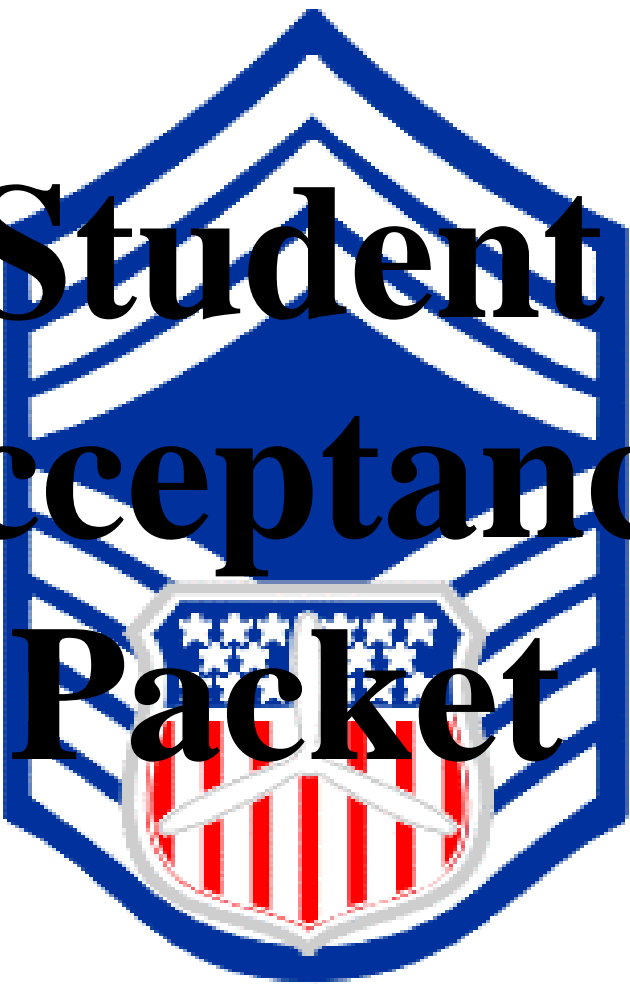




SNCOA



**Student
Acceptance
Packet**



**You gotta be in FRONT
If you want to LEAD**

30 April 2000

MEMORANDUM FOR Acceptance to SNCOA

FROM: SNCOA Cadet Commander, C/1LT Katie Boyle

SUBJECT: SNCOA

EQUIPMENT LIST

CAP Membership Card

Sleeping bag

Notebook, paper and pen/pencil

Personal Hygiene Materials

Deodorant
Toothbrush/Toothpaste
Soap/Shampoo/Towel
Hair pins, rubber bands, gel, hairspray
Shaving Kit (male)
Sunscreen
Shoe Shine Kit

Shorts, Blue Athletic and plain white t-shirt

Running shoes and socks

Underwear/bras

Uniforms

Utilities/BDU
Shirt
Trousers
Cover
Belt, blue, shade 1089
Buckle, silver, chrome-like finish or black
Boots, combat, black
Socks, black, plain, no design
T-Shirt, crewneck, black
Blousing bands
Civilian Jacket
Jacket, field, for utility uniform
Service, Blue
Shirt/Overblouse, blue, short sleeves, shade 1550
Trousers/Slacks/Skirt, blue, shade 1549 or 1578
Buckle, silver, chrome-like finish
Cap, flight, blue, shade 1549
Shoes/Oxfords, black, smooth toe, laced
Black socks/Nylons/Anklets
T-Shirt, V-neck, white
Ribbons

Manuals

AFMAN 36-2203	Drill & Ceremonies
	Leadership: 2000 and Beyond
CAPM 39-1	Uniform Manual
CAPM 50-1	Introduction to CAP
CAPP 151	Standards, Customs and Courtesies

Iron, Spray Starch/Fabric Finish

Sewing Kit

Note: Items in *Italics* are optional. However, you must bring some kind of jacket.

SENIOR NON COMMISSIONED OFFICERS ACADEMY

OBJECTIVES

The graduate of Senior Non Commissioned Officers Academy will demonstrate:

1. A firm grasp of leadership fundamentals, styles of leadership, and the responsibilities of the NCO. **LEADERSHIP BY EXAMPLE**
2. The ability to teach and drill a flight through all standard drill commands.
3. A dynamic, informative class designed for A1C's or above.
4. Use of motivation and discipline.

