



# *In the Footsteps of Leaders*

THE GETTYSBURG FOUNDATION LEADERSHIP PROGRAMS

## **In the Footsteps of Leaders Leadership training for the twenty-first century**

**ICMA**

**April 15-17, 2019**

*Real people. Real decisions. Real outcomes.*

1195 Baltimore Pike, Gettysburg, Pennsylvania 17325

717.338.1243 [gettysburgfoundation.org](http://gettysburgfoundation.org)

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## In the Footsteps of Leaders



### A WELCOME FROM THE GETTYSBURG FOUNDATION

Dear Leadership Program Participant,

We are pleased that you have joined us to study leadership here on the hallowed fields of Gettysburg.

Why Gettysburg for a leadership conference?

The Battle of Gettysburg was a pivotal point in our nation's growth and development as a democracy, so it has great historical significance. But there is so much more to the story, including the leadership examples represented among those in charge. In today's business world, it sometimes takes days, weeks or even months to realize and evaluate the consequences of decisions made in pursuit of success. By studying decisions and leadership styles demonstrated during the three-day battle of Gettysburg, we can see immediate and dramatic results and learn from them.

Four months after the battle, President Abraham Lincoln came to Gettysburg to dedicate a national cemetery and to address the war-torn country. The 272-word speech he delivered is its own lesson in leadership.

The National Park sites in Gettysburg and, indeed, the town itself, offer a myriad of examples and stories of character, courage, patriotism and leadership.

Welcome to Gettysburg. I am pleased to have the opportunity to work with you. I hope that you will have an enlightening experience, and leave with an appreciation for this special place and the leaders associated with its history.

A handwritten signature in cursive script that reads "Sue Boardman".

Sue Boardman

Leadership Program Director

[sboardman@gettysburgfoundation.org](mailto:sboardman@gettysburgfoundation.org)

717-339-2151



## **Mission**

The Gettysburg Foundation is a non-profit philanthropic, educational organization operating in partnership with the National Park Service (NPS) to preserve Gettysburg National Military Park and the Eisenhower National Historic Site, and to educate the public about their significance.

## **Vision**

Gettysburg will become a leading place in the nation for non-partisan, constructive dialogue about citizenship, leadership, conflict, and conciliation in American democracy. This dialogue will have as its foundation the stories of: 1) the epic battle in the history of North America; 2) President Lincoln's Gettysburg Address, the most known and celebrated speech delivered by an American president; 3) President Eisenhower's residence, reflecting his standing as a military hero, statesman, and international diplomat.

The Gettysburg Foundation is committed to historical authenticity and an inclusive environment consistent with serving diverse audiences. We partner with the NPS to preserve, protect, and interpret for this and future generations the resources associated with the 1863 Battle of Gettysburg, the Soldiers' National Cemetery, and their commemorations. In that vein, we endeavor to acquire additional land, structures, and documentable artifacts related to the Civil War and the Gettysburg battle; to ensure the preservation of an extensive collection of Civil War-era archival materials, objects, and artifacts; and, to conserve and interpret the iconic Gettysburg Cyclorama painting. Our deep commitment to authenticity encompasses our nation's intellectual and cultural history, the battle, and its aftermath.

## In the Footsteps of Leaders



**ICMA**

**May 15-17, 2019**

### **Wednesday, May 15, 2019**

*Gettysburg Hotel, One Lincoln Square, Gettysburg, PA 17325*

- |                |   |
|----------------|---|
| 3:30-4:00 p.m. | Welcome and program overview<br>Felicia Logan, ICMA Director of Leadership and Professional Development                         |
| 4:00-6:30 p.m. | View first half of the movie <i>Gettysburg</i> at<br><b>The Majestic Theater</b><br>25 Carlisle Theater<br>Gettysburg, PA 17325 |
| 6:30-7:15 p.m. | Dinner  |
| 7:15-8:45 p.m. | View second half of <i>Gettysburg</i>   |

### **Thursday, May 16, 2019**

Leadership Lessons of the Gettysburg Battlefield: Tour of the Gettysburg National Military Park with Licensed Battlefield Guide, Sue Boardman. Day one of the conference will focus on leadership lessons that can be learned from the battlefield. Participants will understand, through both good and bad examples, the importance of communication, recognizing and appropriately utilizing skills and talents, understanding the benefits and limitations of available tools, and leading by example.

8:00 a.m. **Breakfast on your own**  
Board bus to Gettysburg National Military Park Museum and  
Visitor Center  
**Meet in front of the Gettysburg Hotel**

8:15 a.m.-4:15 p.m. **Battlefield tour**  
July 1 – Meeting Encounter  
July 2 – Attack on the Left Flank & Culp’s Hill  
Lunch provided in the battlefield park for ICMA  
July 3 – Pickett’s Charge  
With Licensed Battlefield Guide Sue Boardman

4:30 p.m. Return to Gettysburg Hotel

6:30 p.m. Dinner on your own

**Friday, May 17, 2019**

8:00 a.m. Gettysburg National Military Park & Museum Visitor Center  
*\*Please drive to Museum and Visitor Center. Meet at Group  
Entrance*

8:30 a.m. “A New Birth of Freedom” Film and Cyclorama Experience  
*\*Bus will provide transportation to Train Station*

9:30 a.m. Tour of Train Station, Wills House, Evergreen Cemetery and the  
Soldiers National Cemetery with Sue Boardman. How did the  
Town recover from the 3 days of battle? What impact did  
Lincoln’s leadership have on the recovery of the nation.  
Discussion of the development of the National Cemetery.  
*\*Bus will provide transportation to Gettysburg Heritage Center*

12:30 p.m. Buffet lunch and Leadership Lesson Discussions  
Gettysburg Heritage Center  
*\*Bus will provide transportation to Museum and Visitor Center*

3:00 p.m. Travel home on your own. You may return to the museum and  
Visitor center if you would like more time to explore.

**Contact Information**

Gettysburg Foundation  
1195 Baltimore Pike  
Gettysburg, PA 17325  
Jody Phone: 717-339-2154 Cell: 443-244-7927

## **Recommended Restaurants**

### **Breakfast**

**Ragged Edge Coffee House**  
110 Chambersburg St.  
(717) 334-4464  
*Coffee and light breakfast*

**Lincoln Diner**  
32 Carlisle Street  
717.334.3900  
*Across from the renovated train station.*

### **Dinner**

**O'Rorke's Eatery & Spirits**  
44 Steinwehr Avenue  
Gettysburg, PA 17325  
717.334.2333

**Farnsworth House**  
401 Baltimore Street  
Gettysburg, PA 17325  
717.334.8838

**Historic 1776 Dobbin House Tavern**  
89 Steinwehr Avenue  
Gettysburg, PA 17325  
717.334.2100

## In the Footsteps of Leaders



### ICMA

May 15-17, 2019

### Participant List

Jay Burney	Mark Collins
Brandon Cook	Brad Eggleston
Jeff Fiegenschuh	Jane Foltz
Jim Greene	Mike Johnson
Michael Hart	Jim Karch
Chris Kennedy	Jason Koren
Sharon Landers	Pete Lear
Lynn Markland	Scott Marshall
Brian Mohr	David Molloy
Chris Morgan	Josh Potossek
Julie Roller	Debi Sandlin
Jason Sieira	Laura Snideman
Bill Sturgeon	Daniel Tijerina
Kevin Weaver	Todd Wright
Ellen Foreman	Nedra James
Felicia Logan	

**Character... competence... vision...** qualities of effective leaders in all walks of life: corporate, education, non-profit, military.

The Gettysburg Foundation, the non-profit partner of the Gettysburg National Military Park , has created unique leadership-education opportunities that use the resources of America's most revered battlefield and the new Museum and Visitor Center to help facilitate the development of effective leaders.

Strong leaders are not born; most acquire leadership skills over time through life experiences, training opportunities, and professional development.

## THE PROGRAM

The decisions that we make as leaders impact our organizations' cultures, communities, and the lives of all associated with them. While not fought with bayonets and bullets, if examined closely, the 'battles' we fight today have astonishing links to the past, and as you will see there is indeed much to learn.

## LEADERSHIP IN BATTLE TRANSLATES TO LEADERSHIP IN DAILY LIFE

Some have said that crisis creates leaders while others argue that leadership qualities are merely revealed in crisis situations. During the American Civil War, our nation was in crisis requiring ordinary men to lead in a costly struggle for survival. Their leadership decisions determined the fate of a nation. Some led effectively; others did not.

The three-day Battle of Gettysburg offers an excellent and engaging resource for the study of leadership: the complexity of the battle, the size of the armies and the wide spectrum of personalities offers an extensive range of perspectives that are useful in your work environments. Some of the core leadership perspectives include:

- Communication
- Team-Building
- Empowerment
- Adaptability
- Strategic and Visionary Thinking
- Decision-making under Pressure
- Accountability
- Execution

The study of leadership decisions within the context of the Gettysburg story adds an experiential dimension by allowing participants to see immediate and dramatic consequences of organizational dynamics.

Gettysburg Campaign Chronology

## June

- 3: Lee begins march northward from Fredericksburg, Virginia with 75,000 men
- 9: Cavalry battle at Brandy Station, Virginia
- 13: Hooker begins march northward with 90,000 men
- 22: Lee begins to disperse his army in Pennsylvania to subsist and gather supplies
- 25: Stuart begins to ride around Hooker's army
- 28: Lincoln relieves Hooker and appoints Meade
- 28: Meade begins march northward from Frederick
- 28: Lee begins to concentrate near Gettysburg (at Cashtown)
- 30: Meade issues an initial plan to assume a defensive position between Washington DC and Pennsylvania
- 30: Confederate infantry encounters Union cavalry northwest of Gettysburg

## July

- 1: Meeting engagement occurs northwest of Gettysburg
- 1: A. P. Hill and Ewell rout the Union I and XI Corps
- 1: Lee issues "if practicable" attack order to Ewell
- 1: Lee and Longstreet debate tactics
- 2: Sickles advances Union III Corps and leaves Little Round Top vacant
- 2: Longstreet's two divisions begin a late afternoon assault
- 2: Chamberlain holds at Little Round Top
- 2: J.E.B. Stuart arrives with Confederate cavalry
- 2: Ewell demonstrates "in force" against Union right flank
- 2: Greene's Brigade holds on the summit of Culp's Hill
- 2: Lee decides to resume against Union flanks the next morning
- 2-3: Meade holds council of war and resolves to stay and fight
- 3: Attack resumes on Union right flank on Culp's Hill
- 3: Lee decides to attack "weakened" Union center
- 3: Cavalry battle east of Gettysburg
- 3: Longstreet's and Hill's divisions assault the Union center and fail
- 4: In a further blow to the Confederacy, Vicksburg, Mississippi falls to Union troops under Grant
- 4: Lee begins to withdraw toward the Potomac River
- 5: Meade's cavalry begins to pursue Lee; several skirmishes occur over the next week
- 7: Meade's infantry troops begin to pursue Lee
- 11: Lee's advance elements reach Potomac River; river is flooded and pontoons destroyed, preventing Lee from crossing
- 12: Meade's advance elements arrive in area of Potomac
- 14: Lee's army re-crosses Potomac, back into the safety of Virginia

**Lee's mission for the Gettysburg Campaign:** Achieve an independent South through a decisive victory on Northern soil. Additionally, Lee hopes to supply his army for the foreseeable future, draw the war away from Southern soil, and gain recognition for the Confederate government from France and England.

**Meade's mission for the Gettysburg Campaign:** Seek and destroy the Confederate Army while protecting Washington within the larger goal of preserving the Union.

### Battle of Gettysburg: Brief Overview

On June 15 1863, Confederate General Robert E. Lee led his Confederate Army of Northern Virginia across the Potomac River and headed towards Pennsylvania. In response to this threat, President Lincoln replaced the Union Army commander, General Joseph Hooker, with General George Meade. As Lee's troops poured into Pennsylvania, Meade led the Union Army of the Potomac north from Washington. Meade's effort was inadvertently helped by Lee's cavalry commander, J.E.B. Stuart. While off on a raid behind the Union Army, Stuart became separated from the Confederate army and was unable to report Union movements to Lee. This action left Lee blind to the Union Army's position. When a scout reported the Union's approach, Lee ordered his scattered troops to converge west of the small town of Gettysburg, Pennsylvania.

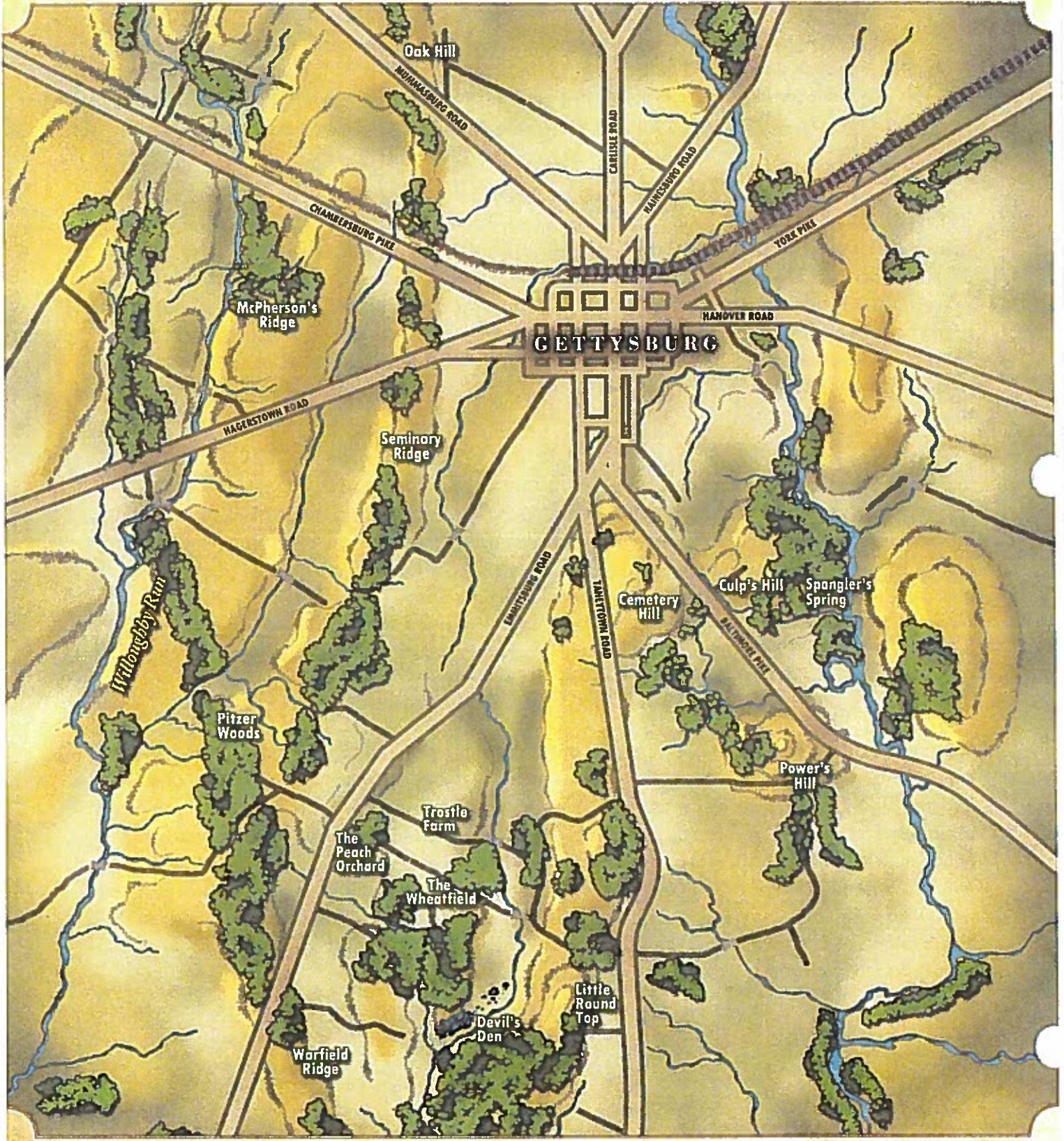
On July 1, two divisions of Confederate infantry headed to Gettysburg to make a reconnaissance in force and clashed west of town with Union cavalry. The Union commander, recognizing the importance of holding Gettysburg because of the converging road network there, fought desperately to delay the Rebel advance. Additional Union troops briefly stopped the Rebels west of town. During the heavy fighting that ensued, the Confederates drove the Union troops through the streets of Gettysburg to Cemetery Hill south of the town. Lee ordered General Richard Ewell, now commander of the late Stonewall Jackson's old units, to attack this position "if practicable," a vague order that Jackson would have taken to mean launch an all-out attack. Ewell, however, was not Jackson. He decided not to attack once he saw the Union artillery atop the hill.

