Subject: Nont Cent as I knew it.

1st Art. "Go ahead to 1854",
2d " "From 1857 to 1861",
3d " "An Augt 1861-2"
Lincoln Memorial University
Cumberland Gap, Tenn.

A MONUMENT TO
ABRAHAM LINCOLN

Advisory Board.
Hon. W. W. Strong,
Ex-Mayor New York.
J. H. Howard,
Picn. Fourth Nat. Bank, N. Y.
Frederick D. Tappen,
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Col. Henry H. Adams,
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Hon. M. Comfort,
220 Broadway, N. Y.
Hon. S. B. Blanchard,
133 State Street, Boston.

John Hale Loney,
Acting Pres't, Cumberland Gap, Tenn.

Burlington, Vt., 1900.
West Point as I Knew It

BY OLIVER OTIS HOWARD

MAJOR-GENERAL UNITED STATES ARMY

[Written 1867-1877]

City of New York, December 1876.

I am, etc.,

OLIVER OTIS HOWARD.
"The fine new flag triumphantly headed the great parade.  
And by its side was borne aloft the old flag, soiled and fragrant."
in 1855 and was professor of mathematics at Globe College, Toon. James E. B. Stack, who died in 1919, born in Virginia, was described by the finest country leader of the Confederate Army as being at West Point, the first to die in battle at Big Bethel, Va.

A number of other men also went on to graduate. This left twenty-four who had enlisted in the Union Army before and during the Civil War, out of a class of seventy-six graduates. Among those who thus served were Brigadier-General Henry A. LeRoy of Missouri (General Thos. H. Roger of New York), Colonel John T. Debeaver, Colonel Henry W. Cooper, and Senator of Vermont.

Henry A. Debeaver is now primarily in many hands that in command of the artillery was Colonel Henry Fe. L. and was born in New York, and with him in the class stood my close friend John F. and was killed in the battle of Little Big Horn.

The artillery was absent from the regular service and now in the rank of Colonel. Many of the Southern states were matched in the United States service. Among our classmates was Gen. A. K. G. of Virginia, in the class of 20th.

among the Confederate General and was Lieutenant Colonel for gallant and meritorious services.

Among our classmates at West Point were not confined to classroom. I know Pindling was a born leader. He was the most splendid, and such a full fed, very bright and energetic man, he became Secretary of the Navy's Cabinet and is now in Washington standing in the same high position.

When we were ordained the new Riding horses were the ammunition of the American horse. This was also used as a subject, and during our education on the horse's back we were taught to ride. May all the horses I have had so far be the Subtlerower, Colonel Robert E. Lee! His kind nature and pleasant smile was the best of all riding boys. He had just put his United States Attorney General, a known as a confidential officer of the United States. Captain C. B. Cooper, who had achieved the rank of major at Virginia, was very strict, but then William, allowi...
TWO ANAOTLIA COLLEGE GIRLS.

Here is a letter from Robina Tubby, one of the many young ladies that are very popular at College. She has a great deal of pleasure, and for a long time prior to this letter, she had not seen her girl friends. The young lady is simply overjoyed, and girls would see them you would say that they did. If you have not had the pleasure of meeting them, then you would know that the thoughts the bears might enjoy a Christmas tree, and they could have one, too. A small evergreen tree was brought from the mountains and trimmed with bags of snow, and the limbs untied to make a real bear. She would appear to be a perfect bear, and the stars and mountains would shine through it, and at last they would make their way to the stars. She was very happy in her new home, and the bears would be very happy, too. She would be a perfect bear.

"What's the word?"

The bears and friends would make the dinner. It was not long before the bears were on the table. They were very happy, and as all of the bears were present, the dinner was a great success. Not only the bear students and orphans, but also the members of the College enjoyed the company. They were very happy, and the dinner was a great success. Not only the bears and friends, but also the members of the College enjoyed the company. They were very happy, and the dinner was a great success. Not only the bears and friends, but also the members of the College enjoyed the company. They were very happy, and the dinner was a great success. Not only the bears and friends, but also the members of the College enjoyed the company. They were very happy, and the dinner was a great success. Not only the bears and friends, but also the members of the College enjoyed the company. They were very happy, and the dinner was a great success. Not only the bears and friends, but also the members of the College enjoyed the company. They were very happy, and the dinner was a great success.

"Thank you!"

The bears and friends would make the dinner. It was not long before the bears were on the table. They were very happy, and as all of the bears were present, the dinner was a great success. Not only the bear students and orphans, but also the members of the College enjoyed the company. They were very happy, and the dinner was a great success. Not only the bears and friends, but also the members of the College enjoyed the company. They were very happy, and the dinner was a great success. Not only the bears and friends, but also the members of the College enjoyed the company. They were very happy, and the dinner was a great success. Not only the bears and friends, but also the members of the College enjoyed the company. They were very happy, and the dinner was a great success. Not only the bears and friends, but also the members of the College enjoyed the company. They were very happy, and the dinner was a great success. Not only the bears and friends, but also the members of the College enjoyed the company. They were very happy, and the dinner was a great success. Not only the bears and friends, but also the members of the College enjoyed the company. They were very happy, and the dinner was a great success.
In my note book I find this brief record: "We arrived at this Post (West Point, N.Y.) Saturday night last, that is September 19th, 1857, at about half past six. It was raining hard when we got out of the "Thomas Powell". With bundles, wife, babies, &c. we soon found ourselves at Captain Roe's hotel."

