.

Who and what is he?

The Militiaman is a citizen, one of your neighbors perhaps, who for reasons of his own has been attracted to the military game.

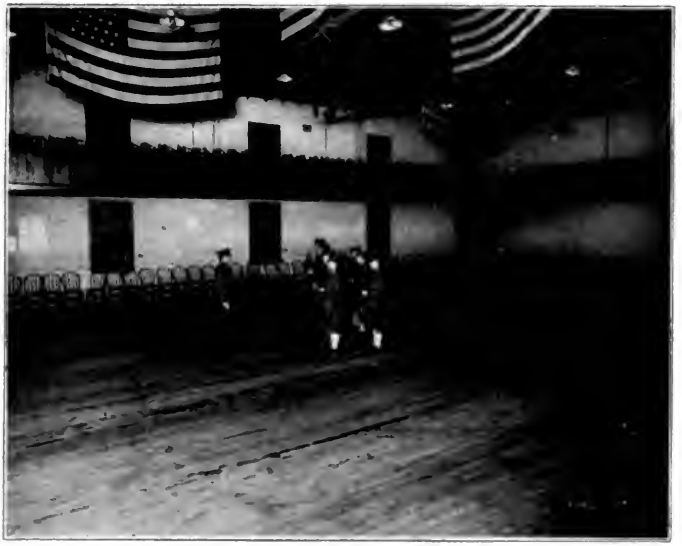
You meet him on the street and at business. You do not see much of him about the clubs or theaters. His spare time—his playtime, as a matter of fact—is spent in some armory, taking on military training against the day when he will need it to defend his country, his fellow-citizens and himself.

He does this sort of thing because he likes it, just as another man may amuse himself with bridge or golf. It is his hobby—*the hobby of Personal Preparedness.*

Today, the Organized Militia is a busy lot of men. In order to understand a little of what is going on among them, let us drop into the first

armory we see, almost any night, and take stock of what they are doing.

First, we will see the drill hall filled with men, each intent on his work, each oblivious to what the others about him are doing.



Squad Drill in the Armory

In one corner, a little group of recruits are being taught the A-B-C's—facings, saluting, manual of arms.

In one end of the long hall, a squad, platoon or company is going through the precise movements of close order drill.

In the other end of the hall, other squads, platoons and companies are practicing the movements of extended order drill.

Up in a balcony, a man with a flag is wig-wagging to another across the hall.

In the rooms about the drill hall, other groups of men are equally busy.

In one of them, a group of officers are bunched about a map-covered table, working with scales and dividers, deep in the solution of a map problem.

Learning Extended Order

In another room, an officer faces a class of noncommissioned officers, teaching them some of their many duties.

In still another room, another officer at a blackboard is working out for another class some one of the many problems that enter into the education of the fighting man.

A Class of Noncommissioned Officers

From the basement, comes the crack of gallery rifles and the ring of gallery targets.

For two hours or more, activity is apparent everywhere, then one by one, the groups begin to break up. In the locker rooms, men stop for a moment to talk shop while they shift out of uniform and, about the time that the theaters are pouring their crowds into the streets, trim civilians are beginning to pour out of the armory doors and scatter to their homes.

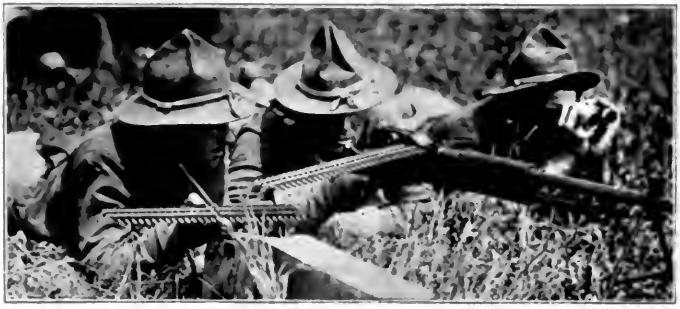
This is not quite all. On your way home in the car, you may happen to notice a man who pulls a little black or red or yellow book from his pocket and loses himself in it. Look over his shoulder and you will probably read "Infantry Drill Regulations," "Artillery Drill Regulations," "Cavalry Drill Regulations," or something of that sort. The work in the armory has left a knot and your Militia neighbor is trying to untie it on his way home.

Again, let us make a little visit of inspection —this time to an instruction camp. Here you will find your Militia friends spending crowded days in a practical try-out of what they have learned in the armory. About you, you will see almost every kind of military training.

Back of camp, or in the company streets, the mill of recruit instruction is going on under a broiling sun.

In a nearby field, companies, battalions, regiments are going through the movements of close order drill.

In another field, other companies, battalions or regiments are running through the movements of the extended order drill—the fighting man's team practice.



Machine Gun Ready for Action

Over on the hills, a battalion is maneuvering in the attack of a position occupied by an imaginary enemy.

Off in one direction, troops are being posted as an outpost to guard the camp against an assumed enemy.

Along the road an advance guard marches.

On every side, men are swarming through fields, over hills, busy in the carrying out of some kind of military work.

From early morning to sunset, for a week, ten days, two weeks, these men do nothing but military work. They talk it, they think it, they dream it, and when their neighbors down at the shore or up in the mountains begin to pack their trunks for the home-going, they make up their packs with equal reluctance, strike their tents and go back to their armories.

CHAPTED X

COLLEGE STUDENT CAMPS

These Student Camps which have been held throughout the country during the past three years have passed through the experimental stage

College Students at Recruit Drill

and have taken their place among recognized institutions.

Each summer, provision is made for one of these camps in different parts of the country, the

distribution being made in order to convenience as much as possible the students from the various colleges of the country.

These camps are an attractive combination of military training and summer outing and their popularity is growing with each succeeding year.

The purpose of the student camps is, first, to educate young college men to an understanding

College Students at Gallery Practice

of the military obligations of citizenship and, at the same time, to train them as thoroughly as time permits in the duties of the fighting man.

The amount of training which each student receives is out of all proportion to the time spent in the work.

Careful planning of the work in advance by those who have it in charge makes every moment

of the time count. Intelligence, interest and enthusiasm on the part of the students further short-cuts the time and work.

The main features of these camps—life under canvas, with plenty of outdoor work and exercise

Getting Ready for the March

—are of the kind that appeals to every active healthy young man.

The work is carefully planned in order to avoid anything savoring of monotony and is carried out in a way that holds the students interest from beginning to end.

The relaxation required to stimulate the work of military training on the part of these young men is provided for with care equal to that taken in planning the work.

In general, a student camp is very much like the mobilization camp in which a volunteer finds himself at the outbreak of war. The routine of life and training is much the same.

On arriving in camp the student reports, makes a deposit to cover the cost of uniform and food and is assigned to a company where he enters without delay upon the work of training.

There is no preliminary period. Work begins at once. Uniform, equipment and arms are issued to him as soon as possible. The day following the arrival of the students finds the Mill of Instruction in full operation.

Beginning with the School of the Soldier, the Mill grinds steadily through the elementary training until, in a surprisingly short time, the students are ready to rub shoulders in the work of the company.

Improvement and interest pace each other as the days go by. The spirit of competition, inseparable from college spirit, enters and plays an important part. Maine vies with California. Florida or Oregan settles down in an effort to outstrip both of them.

Back of this competition and work, is an idea that, sooner or later, enters the mind of each student. He works, studies and absorbs as much of the atmosphere and the training as he can—not for his own improvement alone, but to store

College Students on the Hike

up the knowledge against the day when he may have occasion to pass it on to others in the preparation for national defense.

Theory is not neglected in the education of these students. By means of lectures prepared

by men who are specialists in their subjects, the broad principles of Military Policy, Military History and Military Art as applied to the practical problems, are taught to the embryonic citizen-soldiers.

While all this is going on, the student is almost unconsciously learning much that will be of value to him throughout the rest of his life, lessons which will stand him in good stead in whatever he may undertake.