CONDUCT

As always, you are expected to conduct yourself as a high level Non Commissioned Officer this entire weekend. Customs and Courtesies, wear of uniform, presence and attitude should always reflect your status as a staff member—they should be second nature to you now and there will be no need to waste time refining them. The atmosphere is fast paced and hard charging and should be treated as such—you need to be fast paced and hard charging in order to get the most from this course. And you need to be **PREPARED!** We will expect you to know a LOT the moment you set foot on the base on Friday night and it's *your* job to make sure you know **EVERY SINGLE BIT OF IT.** There are no exceptions and no excuses.

STRUCTURE

The weekend is run on block scheduling. The instruction is all labs and exercises. You will be spending only the Introduction portion of the activity in a classroom—the rest will be outside in the field, practicing and refining the concepts you already know while receiving guidance from the staff.

RESPONSIBILITY

Your responsibility will be getting yourself to and from labs on time, keeping the schedule as far as eating and lights out, learning the required information prior to the course itself, participating actively in events at the activity and studying/learning the material you are presented with when you arrive. In addition, when you are acting as Flight Sergeant, you must keep your Flight Commander informed as to the status of your flight, both mentally and physically and meet his or her requirements. You are also responsible for the welfare, discipline and motivation of your flight.

EVALUATION

You will be evaluated not only on your presentations, drilling abilities and progress during the weekend, but also on your overall attitude and willingness to extend beyond your comfort level to meet and exceed the challenges that come your way. Most evaluation will come from your Flight Commander, since he/she will be spending the most amount of time with you. The school's Honor Graduate, announced at the graduation ceremony, will be invited to participate on staff at the next Senior Non-Commissioned Officers Academy.

ASSIGNMENT: CLASS PRESENTATION

During the activity, you will be required to give a 12-minute class on an assigned topic, listed below. Your chosen topic has been highlighted. It is your job to decide how you are going to cover the material. You will be graded on your knowledge of the material, methods of presentation and ability to successfully impart the necessary information. Be creative!

TOPIC #1: DRILL TERMS

TOPIC #2: THE MANUAL OF THE GUIDON

TOPIC #3: METHODS OF TEACHING DRILL

TOPIC #4: METHODS OF CLASS INSTRUCTION

TOPIC #5: THE MOST IMPORTANT PRINCIPLE OF LEADERSHIP

TOPIC #6: HISTORY OF CIVIL AIR PATROL

Minimum class requirements:

- 1. Two visual aids**
- 2. One audience interaction**
- 3. Solid three piece structure (intro, body, close)**

If you have any questions about your assigned topic, please call your Flight Commander, highlighted below:

**ALPHA FLIGHT
TBD**

**BRAVO FLIGHT
Cadet Master Sergeant Cart
(949) 888-0456
cart8386@netzero.net**

REQUIRED KNOWLEDGE

You must be proficient in the following knowledge prior to arriving at the school—that means KNOW IT INSIDE AND OUT. You must learn it so that we can teach you how to *use* it. See the following pages for highlights of the important information and study/quiz sheets for yourself. (Remember, you are responsible for ALL information indicated under this heading...ALL of it!)

For a basis, all information coming from the “Drill and Ceremonies Manual” or the “D&C” refers to AFM 36-2203. (If you only have AFR 50-14, the pages are roughly the same.)

Root Knowledge:

- ❑ **Drill Terms**, pages 6 and 7 of the Drill and Ceremonies Manual
- ❑ **Commands and the Command Voice**, pages 8 through 12 of the Drill and Ceremonies Manual
- ❑ **Drill Movements, Positions, Ceremonies, Rules and Formations**, pages 13 through 44 of the Drill and Ceremonies Manual
- ❑ **Flag and Color Guard Procedures**, pages 68 through 80 of the Drill and Ceremonies Manual
- ❑ **Customs and Courtesies**, CAPP 151, pages 2 through 5
- ❑ **Wear of the BDU and Blues uniform, in full**, CAPM 39-1

Instruction:

- ❑ **The Six-Step Teaching Method, By the Numbers**, pages 7-8 of the Drill and Ceremonies Manual
- ❑ **By The Numbers**, page 8 of the Drill and Ceremonies Manual
- ❑ **Mass Commands**, page 12 of the Drill and Ceremonies Manual
- ❑ **PT Formation and Exercises**, pages 38 through 42 of the Encampment Training Manual (included) –***You will need to choose two additional exercises to teach during a PT Formation for the weekend.***

ATTACHED:

Pages 6 and 7 of the Drill and Ceremonies Manual (Drill Terms)
Pages 38-39 of the Encampment Training Manual
Practice Test
SNCOA Chain of Command
A Message to Garcia

Drill Terms:

1.5.1. **Adjutant.** A ceremonial position occupied by the junior member of the command staff in reviews and parades and responsible to the troop or group commander. The adjutant's cadence is 140 steps per minute.

1.5.2. **Alignment.** Dress or cover.

1.5.3. **Base.** The element on which a movement is planned, regulated, or aligned.

1.5.4. **Cadence.** The uniform step and rhythm in marching; that is, the number of steps marched per minute.

1.5.5. **Center.** The middle point of a formation. On an odd-numbered front, the center is the center person or element. On an even-numbered front, the center is the right center person or element, as shown in figure 1.2.

1.5.6. **Cover.** Individuals aligning themselves directly behind the person to their immediate front while maintaining proper distance.

1.5.7. **Depth.** The total space from front to rear of any formation. An individual's depth is considered to be 12 inches.

1.5.8. **Distance.** The space from front to rear between units. The distance between individuals in formation is 40 inches as measured from their chests to the backs of individuals directly in front of them. Flight commanders, guides, and others whose positions in formation are 40 inches from a rank are themselves considered a rank.

1.5.9. **Double Time.** The rate of marching at 180 steps (30 inches in length) per minute.

1.5.10. **Dress.** Alignment of elements side by side or in line maintaining proper interval.

1.5.11. **Element.** The basic formation; that is, the smallest drill unit comprised of at least 3, but usually 8 to 12 individuals, one of whom is designated the element leader.

1.5.12. **File.** A single column of persons placed one behind the other (figure 1.3).

1.5.13. **Final Line.** The line on which the adjutant forms the front rank of troops for a parade or review.

1.5.14. **Flank.** The extreme right or left (troops right or left) side of a formation in line or in column.

1.5.15. **Flight.** At least two, but not more than four, elements.

1.5.16. **Formation.** An arrangement of units.

- 1.5.17. **Front.** The space occupied by a unit, measured from flank to flank. The front of an individual is considered to be 22 inches.
- 1.5.18. **Guide.** The airman designated to regulate the direction and rate of march.
- 1.5.19. **Head.** The leading unit of a column.
- 1.5.20. **In Column.** The arrangement of units side by side with guide and element leaders to the head.
- 1.5.21. **In Line.** The arrangement of units one behind the other with the guide and element leader to the extreme right flank.
- 1.5.22. **Interval.** The space between individuals placed side by side. A normal interval is an arms length. A close interval is 4 inches.
- 1.5.23. **Inverted Column.** The arrangement of units side by side with guide and element leaders to the rear.
- 1.5.24. **Inverted Line.** The arrangement of units one behind the other with the guide and element leaders to the extreme left flank.
- 1.5.25. **Line of March.** A line followed by troops as they pass in review.
- 1.5.26. **Mark Time.** Marching in place at a rate of 100 to 120 steps per minute.
- 1.5.27. **Mass Formation.** The formation of a squadron or group in which the component units are in column, abreast of each other, and at close interval.
- 1.5.28. **Pace.** A step of 24 inches. This is the length of a full step in quick time.
- 1.5.29. **Post.** The correct place for an officer, noncommissioned officer (NCO), or airman to stand while in formation.
- 1.5.30. **Quick Time.** The rate of marching at 100 to 120 steps (12 or 24 inches in length) per minute.
- 1.5.31. **Rank.** A single line of persons placed side by side (figure 1.4).
- 1.5.32. **Ready Line.** A forming line 20 paces to the rear of the final line where troops are formed for a parade or review at an established time prior to Adjutant's Call.
- 1.5.33. **Reviewing Officer.** The senior officer participating in a parade or review.
- 1.5.34. **Slow Time.** The rate of marching at 60 steps per minute (used in funeral ceremonies).
- 1.5.35. **Step.** The distance measured from heel to heel between the feet of an individual marching.