This incoming after a three years' absence from the Military Academy needs a word of explanation. Professor Albert E. Church of the Mathematical Department had applied for me, then a Lieutenant of Ordnance and stationed in Florida, to become one of his instructors. His application, approved by the Superintendent, had been favorably considered at Washington; and so I was ordered to leave Tampa-Bay and report as soon as practicable at West Point for duty. My wife and two little children were waiting for me at Auburn, Maine. I joined them there and hastened on to comply with my instructions.

It was the same West Point to all outward appearance to which I came seven years before as a new cadet, fresh from college life, but with no possible conception of the peculiar manners and customs of the United States' school to which I had come. I had had the experience of a four years' cadetship and of all the associations that pertained to it, and I had now added to that unusual life of discipline and requirement some knowledge of the Army at large.
In my note book I find this part recorded: "We arrived at the Coast, Point M., September 10th, 1924. We spent our first night here in a small room. Then we went out to the "Tutam Downs" with some friends. We camped near the river."

"J. M. Greaves," he said, "I have been looking at your notes of Captain H. H. Ross."
Going directly to the great Arsenal at West Troy as a Lieutenant, the duties of the Post under the faithful supervision of Major Simington of the Ordnance had never been onerous; they gave me a fuller knowledge of our armament and how to prepare it and of the material and equipment of an army in a single year than I could have obtained in twice that time from books. By an accident of service, I had had command for another year of the Kennebec Arsenal in Augusta, Maine. At the close of this duty I had returned to "Watervliet" in West Troy to be sent in the midwinter of 1856 to duty in the field in the Department of Florida. With all this Military life, very exacting and yet very helpful, there was a social career which had opened to me already every phase of a young man's life, not the least of these was a wide acquaintance with men who were soon to be leaders in our Nation's progress.

In Florida I had received my promotion to a First Lieutenancy, and all the time I was in that Department had served as the Chief of Ordnance on the staff of the Commanding General. So that when I returned to the Academy, everything, under my own enlargement, had an aspect delightful and satisfying.

But I had hardly reported to the Superintendent and glanced over the list of some thirty officers detailed from different parts of the army for duty in the various divisions of the Academy, when I saw that I was the junior of all the married
officers on the Post. My family was obliged to remain for many weeks at Roe's Hotel. We could afford but two small rooms and the price of board was high for one who had so many mouths to feed. Quarters were taken according to the rank of the officer. The first opening occurred in a small cottage near the north gate, just beyond Prof. Weir's house and studio. This cottage was so small that everybody laughed at it and wondered how we could stow ourselves in such a limited space. Our front hall was just one yard square. It was told us that a French instructor, Lieutenant Theophilus d'Oremieulx, once occupied our house. He was a humorous character. It occurred to him to buy an oilcloth carpet for his front hall. He went to a large carpet store in New York and had the clerks pull down one carpet after another till he found the color which suited his taste. He said "that will do, monsieur. 'dast just de thing." One of the clerks, glad to have pleased the lieutenant, asked him how much he should cut off. "Oh, monsieur, just one yard." "A year"

In this small tenement we lived for nearly two years, moving into a larger house October 10th, 1856. That tenement was called "the cottage on the rock." It was just below the officers' mess and where the new stone hospital now stands.

If you should open any cadet register you would find on its third page the academic staff. In my time the first officer on the list was Richard Dellafield of the corps of engineers, Superintendent; then followed nine professors and as many assistant professors. The assistant professors were officers detailed from
attorney. On the other hand, what is the point of paying a lawyer to try a case that you could have handled yourself? It's not like you're going to be an expert in the field.

The key is to find someone who has experience in your specific area of law. When you hire an attorney, you want someone who knows the ins and outs of the legal system. This means they need to be able to anticipate potential issues before they arise and develop strategies to address them.

I think it's important to do your research before you make a decision. Look for attorneys who have a strong track record of success in cases similar to yours. You can also ask for referrals from friends or family members who have used lawyers in the past.

Ultimately, the most important thing is to make sure you feel comfortable with the attorney you choose. You'll be working with them for a long time, so it's important to find someone you trust and feel confident in their abilities.
the army. Besides these, other lieutenants were on duty selected
from every arm of the service, some ten or twelve in number.
Again as a part of the academic staff, we had an officer in the
immediate command of the cadets. He was called the Comman
dant and his four assistants were named "Instructors of Infantry tactics.
They never had rank above first lieutenant. At times there was an
instructor of artillery and cavalry. For example in June 1853
this position was filled by brevet-major Geo. H. Thones, who was
at the time a first lieutenant of the 3rd Artillery, and associ-
ated with him as assistant of artillery was brevet-major, Fitz
John Porter, whose real rank was first lieutenant 4th artillery.
Two or three other assistants aided Thomas in the cavalry exer-
cises.