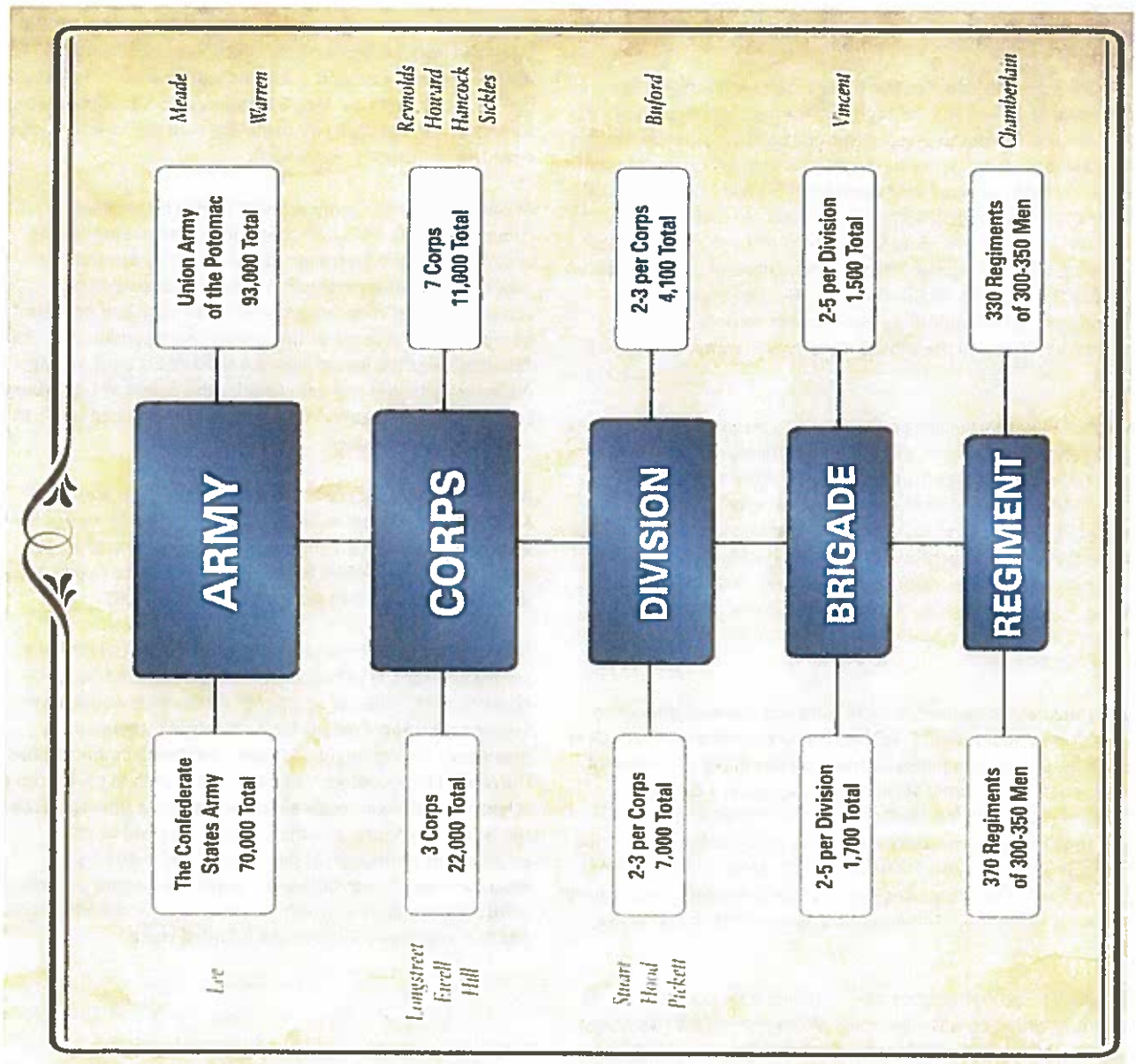
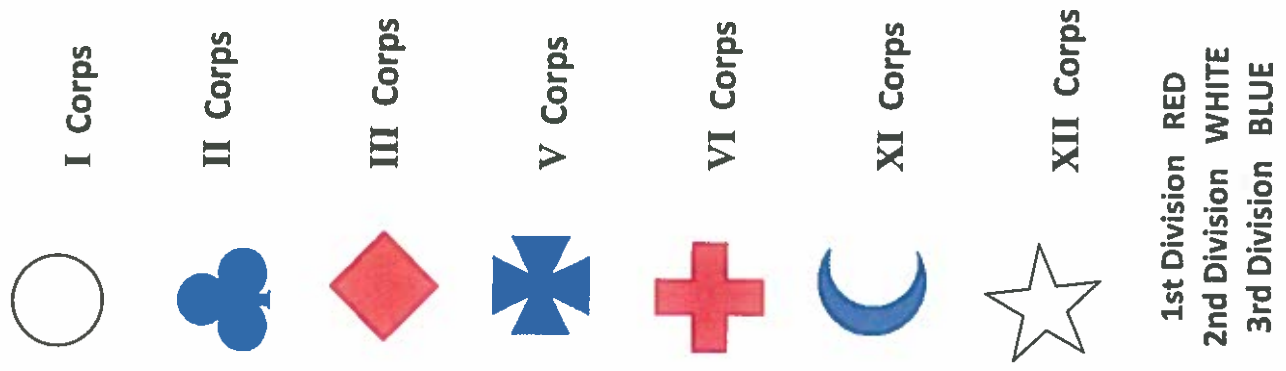
The remainder of the armies arrived that night. The Union Army established a defensive position resembling a fish hook, with Culp's Hill and the two Round Tops anchoring each end (flank). Lee decided to attack both flanks the next day. On his right flank, Union troops mistakenly shifted forward out of position, leaving Little Round Top undefended. At the last moment, several Union officers rushed troops in just ahead of the advancing Confederates. After a long day of fighting, the Union still held the high ground, but the Union troops that had advanced out of position were pushed back through The Peach Orchard, The Wheat Field, and Devil's Den. On the Confederate left, Ewell's assault was only partially successful against Culp's Hill and unsuccessful against Cemetery Hill.

Thinking the Union center had been weakened by redeploying troops during these flank attacks, Lee decided the next day to strike Meade there. First an artillery barrage and then an infantry charge was hurled against the Union line on Cemetery Ridge. Stuart's cavalry was to come in behind the Union center at the same time, but they were held off by Union cavalry led by General George Custer. As nearly 13,000 Rebels marched across the field in front of Cemetery Ridge, the Union artillery opened up on them, followed by deadly Federal infantry musket fire. Scarcely half made it back to their own lines. In all, Lee lost more than a third of his men before retreating to Virginia. Meade, a naturally cautious man, decided the loss of one-quarter of his men had been enough, failed to aggressively pursue Lee, and missed an opportunity to crush him.



# The Battle of Gettysburg





### Robert Edward Lee (1807-1870)

The idol of the South to this day, Virginian Robert E. Lee had some difficulty in adjusting to the new form of warfare that unfolded with the Civil War, but this did not prevent him from keeping the Union



armies in Virginia at bay for almost three years. Lee, the son of Revolutionary War hero "Light Horse" Harry Lee, attended West Point and graduated second in his class. During his four years at the military academy, he did not earn a single demerit.

Upon his 1829 graduation he was posted to the engineers. During the Mexican War, he distinguished himself scouting for and guiding troops. He won three brevets and was slightly

wounded at Chapultepec.

Lee became superintendent of the United States Military Academy at West Point in 1852. In 1855, he accepted the lieutenant colonelcy of the 2nd Cavalry in order to escape from the painfully slow promotion in the engineers. He served in western Texas with his regiment until the 1857. In 1859, he was called upon to lead a force of marines to put an end to John Brown's Harpers Ferry Raid. He was summoned to Washington in 1861 by Winfield Scott who tried to retain Lee in the U. S. service, but the Virginian rejected the command of the Union's field forces the day after Virginia seceded. He then accepted a command position offered by the governor of Virginia. His resignation as colonel of the 1st U.S. Cavalry was accepted on April 25, 1861.

In charge of Virginia's fledgling military might, he was mainly involved in organizational matters. As a Confederate brigadier and later full general, he was in charge of supervising all Southern forces in Virginia. In the first summer of the war he was given his first field command in western Virginia. His Cheat Mountain Campaign yielded disappointing results largely due to the failings of his superiors. He recalled his tenure in the region as being unpleasant due the bickering of his subordinates. His patience in battle, wrongly interpreted as reluctance, caused him to be known throughout the South as "Granny Lee."

Early in 1862 he was recalled to Richmond and made an advisor to the president. When Joseph E. Johnston was wounded in an attack at Seven Pines, Davis immediately instructed Lee to take command of what he renamed the Army of Northern Virginia. In a daring move later that month, Lee left a small force in front of Richmond and crossed the Chickahominy to strike the one Union corps north of the river. The Seven Days Battles were all tactical defeats for the South, but Lee had achieved the strategic goal of removing McClellan's army from around Richmond. This created a new opinion of Lee in the South.

With McClellan neutralized, Lee next pursued John Pope's army at 2nd Bull Run where he was victorious. While moving into Maryland he suffered the misfortune of having a copy of his orders detailing the disposition of his divided forces fall into the hands of the enemy.

Despite the so called "lost order," he masterfully fought McClellan at Antietam. In December of 1862, he won an easy victory over Burnside at Fredericksburg and in May of 1863 achieved a significant victory at Chancellorsville against Hooker.

The stunning victory at Chancellorsville came at a great cost. Thomas "Stonewall" Jackson, considered by many to be Lee's most able subordinate, was mortally wounded by his own men while riding through the battlefield at night. The loss of Jackson was a huge blow to the command structure of Lee's army. Jackson understood Lee's cordial and open-ended orders, working with little or no supervision to carry them out with great success.

Lee followed up his victory at Chancellorsville by making a decision to invade the North for a second time. He reorganized his army, keeping James Longstreet's I Corps intact, and splitting Jackson's old corps into the new II and III Corps, under Richard Ewell and A.P. Hill, respectively. Both had been very able division commanders and distinguished themselves in earlier battles. Their first true test, Gettysburg, would show Lee that his solitary command style had to change in order to work with his newly minted corps commanders.

At Gettysburg, Lee's army suffered from a breakdown in communications. The well-coordinated and overwhelming assaults that were his trademark were largely absent. His subordinates misunderstood orders and suffered from a complete lack of knowledge of Union strength and position because of the absence of the army's cavalry under J.E.B. Stuart. The result was the loss of almost a third of his army and an opportunity to end the war. Despite the defeat at Gettysburg, Lee avoided complete disaster and his army slipped safely back into Virginia in mid-July.

After Gettysburg, he continued to command the Army of Northern Virginia and in 1864, he was forced into a siege by General Grant. He held on to Richmond and Petersburg for nearly 10 months before beginning his retreat to Appomattox, where he was forced to surrender in April of 1865.

Lee returned to Richmond and devoted the rest of his life to setting an example of conduct for other thousands of ex-Confederates. In lieu of accepting offers which would have secured substantial means for his family, he assumed the presidency of Washington College (now Washington and Lee University) in Lexington, Virginia. His reputation revitalized the school after the war. Lee's enormous wartime prestige, both in the North and South, and the devotion inspired by his unconscious symbolism of the "Lost Cause" made his a legendary figure even before his death. He died on October 12, 1870 of heart disease (which had plagued him since the spring of 1863) in Lexington, Virginia and is buried there.

Richard S. Ewell (1817-1872)

As one of Stonewall Jackson's successors, Richard S. Ewell proved to be a disappointment. Some claim it was due to the loss of a leg, others that it was the influence of the "Widow Brown" whom he married during his recovery. But the fact of the matter is that he was ill-prepared by Jackson for the loose style of command practiced by Lee.

Ewell was an 1840 graduate of West Point and served for two decades as a company officer. He resigned his captaincy on May 7, 1861, to serve the South.

After serving at the Battle of 1st Bull Run, he commanded a division under Jackson in the Shenandoah Valley Campaign where he complained bitterly about being left in the dark about plans. Jackson's style of leadership was to prove the undoing of Ewell once Jackson was gone. Ewell fought through the Seven Days and at Cedar Mountain before being severely wounded and losing a leg at Groveton, in the early stages of the Battle of 2nd Bull Run.

After a long recovery, he returned to duty in May 1863 and was promoted to command part of Jackson's old corps. He marched his new command north behind the Blue Ridge en route to Pennsylvania. Along the way, he encountered an isolated Union garrison at Winchester, VA. Ewell was familiar with the ground from previous campaigns and effectively outmaneuvered and annihilated the federal force at the Battle of 2nd Winchester on June 13 – 15, 1863. This victory gave the impression Ewell was up to the challenge of replacing Jackson.