1.5.36. **Unit.** Any portion of a given formation.

PRACTICE TEST: Senior NCO Academy

This test is strictly for the purpose of checking how prepared you are as far as your general knowledge goes. It is NOT the test you will be receiving when you arrive at the school, but it is similar. The page numbers of the correct answers are provided in the back of this section so that you can check your work. It is not required to fill out this test, and it is solely up to you if you wish to take advantage of this extra preparation.... Remember that!

1. In a regular Squadron opening formation, when the First Sergeant commands, “FALL IN,” the Flight Sergeants
 - a. face to the left, command Parade Rest, and face to the right to wait for the First Sergeant to command “REPORT”
 - b. face about and command “_____ Flight, REPORT”
 - c. face about and command “REPORT”
 - d. face about and command “RECEIVE THE REPORT”

2. An Inverted Column formation is defined as
 - a. the arrangement of units with Guide and Element leaders to the rear
 - b. the arrangement of units with Guide and Element leaders to the extreme left flank
 - c. the arrangement of units with Guide and Element leaders to the extreme right flank
 - d. the arrangement of units with Guide and Element leaders to the head

3. A flank is the
 - a. front or rear unit of any formation
 - b. the right or left side of the Second Element
 - c. the right foot in a flanking movement
 - d. the extreme right or left side of any formation

4. The five characteristics of the Command Voice are
 - a. Loudness, inflection, snap, distinctness, projection.
 - b. Loudness, sharpness, inflection, snap, projection.
 - c. Loudness, sharpness, snap, tone, distinction.
 - d. Loudness, sharpness, inflection, tone, projection

5. Once someone has been called forward using the command “(Rank and Last Name) , FRONT AND CENTER,” the proper command to return them to their position in the flight is
 - a. “POST”
 - b. “RETURN TO RANKS”
 - c. “Start Position, MOVE”
 - d. “FALL IN ”

6. Center is
 - a. the middle point of any formation. On an odd-numbered front, it is the center person or element. On an even numbered front, center is measured directly between the two center people or elements.
 - b. The middle point of any formation. On an odd-numbered front, it is the center person or element. On an even numbered front, it is the right center person or element.
 - c. The middle point of any formation. A center only exists on an odd-numbered front.
 - d. The middle point of a flight in a standard In Line formation. It is measured as the distance between the flight's right and left flanks, based on the second man, first element.

7. Quick Time is the rate of marching at
 - a. 100-120 steps per minute
 - b. 100-120 steps per minute (in place)
 - c. 180 steps per minute
 - d. 60 steps per minute

8. Step
 - a. the distance measured from toe to toe between the feet of an individual marching
 - b. the distance measured from left toe to right heel between the feet of an individual marching
 - c. the distance measured from heel to heel between the feet of an individual marching
 - d. The uniform pace and rhythm in marching

9. The two parts of a "two part" drill command are the:
 - a. Preparatory command, supplementary command
 - b. command voice, command of execution
 - c. command voice, projection
 - d. preparatory command, command of execution

10. "AT EASE" is an example of which type of drill command?
 - a. Supplementary command
 - b. Informational Command
 - c. Combined Command
 - d. Command of Execution

11. In a Color Guard, the _____ gives necessary commands for movements.
 - a. Junior Flagbearer
 - b. Squadron Commander
 - c. Guard
 - d. Senior Flagbearer

12. When in formation, members
 - a. do not salute or return a salute unless given the command to do so
 - b. salute only when they are at Parade Rest, Rest or At Ease
 - c. do not salute, even when given a command to do so
 - d. salute *only* when they are approached by an officer of higher rank in an inspection

13. An example of a mass command would be:
 - a. CONTINUE THE MARCH
 - b. Column of Files From the Left, Column Left, MARCH
 - c. AT YOUR COMMAND, Call the Flight to Attention, COMMAND
 - d. Squadron Mass Left, MARCH

14. The fourth step of the six step teaching method is
 - a. Have the formation perform the movement, and make on the spot corrections.
 - b. Ask questions on the movement, then demonstrate the movement again as needed.
 - c. Demonstrate the movement to the formation, using the proper cadence and commands.
 - d. Critique the performance of the movement and review important areas before moving on to the next movement.