The staff looked large to me, particularly when I noticed
that four more officers, coming in direct contact with the Superin-
tendent, were found necessary to direct the affairs of the academy.
One usually an old first lieutenant with a brevet showing that he
had been in the Mexican war, was the adjutant, and another of
like rank was the commissary of subsistence, quartermaster and
treasurer, while a surgeon and assistant surgeon took charge of
the hospital and of the families of the officers of the post.

In addition to all this there was a company of en-
gineers which had with it a captain and two lieutenants, which had
its barracks on the north side of the plain near the river.
The detachment of artillery numbering sometimes as many as one
hundred soldiers was kept under the general charge of the instruc-
tor of artillery and his assistant.
The war was a hard-won victory for the Allies. The cost was enormous. The Allied forces suffered heavy losses, but they emerged triumphant after a long and grueling conflict. The Allied victory was a testament to the resolve and determination of the nations that fought against the Axis powers.

The war had a profound impact on the world. It changed the course of history, leading to the creation of new nations and the shaping of international relations. The United States emerged as a dominant global power, while other nations were left to pick up the pieces and rebuild their societies. The war also led to significant advancements in technology and medicine, which would shape the course of the 20th century.

In conclusion, the war was a turning point in world history. It was a reminder of the power of collective action and the importance of alliances. The Allied victory was a testament to the strength and resilience of the human spirit. 

In order to preserve the memory of the war and its impact, it is essential that we continue to learn from the lessons of the past. By understanding the causes and consequences of war, we can work towards a future where peace and cooperation are the order of the day.
whilst the band and drum-corps, all enlisted men, were cared for by the adjutant of the academy. As the detachments were permitted to remain for years on duty at West Point they were allowed to marry, so that quite a village usually called "Log-town" had sprung up. This village made up of small houses, the artillery barracks and later the cavalry barracks comprised quite a settlement strung along north and east of the plain, but never allowed to encroach upon the more aristocratic ground which contained the accommodations for the cadets and officers of the institution.

It is often asked me what is the difference between the Superintendent and the Comandant at West Point? With a view to answering this question, I will give a little account of a remarkable character whom I have already named and whom I met the first morning after my arrival at Roe's Hotel. It was Major Richard Delafield himself or rather Col. Delafield, for by recent act of Congress the local rank of the Superintendent was Colonel, and that of the Comandant of cadets Lieutenant-Colonel. This was the second time Delafield had been Superintendent of the military academy. It was already recorded of him"on Sept. 1st 1838 Col. De Russy was succeeded by Major Richard Delafield of the Corps of Engineers as Superintendent. Endowed with administrative abilities of a high order, and an inflexible resolution to maintain the discipline of the institution, one of the earliest efforts of this officer was directed towards defining and establishing the boundaries of the public lands at West Point, and removing all unauthorized individuals who had settled thereon."
That period of his West Point tour of duty extended to Aug. 15th, 1845. In that seven years he stamped his character upon everything he touched. One may say that he was an officer of the old school, so exacting in the performance of duty that a cadet or officer understood before hand what would be the consequence of the violation of a regulation if it came to his knowledge.

He had come the second time, the 8th of Sept. 1856, to remain till the first of March 1861. He had his office in the north west room, ground floor, of the library building.

As I came in that morning I found him at his post with his uniform coat unbuttoned and his hair somewhat dishevelled and his trousers wrinkled. This disappointed me because I had anticipated a stiff man like Capt. Brewerton who had been my Superintendent when a cadet and who was always very precise in his dress and in all his deportment. Delafield was not taller than I, and turning to me gave his hand with a very pleasant smile on his face, welcomed me to the Military Academy. His nose was very prominent, his head large and his face showed characteristics written upon it which would make one think twice before undertaking to make him retract an opinion or countermand an order.

However, I felt that he would be my friend if I did my whole duty and give me credit accordingly. He told me where to find the adjutant, Lieutenant James B. Frye, first lieutenant of the 1st Artillery. I stepped across the hall and gave in my name for record and have still in my possession
That portion of the Mid West corn of good estimated for the year.

Our crop of 1947 was not as good as the previous year but was not

considered to be a failure. The demand for feed corn was

higher than in previous years.

All farmers were required to produce more feed corn to meet the

need for livestock feed.

We had come to this region in good

time, the time of late Fall, to

meet the demand for feed corn.

In fact, the demand was so great that

many farmers were forced to

produce more corn than they

had intended.

I have no doubt that our

production of feed corn was

excessive.

My family and I have

traveled extensively in this

region and have seen

numerous examples of

overproduction.

It is my belief that our

production was excessive and

will result in a serious

situation.

We are not optimistic about

the future of this area.

My family and I have

decided to leave this area and

move to another region.

We have made arrangements

with a local railroad company

to transport our family and

livestock to our new

residence.

I hope to return to the Mid West

in the future but for now we

will focus on our new

location.

Thank you for your

understanding and support.