When Ewell first reached Gettysburg, good fortune seemed to continue. His men arrived directly on the right flank of the Union XI Corps and completely routed it, just as Jackson had done at Chancellorsville. That evening however, a single discretionary order from Lee would cause irreparable damage to his career and legacy as a commander. He was ordered to take the critical Cemetery Hill "if practicable" and "without bringing on a general engagement." Ewell chose not to make the assault and the Union Army was allowed to keep the key piece of terrain that the whole first day's battle had been fought to protect. Unlike his predecessor, he required more explicit instructions.

Problems continued to dog him at the Wilderness and Spotsylvania in 1864. After actions along the North Anna he was forced to temporarily relinquish command due to illness but Lee made it permanent. He was captured at Saylor's Creek near Richmond on April 6, 1865, during the retreat to Appomattox. After his release from Fort Warren in July, "Old Baldy" retired to a farm near Spring Hill, Tennessee, where he died on January 25, 1872. He is buried in the Old City Cemetery, Nashville.

Ambrose Powell Hill (1826-1865)

Known for his red battle shirt and his hard-hitting attacks at the head of the famed Light Division, Ambrose P. Hill proved to be an example of the Peter Principle.

A West Pointer (graduated 1847) and veteran artilleryman, he resigned from the U.S. Army as a first lieutenant on March 1, 1861, and joined the Confederacy, where he rose to brigadier general by February 26, 1862.

He commanded a brigade in Longstreet's division.

He was held in reserve at 1st Bull Run; he fought at Yorktown and Williamsburg before being given command of a division in mid-1862. On the day he assumed command, he directed the fight at Hanover Court House. He then took part in the Seven Days battles and distinguished himself. After fighting at Cedar Mountain, 2nd Bull Run, and the capture of Harpers Ferry, he launched powerful counterattacks at the right moment at both Antietam and Fredericksburg.

At Chancellorsville in early May of 1863, he was on Jackson's famed march around the Union right flank. When Jackson was wounded, Hill took command of the corps but was wounded carrying out his chief's orders to "press right in." At the end of the month, he was given permanent command of the new III Corps.

It was one of Hill's subordinates, Henry Heth, who accidentally opened the Battle of Gettysburg for the Confederates on July 1. Hill was unable to lead effectively during the campaign due to an unknown illness, likely syphilis or gonorrhea contracted as a West Point cadet. He apparently failed to impress upon Heth the importance of Lee's orders to not engage until the army was concentrated; throughout the rest of the battle, his corps acted largely without cohesion. Hill was held to a very high set of standards replacing Jackson, and during his first real test as a corps commander, he failed to meet them.

He was responsible for the disaster at Bristoe Station that fall, again due to illness. Hill was virtually circumvented at the Wilderness when Lee, in effect, took over command of the corps. He relinquished command temporarily after the battle and missed Spotsylvania but returned for the Battles of North Anna and Cold Harbor. Taking part in the siege of Petersburg, he was again ill during part of the winter of 1864-65. With the lines around the city collapsing on April 2, 1865, he was shot and killed in an encounter with a stray group of federal soldiers. He is buried in Hollywood Cemetery in Richmond, Virginia.

### James "Pete" Longstreet (1821-1904)



Born in Edgefield District, South Carolina on January 8, 1821, the son of a farmer, Longstreet's father decided on a military career for his son, but felt that the local education available to him would not be adequate preparation. At the age of nine, James was sent to live with his aunt and uncle in Augusta, Georgia. In 1838, he entered West Point where he was a poor student academically and, coupled with a

disciplinary problem, this caused him to rank 54th out of 56 cadets when he graduated in 1842. He was popular with his classmates, however, and befriended a number of men who would become prominent during the Civil War. Regardless of his academic standing, Longstreet went on to become one of the foremost Confederate generals of the American Civil War and the principal subordinate to General Robert E. Lee, who called him his "Old War Horse." He served under Lee as a corps commander for many of the famous battles fought by the Army of Northern Virginia in the Eastern Theater, but also with General Braxton Bragg in the Army of Tennessee in the Western Theater.

Longstreet served with distinction in the Mexican War. At the Battle of Chapultepec on September 12, 1847, he was wounded in the thigh while charging up the hill with his regimental colors; falling, he handed the flag to his friend, Lt. George E. Pickett, who was able to reach the summit.

After the war and his recovery from the Chapultepec wound, Longstreet and his new wife served on frontier duty in Texas. He performed scouting missions and also served as major and paymaster for the 8th Infantry from July 1858.

As the Civil War approached, he was not enthusiastic about secession from the Union, but he had learned from his uncle Augustus about the doctrine of states' rights early in his life and had seen his uncle's passion for it. He resigned from the U.S. Army in June 1861 to cast his lot with the Confederacy in the Civil War.

Longstreet's talents as a general made significant contributions to the Confederate victories at 2nd Bull Run, Fredericksburg, and Chickamauga, in both offensive and defensive roles. He also performed strongly during the Seven Days Battles, Antietam, and Fredericksburg. His most controversial service was at the Battle of Gettysburg.

During the Gettysburg Campaign, a rift developed between Lee and Longstreet. After the first day's battle, he openly disagreed with General Lee on how, or if they should continue the fight around Gettysburg. Longstreet favored taking the army southward to wedge between Washington, D.C. and the Union Army, while Lee felt he had already committed to attacking Meade on his strong defensive line.

Ultimately, Lee made the decision to stay and attack the federals at Gettysburg, and Longstreet begrudgingly had to send his men forward on July 2nd and 3rd where they sustained heavy casualties for little or no gain.

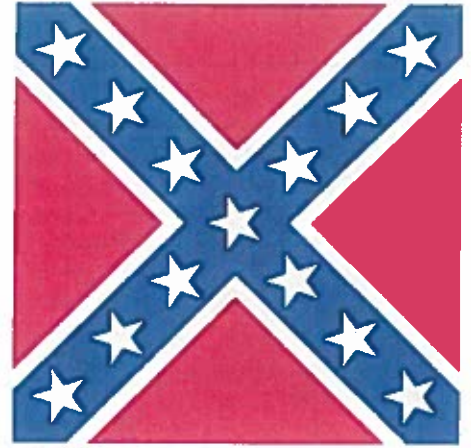
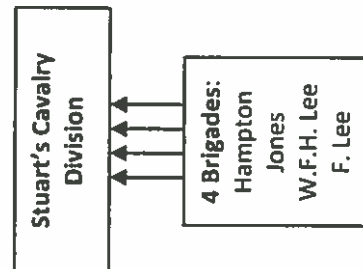
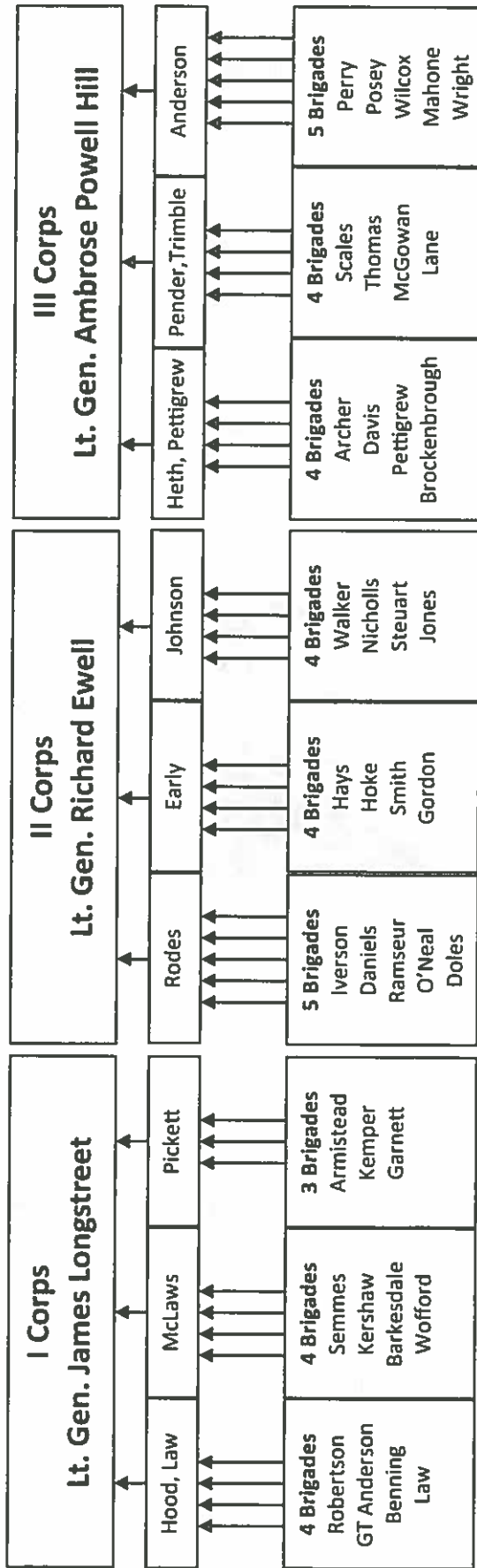
After Gettysburg, Longstreet and his corps were detached to reinforce Braxton Bragg in Georgia. He commanded a wing of the Confederate Army at Chickamauga in September of 1863. In a dispute after the victory, he was critical of Bragg and was soon detached to operate in East Tennessee. Here he showed an incapacity for independent operations, especially in the siege of Knoxville. Rejoining Lee at the Wilderness, he was severely wounded by Confederate troops. He resumed command in October during the Petersburg Campaign. Lee's "Old War Horse" remained with his chief through the surrender at Appomattox.

He enjoyed a successful post-war career working for the U.S. government as a diplomat, civil servant, and administrator. However, his conversion to the Republican Party and his cooperation with his old friend, President Ulysses S. Grant, as well as critical comments he wrote in his memoirs about General Lee's wartime performance, made him anathema to many of his former Confederate colleagues and denied him his place in Southern posterity. His reputation in the South further suffered when he led African-American militia against the anti-Reconstruction White League at the Battle of Liberty Place in 1874. Authors of the Lost Cause movement focused on Longstreet's actions at Gettysburg as a primary reason for the Confederacy's loss of the war. His reputation in the South was damaged for over a century and has only recently begun a slow reassessment.



The Longstreet equestrian monument at Gettysburg

# Order of Battle Army of Northern Virginia Gen. Robert E. Lee



**George Gordon Meade (1815-1872)**

George G. Meade, the victor of Gettysburg, does not rank with the great captains of the Civil War in part because of his eclipse in the last year of the Civil War by the presence of Grant with his army, and a journalistic conspiracy of silence. Born of American parents stationed in Cadiz, Spain, December 31, 1815, he was appointed to West Point from Pennsylvania. Meade graduating in 1835, then served a year in the artillery before resigning to become a civil engineer. After



some difficulty in finding employment, he reentered the army in 1842 and earned a brevet in Mexico.

Serving on a survey of the Great Lakes at the outbreak of the Civil War, he reentered the service as a brigadier general commanding a division of Pennsylvania Reserves. He led his troops in several significant engagements through 1862, temporarily commanding a corps upon General Hooker's wounding at Antietam. Meade was promoted to command the Union 5th Corps after Fredericksburg. In May 1863, he led his troops well at Chancellorsville but was held back by Hooker's timidity.

President Lincoln accepted General Hooker's resignation as commander of the Union Army of the Potomac in late June 1863. General John Reynolds was offered the position but turned it down, recommending Meade in his place. On June 28, Meade was chosen to command the army. Thinking army politics had caught up with him and that he was being arrested, Meade was awakened in the pre-dawn hours and instead ordered to take command. He found himself in the middle of a critical campaign and on the eve of an important battle with little time to prepare.

Meade had forged strong bonds with some of his fellow generals, and was willing to trust their judgment. He developed a collaborative command style and held frequent councils of war, the most famous of which took place late in the evening on July 2nd. At this council Meade and his corps commanders decided to "stay and fight it out" at Gettysburg, ultimately securing victory and turning back Lee's army.

During the battle of Gettysburg Meade showed a great ability to make quick decisions during times of crisis, shifting reinforcements to different points of his line to meet threats. Time after time during the battle just as the Confederates looked as though they had achieved a breakthrough, fresh Union reinforcements arrived in time to hold the line. He was criticized, however, for his cautious pursuit of Lee during his retreat back to Virginia which allowed the war to continue for two more bloody years. Lincoln, although disappointed that Lee was allowed to escape, acknowledged that Meade was a very capable commander. Meade commanded the Union Army of the Potomac until the end of the war.

In the spring of 1864, newly appointed General-in-Chief U.S. Grant

set up his headquarters with Meade's army. This cumbersome arrangement worked out surprisingly well. However, since Meade had come into conflict with a number of newspaper correspondents, there was an agreement among them not to mention him in dispatches except in reference to setbacks thereby diminishing his reputation in history. He fought through the Overland and Petersburg campaigns, earning Grant's respect and being considered for command in the Shenandoah.

At Grant's request, he was advanced to major general in the regular army. He served in the Appomattox Campaign but felt slighted by the reports which seemed to give all the credit to Grant and Sheridan. Mustered out of the volunteer service, he continued in the regular army, performing Reconstruction duty in the South. In 1866, he became commissioner of Fairmount Park in Philadelphia, a post he held until his death. He died in Philadelphia on November 6, 1872, as a result of old war wounds complicated by pneumonia.

**General Joseph Hooker (1814-1879)**

Joseph Hooker, a graduate of West Point in 1835, was the fourth commander of the Union Army of the Potomac during the first two years of the war. He had service in the Mexican War and was enjoying life as a civilian when the Civil War began in 1861. He saw combat several times as he rose through the ranks, achieving the command of the Army of the Potomac in January 1863 following the Union disaster at Fredericksburg.