15. When executed from a halt, all steps and marchings begin with the left foot, EXCEPT
 - a. Column Right, Right Flank and Right Step
 - b. Right Step and Close March
 - c. Right Flank, Extend March and Column of Files From the Right
 - d. Column of Files From the Right, Right Face In Marching

16. The length of one step in Quick Time
 - a. is 24 inches
 - b. can be either 24 inches or 30 inches
 - c. can be either 12 inches or 24 inches
 - d. is 30 inches

17. The only commands that can be given at Double Time are
 - a. Forward, MARCH; Flight, HALT; and jodies
 - b. Forward, MARCH; Flight, HALT; and Quick Time, MARCH
 - c. Quick Time, MARCH; Incline to the Right (Left); and Flight, HALT
 - d. Incline to the Right (Left)and Quick Time, MARCH

18. The First Sergeant's post in front of the formation is
- nine paces and centered on the formation
 - twelve paces and centered on the formation
 - eight paces and centered on the formation
 - six paces and centered on the formation
19. To align the flight in column, the proper command is
- Dress Right, DRESS
 - Dress Left, DRESS
 - DRESS FLIGHT TO THE RIGHT
 - Cover
20. Distance is defined as
- the space from front to rear between units. It is 40 inches as measured from an individual's chest to the back of the individual directly in front of them.
 - the space between individuals placed side by side. A normal distance is an arm's length. Close distance is 4 inches.
 - The space occupied by a unit, measured from flank to flank.
 - The front of an entire formation, as measured from the last man, last element of the last flight to the guide of the first flight.
21. Which command is used to revoke a Preparatory Command?
- BY MY LEAVE
 - AS I WAS
 - BELAY THAT
 - AS YOU WERE
22. On the command Close, MARCH while halted,
- the fourth element stands fast while the third element takes one step, the second element takes three steps and the first element takes one step to achieve close interval.
 - the first element stands fast while the second element takes two steps, the third element takes four steps and the fourth element takes six steps to achieve close interval.
 - the fourth element stands fast while the third element takes two steps, the second element takes four steps and the first element takes six steps to achieve close interval.
 - The first element stands fast while the second element takes one step, the third element takes three steps and the fourth element takes six steps to achieve close interval.
23. If a flight had just been given "Column of Files From the Right, Forward, MARCH" and it was desired to reform them into four files, the proper command would be
- Column of Fours to the Left, MARCH
 - Column of Fours to the Right, MARCH
 - Column File To The Left, Column Half Left, MARCH
 - Column of Fours From the Right, MARCH

24. In the command Counter, MARCH, given while marching, which of the following choices properly describes the procedure for the fourth element leader once the command of execution has been called?
- a. The fourth element leader takes two 12 inch steps forward, executes a 90-degree pivot to the left with suspended armswing and then marches across the front of the flight and executes another 90 degree pivot to the left in between the first and second elements.
 - b. The fourth element leader takes three 24 inch steps forward and executes a 90-degree pivot to the left with suspended armswing. He then marches across the front of the flight and executes another 90-degree pivot to the left between the first and second element leaders.
 - c. The fourth element leader gives the command, "Fourth Element, HALT" and the fourth element halts in place and faces left. The fourth element then marches forward three paces and faces left again. The Element leader gives "Forward, MARCH" and the element marches forward in the new direction.
 - d. The fourth element continues to march forward in this movement and is unaffected by the drill command.
25. Carry guidon is the position at which
- a. the guidon's ferrule is on the ground resting on the inner right shoe of the guide.
 - b. The guidon's ferrule is on the ground beside the right shoe.
 - c. is held diagonally across the body with the left hand opposite the left shoulder, right forearm horizontal and the elbow near the body.
 - d. the ferrule of the guidon is approximately six inches from the ground.