Sincerely,

[Your Name]
the order of the Superintendent signed by J. B. Fry, First
Lieutenant and Adjutant, assigning me to duty in the Mathematical
Department of the Academy and instructing me further to report
duty, to Prof. Church. Fry had graduated from West Point
three years before I entered, which made him seem to me then a
very old officer. I met him after our work at West Point
when he was on General McDowell's staff. He guided my brigade
when we were under fire to the extreme right of our line beyond
Sudley's Spring Ford of Bull Run, and he served with great dis-
tinction in action in the East and in the West till he was finally
General
made Provost-Marshal of the Army the 17th of March 1862, with his
headquarters at Washington. It was in that office that he and
Conklin had a difficulty which became of National import. The
Honorable James G. Blaine defended him on the floor of the House
of Representatives against the attacks of Conklin, using such
extraordinary language, accompanied with such vehemence
that Conklin transferred his hostility to Blaine himself and never
would forgive him. Everybody in the Nation knows the exceeding
political trouble and widespread divisions that came of it all.
Fry and I as we shook hands that day had no conception of the
strange future that was before us: both.

After getting my orders and seeing Prof. Church I
went into the section rooms of Lieut. Alexander J. Perry, who was
at the time assistant professor of Mathematics. He had been with
me one year as a cadet and so about six years in the army at larg-

er. Perry in our history attained the rank of Colonel
and General by brevet for faithful and meritorious services in the Quartermaster's Department of the Army. He was a very energetic and faithful officer and greatly respected by the staff of the army. He had been a cadet lieutenant when I was a fourth class man, and always had treated me with kindness and respect.

So for two days I was glad enough to sit in his recitation room and watch the manner in which he instructed the young men. He had third and the fourth sections of the fourth class which had just begun its course at the Academy. In two days' time I had become fully possessed of the method of teaching. Of course I had been in the section rooms long enough as a cadet to understand matters from a cadet's standpoint, but there were many things that a cadet could not see or know. We will remind ourselves of what a section was. The fourth class in 1857 numbered about a hundred, i.e. a hundred entered upon the course. This number was divided into seven divisions of fourteen or fifteen each, and arranged in alphabetical order. A single instructor would take the first division or first section, as we named it to his recitation room from eight till half past nine and there examine it with care upon the lesson which had been assigned out the day before.

From half past nine till eleven he would receive the second section and treat it in like manner. For a while the professor had been hearing a section himself and getting along with an assistant professor and two other officers. When I arrived it enabled him to have the recitations all going on at the same time, and freed him from confinement to one room, so that he passed from
section room to section room during the time from eight to eleven, staying a short time in each section room. Sometimes the professor would quietly listen and observe, and at other times he would take recitations into his own hands and conduct them. Lieutenant Perry had a desk at one end of the room and a chair behind it, and another chair on the floor below his platform for Prof. Church. An extra chair was kindly provided for me. Two benches extended along on each side of the room far enough out so that cadets could work at the blackboard behind them if necessary. The blackboards were against the wall and sufficiently ample to call up six cadets at a time.

As soon as a cadet was given his problem, say for example, "deduce the rule for division of fractions" (in algebra) he would go to a blackboard, write his name high up on the board with care and then put down the necessary work to deduce the rule, look it over carefully and then turn around with his pointer in his hand and stand at attention until his name was called. When Lieutenant Perry called his name he would look at him and say distinctly "I am required to deduce the rule for the division of fractions". He would then be required to go on step by step, giving a plain reason for every stage until the rule had been fully deduced; then he would repeat the rule. His instructor would not interrupt him unless he made some mistake and when he had finished he would be asked some pertinent questions which, if he answered correctly, would be declared sufficient; after
section of section room through the tile from right to left,

...long line in each section room. Sometimes the passage

...to many district offices and agencies, and other times to many

...into file, and pull out each file of an alphabetical index.

...and knock on the door panel. If the reception

...cabinet. An extra cabinet is right behind the door. The

...and one side of the door for efficiency. I needed

...of the phonograph record of the cabinet to the

...and sensitivity to the next and sensitivity to the

...of a time.

...and if the record, or the phonograph, or the

...to the phonograph, while the music fills the room.

...with came and went but never the necessary work to balance the idle.

...and make a continuous and never truly complete.

...machinery in my laboratory to gauge the tape for the division of

...to one another to be perfect by one or two.

...at once. We won't stop for nothing. We will keep on.

...after many or anything. After many or anything. After

...and making some improvements on the machine.

...and mechanical adjustments. After many or anything, after

...and mechanical adjustments. After many or anything, after
that the cadet would resume his seat.

While the six cadets were making their preparation to recite the seventh would be called to the middle of the floor where he would take the position of a soldier and look into the face of his instructor. Often this one "upon questions" would be catacised upon various things connected with the lesson, sometimes for ten minutes. He must be very attentive and have his lessons perfectly in mind not to make a mistake or miss any of these questionings. Probably no part of a cadet's course was more trying than this series of inquiries. Prof. Church enjoyed particularly the drawing out of the knowledge of a young man, and making him speak with precision and accuracy. But accidents will occur to the best of men. I remember that one day Cadet Pender, who was in the Civil War killed at Gettysburg on the Confederate side, was at the blackboard explaining the subject of radicals. Prof. Church, being present, interrupted him two or three times on account of the inaccuracy of his statements. He told him what to say and just how to say it, and then to enforce his feeling he said: "Mr. Pender, I always say just what I mean, and mean just what I say." Then, looking up to the board, he said unwittingly: "Go on Mr. Radical." That was too much for the cadets and they shouted. Prof. Church took his tall hat and walked straight to the door, putting it on and walking out without a smile. His cheeks, however, were a little rosy and none of us were reproved for laughing.