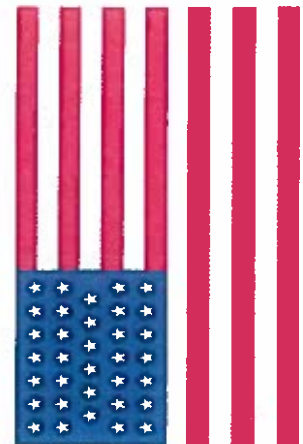
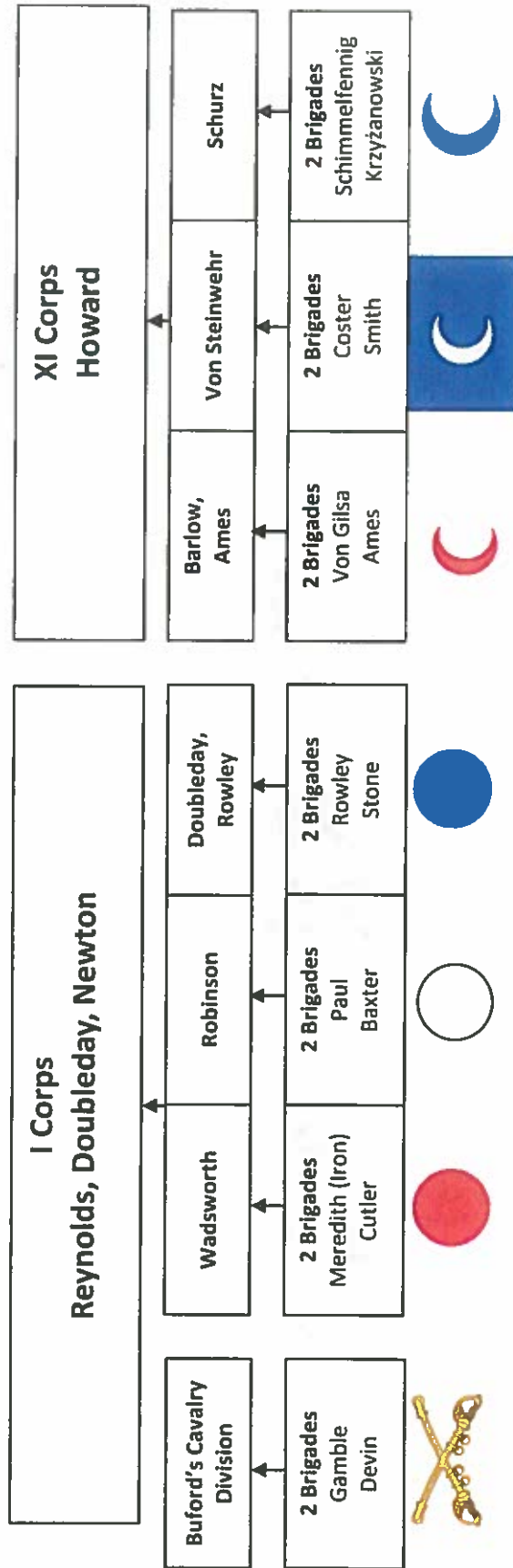
Hooker immediately brought about some positive reorganization in the Army of the Potomac. He arranged for amnesty for deserters and raised morale by improving medical aid, rations and furlough lengths. While these changes earned Hooker a reputation as a capable field administrator, his reputation of hard drinking, womanizing and political maneuvering also persisted. His headquarters was once described by a subordinate as being a cross between a barroom and a brothel. He surrounded himself with political cronies.

At Chancellorsville in May of 1863, Hooker's lack of confidence as a field commander brought about the defeat of his army and gave Lee his greatest victory. Hooker's leadership and reputation came under considerable scrutiny after his defeat by a force half the size of his own. In June 1863, he offered his resignation to President Lincoln. General George Meade would succeed Hooker as commander of the Army of the Potomac only days before the Battle of Gettysburg.











He served during the rest of the war in the Western Theater.

Hooker died on a visit to New York at the age of 64 and is buried in Spring Grove Cemetery in Cincinnati, Ohio.

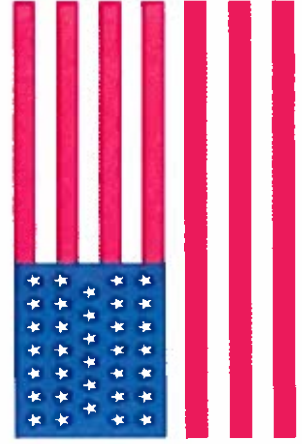
**Order of Battle: Units from the Army of the Potomac in Gettysburg July 1**  
**Commander of Forces on Field (in the absence of Meade):**  
**Maj. Gen. John Reynolds, Brig. Gen. Abner Doubleday, Maj. Gen. Oliver O. Howard,**  
**Maj. Gen. Winfield Scott Hancock**

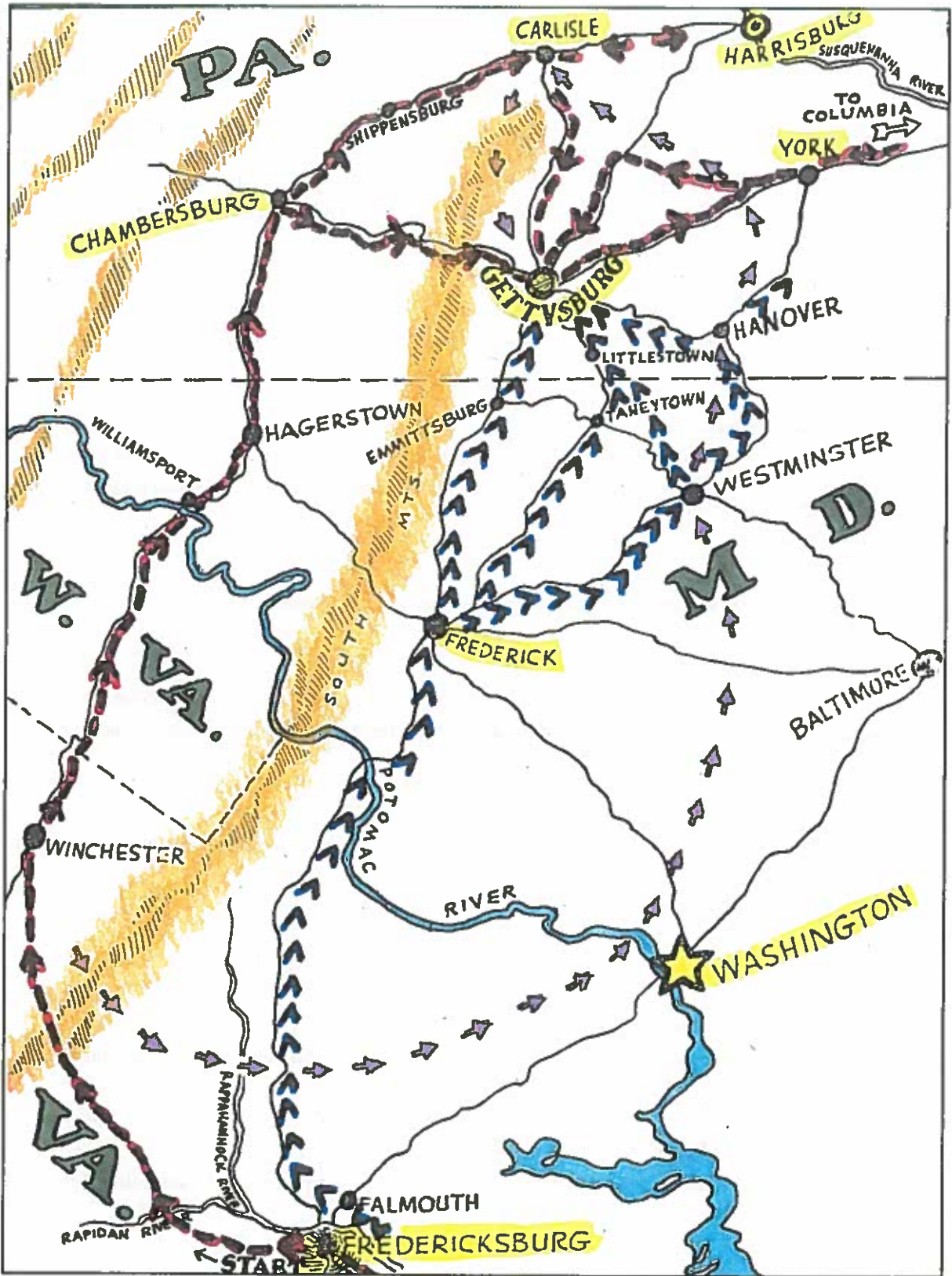


**Order of Battle  
Units of the Army of the Potomac in Gettysburg July 2 & 3\*  
Maj. Gen. George Gordon Meade**

<b>II Corps Hancock, Gibbon</b>		<b>III Corps Sickles, Birney</b>		<b>V Corps Sykes</b>		<b>XII Corps Slocum</b>	
Caldwell	Gibbon	Birney,	Humphreys	Barnes	Ayres	Crawford	Williams
↖	↖	↖	↖	↖	↖	↖	↖
4 Brigades Cross Kelly (Irish) Zook Brooke	3 Brigades Harrow Webb Hall	3 Brigades Graham Ward DeTrobriand	3 Brigades Carr Brewster Burling	3 Brigades Tilton Sweitzer Vincent	3 Brigades Day Burbank Weed	2 Brigades McCandless Fisher	3 Brigades McDougall Lockwood Ruger
							
							

\* I, VI, XI and Cavalry Corps also present, but principle actions fought by corps shown.





Map (not scaled) Showing Routes taken by the Union and Confederate Armies that resulted in their meeting in conflict at Gettysburg -  
UNION ARMY >>> CONFEDERATE ARMY >>> STUART'S CONF. CAVALRY >>>

## Leadership Examples from the Battle of Gettysburg

### July 1

#### 1. Vision/Strategic Thinking

*EXAMPLE:* Lee's vision was to achieve an independent South through a decisive victory on Northern soil; Meade's vision was to protect Washington and preserve the Union

*EXAMPLE:* Lee underestimated his opponent; had to abandon initial plan of capturing Harrisburg

*EXAMPLE:* Meade had a formal plan (Pike Creek Circular) but adapted to the changing situation

#### 2. Communications (Command & Control)

*EXAMPLE:* Lee's orders to Ewell on July 1 were discretionary (ambiguous) – "if practicable"

*EXAMPLE:* Buford's communications to Meade and Reynolds were thorough; Stuart's to Lee were non-existent

#### 3. Team Building (Unit Cohesiveness)

*EXAMPLE:* Lee lost Stonewall Jackson and failed to adapt leadership style to work with his new team

*EXAMPLE:* Poor coordination in Lee's army; Heth engaged against orders and in piecemeal fashion; Stuart was absent; Ewell was timid

#### 4. Initiative

*EXAMPLE:* Buford went beyond stated responsibilities to protect key ground

#### 5. Adaptability

*EXAMPLE:* Both army commanders had to adapt to an unplanned battle; only Meade continued to adapt

*EXAMPLE:* Technology changed the rules of the game; rifled muskets with obsolete Napoleonic tactics were inefficient

#### 6. Accountability

*EXAMPLE:* Heth, a favorite of Lee's, did not take responsibility for prematurely engaging and was not disciplined for disobeying orders

#### 8. Delegation/Trust

*EXAMPLE:* Meade trusted Hancock to act in his stead until he arrived on the field

#### 9. Decision-making with Insufficient Information

*EXAMPLE:* Lee acted without Stuart's intelligence and was cautioned against it by his most competent subordinate

#### 10. Following Through with Strategic Plan

*EXAMPLE:* Confederate Army's failed to attack Harrisburg; also failed to take Cemetery Hill after early success in battle

**John Buford (1826-1863)**

Within six months of his key role in the opening of the battle of Gettysburg, cavalryman John Buford was dead of typhoid fever.

The Kentucky-born soldier had moved to Illinois before being appointed to West Point. Graduating in 1848, he was posted to the dragoons and saw some action along the frontier and in the expedition against the

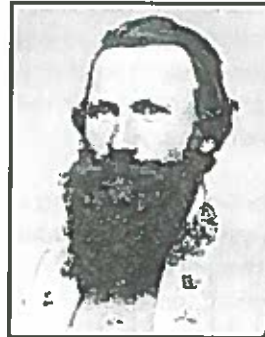
Mormons in Utah in 1857-1858.

At the onset of the Civil War, Buford served on staff duty in the Washington defenses and later obtained a position on Gen. Pope's staff in northern Virginia. In 1862 he was rewarded with a brigadier's star and command of a brigade of cavalry. Buford was wounded while leading this brigade at 2nd Bull Run. The following spring, he was commanding the Reserve Brigade, which was composed mainly of regular army units, and he took part during the Chancellorsville Campaign. He directed a division at Brandy Station, Aldie, Middleburg, and Upperville in June of 1863 during the Gettysburg Campaign.

In late June, Buford was assigned to take his cavalry division to Gettysburg and make a reconnaissance of the area, reporting anything he observed along the way. He was the first Union general officer to see the ground around Gettysburg and immediately recognized its value. He devised a plan to hold off the Confederate forces he discovered converging on Gettysburg until the Union Army could be concentrated in strong defensive positions there. He communicated this to his immediate superiors, including army commander George Meade and General John Reynolds, leading the left wing of the Army of the Potomac with roughly 30,000 men under his command.

Buford's plan was a success. Although the Union had to relinquish ground to the north and west of Gettysburg on July 1, the all-important Cemetery Hill was preserved as an unbreakable keystone in a newly formed defensive line. Lee would not leave Gettysburg after he committed so much of his resources to the battle of July 1 and would be forced to attack the Union Army on ground that John Buford had chosen.

He served through the Bristoe Campaign in the fall of 1863. Just before the commencement of the Mine Run Campaign in late November, he was struck down by typhoid and had to relinquish his command. He died in Washington on December 16, 1863, and is buried at West Point. His commission as major general of volunteers was presented to him on his deathbed.

**J. E. B. Stuart (1833-1864)**

Known as "Jeb," Stuart was probably the most famous cavalryman during the Civil War. A Virginia-born West Pointer (1854), Stuart was already a veteran of Indian fighting on the plains and of Bleeding Kansas when, as a first lieutenant in the 1st Cavalry, he carried orders for Robert E. Lee to proceed to Harpers Ferry to crush John Brown's raid. Promoted to captain on April 22, 1861, Stuart

resigned on May 14, 1861, and became a lieutenant colonel of Virginia infantry.

After early service in the Shenandoah Valley, he participated in the Battle of 1st Bull Run and in the pursuit of the routed Federals. He then directed the army's outposts until given command of the cavalry brigade. Besides leading the cavalry in the Army of Northern Virginia's fights at the Seven Days, 2nd Bull Run, Antietam, Fredericksburg, Chancellorsville, Gettysburg, and the Wilderness, Stuart was also a raider. Twice he led his command around McClellan's army, once in the Peninsula Campaign and again after the battle of Antietam. While these exploits were not that important militarily, they provided a boost to the Southern morale.

At Chancellorsville, he took over command of his friend Stonewall Jackson's Corps after that officer had been mortally wounded by his own men. Returning to the cavalry shortly after, he led his men in the largest cavalry engagement ever fought on the American continent, Brandy Station, on June 9, 1863. Although the battle was a draw, the Confederates held the field.