Along with his coat of tan and his hardening muscles, he takes on the lesson of physical fitness, the foundation of success in any calling.

He learns the lesson of Personal Hygiene—care of the health—in a practical way that impresses it indelibly on his memory.

He learns the lesson of Obedience, sees it clearly, in its true light, as a necessary part of the game he is playing and he tucks it away in his code to be used in future games.

From the lesson of Obedience to that of Respect is but a short step, easily taken in the atmosphere in which he works.

The spirit of Teamwork forces itself upon him. From beginning to end, he witnesses every operation in the building of the fighting machine. He takes an active part in its building. He sees its

work and understands the secret of its power and strength—teamwork.

One by one, the things that go to make up the by-product of military training—the trained

Making the Best of an Opportunity

citizen—fasten themselves upon him in the form of habits which come to him in a way that leaves only a pleasant memory of their coming.

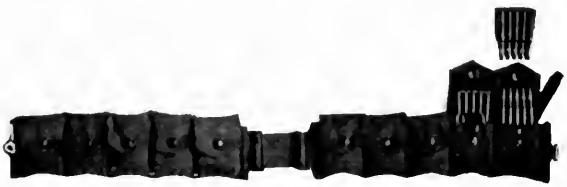
The end of the month finds him back at home, broader in shoulder and thought, stronger in body and determination, with more of self-control,

more of self-confidence and with a surer, truer insight into the responsibilities of practical citizenship.

The value of these camps has been testified to by prominent men from all walks of life.

President Hadley of Yale says in his report of the work:

"At the Plattsburgh Encampment alone there were more than eighty Yale men. Under these circumstances, we have had considerable opportunity to watch the educational effect of this system; and I have no hesitation in saying that, wholly aside from their military value in preparing a reserve of partly trained officers for possible service in the event of war, these camps have an educational value that much more than justifies their organization and maintenance."



The Full Belt

CHAPTER XI

THE BUSINESS MAN'S CAMP

A number of these camps were held in the United States during the past year. Two of them, held at Plattsburgh, New York, were attended by nearly two thousand business men from every walk of life and from nearly every state in the Union. Two other camps, one held at Fort Sheridan, Illinois, and the other at the Presidio of San Francisco, though less in attendance, were equal in importance.

The enthusiasm which these camps aroused among those who attended them gives promise that this, the latest venture in military training in the United States, will become a permanent fixture in our military system.

It is an innovation worthy of permanency not only on account of the good it does in awakening the citizens of the country to the necessity for preparedness, but because it affords every citizen an opportunity to learn for himself something of the duties of the citizen-soldier.

The purpose of these camps is to teach the citizen-soldier something of what is expected of the

fighting man, how he goes about his duties and the surroundings in which he does his work.

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Cleaning up their Rifles

Incidentally, the work of these camps is a graphic object lesson to the citizen who goes through one of them of the problem that the country would face in converting its citizen-soldiers into fighting men with whom to defend itself.

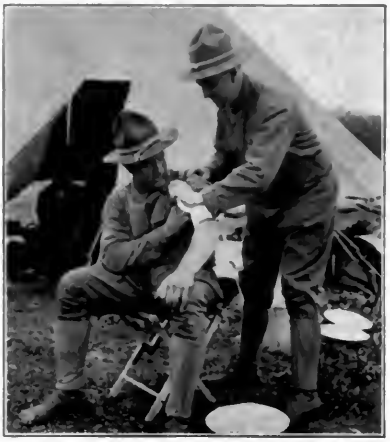
What does the citizen-soldier gain from such instruction?

Summed up, he gets a one-month, first-hand knowledge of the function of the fighting man in the life of the nation, a knowledge he could not possibly get in any other way. In addition, he gets an insight into the creed of the fighting man and a flavor of his spirit.

Individually, he gets the first degree in military training and a corresponding degree of its by-products. He coördinates himself with re-

gard to his military obligations and rounds out his experience in practical citizenship.

Practically, he gets an allopathic dose of training in every kind of military work which leaves him with a clean-cut impression of the part each plays in the making of the fighting man.



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First Aid

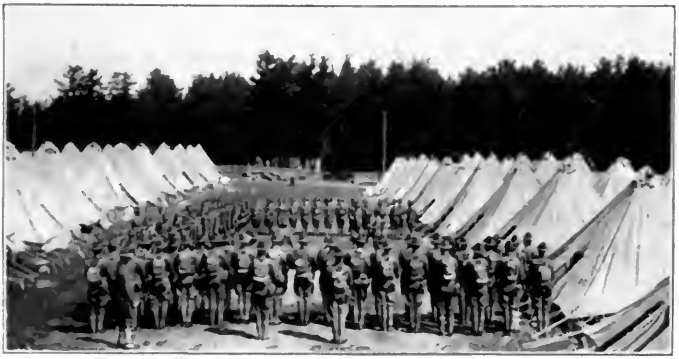
The value of physical fitness is brought home to him in a vivid practical manner. His work requires it of him. His training gives it to him. The experience awakens in him the knowledge of how much physical fitness means to him.

He learns the *reason why* of things military—lessons of obedience, forgotten with other childhood memories, lessons of loyalty, lost to sight in the press of modern competition, lessons of comradeship born of democratic, day-to-day contact with men who take each other at their face value,

The A-B-Cs, Facings and Marchings

and, finally, the lesson of teamwork, the lesson of the motto, "In union there is strength."

A glimpse of a day in a Business Man's Camp is much like that of any military instruction camp.



A Lesson in the Manual of Arms

Reveille, breakfast and police of camp follow each other in quick succession.

The day's work begins with physical drill of one kind or another, disagreeable to muscles long unaccustomed to things of the sort, but appre-

Going into Camp

ciated by them before the work of the day is over.

Infantry drills take up the morning hours, close order for the first few days, followed by extended order drills, exercises in advance and rear guard, outpost, combat, etc.

Dinner follows close on the heels of the morning work.

The afternoon is filled with a variety of elective military courses—riding, artillery drill, intrenching, shooting, map making and, finally, by parade.

Lectures during the evening on military subjects close the work of the day.

First Lessons in Bayonet Combat

What is the net result?

One of the citizen-soldiers who attended a camp last year summed it up in the following words:

"In the end it comes down to these things pure and simple—to be physically fit to march any distance; to be able to shoot straight under the

Recruit Cavalry Instruction

Lined up for Dinner

most terrifying possible circumstances; and to acquire by practice the habit, equal to second nature, of obeying a few fundamental commands. The rest is hardihood, courage, the will to fight, and the spirit of the team."

These are the qualities that have carried American soldiers through battles for nearly a century and a half. They are the qualities that Americans must have to carry them through battles in the future.

They are worth while—worth while to the Nation, worth while to the men.

They are surely worth a month of the citizen-soldier's vacation time.

CHAPTER XII

HOW A BATTLE IS FOUGHT

The Preliminaries

The Man Who Does the Thinking—The fighting of a battle begins with a great deal of thinking, rapid-fire thinking, flawless and straight to the point, if it is to be worth while.

One man does all of this thinking. The rest do merely what they are told. The man who does this thinking is the Commander, the leader, and because it takes a trained and capable man to think exactly right and to do it time after time, real leaders are valuable as well as scarce.

The leader is paid for thinking right; the others are paid for doing what the leader thinks.

What is all this thinking about? you ask.

It is about many things. First of all, the leader must try to think what the enemy is up to, and as a guide for this, he generally has very little to go by—a general knowledge of what has gone before, a shrewd guess as to what the enemy is planning to do and how he will try to do it, a brief glimpse here and there, a fragmentary message from this patrol or that—and from this ma-

terial he must piece together a fairly accurate picture of what is about to happen.

For the rest, he must feel his way.

Sizing up the Lay of the Land—All of this thinking so far is what is called, in military language, the *Estimate of the Situation*—the sizing up of the way things lay, the finding out by the leader of what he is up against.