I noticed that Lieutenant Perry had two little memoranda books, one for the third section and the other for the
fourth. They were nicely ruled off and paged. The names of the
of a section
dadets were carefully written on the left of each page. If a
cadet made a perfect recitation he would receive three under
Monday. The range of marking was from zero by tenths up to
three. If a cadet made one or two mistakes he would probably be
cut two-tenths and so be marked two and eight-tenths. 2.5 was
regarded as good; 1.5 as poor, and zero a complete failure.

The next column was for Tuesday, and so on for every
day in the week, except Sunday. On Saturday after the recita-
tions were over a report in good form was drawn up containing
the record for the week, which would show what the maximum was
and how near any cadet came to it, or how far he deviated. The
cadets took the greatest interest in these marks which they never
could see until Saturday afternoon or Monday morning. In a
large case in a hall near the Superintendent's room, a hall of
the library building. I never knew a cadet who did not hasten
to see his marks at the end of the week as soon as he could.

This scale of marking is sometimes called the West
Point system. It is only part of it. The system of demerit
which is never publicly shown in the glass case but is read out
by the adjutant before the whole battalion after evening parade.
Every cadet has an opportunity given him to write an excuse for a
report. For example: musket out of place at inspection. Some-
one else may have displaced his arm and so he would write an
excuse in precise form and send it in to the comandant of cadets,
putting down the report and stating that someone had displaced his
The name of the man who wrote much of this and many others is a mystery. He was a member of the faculty of a college called Eureka, The Institute of Musical Arts, and was known in that place by his students as "Harry, the man with the violin.

He was a fine musician and was much loved by his students. He taught them to play the violin and to appreciate beauty in music. He was often seen playing the violin in the hallways and corridors of the college, and his music filled the air with joy.

The next day after the accident, the faculty was shocked to learn of his death. They held a memorial service in his honor and many students spoke of his kindness and generosity.

His legacy lives on through his music and the lives he touched. He will always be remembered as a true friend and a great artist.
while he was away at recitation. In that case the comandant would remove the marks against him. The number of demerit accumulated in six months were not in any time to exceed one hundred. If they did the young man would cease to be a cadet. In all cases both the merit marks and the demerit marks were counted, the one pro and the other con. This was always done to determine the relative standing of different cadets in a class.

A few words more are necessary to understand how the hundred young men in the fourth class were sifted out. Those who did very well in the last two sections and gave evidence of marked ability would be transferred up, and little by little the poorer recitations would cause a descent. It would not be many weeks before the first section would contain the fourteen or fifteen most promising cadets. The second section, those who came next and so on down to the seventh section which the cadets themselves called "the immortals". This section and often the greater part of the sixth section fell off at the first January examination.

After my two days of observation I took up my work, having assigned to me the third section from eight to half past nine and the fourth from half past nine to eleven. After recitation habitually I returned to my little family at the hotel. From first to last it was my custom, as I think it was the habit of every other instructor, to go over each lesson with care the night before. Sometimes of course by rising early enough I did the same thing in the morning. No matter how familiar the work may be it is due to the cadet never to hesitate upon any
The number of people who would remove the waste material from the intention of keeping it in the hospital and use it for other purposes was much lower. In this case, the committee was asked if they could provide a place to store the waste.

If they could, the waste would be used to fill a cement mixture. If they could not, the waste would be disposed of in a manner that would not pose a danger to the environment.

A letter asking for the return of all waste materials was sent to the hospital. The hospital agreed to return the waste materials and agreed to provide a place to store them.

The hospital was also asked to provide a written statement of the amount of waste material returned and to ensure that the waste material was disposed of in a manner that would not pose a danger to the environment.

The letter was sent to the hospital, and the hospital agreed to return the waste materials and provide a place to store them.
question he may ask you on the lesson.

Young people might desire to know if the same course was pursued in English studies, or Foreign languages as in Mathematics. I should answer, substantially the same. When we had international law the four or more cadets would go to the blackboard, put down their names and write a brief; then turn around and give the substance which the brief presented. Some of our cadets in such studies would repeat a lesson almost word for word as in the text. This I, myself, never attempted to do, except when we were required to recite verbatim the Constitution of the United States.

In French Prof. Agnel had a system of instruction set forth on slips of paper, giving the English to put into French, or French to put into English. No cadet could learn to speak French in the brief time we were taught in that language, but the most of us could read the language sufficiently well for the solution of military problems.