SENIOR NON COMMISSIONED OFFICERS ACADEMY
ALPHA FLIGHT CHAIN OF COMMAND

Commander In Chief: The Honorable William Jefferson Clinton

Secretary of Defense: The Honorable William S. Cohen

Secretary of the Air Force: The Honorable F. Whitten Peters

Chairman, Joint Chiefs of Staff: General Henry H. Shelton

Chief of Staff, USAF: General Michael. E. Ryan

Executive Director, Civil Air Patrol: Colonel Dennis B. Parkhurst

National Commander, Civil Air Patrol: Brigadier General James C. Bobick

Commander, Pacific Region: Colonel Michael L. Pannone

Commander, California Wing: Colonel Larry F. Myrick

Commandant, S.N.C.O.A.: Captain Eric Gray

Cadet Commander, S.N.C.O.A.: Cadet 1st Lieutenant Katie L. Boyle

Flight Commander: Cadet 1st Lieutenant Chris Wiesinger

SENIOR NON COMMISSIONED OFFICERS ACADEMY
BRAVO FLIGHT CHAIN OF COMMAND

Commander In Chief: The Honorable William Jefferson Clinton

Secretary of Defense: The Honorable William S. Cohen

Secretary of the Air Force: The Honorable F. Whitten Peters

Chairman, Joint Chiefs of Staff: General Henry H. Shelton

Chief of Staff, USAF: General Michael. E. Ryan

Executive Director, Civil Air Patrol: Colonel Dennis B. Parkhurst

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Commander, California Wing: Colonel Larry F. Myrick

Commandant, S.N.C.O.A.: Captain Eric Gray

Cadet Commander, S.N.C.O.A.: Cadet 1st Lieutenant Katie L. Boyle

Flight Commander: Cadet Master Sergeant Chris Cart

The following reading is not required of you. However, The Staff extends it to you as a promise—of the kind of leader we are going to be, and of the leadership we expect of you.

A Message to Garcia

In all this Cuban business there is one man stands out on the horizon of my memory like Mars at perihelion. When the war broke out between Spain and the United States, it was very necessary to communicate quickly with the leader of the Insurgents. Garcia was somewhere in the mountain fastness of Cuba—no one knew where. No mail or telegraph message could reach him. The President must secure his cooperation, and quickly.

What to do! Some one said to the President, “There is a fellow by the name of Rowan will find Garcia for you, if anyone can.”

Rowan was sent for and given a letter to be delivered to Garcia. How the “fellow by the name of Rowan” took the letter, sealed it up in an oilskin pouch, strapped it over his heart, in four days landed by night off the coast of Cuba from an open boat, disappeared into the jungle, and in three weeks came out on the other side of the Island, having traversed a hostile country on foot, and delivered his letter to Garcia – are things I have no special desire now to tell in detail. The point I wish to make is this: McKinley gave Rowan a letter to be delivered to Garcia; Rowan took the letter and did not ask, “Where is he at?”

By the Eternal! There is a man whose form should be cast in deathless bronze and the statue placed in every college of the land. It is not book-learning young men need, nor instruction about this and that, but a stiffening of the vertebrae which will cause them to be loyal to a trust, to act promptly, concentrate their energies; to the thing – “Carry a message to Garcia.”

General Garcia is dead now, but there are several other Garcias. No man who has endeavored to carry out an enterprise where many hands were needed, but has been well-nigh appalled at times by the imbecility of the average man – the inability or unwillingness to concentrate on a thing and do it.

Slipshod assistance, foolish inattention, dowdy indifference, and half-hearted work seem the rule; and no man succeeds, unless by hook or crook or threat he forces or bribes other men to assist him; or mayhap, God in His goodness performs a miracle, and sends him an Angel of Light for an assistant.

You, reader, put this matter to a test: You are sitting now in your office – six clerks are within call. Summon one and make this request: “Please look in the encyclopedia and make a brief memorandum for me concerning the life of Corregio.”

Will the clerk quietly say “Yes, sir,” and go do the task? On your life he will not. He will look at you out of a fishy eye and ask you one or more of the following questions: Who was he? Which encyclopedia? Where is the encyclopedia? Was I hired for that? Don’t you mean Bismark? What’s the matter with Charlie doing it? Is he dead? Is there any hurry? Sha’n’t I bring you the book and let you look it up yourself? What do you want to know for?