With this clearly in mind, our leader next goes about making up his mind what to do. He knows that it is his duty to hold the enemy, drive him back, crush him if possible—but which?

Deciding What to Do—Is the enemy the stronger, what is back of him, how much depends on the result of the fight, what are the leader's orders and so on—he must sift what he knows, weigh it carefully, use his best judgment, take a chance, and, in military talk, come to his *Decision,* the second step to the fighting of a battle.

When he has made up his mind what to do, when he has come to his *Decision,* the leader once more faces an array of insistent questions—how to do it, where, what is the lay of the land, how many ways can it be done, what are the chances of this way or that, which is the best way?

There is the enemy; here am I. I am going to drive him out—but how?

The answer to that question is what we call the *Plan* of the Commander.

Now, do not imagine our leader, standing first on one foot then on the other, lost in a brown study, while his men cluster about him in a hail of bullets.

Nothing of the sort. That is not what leaders are paid for.

While his men have been trudging along, wondering what, if anything, was going to happen, our leader's mind has been busy every moment.

He has been peering ahead, literally and figuratively, trying to pierce the veil ahead of him with his eyes and field glasses, and piecing out his vision by occasional squints at his map.

He has been anticipating trouble at every turn of the road. He tries to put himself in his opponent's place and at the sight of each hill, each wood, each stream, in front of him, he asks himself the question, "What would I do at that spot if I were in the other man's place and he were in mine?"

He decides what his opponent, if he knows his business, ought to do—and he is always careful to give him credit for knowing his business very well.

Having made up his mind *what the enemy ought to do*, he then decides *what he must do*.

So, when the first shot cracks from somewhere out in front, or from over there to the right or left, our leader has a very good mental picture of just what sort of a trap is being laid for him. What is more to the point, he has his *Plan* for meeting what is in store, the third and last step to the fighting of a battle.

With the sound of that first shot still in his ears, all of the things we have been talking about flash through his mind like a moving picture, and his *Estimate of the Situation* is complete.

A momentary, searching study of the lay of the land, a professional estimate of the scattering shots across his front, a sentence or two from panting messengers, and his *Decision* comes like the click of an automatic.

While his eye is sweeping the scene about him, his *Plan* crystallizes and his orders begin to come with the crisp staccato of machine gun fire.

That is the way a battle begins.

The Curtain Rises

Now, fancy yourself seated on a hill out there where the rifle shots came from, with our leader's force just coming into distant view. Behind you, on a little ridge, the enemy is in position—lying in wait.

The Scene of Battle

THE POINT OF THE ADVANCE GUARD—The first to come in sight will be a little group of horsemen—Cavalrymen—five or six of them perhaps,

A Little Group of Horsemen

scattered along the road, riding quietly, but each man alert for signs of trouble, ready to fight or to whirl and run. This group is the *Point* of the *Advance Guard*.

The Advance Party—Two or three hundred yards farther back, you will see with your glasses another group, a troop perhaps—the *Advance Party.*

The Main Body of the Advance Guard—Still farther back, you will see other groups, of increasing size, with a slim field gun or two trailing behind the last of them.

The Main Body of the Column—Back of the *Advance Guard,* a couple of miles away from you, you will see a procession of ant-like creatures that tails out into a black streak swallowed up in a cloud of dust—the *Infantry.*

Patrols—As you turn once more to the *Point,* you will notice two similar groups riding warily away from the road, one to the right, one to the left. These groups are *Patrols,* out searching likely places in which the enemy might hide and take pot shots at the column behind.

Now the players are all in place.

The Play Begins

A rifle shot cracks, from nowhere in particular, as far as you can see, and the fight is on.

The groups of horsemen you have been watching disappear as though swallowed up, the horses behind sheltering bushes, their riders down on the

ground. Only an occasional shot marks their places.

Scattered shots rattle out from the ridge behind you. Scattered shots rattle out in reply.

Scattered Shots Rattle out in Reply

You discover a horseman riding cautiously down a fence-row toward the column. After a time he breaks into a furious gallop. Off to the right and left, the patrols are creeping forward.

At the first group down the road, the horseman halts to deliver his message to the Commander of the *Advance Guard.* This is about what he will tell him: "Sir, we have run into the enemy about 1,200 yards straight ahead, on a little ridge to the right of the road. Looks like it might be a battalion or more."

Our leader listens, and his eyes scan the ground in front of him as he calculates the best way to attack. When the leading company reaches him, he is ready with his plan and orders.

"They are over there on that ridge to the right of the road, straight ahead," he tells the captain. "See them? Deploy with your left on the road and attack. B Company will be on the left of the road. I am going to envelop their right," by which the captain of that company understands that while he is moving straight ahead to the attack, others on his left will be spreading out farther and farther to the left, swinging in around the enemy in his front.

In the meantime, more Cavalry has ridden up and is detouring to the right and left. The "Eyes and Ears," as the Cavalry is called, are moving aside. They have set the scene and now leave it to the Infantry, while they move to their next work, on the flanks—again eyes and ears—locating the ends of the enemy's lines, sending

back information and guarding their own fighting line from an attack in flank—*Combat Reconnaissance,* it is called—scouting, watching, guarding and defending during the fight.

The Head of the Column

Next you will see the head of a column of Infantry swinging into sight—for a moment only. A scattered volley from behind you greets

it. A faint whistle blast, a wave of an arm, and the column begins to deploy, to dissolve into groups which move out to the side, up to the front and melt into a thin skirmish line.

The Column Melts into a Skirmish Line

Slowly, this line begins to forge ahead. Another overtakes it on the other side of the road. Others come up on the run to prolong both ends. Behind it, columns are leaving the road and

winding their way under cover of woods and rolling ground to their posts in support of the firing line.

Little Files of Men—Squad Columns

A mile behind you, a faint boom announces the entrance of another actor—the Field Artillery. The air over your head parts with a rush. There is a crack like a giant mine out in front of you and a shower of lead pellets tear up a great oval

in front of the advancing skirmish line. There are other whistle blasts and signals and the skirmish line breaks up into little files of men—*Squad Columns*—which spread out to avoid the rain of shrapnel.

On these little columns pick their way until crashing volleys from the ridge drive them again into a skirmish line and flatten them down to earth to begin in earnest their real work—the *Fire Fight.*

A faint haze of blue-white smoke and a row of busy, bobbing heads marks the skirmish line from which the crackle of rifles grows steadily into a series of throbbing smashes.

The *Fire Fight,* so-called, is the struggle in which each side tries to smother the other in a hail of bullets, one in order to advance, the other in order to check that advance. To do either, each knows that he must settle down to the grim business of sending such a storm of bullets across the intervening space that no man will dare raise his head to make reply.

The side that succeeds gains what is known as *Fire Superiority.* In other words, he has outshot the other man and, for the moment, is holding him helpless to the ground.

When the attacking line has gotten *Fire Superiority,* it can go forward, but not all at once.

Having gotten *Fire Superiority,* he must keep it and that means that he must not slacken his fire appreciably. So he sends a part of the line ahead while the rest redouble their efforts. This is called the *Advance by Rushes.*

Each rushing group stops firing, jumps quickly up, runs at top speed for twenty-five or thirty yards, throws itself to the ground and begins firing again. Other groups follow in the same way until the whole line has rushed forward. Then the performance is repeated.

In this way, the attacking line advances little by little until it reaches a point from which it can rise and rush forward with fixed bayonets—*Charge*—to a hand-to-hand struggle for a decision.

While this advance has been going on, the background has been gradually filling with groups of men, each with a part to play in the game going on before you.

In some sheltered spot back there, where he can receive reports from the field, and, in some very rare cases, see what is going on, the leader has been moving and arranging his chessmen. Companies, battalions, regiments have hastened up. The attacking line grows longer with each moment. Groups of men, *Supports,* crouch under cover back behind the fighting line waiting to

Building up the Battle Line

fill up its thinning ranks, and add their fire to swell its volume.