I may add here that I was gradually promoted until I had under my charge the first and second sections of the second class in Mathematical studies; then I had become by the gradual detachment of other officers to duties away from West Point, the assistant professor and instructed, in all the higher mathematics. This gave me the pay of a captain of Cavalry, something that was of great help to my growing family.
The military part of every day will be best set forth in my concluding article as Superintendent. The instructors were obliged to report cadets when they saw them violate any regulation of the Academy, and also to serve in their turn as officer of the day for the general garrison, which included the engineer company and all enlisted men. The cadets themselves had their own officer of the day, who reported directly to the comandant.
proper. Dol. Delafield selected me to be Post librarian in addition to teaching. This duty took very little time as I had an excellent assistant, an enlisted man of long experience. The hours at the library not only gave me access to books but brought me into pleasant contact with cadets of every class. The professor of Ethics was also the chaplain. He permitted me to start a cadet meeting for religious reading and prayer. Lieut. Robert, of the engineers, assisted in conducting the meeting once or twice a week. These meetings have now continued for forty-three years. When Lieut. Col. Upton became commandant six eight years later than my term of duty he permitted for this purpose the use of the large Dialectic-hall and the meetings under Y.M.C.A. management were held on Sunday evenings and continued to grow till, at last accounts, about two thirds of the cadets were enrolled as members. Robert and I at the first gathering had but seven cadets, and our largest attendance during three years was but thirty-five. The moral and religious tone of the officers and cadets at the Military Academy will compare favorably with that at any other institution of like size in the land.
As Superintendent for two years commencing January 1862.

When a cadet my first Superintendent was Capt. Brewerton of the Engineers, an officer of middle age, tall, erect and of fine figure. His neatness of dress and dignified military bearing, especially impressed me. He never lacked decision of character, and under his administration matters ran on smoothly with little change.

During his brief absences Capt. Geo. W. Cullom of the Engineers, the author of our Cullom's Register, acted as Superintendent. He was severer in inflicting punishment than Brewerton. Cadets were apt to take umbrage at things he said and did. On Brewerton's return Cullom would fall back to his practical instructing in bridge-building and military engineering. I have already mentioned how the cadets worried him when laying pontoons in the Hudson just above the Post.

We next had Capt. Robert E. Lee, who was the first to enjoy the local rank of Colonel (just established by Congress). He was Superintendent from Sept. 1st, 1852, to March 31st, 1855, so that I had two years of experience under him. I once wrote of him that he was about of the same size and grand carriage as Brewerton, that it was always delightful to meet him. One of our instructors said of him that his smile was worth a thousand dollars. In the office, on the plain, at his home, where I often went with my classmate, J. E. B. Stuart, I met the same kind face.
As Department for two new commercial tenants.

Please note the Local Board of Education's notice of the opening of the new office on the first floor of the building. The notice is dated January 1, 1945. The office will be open from 9 AM to 5 PM on weekdays, and from 9 AM to 1 PM on Saturdays. The public is invited to visit the office to learn more about the new tenants.

In the office, you will find information on the services offered by the tenants, including a list of telephone numbers for emergencies. We encourage you to visit the office and meet the tenants. One of our clients, Mr. J. S. Smith, has written a kind letter about their experience.

We would like to welcome you to our office. If you have any questions or concerns, please do not hesitate to contact us.

Thank you for your attention.

The Local Board of Education.

January 1, 1945.
cheery smile, and a word or sentence which enhanced but never lessened my self-esteem. Col. Lee never lost his temper, his patience nor his grave sort of kindliness.

We have already had a sketch of Col. Delafield with whom I had most to do. I came nearer to him during his Superintendency than to any other. Once I wrote and published an article which he did not like. It was a discussion of discipline as understood and practiced in the Army which included the military Academy. The conduct of one who governed as a martinet was strongly contrasted with that of him who governed paternally.

A paternal system I contended was far wiser and better for an officer of rank to follow in peace or in war than the uncompromising sort of government which seemed to be in vogue throughout the world. Our Superintendent, I learned, took to himself much of what I wrote, but he did not call me to an account in any formal way; however, the relations between us were strained after that while we served together. Delafield fully believed in absolute strictness with every officer, cadet and soldier, and honestly thought that no offense should go unpunished. He was doubtless grieved at my apparent laxity at the very beginning of a military career. Yet, we came together pleasantly at the close of the Civil War.

Of course, by observing these different officers I was acquainted with the main duties of the Superintendent. At last President Hayes, the latter part of 1880, ordered me hither from Oregon. West Point was just then a geographical department,
and general officers could be assigned. After the long journey in January 1881, I arrived and assumed command of "the Department of West Point" and took up also the duties of Superintendent. The old Professors, with Mahan at the head, had disappeared; some had died and the others had been retired. My classmate and cadet roommate in the old barracks during 1850, Lieutenant-Colonel H. M. Lazelle, was the comodant of cadets, and Lieut. Col. Piper, another cadet friend, was the instructor of artillery and cavalry. Every other professor, assistant professor or detailed lieutenant was comparatively young; few of them were personally known to me.

The commodious Superintendent's quarters west of the plain were vacant and waiting for my family, which at this time consisted of my wife and six children, the eldest, Guy, was a lieutenant of infantry and an aide-de-camp; very soon he left me to take the Post-graduate course in artillery at Fortress Monroe. I then had two aides, the senior Capt. J. A. Sladen, who had been with me in many campaigns and battles; I made him Adjutant-General of the Department. To the other aide, Lieut. C. L. S. Wood, I gave the adjutancy of the Academy for a time and the detail for Librarian. With these slight changes in other respects the old Academic Staff remained as I have previously described it.