During the Gettysburg Campaign, Stuart again circled the Union Army, but in the process deprived Lee of critical intelligence while in enemy territory. When the battle began on July 1, Lee knew virtually nothing about the exact position and strength of the Union Army. The lack of good intelligence robbed Lee of the initiative, and may well have cost him the decisive victory he needed. Arriving late on the second day of the battle, Stuart failed the next day to get into the enemy's rear flank, and was defeated by Union Generals Gregg and Custer.

During Grant's drive on Richmond in the spring of 1864, Stuart halted Sheridan's cavalry at Yellow Tavern on the outskirts of Richmond on May 11. In the fight, he was mortally wounded and died the next day in the Rebel capital. He is buried in Richmond's Hollywood Cemetery. Like his intimate friend, Stonewall Jackson, General Stuart soon became a legendary figure, ranking as one of the great cavalry commanders of America.

**Tactics**

The tactical legacy of the eighteenth century had emphasized close formations of soldiers trained to maneuver in concert and fire by volleys. These "linear" tactics stressed the tactical offensive. Assault troops advanced in line, two ranks deep, with cadenced steps, stopping to fire volleys on command and finally rushing the last few yards to pierce the enemy line with a bayonet charge.

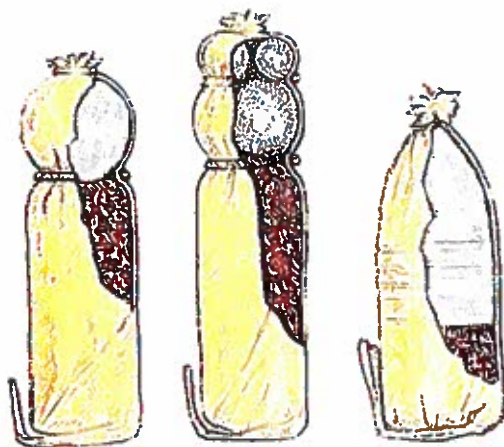
These tactics were adequate for troops armed with a single shot, muzzle loading, smoothbore musket, with an effective range of about eighty yards. The close order formation was necessary to concentrate the fire power of these inaccurate weapons. Bayonet charges might then succeed because infantry could rush the last eighty yards before the defending infantrymen could reload their muskets after firing a volley.

The U.S. Army's transition from smoothbore muskets to rifles in 1855 had two main effects in the Civil War: it strengthened the tactical defensive and increased the number of casualties in the attacking force. With an effective range of over 300 yards defenders firing rifles could decimate infantry formations attacking according to linear tactics.

Thus, during the Civil War the widespread use of the rifle caused infantry assault formations to loosen up slightly, with individual soldiers seeking available cover and concealment. However, because officers needed to maintain visual and verbal control of their commands during the noise, smoke, and chaos of combat, close-order tactics continued to the end of the war.

Rapid movement of units on roads or cross country was generally by formation of a column four men abreast. The speed of such columns was prescribed as 2 miles per hour. Upon reaching the field each regiment was typically formed into a line two ranks deep, the shoulders of each man in each rank touching the shoulders of the man on either side. A regiment of 500 men (250 men in each rank) might have a front of about 200 yards. The distance between ranks was prescribed as 13 inches. Both front and rear ranks were capable of firing, either by volley or individual fire.

**Small Arms Ordnance**



**Solid Shot**  
 Solid Shot was an elongated projectile or round ball made of solid iron. It was typically used at longer ranges against massed troops, fortifications, and enemy batteries. Solid round shot was not designed to explode. Sometimes it deflected off the ground and hit soldiers, causing terrifying wounds.

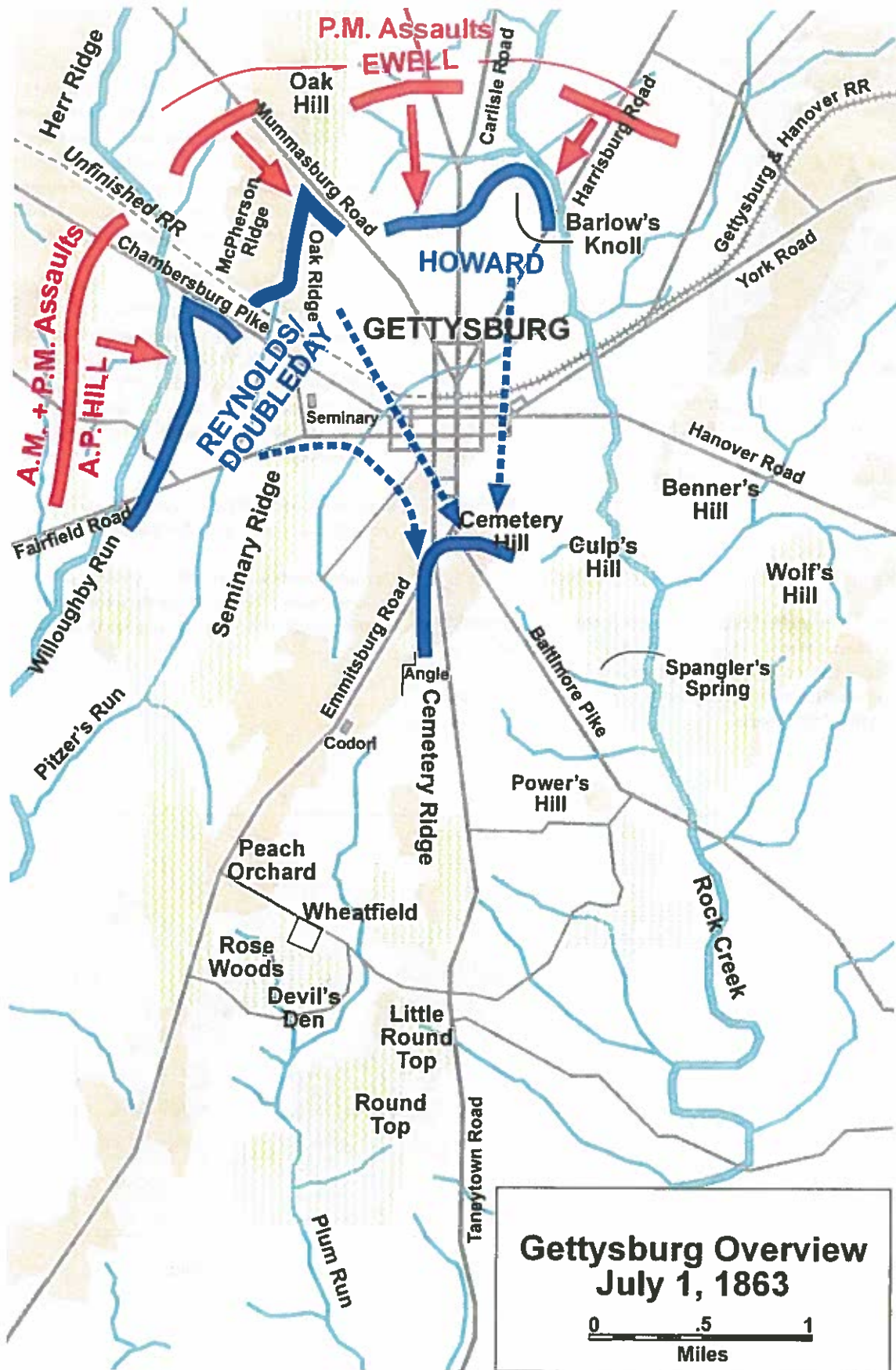
**Shell**  
 A shell was a cast iron projectile (round or elongated) filled with black powder. A fuse that was ignited by the discharge of the cannon caused the shell to explode, sending twisted pieces of iron raining down on a target. An experienced artilleryman was capable of accurately timing the fuse to explode the shell over his target.

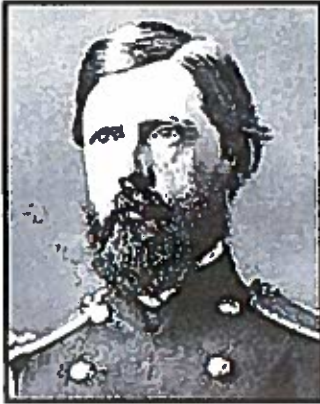
**Case Shot**  
 Case shot, sometimes called shrapnel, was a hollow iron shell (round or elongated) filled with round balls and sealed in melted resin or sulphur. A powder charge in the core of the shell was ignited by a timed fuse. When the shell exploded the balls and twisted fragments of iron tore through soldiers and horses.

**Canister**  
 Canister was a tin can filled with iron balls (a little smaller than the size of golf balls) packed in sawdust. This type of ammunition effectively turned the cannon into a large shotgun. It was used at close range against infantry. In extreme cases, double and triple canister rounds were packed into the cannon muzzle and fired.

**CASUALTIES FOR THE ARMIES AT GETTYSBURG**

USA: K = 3,155 Wd'd = 14,529 Ms'g = 5,365  
 Total = 23,049  
 CSA: K = 3,903 Wd'd = 18,735 Ms'g = 5,425  
 Total = 29,063



**John F. Reynolds (1820-1863)**

Like many of his counterparts who led elements of the Union and Confederate armies, General John Reynolds graduated from West Point and served the United States Army well during the Mexican War. His reputation as a fighter was reaffirmed during the Civil War.

Highly regarded by his troops, General John Reynolds was respected by his peers and superiors as well. After President

Lincoln relieved General Joseph Hooker from command of the Army of the Potomac in June 1863, he is believed to have offered General Reynolds the post. Reynolds asked President Lincoln an important question – would he be free to lead his army unrestrained by political influences from Washington and have the freedom to make his own decisions? When Lincoln could not make such an assurance, Reynolds declined the offer to command the Army and recommended General George Meade.

Because they had worked closely together in the past, General Meade had implicit trust in Reynolds. As the Confederate Army under General Lee moved through Pennsylvania in late June, Meade prepared for an impending battle by promoting Reynolds to serve as a Wing Commander.

On July 1st, Buford's cavalry mounted a delaying action on the ridges west of town in order to preserve the high ground and road network to the south. He informed Reynolds of the situation and asked for his support. Reynolds immediately rushed his troops forward to reinforce General Buford's division, informing Meade that he would defend the ground "inch by inch, and if driven into the town I will barricade the streets and hold him back as long as possible."

As he arrived on the battlefield, Reynolds advanced his lead brigade to relieve the hard-pressed cavalry. As he directed troops into the fighting on McPherson's Ridge, he was struck in the head by a bullet and killed almost instantly. As a hands-on leader, Reynolds' decision to motivate his troops by personally leading a brigade into battle may be regarded as highly inspirational but could also be interpreted as micromanagement.

Reynolds' death created a succession crisis among the Union ranks and an uncertainty for the Union's battle plans.

Reynolds' body was immediately transported from Gettysburg to Taneytown, Maryland, and then to his birthplace, Lancaster, Pennsylvania, where he was buried on July 4, 1863.



Civil War artist Alfred Waud's sketch of the death of Reynolds

**Winfield Scott Hancock (1824-1886)**

Born in Montgomery Square, Pennsylvania, February 14, 1824 and named for America's top military hero of the day, Winfield Scott Hancock was destined to become one of the best corps commanders in the Union Army. An 1844 graduate of West Point, he had served in the infantry during the Mexican War and earned a brevet before transferring to the quartermaster's department.

Hancock served in the west during the partisan conflict known as "Bleeding Kansas", and spent time in the Utah Territory. In November 1858, he was assigned to a post in California where he became friends with a number of southern officers whom he would later oppose in battle.

At the outbreak of the Civil War, Hancock returned east. As a new brigadier in the spring of 1862, he took his brigade to the Peninsula where he led a critical flank attack at Williamsburg and earned the sobriquet "Hancock the Superb." During the Battle of Antietam, General Richardson was killed and Hancock was sent to command his division in the II Corps, thus beginning an historic association. At Fredericksburg, his division took part in the costly assaults on Marye's Heights and at Chancellorsville, he skillfully covered the Union withdrawal. One month before Gettysburg, Hancock stepped up as leader of the Union II Corps.

On July 1st, Hancock was sent by Meade to take control of the situation in Gettysburg. He arrived just as panicked Union soldiers from the I and XI Corps were rallying on Cemetery Hill. There was a short dispute with Oliver Howard who outranked Hancock, but the two men put rank aside during the critical moment as Hancock acted in Meade's place to organize the troops defensively. Hancock sent word back to Meade that Gettysburg would be a good place to fight, and he should start sending the rest of the army if he intended to continue the battle there.

On July 2nd, Hancock again stepped up after the III Corps

met with disaster in the Peach Orchard. Meade gave him command of the III Corps in addition to his own and he led a lightning-paced defense of the Union center. He personally rode up and down the line directing divisions, brigades and even individual regiments and batteries to shore up vulnerable spots in the defenses.

Hancock featured prominently again on July 3, when Pickett's Charge aimed to punch a hole on Cemetery Ridge directly through his command. During the attack, Hancock stayed up front with his men until it became clear that the attack had been repulsed, even after receiving a severe wound to the groin.

Returning in time for the Overland Campaign, he fought well at the Wilderness and was brevetted major general in the regular army for his service at Spotsylvania. At Cold Harbor, his troops were slaughtered in a futile assault ordered by Grant. Arriving on the Petersburg front, he deferred command to the corps commander on the field because he lacked sufficient knowledge of the situation.

Shortly afterwards, Hancock's old Gettysburg wound reopened and he had to leave the army for a time. Upon his return, he was humiliated by the defeat at Reams Station and in November was forced to give up field command again. He began recruiting the 1st Veteran Volunteer Corps but results were poor. Early in 1865, he took over command in Washington, D.C., Maryland, West Virginia, and the Shenandoah Valley. Following the Confederacy's collapse, he came into conflict with Grant who objected to his lenient treatment of the South. He was mustered out of the volunteer service on July 26, 1866, the same day that he received the appointment of major general in the regular army.

Remaining in the army, he assumed command of the Dept. of the East, with headquarters at Governors Island, New York in 1877. He was a potential Democratic candidate for the presidency in 1868. In 1880 he was the nominee but was narrowly defeated by James Garfield. On February 9, 1886, he died at Governors Island while still in command of the Department of the East, and is buried in Montgomery Cemetery, Norristown, PA.



Hancock portrayed in the *Battle of Gettysburg Cyclorama*

**Oliver Otis Howard (1830-1909)**

Known as “the Christian General,” Oliver Otis Howard is a unique figure in Civil War history. Despite lackluster performances by troops under his command, Howard’s reputation as an efficient and personally courageous officer would lead to command of an army by the war’s end.

Born in Leeds, Maine, he was educated in North Yarmouth,

Maine before graduating from Bowdoin College in 1850. Immediately upon graduation, Howard received an appointment to West Point, graduating fourth in a class of forty-six. In 1857, he participated in the campaign against the Florida Seminoles.