From some little rise you can scarcely see, a chorus of Machine Guns break into the roar in your ears. Farther back—out of sight—a battery of field guns adds its rumble to the confusion.

Each leader is finding out more and more of what is in front of him. Each is ordering up fresh troops to meet new developments or to make new onslaughts.

Off to your right, the long fighting line is bending slowly to the front, turning itself into a living hook that will soon curl around the troops in rear of you—*Envelope* them—and crush them if they do not fall back.

The attacking line inches its way forward. The hook is curling in more and more. The rattle of machine guns merges into one long roll, punctuated by the regular beat of artillery fire from the rear. Bugles begin to sound up and down the line. Whistles shriek. The waiting groups of supports rise and rush headlong up to the firing line. The firing line rises and joins them and together, a mass of running, shouting men behind a hedge of bristling bayonets, they sweep up and into the arms of the waiting enemy.

The Hook Closes In

Bayonets meet bayonets. Steel clashes against steel. The wood of rifle butts crushes down on bared heads. The hook closes in and—the enemy breaks under the strain.

A Line of Bristling Bayonets—The Charge

As the broken rabble begins to run, bugles and whistles take up the cry. Fresh troops from the rear—*Reserves*—trot panting past to follow the fleeing enemy with their fire and add confusion

to his train. The Cavalry closes in from the sides and gallops from the rear to take up the pursuit.

The charging line untangles itself and begins to straighten out. Gradually little knots collect. These grow into companies—or what is left of companies—into battalions, and then into regiments. Under the fire of the reserve troops ahead of them, regiments move into their places in brigades and brigades begin to take their places on the road. From somewhere back behind, the long train, wagons loaded with ammunition, food, forage and supplies, winds slowly up.

The leader looks up and down his line and gives a signal. A bugle blares. The battle has been fought. The column moves on its way.

On ahead, scattered firing, bursting into an occasional furious rattle, tells the story of desperate efforts on the part of the fleeing force to pull itself together. Their reserves are occupying position after position—holding on in each as long as they can to give their broken lines a chance to get in shape—then falling back.

Under cover of their fire, two or three miles ahead, their fleeing comrades are being collected into groups, reorganized and made ready to fight again.

One more thing remains. Out on the field behind lies the Price of Victory; on the field ahead

lies the Cost of Defeat. Little groups of men, brassarded with red crosses and bearing litters, begin their search for both.

In a Sheltered Spot

Somewhere back in the rear, tucked away in safe and sheltered spots, dressing stations are taking their toll from creaking ambulances, doctors are working in feverish haste, and men are answering their names at the last Muster.

CHAPTER XIII

RIFLE CLUBS FOR CITIZEN-SOLDIERS

To be able to shoot well is one of the cardinal virtues of the fighting man. To defend himself and his home, to be able to give blow for blow in the defense of his country, is a duty for which every citizen should prepare himself.

A nation of good rifle shots is a nation best situated to undertake the work of preparation for defense. Much of our success in past wars is due to the fact that Americans knew how to shoot.

A practical knowledge of shooting was a necessity with our forefathers. They had to protect themselves and they had to get food, both of which they did with the rifle.

When war came upon them, shooting was one thing they did not have to learn and, to this ex-

tent at least, they were able to short-cut military training. They merely had to learn how to fight another kind of foe, to hunt another kind of game —using the same kind of a gun with which they did their hunting.

But shooting has largely gone out of fashion in the United States today, and the military rifle is quite a different weapon from the sportsman's gun.

Even hunting has disappeared from the life of the average man. City life has removed him from the surroundings in which the eye naturally roams in search of game and the finger itches for the feel of the trigger. When such a man of today thinks of shooting, it is with the thought that it is a pastime reserved for those who can go far afield in search of it.

However, the opportunity to learn to shoot and to practice shooting is at every man's door. Moreover, it is a pastime in which he will be given every encouragement to perfect himself.

The National Rifle Association of America is an organization whose purpose is to develop rifle shooting.

Its by-laws state that "The object of this Association shall be to encourage marksmanship throughout the United States, particularly in the direction of qualifying as finished marksmen

those individuals who may be called upon to serve in time of war; to encourage competition in marksmanship between teams and individuals; to encourage legislation for the establishment and maintenance of ranges; to secure the issue of military rifles and ammunition to those practicing on these ranges, and to create a public sentiment in respect to the necessity of rifle practice as a means of National Defense."

This Association has been instrumental in forming nearly one thousand rifle clubs of American citizens throughout the United States and extending to Alaska, Panama, and China. Membership in the Association is extended to every city, town, hamlet, or community in the land. All that is required is the formation of a club.

Ten men, or boys over sixteen years of age, may form a club in any locality. After being admitted to the Association, the club is entitled to privileges which make shooting a pastime less expensive than tennis or golf.

Under an Act of Congress, such clubs are allowed to draw rifles and ammunition for shooting from the War Department by giving a nominal bond for the safe-keeping of rifles and equipment.

The Association furnishes complete instructions for the forming and maintaining of rifle clubs, as well as much instruction in shooting.

Complete equipment for target ranges—targets, target frames, markers, disks, flags—to-

A School Boy Club on the Range

gether with detailed instructions for installing it, may be obtained by clubs at a reasonable price through the Association.

In brief, the National Rifle Association gives every encouragement and assistance to the man who wants to learn to shoot. It literally places

the rifle in his hands, tells him how to shoot it, helps him build a range at his back door, and encourages him to use both rifle and range.

The work of the Association among schools is worthy of special note, since it is the only organized effort along a line of training to which other countries devote great care and attention.

"France appropriates large sums of money annually for the carrying on of marksmanship training in its public schools. In Italy a student cannot get his degree from a college until he has become a qualified marksman. In Canada, the course of instruction in marksmanship has become a part of the curriculum for the public schools. Australia has over forty thousand school boys organized into cadet corps who are furnished arms and ammunition free by the Government and they are instructed in marksmanship. In New Zealand, the Government builds miniature rifle ranges in all its schools, issues rifles and ammunition, and furnishes instructors for the training in marksmanship. In Hungary, one wealthy, patriotic citizen built a

large range and dedicated it to the youth of Hungary. Over the entrance to the range appear the words, "I have built this range for the Hungarian young men in order to give them an opportunity to defend their native soil."

The Ladies Taking a Hand

"In Switzerland, the home of rifle shooting, that little republic which maintains its independence largely due to its citizens being skilled with the rifle, there is a general law providing for the instruction of school boys in rifle shooting with the necessary ranges, rifles, and ammunition for this purpose. Their preparatory instruction provides for the beginning of their record shoot-

ing at the age of sixteen. Every school boy receives a record book in which he must keep a record of all his firing. This book serves as a certificate of record of the courses attended and is to be presented at the examination for entry into a higher school. For every student that the

A Rifle Club in Alaska

country rifle association trains, it receives five francs reimbursement from the Government. In 1908, in sixteen cantons, equivalent to our county, 19,950 students were turned out as trained marksmen. In Greece, there is a law making rifle practice obligatory on all students of universities and certain classes of preparatory schools. The public schools of Athens receive

annually from the Government an appropriation for the carrying on of rifle instruction. Austria maintains a course of instruction in rifle firing for secondary schools. The course begins in October and last until the end of May."

As a result of the efforts of the Association,

Boy Scouts Learning to Shoot

one hundred and seventy-eight rifle clubs have been organized in schools and colleges throughout the United States.

Rifle shooting is one form of personal preparation in which every citizen can perfect himself, conveniently, inexpensively, and without the aid of a trained instructor. The theory of rifle shooting is simple. It is easily understood by the man of average intelligence. Proficiency is within

the reach of every man or boy who will give it reasonable practice.