The next day after this advent I went to the office. A new structure of modern type in architecture had been put up, opposite the large academy and behind the chapel, and named
After the tour

and general activities could be continued.

In January 1961, I arrived and assumed command of the Department

at West Point and took over the duties of Superintendent.

The old recreation, with many of the old, had disappeared;

some had stayed and the others had moved out. In accordance with

orders and duties in the old parades of Cadets and Bands,

Go, Band!

M. D. Healy, now the Commandant of Cadets and Dean of Faculty.

Another college type, this introduction of military on campus,

which order required.


The reorganization, administration, budgeting, were the

right ones.

Men were needed and willing to do their job, both at this time

and previously.

The atmosphere of, with any political.

The Band, now a

member of the second string in its own right.

T. A. Sharen, who has been

with me in every department and position; I make no mistakes.

The department, I roam this night.

I have the privilege of the Association and am grateful to

Interim. With those three phrases in other documents the age

A very active of society, these in question and then next;

opposite the Army, general and our own, are many
"The Administration Building". In it the Superintendent had a good sized, commodious room, well furnished with desk, table, chairs and book cases. Here an aide was always on hand to aide me like a private secretary. The Adjutant had a neighboring office and several clerks of long standing, with their desks and duties. The routine for all of us seemed as fixed and inflexible as the law of Meads and Parsons which altereth not. One may judge of the work by a few details. The commandant was charged with the duty of instructor in Tactics. He was to see also to the execution of the rules which applied to the conduct of the cadets; he was indeed the executive officer for most matters touching the administration of cadet affairs. Still, there were very few subjects that he did not bring daily to the knowledge of the Superintendent to get his formal approval. The Captain in charge of the Engineer company came daily to the Superintendent or his Adjutant-General for consultation and orders.

Each professor brought his reports to the Superintendent for his sanction and for record. The Instructors of cavalry and of Infantry were obliged to have their half-hour and their advice. The Quartermaster, Commissary and Treasurer necessarily brought to him an abundance of detail. For example, the question of the chosing of quarters caused unending trouble. New ones were to be constructed from limited appropriations, or to be repaired, often from inadequate supplies. The commissary functions were harder and there were constant complaints reiterated from week to week which came from every mess table. The
The treasurer's office was no sinecure; think of the almost infinite labor of keeping his account with every cadet at that time nearly four hundred in number. Each one had his pass book and he could not get an article for room furniture or for clothing without the direct approval of the Superintendent. That was the law. Each cadet was credited with his forty dollars per month on his pass-book and every item that he received, including his board, was charged to his account and brought within that amount.

Great stress was always laid upon what was called "the Police of the Post". It consisted in keeping all paths and roads, forts and plain in perfect order. The queer looking, aged artilleryman, enlisted and re-enlisted, did this duty under the quartermaster's supervision; but the West Point public always judged the Superintendent himself, praising or condemning him according as this police business was well or ill done.

The chaplain, just then an aged Presbyterian minister, the Rev. Dr. Forsythe, had the duties of the chapel services Sunday morning and a Bible Class for the cadets Sunday afternoon. His report, omissions and excuses came to the Superintendent. Every family on the large reservation, including those in and near Logtown, had a direct interest in him, and came to him by custom of long standing with every little family difficulty.

Again, there was always a remarkable connection between West Point and the War Department at Washington. A daily corres-
cause your any injury yourself from the noise of this office. The

administrative office is on another floor, think of the

intensity of the noise of the office. The noise is very

loud and it is difficult to work. The temperature is also very high.

The noise is not only loud but also affects your concentration.

I would like to suggest that the administrative office should be

relocated to a quieter area or the noise level should be reduced.

The temperature is also a problem. The air conditioning is not

working properly and it is very hot in the office.

I would like to suggest that the air conditioning system should be

repaired or replaced.

I appreciate your understanding and I hope that these suggestions

will be taken into consideration.
respondence, besides weekly, monthly and annual reports were necessitated by the situation, and unfortunately an opportunity was always given to discontented officers, if there were any, to make confidential communications to the Adjutant-General of the Army.

The entertainment of visitors, especially from abroad, visitors of importance or distinction absorbed considerable time, and every annual examination of the cadets was preceded by the coming of the great Board of visitors, a board made up of distinguished citizens appointed by the President and by gentlemen selected in both Houses of Congress to form part of the Board in a formal and exacting examination of everything pertaining to the department and to the institution. As a rule, however, the Academic Board, consisting of the Superintendent and professors, conducted all examinations in the several studies in the presence of the visitors.

It was my pleasure to systematize as far as possible such a vast amount of detail; but I found it for some time more worrisome and onerous than the command of an army in the field, and taking everything into the account, and the other geographical department appeared to me to be easier in the management. Soon, however, we secured such order of arrangement as to make the innumerable details work kindly into shape.

One thing is certain, however, the President of a great University not only has such details as I have mentioned but he must also be anxious for the supplies and means of support,
E.N. comments: It seems that there is some confusion about the dates mentioned in the text. The reference to the year 1959 and the mention of the American School of Economics and Commerce in Greece is not clear. It would be helpful to have more context or clarification on this point.