And I will lay you ten to one that after you have answered the questions, and explained how to find the information, and why you want it, the clerk will go off and get one of the other clerks to help him try and find Garcia – and then come back and tell you there is no such man. Of course I may lose my bet, but according to the Law of Average I will not. Now, if you are wise, you will not bother to explain to your “assistant” that Corregio is indexed under the C’s, not in the K’s, but you will smile very sweetly and say, “Never mind,” and go look it up yourself. And this incapacity for independent action, this moral stupidity, this infirmity of the will, this unwillingness to cheerfully catch hold and lift – these are the things that put pure Socialism so far into the future. If men will not act for themselves, what will they do when the benefit of their effort is for all?

A first mate with a knotted club seems necessary; and the dread of getting “the bounce” Saturday night holds many a worker to his place. Advertise for a stenographer, and nine out of ten who apply can neither spell nor punctuate – and do not think it necessary to.

Can such a one write a letter to Garcia?

“You see that bookkeeper,” said the foreman to me in a large factory. “Yes; what about him?” “Well, he’s a fine accountant, but if I’d send him up town on an errand, he might accomplish the errand all right, and on the other hand, might stop at four saloons on the way, and when he got to Main Street would forget what he had been sent for.”

Can such a man be entrusted to carry a message to Garcia?

We have recently been hearing much maudlin sympathy expressed for the “downtrodden denizens of the sweatshop” and the “homeless wanderer searching for honest employment,” and with it all often go many hard words for the man in power.

Nothing is said about the time the employer who grows old before his time in a vain attempt to get frowzy ne’er-do-wells to do intelligent work; and his long, patient striving after “help” that does nothing but loaf when his back is turned. In every store and factory there is a constant weeding-out process going on. The employer is constantly sending away “help” that have shown their incapacity to further the interests of the business, and others are being taken on. No matter how good times are, this sorting continues: only, if times are hard and work is scarce, the sorting is done finer – but out and forever out the incompetent and unworthy go. It is a survival of the fittest. Self-interest prompts every employer to keep the best – those who can carry a message to Garcia.

I know one man of really brilliant parts who has not the ability to manage a business of his own, and yet who is absolutely worthless to anyone else, because he carries with him constantly the insane suspicion that his employer is oppressing, or intending to oppress, him. He can not give orders, and he will not receive them. Should a message be given him to take to Garcia, his answer would probably be, “Take it yourself!”

Tonight this man walks the streets looking for work, the wind whistling through his threadbare coat. No one who knows him dare employ him, for he is a regular firebrand of discontent. He is impervious to reason, and the only thing that can impress him is the toe of a thick-soled Number Nine boot.

Of course I know that no one so morally deformed is no less to be pitied than a physical cripple; but in our pitying let us drop a tear, too, for the men who are striving to carry on a great

enterprise, whose working hours are not limited by the whistle, and whose hair is fast turning white through the struggle to hold in line dowdy indifference, slipshod imbecility, and the heartless ingratitude which, but for their enterprise, would be both hungry and homeless.

Have I put the matter too strongly? Possibly I have; but when all the world has gone a-slumming I wish to speak a word of sympathy for the man who succeeds – the man who, against great odds, has directed the efforts of others, and having succeeded, finds there's nothing but bare board and clothes. I have carried a dinner-pail and worked for day's wages, and I have also been an employee of labor, and I know there is something to be said on both sides. There is no excellence, per se, in poverty; rags are no recommendation; and all employers are not rapacious and high-handed, any more than all poor men are virtuous. My heart goes out to the man who does his work when the "boss" is away, as well as when he is at home. And the man who, when given a letter for Garcia, quietly takes the missive, without asking any idiotic questions, and with no lurking intention of chucking it into the nearest sewer, or of doing aught else but deliver it, never gets "laid off," nor has to go on a strike for higher wages. Civilization is one long, anxious search for just such individuals. Anything such a man asks shall be granted. He is wanted in every city, town, and village – in every office, shop, store, and factory. The world cries out for such; he is needed and needed badly – the man who can "Carry a Message to Garcia."

Fra Elbertus, 22 February, 1899

Colonel Andrew Rowan—Who performed one of the most celebrated feats in the history of the American Army...carrying the message to Garcia....died Jan 10, 1943 at San Francisco. He was 85.