The Hon. Seth Low, ex-president of Columbia College, said:

"I am a great believer in the work of the National Rifle Association of America. Patriot-

An American Club in China

ism in the abstract is a very fine thing, but preparedness and vigilance born of such patriotism are vastly more valuable to a nation."

The man who spends some of his spare time learning to shoot is contributing his mite to National Preparedness. He is helping to boost the

Panama Canal Zone Rifle Club

market price of our military resources by refining some of the raw material to some small degree.

What is still more important is that he is increasing his confidence in himself, turning himself into a potential fighting man, one whom harassed and anxious leaders in time of war will be glad to welcome into the ranks of the citizen-soldiers.

Beginning Young

CHAPTER XIV

PRACTICAL HINTS FOR SELF-PREPARATION

WHAT SHOULD I DO TO GET READY—to keep ready to do my part in the defense of the Country?—is a question the reader has probably asked himself before this.

Th answer is: not much, but it is all important; nothing burdensome, but it is wholly essential; nothing wasteful of time, for it all helps the citizen to be more valuable to himself as well as to his country.

TAKE AN ACTIVE INTEREST IN THE MILITARY POLICY OF THE COUNTRY—in its readiness at all times for defense, in its relations which might bring on trouble—know what is going on in a public way—that is the first answer.

READ MILITARY HISTORY OCCASIONALLY—See where our mistakes have been made in the past. Don't take some other man's word for it. See for yourself what it has cost the United States in men and money to win its battles. Judge for yourself whether our way of doing things has been wise or truly economical.

Look Military Preparedness Straight in the Face—View it in its true perspective and then decide which danger is the most to be feared—the bogie of Militarism of the specter of Defenselessness.

Keep Abreast of Things Military—It is as much a part of the citizen's education to know the insurance policy of his Country as to know the financial policy, trade policy or industrial policy. It is equally as vital and fully as interesting as either of the others.

Observe the Militia—See what it is doing in the way of preparing citizens to shoulder their military obligations—to play their part in the defense of the Country.

You will discover in the Militia a purpose and an intensity that go far toward the making of better citizens.

Take an Interest in Patriotic Societies—Our forefathers made a lot of sacrifices in order to build up this country. It is a heritage of which we are justly proud. We are proud of those who left us this bequest—whenever we take the time to think of them.

The object of Patriotic Societies is to keep our forefathers and their deeds green in our memories, a constant inspiration to us to do as much for our Country.

Don't bottle up your patriotism for National Holidays. It makes you feel good then. Spread it out over 365 days in the year and feel good all of the time.

Take a Hand in Politics—Unless you do, you will never know what is going on in the government of your country. You certainly will have no voice or weight in what is being done. You will be merely a stockholder in a business which someone else is running to suit himself.

Try a Taste of Military Training—It hurts no man; it does most of them good in many ways. The chances are that an armory is not far from your home. The Militia is working in that armory while other men are playing—and the Militia is getting about as much satisfaction out of its work as other men do out of their play.

Attend a Business Man's Camp—Until you try it, you will never realize the amount of pleasure and profit you can get from a short vacation in such a camp. One month will be enough to give you an idea of what it is for, what it does and how it does it.

Send Your Boy to a Student Camp—An active, healthy boy cannot find a place where he can have a better, healthier, more entertaining or cheaper vacation than in a Student Camp.

There, he will eat wholesome food, keep good hours, learn to march, to shoot, to take care of himself and he will come back home hard and fit and brown and ready for another one next year.

LEARN TO SHOOT—The Militia have galleries in their armories where men are taught the principles of shooting. They have target ranges where the firing of service rifles is taught.

Shooting is taught, thoroughly and well, in the Student Camps.

The National Rifle Association, under the direction of the National Board for the Promotion of Rifle Shooting in the United States, makes a business of organizing rifle clubs throughout the country and of encouraging rifle shooting in every possible way.

TAKE CARE OF YOURSELF—If you ever hope to do honor to your Country or yourself as a citizen-soldier, you must have a sound body to start with. It must be capable of being trained to hard work and of resisting disease.

TAKE AN INVENTORY OF YOURSELF—Look yourself over for little ailments and, if you find them, get rid of them.

There are few men who have no slight defect. Perhaps it is not enough to bother them ordin-

arily, but quite enough to give trouble at times. With all of the conveniences and surroundings of home, they are easily attended; in the field, in campaign, they can only be borne.

Bad Teeth and camp cooking are a combination that leads straight to indigestion. Then too, fancy a toothache in the middle of the night, ten miles from any relief!

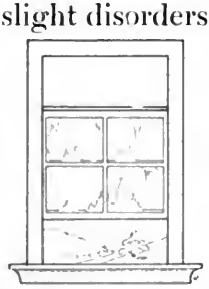
Bunions and Corns are no great source of trouble to the man whose only walking takes him from the house to the car and from the car to the office. But fifteen miles of steady grind over a hot, dusty road, or through mud and slush will make either of them a torment that attends every step.

Systematic Exercise is the only way in which a man can keep in good condition. It need not be heavy, but it must be systematic and regular. Ten or fifteen minutes each morning is enough—surely no great price to pay for the feeling that it brings.

There are dozens of systems at any man's disposal. Any one of them is good *if it is only kept up.*

The Lungs are the Bellows that keep the spark of endurance going. There are few men whose lungs cannot be improved. Simple breathing exercises are all that is required. These can be taken standing, sitting or lying down. The best way of all is to take them while walking. A few deep breaths now and then will surprise and gratify your lungs and go a long way toward driving off the dull feeling in your head.

Fresh Air is good medicine for a great many things. The soldier has to sleep out in it most of the time. To the man not used to it, it brings some discomfort at first and, occasionally, some slight disorders. When accustomed to it, it brings no man anything but good.



Every man can train himself to fresh air by sleeping with his windows open.

Cold, fresh air is a good cure for weak lungs; it cannot fail to be good for good lungs.

The Military Carriage is easy and graceful, it is modelled after the fashion in which Nature intended man to walk, using the legs for locomo-

tion, resting the other parts of the body for other work. It hurts no man and it does most of them a great deal of good.

THESE ARE LITTLE THINGS—Every man knows them without being told. They are the little things which fit together to make up the sum total. Each if them, if ignored, weighs heavy in the balance of efficiency. None of them requires an investment beyond any man's means; each of them pays a big dividend of one kind or another.

CHAPTER XV

THE SOLDIER'S CAMPAIGN CREED

FIELD SERVICE—Field service is a general term which includes all that a soldier is called upon to do in campaign. Summed up, the requirements of Field Service form a code of regulations for the guidance of the soldier under any and all circumstances in the field—in other words, his CAMPAIGN CREED.

All of it is easy to understand and to remember; all of it requires *practice and experience* to master.

In general, the soldier's creed in campaign is something as follows:

IN CAMP—I will remain quiet until told what to do.

I will pitch my tent promptly and arrange my equipment.

I will not leave camp until told that I may.

I will try to bathe as soon as possible, especially my feet.

I will always change into dry clothing when possible.

After bathing and eating, I will get all the rest I can.

I will obey faithfully all instructions received from my company commander about camp sanitation.

On Outpost—I will keep alert every instant.

I will find out from my squad leader exactly where to look for the enemy and what to do when I see him.

I will find out from my squad leader where the other parts of our outpost are located.

I will try to find out the names of all towns, villages, streams, roads and landmarks within my sight.

I will let no one but friendly troops pass me from the direction of the enemy, except in the presence of an officer or noncommissioned officer of the outpost.

I will fire on anyone who fails to halt, or otherwise disobeys me, after a *second* warning, or sooner, if they attempt to attack or escape.

I will salute only when addressed by an officer.

At night, I will challenge in a low tone.

I will never fire at night unless I am sure of hitting, or unless to give the alarm.

On the March—I will always fill my canteen before the march begins.

I will drink as little water as I have to.

I will never empty my canteen until more water is in sight.

I will not leave ranks to get water, or for any other purpose, without the permission of an officer.