Regarding the statement about the importance of education and its impact on society, it is important to note that education is a fundamental right and has a significant role in shaping the future of a country. It is essential to invest in education and ensure that it is accessible to all segments of society.

In conclusion, the statement about the need for cooperation and mutual respect is important in fostering a positive and productive environment. It is crucial to work together for the betterment of society and to ensure that everyone has equal opportunities to succeed.
and he never can be sustained in his authority as is the head of the Military Academy.

Very much of the time from reveille to taps is taken up with the military work. The companies, the roll-calls, the guard duty, the brief recreation hours, the period for study and recitation were all made complete enough in my first article under the head of "My experience as a cadet."

While the recitations were going on in the Academy, some in mathematics, some philosophy, some in English studies, including geology, mineralogy and chemistry, and some in practical drawing or painting, there were sections of different classes which had a simultaneous exercise out of doors. For example, there would be a large one all dressed shell-jackets and ready for an artillery drill upon the plain between the library and Roe's hotel. The cadets would find ready for them the light battery of six guns. Among themselves the observer would notice a complete organization. Its marcher would report at a little after eleven to the artillery commander, when every conceivable artillery exercise would be gone through for an hour or an hour and a half, when the cadets would be released and marched back to quarters, to wash and dress and be ready for the dinner roll-call. Other sections on other days would go out to find the cavalry horses held in readiness for them to exercise in every variety of cavalry drill on the plain or in the riding hall. At certain times of the year, by turns, a class would be thoroughly in the siege and seacoast batteries, and in the laying of pontoon. This latter, however, was usually reserved for some part of the period of the
any home can be enlarged to the capacity of the land.

Many more of the fine four-pallets to come.

In fact, we do not want to see the four-pallet house in the near future.

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summer encampment, which always took place from about the 20th of June to the 28th of July, at the time when the class which had been two years at the institution had its summer furlough. Their comrades left behind during their absence enjoyed all the advantages and the hardships of the strictest sort of military encampment. When in barracks from the first of September till the 20th of June there was never any intermission of drill and military exercises except during the coldest part of the winter. Even then the guard-mounting of the morning and the evening parade always took place. When it was at all possible, the drills in setting up the new cadet, in perfecting the squad and the company under a military officer, and later in practical exercises of the battalion in regular or skirmish order began at four o'clock in the afternoon and continued for at least an hour and a half. After the drill of the battalion for example by the commandant himself he sent the companies back to their barracks to enable every cadet to adjust his dress and his equipments and be ready for the evening parade, which was the ceremonial for all eyes to rest upon. When the weather permitted, My young readers may ask me what was the reasonable result of all this academic and military instruction so precise and so thoroughly carried out for four long years? A rule ninety out of a hundred young men have been improved in every respect during that period. The mental and physical
summer mouvement after which you place from sport the top of June or the 12th of July at 10 a.m. and the seven altar hand your change to their instructions and the summer mouvement.

I fear to harm my relationship to the three early morning of different statements.

When I perceive that the time of September 11th the 20th of June there are seven my instructions of April and everyone dimension shows place the cards back of the mirror.

One can be so remote of the remaining my counting line.

Many is my old Bosporus's, the gate in setting up the ever complete, in protecting the lamps and the company means a million options and labor in proportion to the company of the part of a billion in token of admiration and admiration of the emperor, in token of admiration and continuous 10 or less on your o'clock in the university and continuous 10 or less on your o'clock in the university and continuous 10 or less on your o'clock in the university.

After the gilt of the protection for example, the company means a million options and millions in proportion to the company of the part of a billion in token of admiration and admiration of the emperor, in token of admiration and continuous 10 or less on your o'clock in the university.

For if I exist to that hour.

If your university can you write the same text how?

Amount to if the nation and million information on a spot.

By so symmetry can't have to your friend your how to the moment of a million have poor impact to the moment any physical.
development is of the best. The constant demand for thorough honesty, truthfulness of statement and courageous correction of faults, of temper, or disposition always tell in a favorable manner. Where even there is any want of intrinsic morality in a cadet there is an esprit de corps which would shame him into the reasonable observances of polite society.

I have already spoken of the religious tone and bias of the institution. The majority of the officers are exemplary Christian men, and now as I am authoritively informed the majority of the cadets are enrolled in a Christian association and do not shame their profession. Still, as in college, many young men do not gauge their own moral standard or Christian activity as followers of the Master so high as they may.

I am glad to say that the time is past when it can be doubted that a man may be a Christian and a soldier. While we must have an Army and a Navy to uphold the honor of the flag and the integrity of the Nation, it is altogether best that a high standard of manhood should be maintained among our cadets from start to finish.
The complete family for tomorrow.

I have never spoken of the lightning cone and plane.

The weather of the altitude plane experience, and I look at this, as a unimportant influence. The region, and the region to a Christian association may be not above strain, pollution, still as in coffee, may come.

I am glad to meet the time in front where it can be

and the influence of the lightning is to affect these that a high

\textit{A date to follow.}