Howard often contemplated entering the ministry—even while serving as assistant professor of mathematics at West Point. His piety would later be source of ridicule for the general, and the sobriquet “the Christian General” was rarely used without some disdain.

In May of 1861, he was made colonel of the 3rd Maine Volunteer Infantry, resigning his regular army commission. He commanded a brigade at the 1st Battle of Bull Run, and though driven from the field in confusion, was promoted to brigadier general that fall. Again at the head of a brigade in the Union Second Corps in the spring of 1862, Howard lost his right arm at the Battle of Seven Pines but would return to the field in time to form the Army’s rear guard at 2nd Bull Run. Three weeks later, at the Battle of Antietam, he relieved wounded division commander John Sedgwick, and retained the command until the end of the year.

In the spring of 1863, following his promotion to major general, Howard was elected to head of the XI Corps. Posted on the right flank at Chancellorsville on May 2, 1863, Howard’s men bore the brunt of Stonewall Jackson’s devastating flank attack. Though the corps commander displayed personal bravery in attempting to rally his troops,



Howard’s equestrian statue on Cemetery Hill

many—including Army commander Joseph Hooker—blamed Howard and his “flying Dutchmen” for the Union rout.

After the embarrassing disaster that befell his command at Chancellorsville, Howard tried his best to restore his reputation. When John Reynolds was killed the morning of July 1, Howard became commander of all Union forces at Gettysburg when he arrived. He immediately saw the critical importance of holding Cemetery Hill and left one third of his corps there. His other two divisions were sent north of town where they met with disaster once again at the hands of Jackson’s old command.

As the I and XI Corps collapsed on the afternoon of July 1, Howard worked desperately to rally the exhausted soldiers on the high ground. Friction arose when a junior general, Winfield Scott Hancock, arrived from Taneytown, Maryland. Hancock had orders direct from General Meade to take command despite Howard’s seniority. Realizing it was no time for a petty quarrel over rank, the two men worked out a strategy and began organizing the defenses that would save the Union at Gettysburg. Both men would serve with distinction for the rest of the war.

Sent to the aid of William Rosecrans’ Army of the Cumberland at Chattanooga in the autumn of 1863, Howard remained in the Western Theater for the duration of the war.

An ardent abolitionist before the war, Howard’s postwar days were spent looking after the welfare of the recently emancipated slaves. In May of 1865, he was made the first and only commissioner of the Freedmen’s Bureau. He went on to serve as Superintendent of West Point and in 1893 received the Medal of Honor for bravery at the Battle of Seven Pines. He retired from the Army, a major general, in 1894.

Howard continued to be interested in education late into his life. He founded Howard University in 1867, and was also instrumental in the establishment of Lincoln Memorial University in the mountains of Tennessee. Oliver Howard died in October 1909 in Burlington, Vermont, where he is buried in Lake View Cemetery.

**NOTES:**

**NOTES:**

## Leadership Examples from the Battle of Gettysburg

### July 2

#### **1. Communications (Command and Control)**

EXAMPLE: Signal Corps highly valued and given good resources

#### **2. Team Building (Unit Cohesiveness)**

EXAMPLE: Lee and Longstreet disagreed on tactics; Meade and Sickles disagreed on deployment

EXAMPLE: 2nd Maine men were brought back into the fold by Chamberlain

#### **3. Initiative: What if the action is not part of your formal responsibility?**

EXAMPLE: At Little Round Top - Warren, Vincent, and Chamberlain, individually and together had a great impact on the outcome of the battle

#### **4. Agility/Adaptability**

EXAMPLE: Sickles shifted from assigned position to Peach Orchard; Meade adeptly moved troops around quickly to fill gaps in the line; Longstreet engaged in a disorganized countermarch

EXAMPLE: Technology changed the rules of the game—George Greene built breastworks on Culp's Hill

#### **5. Accountability**

EXAMPLE: Sickles did not accept responsibility for the near-disaster caused by his re-deployment

#### **6. Leading by Example**

EXAMPLE: Vincent and Chamberlain led by example on Little Round Top

#### **7. Delegation/Trust**

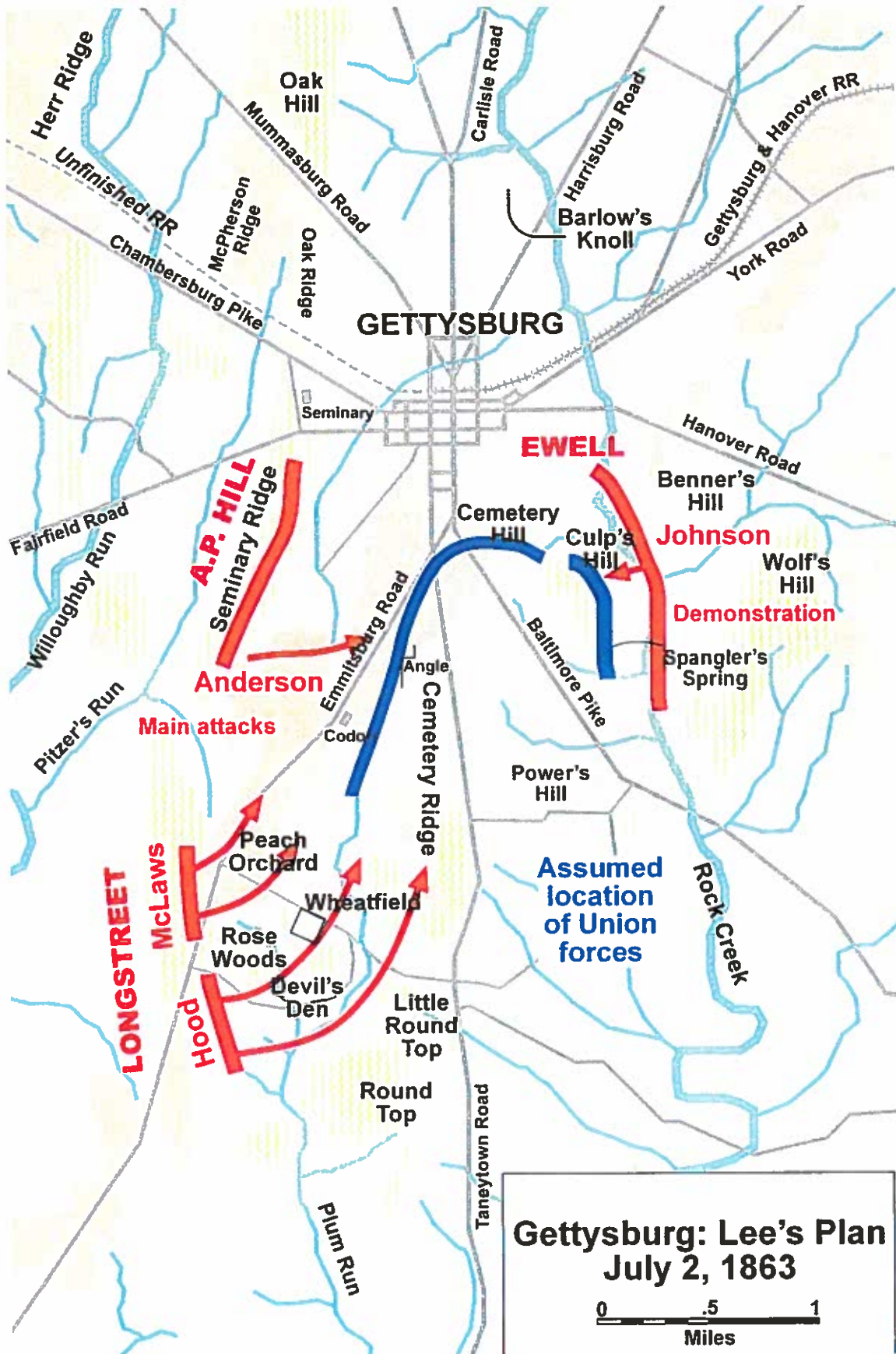
EXAMPLE: Vincent's orders to Chamberlain are very clear and direct- "You are the end of the line; the line stops here. You must hold at all hazards" - he did

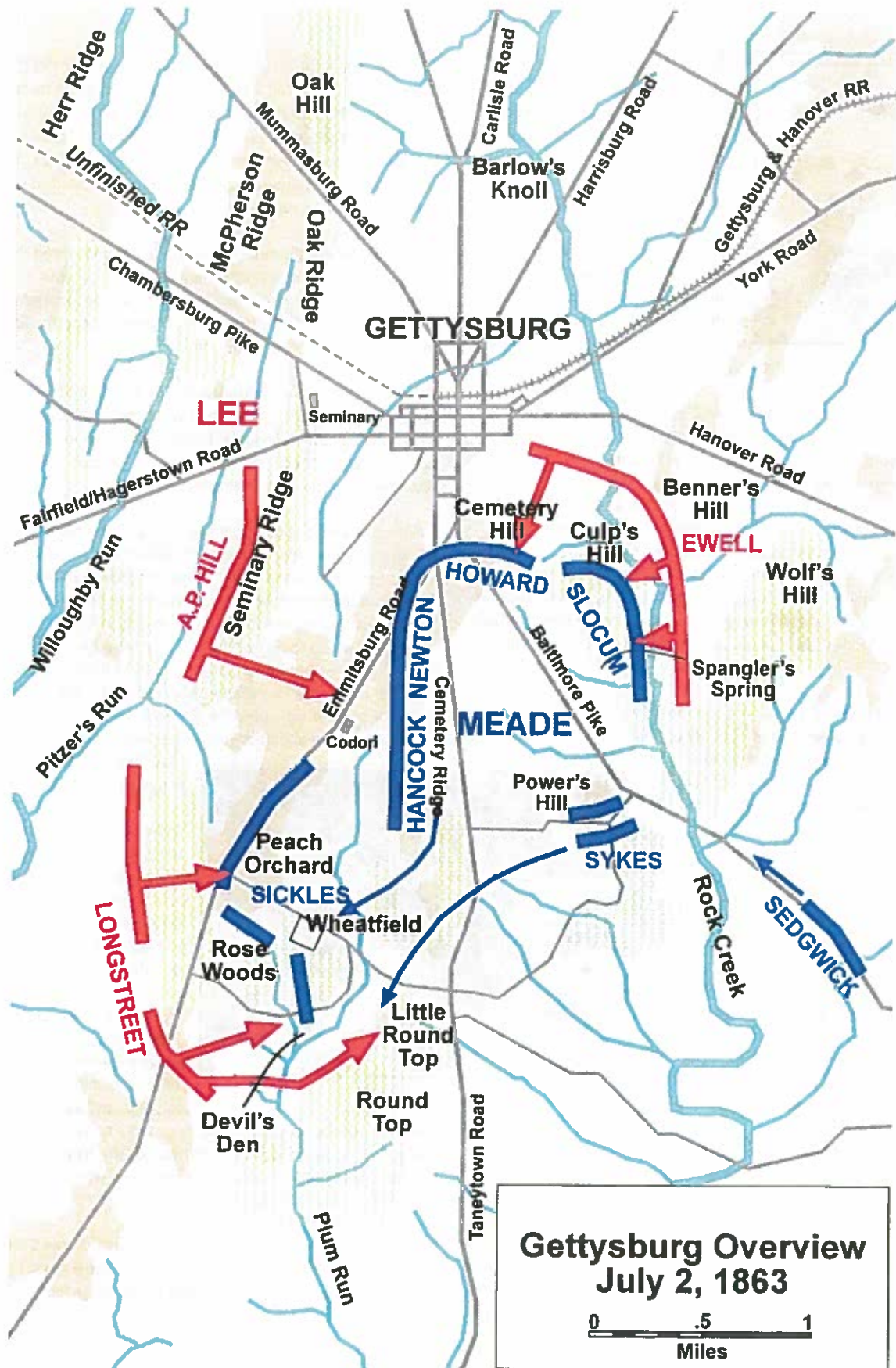
#### **8. Decision-making with Insufficient information**

EXAMPLE: Poor mapping of Union positions by Lee and Longstreet were a result of Stuart's absence

#### **9. Following through with the strategic plan**

EXAMPLE: Sickles' failed to remain in the Union defensive line





### Daniel E. Sickles (1819-1914)



In his pre- and post-Civil War careers, as well as during the conflict, Daniel E. Sickles proved to be one of the most controversial of Union corps commanders.

As an antebellum New York politician, Sickles was involved in a number of public scandals, most notably the killing of his wife's lover, Philip Barton Key II, son of Francis Scott Key. He was acquitted with the first use of temporary insanity

as a legal defense in U.S. history.

Upon the outbreak of the American Civil War in 1861, Sickles became one of the war's most prominent political generals, recruiting several New York regiments that became known as the Excelsior Brigade. Despite his lack of military experience, he served competently as a brigade, division, and corps commander in some of the early Eastern campaigns, although he was frequently absent from his command seeking advancement in Washington. His hey-day came when Joseph Hooker took command of the army. Many officers complained that Hooker, Sickles and Dan Butterfield had converted headquarters into a combination of bar and brothel; Sickles' own headquarters were considered to be even worse.

The Battle of Gettysburg marked the most famous incident in Sickles' military career and effectively ended it. On July 2, General Meade ordered Sickles' corps to take up defensive positions on the southern end of Cemetery Ridge, between the II Corps and Little Round Top. Sickles perceived a slightly higher terrain feature to his front, the "Peach Orchard." Perhaps remembering a similar situation during the Battle of Chancellorsville, he violated orders by marching his 10,000 men almost a mile in front of his assigned position on Cemetery Ridge. This movement greatly diluted the concentrated defensive posture of his corps by stretching it too thin, and creating a salient that allowed his line to be attacked from multiple sides. The subsequent Confederate assault by Lt. Gen. James Longstreet's corps nearly destroyed a large portion of Sickles' corps and rendered it useless for further combat. General consensus among Gettysburg historians places much of the blame for the near disaster in the center of the Union line to Sickles, who risked both his III Corps and the army's defensive plan on July 2.

During the height of the Confederate attack, a cannonball struck Sickles and mangled his right leg requiring amputation. He insisted on being transported to Washington, which he reached

on July 4, 1863, bringing some of the first news of the Union victory. Sickles started a public relations campaign to ensure his version of the battle—in which he was a hero and Meade was overly cautious and careless—prevailed. As Meade's after-battle report would not be issued until the end of July, Sickles' version was given undue legitimacy. President visited with him in the hospital on July 5.

Sickles preserved the bones from his leg and donated them to the museum in a small coffin-shaped box, along with a visiting card marked, "With the compliments of Major General D.E.S." For several years thereafter, he reportedly visited the limb on the anniversary of the amputation.

Sickles was not court-martialed for insubordination after Gettysburg because he had been wounded, and it was assumed he would stay out of trouble. Furthermore, he was a powerful, politically connected man who would not accept being disciplined without protest and retribution.