I will sit down and rest whenever the company falls out.

I will always keep my proper place in column.

I will not sit or lie on damp ground during halts.

I will not enter yards, gardens, orchards or houses without permission.

I will always be ready to fall in promptly at the command.

I will not eat on the march.

On Advance Guard—I will be careful and alert, but not timid.

I will keep going until I am stopped by the enemy's fire.

I will always be on the lookout for the enemy at every turn.

When fired on, I will drop in my tracks, seek cover, then look to see where the fire came from.

I will be on the lookout for signals from other parts of the advance guard and will transmit them at once.

When halted, I will always, when acting as a connecting file, take post where I can see the near-

est part of the advance guard, as well as keep a lookout toward the direction of the enemy.

When patrolling, I will try to see as much as possible without being seen myself. If seen, I will try to escape as rapidly as possible.

In Night Operations—I will not talk or make other noise, but will keep absolutely silent.

I will not smoke or strike matches, because the light might be seen by the enemy.

I will be constantly on the lookout for signals and orders from my officers and noncommissioned officers and I will obey all orders and signals promptly.

If ordered to fire in the dark, I will try to hold my rifle parallel to the ground and not shoot high.

Under no circumstances will I fire my rifle during a night movement unless ordered to do so, or unless it becomes necessary to give an alarm.

Carrying Messages—When given a verbal message to carry, I will repeat it to the one who gave it to me, to see that I understand it. I will go over it in my mind until I have memorized it word for word.

When carrying a written message, I will always try to conceal it about me and, if captured, will try to destroy it at the first opportunity.

In Battle—I will not straggle, nor will I ever skulk, but at the command to advance, I will do so *at once.*

In advancing by rushes, or in any other way, I will always try to be the first man to start. I know that in an advance, the last men to reach the new position are exposed to the enemy's fire longer than the first and are, therefore, more apt to get hit.

I will not leave my place on the firing line to carry any wounded man to the rear. That is the business of the litter bearers. My business is on the firing line.

I will not fail to set my sight at the range announced, or to change it after a rush whether the change be announced or not.

I will never lose any opportunity to replenish my ammunition from the belts of the dead and wounded.

I will use a rest for my rifle whenever I can do so.

I will obey promptly all orders of my squad leader and platoon leader.

In case of surprise or disorder, I will keep quiet and listen for the orders of my officers and noncommissioned officers and will obey them promptly.

I will take advantage of all cover, unless by doing so, I cannot see the enemy. My first duty is to keep shooting at the enemy.

I will avoid the skyline, such as the tops of hills and ridges, for a man on a skyline makes a clear, distinct target.

When on the firing line, I will be on the lookout for signals and orders from my squad leader.

I will set my sight carefully and aim deliberately. I will try to make every shot a hit.

When the enemy is in sight, I will fire rapidly, and I will cease firing when the enemy disappears.

I will not neglect a poor target, because it may shelter a good shot.

I will not waste my ammunition. My life and the lives of others may depend on a few rounds of cartridges.

I will always use ammunition from the bandoleers first.

I will keep thirty rounds of ammunition in the right side of my belt as a reserve to be used only when ordered by an officer to do so.

I will always make every effort to keep with my squad. If separated from it, I will immediately rejoin it. If this be impossible, I will join the nearest squad and put myself under the orders of its leader.

When without a leader, I will try to keep cool and to keep on fighting, aiming and firing as deliberately as I can.

I will never stop fighting or turn back until ordered by my officers to do so.

When ordered to fall back, I will do so quickly, quietly and without separating myself from my squad.

In General.—In camp, on the march and at all other times, I will follow faithfully all instructions received from my company commander about personal hygiene.

I will always do what I am told to do.

If without orders, I will do what I think my officers would want done.

If about to be captured, I will try to throw away the bolt of my rifle, and should I have field glasses, I will try to break the lenses.

If taken prisoner, I will not, under any circumstances, give any information concerning our troops. If compelled to answer questions, I will give misleading answers.

I will observe all I can of the enemy and his movements while a prisoner and will try to escape with the information at the first opportunity.

APPENDIX

STUDENTS' MILITARY INSTRUCTION CAMPS

Extracts from War Department Bulletin

The following regulations and information concerning the organization and establishment of the Students' Military Instruction Camps (for students at least 5 feet 4 inches in height and between the ages of 18 and 30, in universities, colleges, and the graduating class at high schools—and other schools rated as such—or graduates of the same) are approved and published for the information of all concerned.

The object of the camps is to give the young men of the country opportunity for a short course in military training, the better to fit them to discharge their military duty should their country ever stand in need of their services. The summer vacation period is selected to enable students to attend with the least inconvenience and greatest instructional advantage.

Only those with the qualification stated on the page will be allowed to attend.

Applicants must be citizens of the United States. They must be of good moral character, physically qualified, and of good standing in their classes.

Students must attend for the full period of five weeks, unless compelled by actual necessity to leave before that time. They must conform to the rules and regulations prescribed for the government of the camp, the commanding officer having authority to discontinue their attendance or withhold certificate, or both, upon violation of such ordinances.

Transportation.—Students will be required to pay their traveling expenses to and from the camp; this item is made

as small as possible by selecting the several camp sites in as central a location as practicable giving due consideration to average travel from the homes of those attending and to the advantages offered in the camp sites.

Subsistence.—Wholesome, healthful, and ample meals will be furnished at the rate of $3.50 a week. This amount must be presented upon arrival and includes payment of cooks, assistant cooks, waiters, and other expenditures not specifically enumerated elsewhere. These meals will be prepared by trained Army cooks and will be under the constant personal supervision of an officer.

Clothing.—The uniform required will be 1 suit of cotton olive-drab uniform, 1 extra pair of breeches, 1 campaign hat with distinctive hat cord, 1 pair leggins, and 2 cotton (or wool) olive-drab colored shirts.

The government will furnish—gratis—cots, blankets, tentage, cooking outfits, a complete infantry equipment for each man, including rifle, bayonet, cartridge belt, canteen, shelter tent half, pole and pins, haversack, pack carrier, individual mess kit, knife, fork, spoon, and cup, and other necessary articles of quartermaster and ordnance property, to be turned in at the end of camp. All articles lost or broken will be paid for by the student.

CONSTITUTION OF THE SOCIETY OF THE NATIONAL RESERVE CORPS

ADOPTED BY THE CORPS, AUGUST, 1913

I.

1. Being convinced of the physical benefit to be derived from living a part of the year in the strenuous, healthful, open-air life of a military camp, particularly to students whose pursuits have kept them indoors and leading a comparatively inactive life for considerable periods, appreciating the value of and the knowledge gained of marching, camping, care of the person and camp sanitation with minimum expense, and

2. Desiring to increase the economic value and business efficiency of our young men by giving them an opportunity to study the principles of command, organization and administration, and to experience the value of discipline obtaining in modern armies, and

3. Realizing that wars between nations are liable to occur now, or in the future, even as they have in the past, and

4. That, notwithstanding our best efforts to preserve peace with right and honor. our own country may become involved in a war, either of defense against attack, or of offense against any nation that may violate the rights secured us under the Constitution, Laws and Treaties of the United States, and

5. Knowing the above and firmly believing that our present state of preparation and means of meeting such an emergency are inadequte and will lead either to disaster or to useless waste of men, material and money, and

6. Further, knowing that the above state of affairs should be remedied, and realizing that it is each man's duty to his country to do his own proper share to effect such a remedy.

7. We, the undersigned young men of America, do hereby form and organize the "Society of the National Reserve Corps of the United States," and do hereby pledge ourselves, individually and collectively, from purely patriotic motives, to do our utmost, without hope of reward, and without fear or favor, to further the objects of said corps and to work for its principles as set forth below:

II.

THE OBJECTS OF THE SOCIETY OF THE NATIONAL RESERVE CORPS WILL BE:

(a) To Perpetuate the system of students' military instruction camps and to encourage a large attendance;

(b) To encourage thorough knowledge throughout the country of:

1. Military Policy,
2. Military History, and
3. Military Organization,

and to have these subjects included in the curricula of the various colleges.

(c) To individually train ourselves to the best of our ability to be fitted to serve with best effect in case of need in such capacity as our condition at that time may properly permit.

(d) To establish and support a sound National military policy which shall include the maintenance of a highly efficient Regular Army sufficient for the peace needs of the Nation and a well organized and efficient militia, each supported by adequate reserves.

III.

ELIGIBLE FOR MEMBERSHIP

Class A. Those men who have attended one or more students' military instruction camps as organized by the War Department; the payment of one dollar insures life membership.

Class B. All other citizens of the United States in good standing, subjects to the Rules and By-laws of the Society. Annual membership, one dollar. Contributing membership, five dollars annually. Life supporting membership, twenty-five dollars.

For further information, address the nearest territorial secretary.

TERRITORIAL SECRETARIES

First District.....MR. ROBERT W. NIX, JR.
400 Highland Avenue, Ithaca, N. Y.
Me., N. H., Vt., Mass., R. I., Conn., N. Y., Pa., N. J.

Second District.....Mr. Hugh A. Murrill, Jr.
V. M. I., Lexington, Va.
Del., Md., Va , W. Va., N. C., S. C., Tenn., Ga., Fla., Ala., Miss., Ark., La., Okla., Texas.
Third District.....Mr. C. D. Gentsch
1510 Arthur Ave., Lakewood, Ohio.
Ohio, Mich., Ind., Ky., Wis., Ill., Minn., Iowa, Mo., N. D., S. D., Neb., Kan.
Fourth District.....Mr. H. V. Hopkins
317 19th Avenue, North, Seattle, Wash.
Mont., Wyo., Colo., N. Mex., Idaho, Utah, Ariz., Nevada, Wash., Ore., and Cal.

GOVERNMENT RIFLE CLUBS

(N. R. A. Third Class, Civilian.)

Regulations Governing the Organization of Same

The Secretary of War having approved the plans of the National Board for the Promotion of Rifle Practice (appointed by act of congress) for the organization of Government rifle clubs throughout the country, the following information concerning the same is published for the information and guidance of all concerned:

1. Ten citizens in any locality may join together and organize a club.

2. The name of such club should be, if practicable, the same as the city or town in which it is organized, as the Auburn (N. Y.) Rifle Club.

3. The by-laws as approved by the Secretary of War must be adopted.

4. After organization, the club affiliates with the National Rifle Association of America, in conformity with a resolution of the National Board and approved by the Secretary of War, March 23, 1904.

5. There is presented annually to affiliated clubs a medal, mounted in a morocco case, suitably inscribed, for

competition among its members, and the results of such competition are published in the annual report of the Association.

6. All members or affiliated clubs are eligible to compete for qualification as Marksman, Sharpshooter, and Expert, and on qualifying will be issued a lapel button by the War Department, representing the class in which qualified.

7. Under the provisions of an act of Congress approved March 3, 1905, the Secretary of War is authorized to sell, at the prices at which they are listed for the Army, upon request of the Governors of the several States and Territories, such magazine rifles belonging to the United States as are not needed for the equipment of the Army and the organized Militia for the use of civilian rifle clubs. The Secretary of War is also authorized to sell to such clubs ammunition, ordnance stores, revolvers, and equipments of the Government standard at the prices at which they are listed for the Army.

8. Under the provision of an act of Congress approved April, 1914, the Secretary of War is authorized to issue to clubs organized as above, U. S. magazine rifles, model of 1898, and ammunition for same under such regulations and in such quantities as may be decided upon by the National Board for Promotion of Rifle Practice, and approved by the Secretary of War.

How to Organize a Rifle Club

The question is often asked, "How shall we go about it to organize a Government Rifle Club?"

Our advice is to first get together those who are interested and send out a call for a meeting to organize. Have your local papers publish the call along with an argument in favor of such a club. Preliminary to such a meeting try and get the permission for the use of the local National Guard range, if there is one; if not, have ready data as to the cost of building a small range for the use of the pro-

posed club. This the National Rifle Association will furnish. In addition to this, be ready to explain to the meeting the benefits to be derived from coöperation with the Government and the National Rifle Association.

Having all this information ready will often save a postponement of organization pending the gathering of same. When the meeting is ready to organize, elect your officers and adopt the by-laws furnished by the National Rifle Association. You will then be in shape to make your application for affiliation with the Association. We recommend that this be made through the State Secretary, who will bring the application to the attention of the Adjutant General of the State. When the club has received the approval of the Adjutant General, it will be eligible to election as a member of the National Rifle Association.

REGULATIONS GOVERNING THE ISSUE OF RIFLES AND AMMUNITION TO CLUBS

The following law, regulations and instructions governing the issue of rifles (not of the existing service model and ball cartridges therefore, to rifle clubs organized under the rules of the National Board for the Promotion of Rifle Practice are published for the information and guidance of all concerned:

1. The act of Congress authorizing the said issues is as follows:

> *Provided Further,* That the Secretary of War is hereby authorized to issue, without expense to the United States, for use in target practice, United States magazine rifle and appendages therefore, not of the existing service model, and not necessary for the maintenance of a proper reserve supply, together with forty rounds of ball cartridges suitable to said arm, for each range at which target practice is had, not to exceed a total of one hundred and twenty rounds per year per man participating in target practice, to rifle clubs or-

ganized under the rules of the National Board for the Promotion of Rifle Practice, and to schools having a uniformed corps of cadets and carrying on military training, in sufficient number for the conduct of proper target practice.

Issues of public property under this provision shall be made in compliance with regulations prescribed by the secretary of War insuring the designed use of the property issued, providing against loss to the United States through lack of proper care, and for the return of the property when required, and embodying such other requirements as he may consider necessary adequately to safeguard the interests of the United States. Approved April 27, 1914.

2. Rifle clubs may be organized under the rules of the National Board for the Promotion of Rifle Practice in accordance with the following regulations:

(a) Ten or more citizens, between the ages of 16 and 45, in any locality may organize a club.

(b) The name of such a club should be, if practicable, the same as the city or town in which it is organized, as the Auburn (N. Y.) Rifle Club.

(c) The by-laws as approved by the Secretary of War must be adopted.

(d) After organization, the club must affiliate with the National Rifle Association of America, in conformity with a resolution of the National Board for the Promotion of Rifle Practice and approved by the Secretary of War, March 23, 1904.

GOVERNMENT RIFLE CLUBS—BY-LAWS

FOR ADOPTION BY RIFLE CLUBS AFFILIATED WITH THE NATIONAL RIFLE ASSOCIATION OF AMERICA—APPROVED BY THE NATIONAL BOARD OF PROMOTION OF RIFLE PRACTICE AND THE SECRETARY OF WAR

ARTICLE I. The name of this organization shall be ———— Rifle Club (or Association).

ARTICLE II. The object of this organization shall be the encouragement of military rifle and pistol shooting.

ARTICLE III. Any citizen of the United States over sixteen years of age may become a member of the organization on vote of the Executive Committee and on payment of the usual initiation fee and dues.

ARTICLE IV. The officers of the organization shall be a President, Vice-president, Secretary, Treasurer, and Executive Officer, who, acting together, shall constitute the Executive Committee. They shall be elected by a majority vote by ballot at the annual meeting of the organization, and hold office for one year or until their successors are elected.

ARTICLE V. The annual meeting of the organization shall be held on the first Saturday of January in each year. If the annual meeting shall not take place at the time fixed it shall be held within a reasonable time thereafter, and the officers shall hold over until their successors shall have been elected. One-third of the members of the organization shall constitute a quorum for the transaction of business.

ARTICLE VI. The annual dues of the organization shall be $————, and shall be payable on or before the first day of February in each year. No member of the organization in arrears shall be eligible to any of the benefits offered by the National Rifle Association. The initiation fee shall be $————.