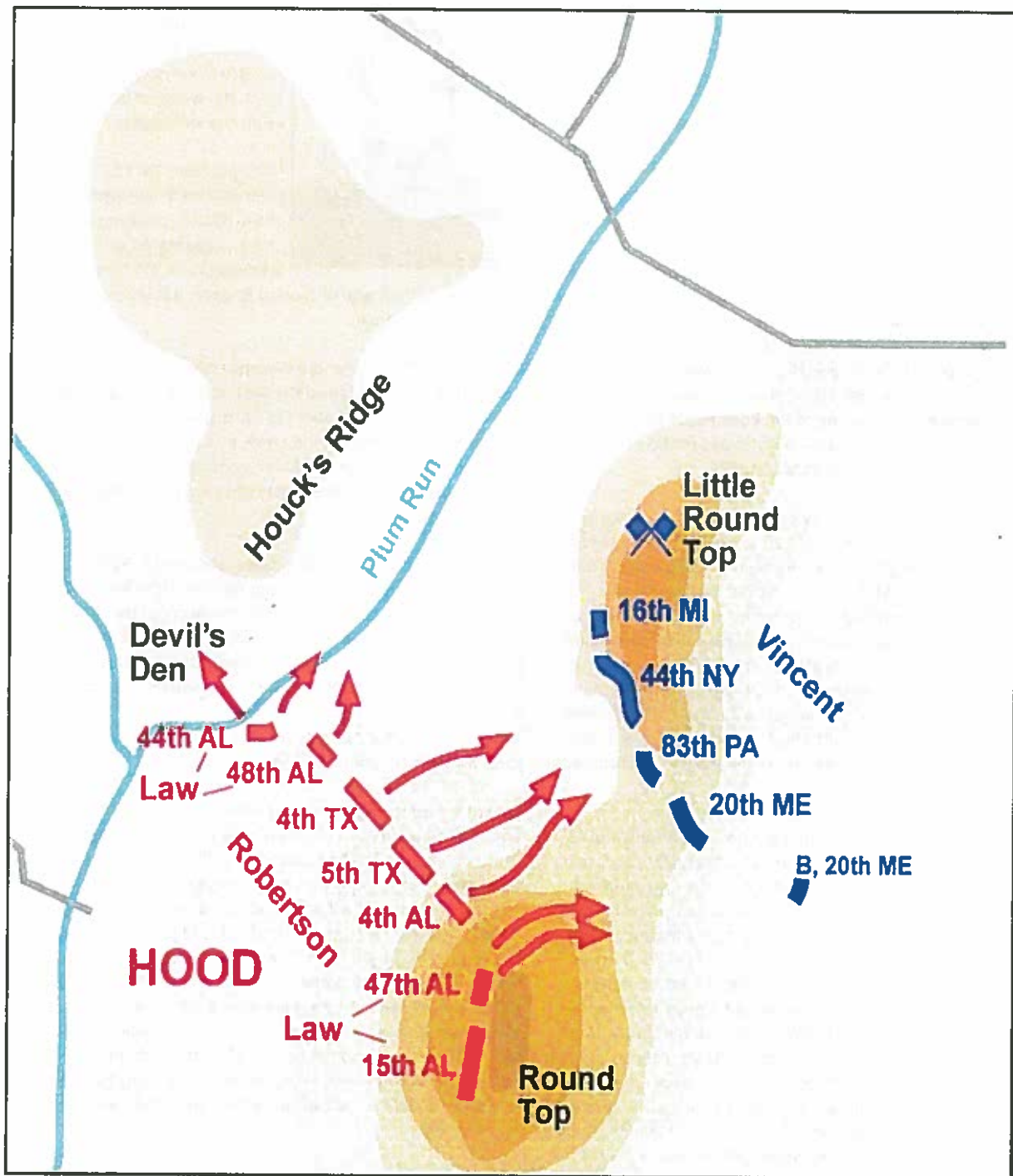
Sickles ran a vicious campaign against General Meade's character after the Civil War. Sickles felt that Meade had wronged him at Gettysburg and that credit for winning the battle belonged to him. In anonymous newspaper articles and in testimony before a congressional committee, Sickles maintained that Meade had secretly planned to retreat from Gettysburg on the first day. While his movement away from Cemetery Ridge may have violated orders, Sickles always asserted that it was the correct move because it disrupted the Confederate attack, effectively shielding their real objectives. Sickles' redeployment did in fact take Confederate commanders by surprise.



Sickles served as U.S. Minister to Spain from 1869 to 1874. He maintained his reputation as a ladies' man in the Spanish royal court and was rumored to have had an affair with the deposed Queen Isabella II.

Sickles was president of the New York State Board of Civil Service Commissioners from 1888 -89, sheriff of New York in 1890, and again a representative in the 53rd Congress from 1893 to 1895. For most of his postwar life, he was the chairman of the New York Monuments Commission, but he was forced out when \$27,000 was found to have been embezzled.

He had an important part in efforts to preserve the Gettysburg Battlefield, sponsoring legislation to form the Gettysburg National Military Park, buy up private lands, and erect monuments.



July 2 Late afternoon attack on Little Round Top and Devil's Den

**Gouverneur K. Warren (1830-1882)**

Gouverneur Warren graduated second in his class at West Point and then embarked on a successful career in the Topographical Engineers. He surveyed much of the Mississippi River delta as well as the Nebraska and Dakota territories and made the first examination of possible routes for a transcontinental railroad.

At the start of the war, Warren was a first lieutenant and mathematics instructor at the United States Military Academy at West Point. He raised a regiment, the 5th New York Infantry, which he led until his promotion to brigadier general in late September 1862. Warren led a brigade in the Battle of Fredericksburg. General Hooker promoted him to chief engineer of the Army of the Potomac in December; serving in that capacity he was commended for his service in the Battle of Chancellorsville in May 1863.

In July 1863, on the second day of the Battle of Gettysburg, Meade sent him to Little Round Top, an essential terrain feature on the Union left flank, where he recognized that it had been left undefended by General Sickles redeployment. His decision to divert reinforcements to this site resulted in a successful defense of Little Round Top and gave General Meade time to strengthen positions along Cemetery Ridge. After the Battle of Gettysburg, he commanded the II Corps while Hancock recovered from the wound received on July 3. He then commanded the V Corps until the Battle of Five Forks in the Appomattox Campaign, when he was relieved from command by General Sheridan.

Humiliated by Sheridan, Warren resigned his commission as major general of volunteers in protest on May 27, 1867, reverting to his permanent rank as major in the Corps of Engineers. He served as an engineer for seventeen years, building railroads and fulfilling assignments along the Mississippi River. He achieved the rank of lieutenant colonel in 1879. But the career that had shown so much promise at Gettysburg was ruined. He urgently requested a court of inquiry to exonerate him from the stigma of Sheridan's action. Numerous requests were ignored or refused until Ulysses S. Grant's terms as president expired. President Rutherford B. Hayes ordered a court of inquiry that convened in 1879 and, after hearing testimony from dozens of witnesses over 100 days, found that Sheridan's relief of Warren had been unjustified. Unfortunately for Warren, these results were not published until after his death.

Warren died in Newport, Rhode Island and was buried in the Island Cemetery. At his request, he was buried in civilian clothes and without military honors. His last words were, "The flag! The flag!"

**Strong Vincent (1837-1863)**

Strong Vincent was born in Waterford, Erie County, Pennsylvania. He attended Trinity College and Harvard University, graduating in 1859. He was practicing law in Erie when the war began.

On September 14, 1861, he was commissioned lieutenant colonel of the 83rd Pennsylvania Infantry and was promoted to colonel the following June. On May 20, 1863,

he assumed command of the 3rd Brigade, 1st Division, V Corps, Army of the Potomac.

On July 2, 1863, 26-year-old Vincent and his brigade arrived at Gettysburg. He had started the Gettysburg Campaign knowing that his young wife, Elizabeth H. Carter, whom he had married on the day he enlisted in the army, was pregnant with their first child. He had written her, "If I fall, remember you have given your husband to the most righteous cause that ever widowed a woman."

Due to a move against orders, General Daniel E. Sickles of the III Corps had left a significant terrain feature, Little Round Top, undefended. The chief engineer of the Army of the Potomac, General Gouverneur K. Warren, recognized the tactical importance of the hill and urgently sought Union troops to occupy it before the Confederates could. A staff officer sent by Warren encountered Vincent's brigade nearby. Vincent, without consulting his superior officers, decided that his brigade was in the ideal position to defend Little Round Top.

One of Vincent's regiments, the 20th Maine, led by Colonel Joshua L. Chamberlain, has received most of the fame for the defense of Little Round Top, but there is little doubt that the efforts and bravery of Vincent were instrumental in the eventual Union victory. Vincent impressed upon Chamberlain the importance of his position on the brigade's left flank and then he left to attend to the brigade's right flank. There, the 16th Michigan Infantry was starting to yield to enemy pressure. Mounting a large boulder, Vincent brandished a riding crop given to him by his wife and shouted to his men "Don't give an inch!" A bullet struck him through the thigh and the groin and he fell. Vincent was carried from the hill to a nearby farm, where he lay dying for the next five days, unable to be transported to his home due to the severity of his injury.

General Meade recommended Vincent for promotion to brigadier general on the evening of July 2. The promotion was dated July 3, 1863, but it is doubtful that Vincent knew about the honor before he died. Vincent's wife gave birth to a baby girl two months later, but his daughter died before reaching the age of one and is buried next to her father in Erie Cemetery, Erie, Pennsylvania.

### Joshua Lawrence Chamberlain (1828-1914)



Born Lawrence Joshua Chamberlain in Brewer, Maine, Chamberlain was raised in a devoutly religious home. His mother wanted him to be a preacher while his father wanted him to join the military. He was reluctant to do either. Chamberlain had a severe stutter until shortly after graduating from Bowdoin College in 1852. While in college, he met Harriet Beecher Stowe, whose writings had a strong influence on him. During the

second year of the war, Chamberlain, a Bowdoin College professor, went to the Maine state capital to offer his services. According to John J. Pullen in his book *The 20th Maine*, Chamberlain was offered but declined the colonelcy of a regiment as he preferred to "start a little lower and learn the business first." He was made lieutenant colonel of the regiment on August 8, 1862.

With the regiment, Chamberlain took part in the Battles of Antietam and Fredericksburg. At the Battle of Gettysburg, the regiment, now commanded by Chamberlain, held the extreme left flank on Little Round Top.

At Little Round Top, Chamberlain made a daring decision to charge down the hill at his attackers when his men ran out of ammunition. After sustaining heavy casualties during the hour's long action, the regiment fixed their bayonets and shocked the equally exhausted Confederates with a powerful charge. This small action by a lower ranking officer made a huge difference in the course of the battle. If Chamberlain had instead ordered a withdrawal, the Union left flank would have collapsed and possibly lead to a Union defeat. Chamberlain was later awarded the Congressional Medal of Honor for his actions at Gettysburg.

In November 1863, he was relieved from field service and sent to Washington suffering from malaria. Resuming command of the regiment in May 1864, he led it in the Battle of Cold Harbor. He was assigned to brigade command in June, only to fall wounded 12 days later in the assault on Petersburg. Thought to be mortally wounded, he was promoted to brigadier general on the spot by General Grant, then carried to the rear where a surgeon declared that he would certainly die (the doctor was right—fifty years later Chamberlain succumbed to the effects of his wounds). He re-joined the army in November, but he was forced by his wound to return to Maine for a time. He came back again during the Petersburg siege during which he was wounded for the fourth time.

He then took part in the Appomattox Campaign, about which he wrote *The Passing of the Armies*. He was given the honor of commanding the troops that formally accepted the surrender of the Confederate army. He later served as governor of Maine and president of Bowdoin College.

Chamberlain died of his lingering wartime wounds in 1914 at Portland, Maine, at the age of eighty-five. He is interred at Pine Grove Cemetery in Brunswick, Maine.

He was the last Civil War veteran to die as a result of wounds from the war.

#### Medal of Honor citation

*The President of the United States of America, in the name of Congress, takes pleasure in presenting the Medal of Honor to Colonel Joshua Lawrence Chamberlain, United States Army, for extraordinary heroism on 2 July 1863, while serving with 20th Maine Infantry, in action at Gettysburg, Pennsylvania, for daring heroism and great tenacity in holding his position on the Little Round Top against repeated assaults, and carrying the advance position on the Great Round Top.*

Issued August 11, 1893

*"In great deeds, something abides.  
On great fields, something stays.  
Forms change and pass; bodies disappear;  
but spirits linger, to consecrate ground  
for the vision-place of souls.....and generations  
that know us not and that we know not of,  
are heart-drawn to see where and by whom  
great things were suffered and done  
for them, shall come to this deathless field,  
to ponder and dream...."*

*~ Joshua Lawrence Chamberlain at the monument dedication in 1888*



Monument to the 20th Maine Regiment on Little Round Top

**Excerpt from The Killer Angels\***

Faced with the task of dealing with a group of disgruntled soldiers of the 2nd Maine Infantry on the march into Pennsylvania, Col. Chamberlain struggled with how he would gain their cooperation. He admitted to them that he had permission to shoot them if they refused to go, but quickly explained that he wouldn't do that; he would support whatever decision they made.

"Well, I don't want to preach to you. You know who we are and what we're doing here. But if you're going to fight alongside us there's a few things I want you to know."

"This Regiment was formed last fall, back in Maine. There were a thousand of us then. There's not three hundred of us now. But what is left is choice."