Article VII. The duties of the officers shall be such as the club members may agree upon, provided that a part of such duties shall consist of some duly authorized officer of the club making a certified list of the newly elected officers of the organization and a list of the members in good standing to the National Rifle Association on February 1 of each year.

Article VIII. The affairs of the organization shall be managed by the Executive Committee, who shall have general supervision of the affairs of the club. Meetings shall be held at any time on the call of the president, and three shall constitute a quorum.

The Secretary shall notify the members of the Executive Committee of all meetings, and shall send each member of the club notice of the annual meeting. He shall keep a true record of all meetings of the Executive Committee and of the annual meetings, have the custody of the books and papers of the club, and conduct all correspondence. All applications for membership shall be made direct to the Secretary. He shall be responsible for the collection of all fees and dues, and shall remit the same to the Treasurer, taking his proper receipt therefor.

The Treasurer shall have charge of all funds of the organization, and place the same in such bank or banks as may be approved by the Executive Committee. Such money shall only be withdrawn by check signed by the Treasurer, and for the payment of such bills as shall have been approved by the Executive Committee. He shall keep account of all his transactions and make a detail report, with vouchers, at any meeting of the Executive Committee when requested, and an annual report to the Association at its annual meeting.

The Executive Officer shall have charge of the ranges of the club, the printing of score cards, the arranging of competitions, etc., and shall turn over to the Treasurer such moneys as may be received for entrance fees, etc. No

bills shall be contracted without the authorization of the Executive Committee.

ARTICLE IX. Any member whose conduct shall be decided, by a majority vote of the Executive Committee, to have been injurious to the interest or welfare of the club shall forfeit his membership and rights, but such vote shall not be taken without giving the offender two weeks' notice of the charges against him and affording him an opportunity of being heard in his defence. He may appeal from a decision of the committee to the club at a special meeting called for that purpose, but it shall require a two-thirds vote of those present to reverse the committee's decision.

ARTICLE X. All rifle and revolver competitions held by the club will be governed by the rules and regulations as laid down by the National Rifle Association of America, approved by the National Board for Promotion of Rifle Practice and the Secretary of War.

ARTICLE XI. Any amendment to these by-laws must be submitted to the National Rifle Association for its approval, and, if such is given, it may be presented at any meeting of the club after having been sent to each member at least ten days previously. A two-thirds vote of the members present will be necessary to pass it.

HOW TO ORGANIZE A SCHOOL CLUB

Whenever it is desired to organize a Government rifle club by the students of any public or private preparatory or high school, first secure the permission of the school authorities, and when this has been given call a meeting of all students interested in rifle shooting. To organize a club requires at least ten students to sign a roll so as to be eligible to receive a charter. When this meeting has been called to order a resolution should be introduced and passed to the effect that the meeting proceed to the organization of a rifle club, and that the following by-laws to cover the organization and management of the club be adopted:

BY-LAWS FOR SCHOOL RIFLE CLUBS

APPROVED BY THE NATIONAL BOARD FOR PROMOTION OF RIFLE PRACTICE AND THE SECRETARY OF WAR

ARTICLE I. The name of this association shall be the Rifle Club of ———— (Name of School).

ARTICLE II. The object of this organization shall be the encouragement of rifle shooting among the male members of this institution.

ARTICLE III. All male members of the student body and of the faculty shall be eligible for membership, but members of the faculty shall not be eligible to compete for the N. R. A. medal or qualifications.

ARTICLE IV. The officers of this organization shall be a President, Secretary, Treasurer and Captain, who, acting together, shall constitute the Executive Committee. They shall be elected by a majority vote by ballot at the annual meeting of the organization, and hold office for one year or until their successors are elected. Members of the faculty may hold office in the club.

ARTICLE V. The fiscal year of the club will be from September 1 to June 30, and the annual meeting shall be held on the first Saturday of October of each year. If the annual meeting shall not take place at the time fixed, it shall be held within a reasonable time thereafter and the officers shall hold over until their successors have been elected. One-third of the members of the organization shall constitute a quorum for the transaction of business.

ARTICLE VI. The annual dues of the organization shall be $——— and shall be payable on or before the first day of November of each year. No member of the Association in arrears shall be eligible to any of the benefits offered by the N. R. A. The initiation fee shall be $———.

ARTICLE VII. The affairs of the club shall be managed by the Executive Committee, who shall have general supervision over the affairs of the club.

The Secretary shall notify the members of the club of all meetings. He shall keep a true record of same, have the custody of the books and papers of the club, and conduct all correspondence. All applications for membership shall be made direct to the Secretary. He shall be responsible for the collection of all fees and dues, and shall remit the same to the Treasurer, taking his proper receipt therefor. On June 30 of each year he will make a report of the season's work, and on December 1 a report of the new officers and a list of members to the General Secretary of the National Rifle Association.

The Treasurer shall have charge of all funds of the organization, and shall hold and disburse the same in such a way as may be approved by the Executive Committee. He shall keep account of all his transactions and make a detailed report, with vouchers, at the annual meeting.

The Captain shall have charge of the ranges of the club, the printing of score cards, the arranging of competitions, etc., and shall turn over to the Treasurer such moneys as may be received for entrance fees, ammunition, etc. No bills shall be contracted without the authorization of the Executive Committee.

Article VIII. All rifle competitions held by the club shall be governed by the rules and regulations as laid down by the National Rifle Association of America.

Article IX. Any amendment to these by-laws must be submitted to the National Rifle Association for its approval, and if such is given it may be presented at any meeting of the club after having been sent to each member at least ten days previously. A two-thirds vote of the members present will be necessary to pass it.

MILITARY TRAINING CAMP

For Business and Professional Men

The purpose of the camp is to offer an opportunity for business and professional men of military age to qualify

themselves for efficient service to the country in case of need.

Attendance at the camp will not increase either the legal or moral obligations of those who attend. The intention is merely to equip those taking the course of training to fulfill with more efficiency and usefulness obligations which are already laid upon them as citizens of the United States.

Uniforms

Each man must take—2 pairs marching shoes, medium weight socks, 1 pair light shoes or sneakers, summer underwear, 2 pairs of olive drab breeches, cotton, 1 pair leggins, regular pattern; 2 olive drab shirts, 1 Army blouse—cotton, 1 campaign hat and hat cord (special for military training camps), Toilet articles and other necessaries.

Camp Equipment

Arms, other ordnance and other equipment, including mess outfit, will be furnished by the United States Army, and mess will be provided at the rate of 50 cents a day (included in deposit of $30 to be made on arrival to cover camp expenses).

Inoculation

It is recommended that the typhoid prophylaxis inoculation be taken at the camp, or before if preferred.

Instruction

The purpose of the camp will be to give each attendant as much of the fundamental education of an officer as can be imparted in the duration of the camp. A certain definite routine will be prescribed for all.

Special opportunities will be offered for training in various branches of the service under expert officers.

There will be present at the camp cavalry, artillery, signal corps and infantry officers of the regular Army.

Opportunities for work with aëroplane and machine gun are proposed.

ORGANIZATION

Attendants at the camp will be divided into organizations commanded by officers of the regular Army, whose duties cover not only those of instruction but also the health and general welfare of their commands.

SPECIAL PERIODS OF ATTENDANCE—NATIONAL GUARDSMEN

Those who have been members of the National Guard or have had other military experience may apply, and on approval may attend for less than the prescribed period. As the military training is progressive, the latter part of the camp is recommended for such men. Men of sufficient experience will be used as officers and non-commissioned officers for the various organizations.

EXAMINATIONS

No examination is required, but a board of regular officers on duty at the camp will make such recommendations as to individual qualifications as they may deem proper, to be filed with the War Department.

INFORMATION

Full information as to time and place of future camps may be obtained from Headquarters, Training Regiment, 31 Nassau Street, New York City.