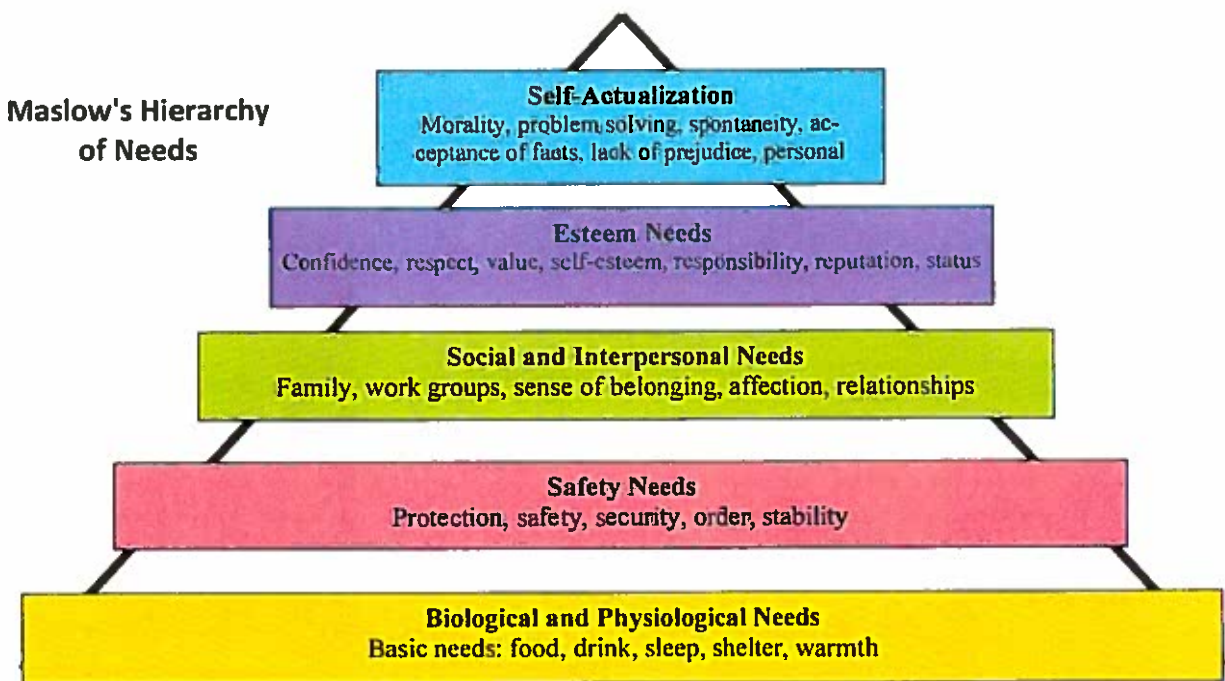
"Some of us volunteered to fight for Union. Some came mainly because we were bored at home and this looked like it might be fun. Some came because we were ashamed not to. Many of us came because it was the right thing to do. All of us have seen men die. Most of us never saw a black man back home. We think on that, too. But freedom . . . is not just a word."

"This is a different kind of army. If you look at history you'll see men fight for pay, or women, or some other kind of loot. They fight for land, or because a king makes them, or just because they like killing. But we're here for something new. This hasn't happened much in the history of the world. We're an army going out to set other men free."

"This is free ground. All the way from here to the Pacific Ocean. No man has to bow. No man born to royalty. Here we judge you by what *you* do, not by what your father was. Here you can be *something*. Here's a place to build a home. It isn't the land -there's always more land. It's the idea that we all have value, you and me; we're worth something more than the land. I never saw land I'd die for, but I'm not asking you to come join us and fight for land. What we're all fighting for, in the end, is each other."

"Didn't mean to preach. Sorry. But I thought you should know who we are."

~(\*1974 novel by Michael Shaara)



**George Sears Greene (1801-1899)**

George S. Greene was a civil engineer and a Union general during the American Civil War. He was part of the Greene family of Rhode Island which had a distinguished military record for the United States. Greene entered West Point at age 18 and graduated second of 35 cadets in the class of 1823.

As a civil engineer, Green built railroads in six states and designed municipal sewage and water systems for Washington, D.C., Detroit, and several other cities. In New York City, he designed the Croton Aqueduct and Reservoir in Central Park and the enlarged High Bridge over the Harlem River. He was one of the twelve founders of the American Society of Civil Engineers and Architects. Green and his wife, Martha Barrett Dana, had six children together, including four sons who volunteered for the Union during the Civil War, one daughter, and one son who died in infancy.

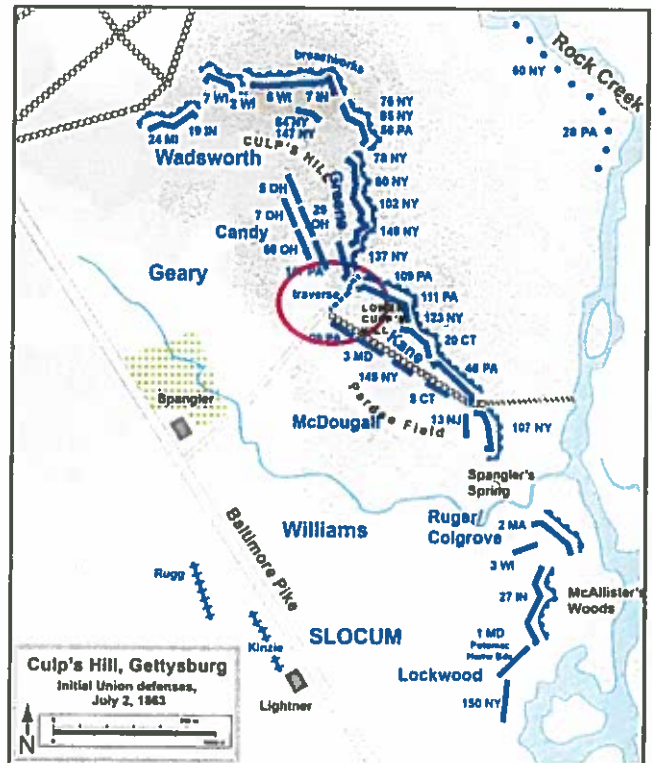
Despite being over 60 years old and having been out of the Army for 25 years, Greene felt compelled to rejoin the Army and serve the Union. He was essentially apolitical and was not an abolitionist, but he was a firm believer in restoring the Union. He was appointed colonel of the 60th New York Infantry regiment on January 18, 1862. In April 1862, Greene was appointed brigadier general of volunteers and served on the staff of General Nathaniel Banks in the Shenandoah Valley campaign against Stonewall Jackson. At age 61, Greene was one of the oldest generals in the Union Army and his troops took to calling him "Old Man" or "Pap" Greene. However, his age did not keep him from being one of the most aggressive commanders in the army.

The Battle of Gettysburg was the highlight of Greene's military career. On July 2, 1863, Major General George G. Meade shifted almost the entire XII Corps from the Union right to strengthen the left flank, which was under heavy attack. Greene's long brigade of 1,350 New Yorkers (five regiments) was left to defend a one-half-mile line on Culp's Hill when an entire Confederate division attacked. Fortunately, Greene had previously demonstrated good sense (as befits a civil engineer) by insisting that his troops construct strong field fortifications, despite a lack of interest in doing so from his division commander, General Geary, and corps commander, General Henry W. Slocum. In Green's finest moment of the war, his preparations proved decisive and his brigade held off multiple attacks from superior numbers for hours. He was active the entire engagement rallying his men to defend their positions in the darkness. Late that night, the rest of the XII Corps returned to Culp's Hill. The fighting resumed the next morning and raged for over seven hours, but the Union troops held Culp's Hill.

After Gettysburg, in the fall of 1863, the XII Corps was transferred to the West to reinforce the Union forces besieged at Chattanooga. At the Battle of Wauhatchie, during a surprise night attack by the Con-

federate forces, Greene was wounded in the face which temporarily took him out of command. He returned to the ranks and served until the war ended in the spring of 1865.

Greene died at age 98 in Morristown, New Jersey, and was buried in the Greene family cemetery in Warwick, Rhode Island. A two-ton boulder from Culp's Hill was placed above his grave at his own request.



Greene's traverse on his brigade's right flank on Culp's Hill

**NOTES:**

## Leadership Examples from the Battle of Gettysburg

### July 3

#### 1. Vision/Strategic thinking

EXAMPLE: Meade called council of war; anticipated an assault on the center of his line

#### 2. Team Building (Unit Cohesiveness)

EXAMPLE: Lee made his Day 3 decision alone; Meade held a council of war

#### 3. Agility/Adaptability

EXAMPLE: Technology - Pickett's Charge may have succeeded in the age of smoothbore muskets but not with the improved rifled muskets

#### 4. Accountability

EXAMPLE: Lee accepted responsibility for the failure of Pickett's Charge; Meade gained consensus at council of war but maintained responsibility for the final decision

#### 5. Delegation/Trust

EXAMPLE: Meade's council of war showed investment in his people and in the mission. Lee dictated strategy without accepting input from trusted subordinates

#### 6. Decision making with insufficient information

EXAMPLE: Smoke obscured Union positions on Cemetery Ridge before Longstreet ordered Pickett's Charge; he could not have been sure that Union artillery had been driven off



### **The Results: Did Lee and Meade succeed in achieving their strategic plans at the end of the battle?**

Lee's strategic plan was multifaceted. He wanted to gather provisions for his army; protect Richmond and Vicksburg by drawing Union troops away from those locations and while they were in the open, destroy them; incite a peace movement in the North; and gain recognition and support from England and France. He succeeded in re-supplying his Army of Northern Virginia, and drawing troops away from Richmond (for a time). He failed at all the rest of his plans for his 1863 invasion of the North.

Meade's plan was straightforward – protect Washington and preserve the Union by destroying the Confederate Army. He succeeded in the former but failed in the latter by not following up on his victory on July 3. Meade's failure to launch a timely pursuit of Lee's army caused the war to continue for two additional years.

### At Meade's Headquarters Day 2— July 2—Midnight

Around midnight after the fighting on July 2 had finally ended, Meade summoned all of his corps commanders and some chosen subordinates for a council of war. The generals gave updates on their strength and position as well as their thoughts on what should happen next. Meade's Chief of Staff Daniel Butterfield took notes and recorded the three questions that were asked and voted upon by each commander:

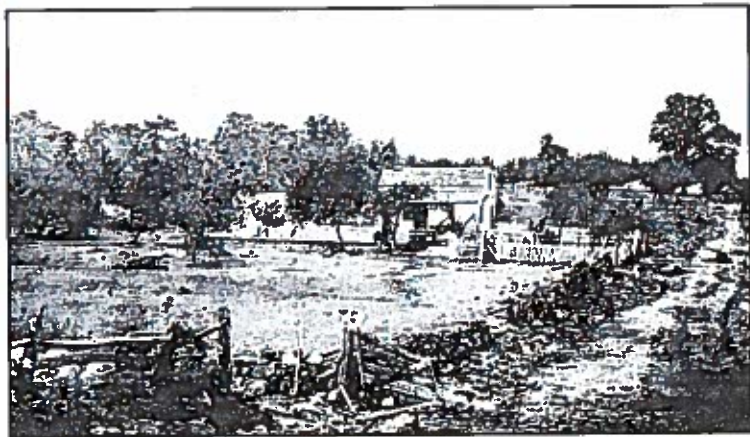
- Should the army remain or retire to a position closer to its supply base?
- If the army stays, should it attack or wait for the Confederates to attack?
- If they wait for an attack, how long?

Taking turns based on rank running from lowest to highest, the generals voted. The result was a unanimous decision to remain and wait to attack for at least one day. The most senior corps commander, Henry Slocum, gave the most concise answer when he simply stated, "Stay and fight it out." While he relied on and highly valued his subordinates' input, the ultimate decision still rested on Meade. He concurred with his commanders and, after making a few adjustments in his line, he waited another day to see what Lee would do.

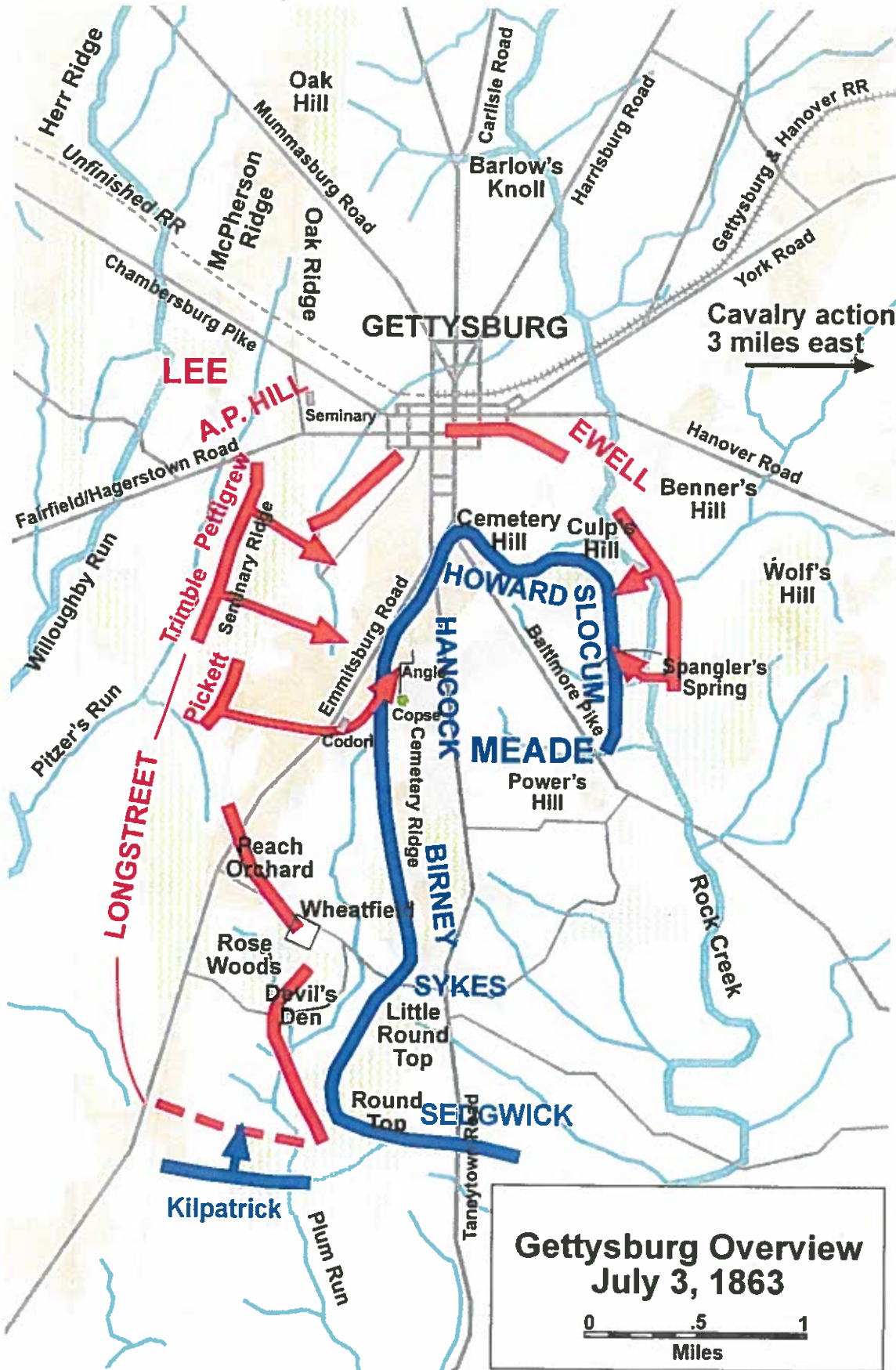


Post-war sketch of General Meade's Council of War

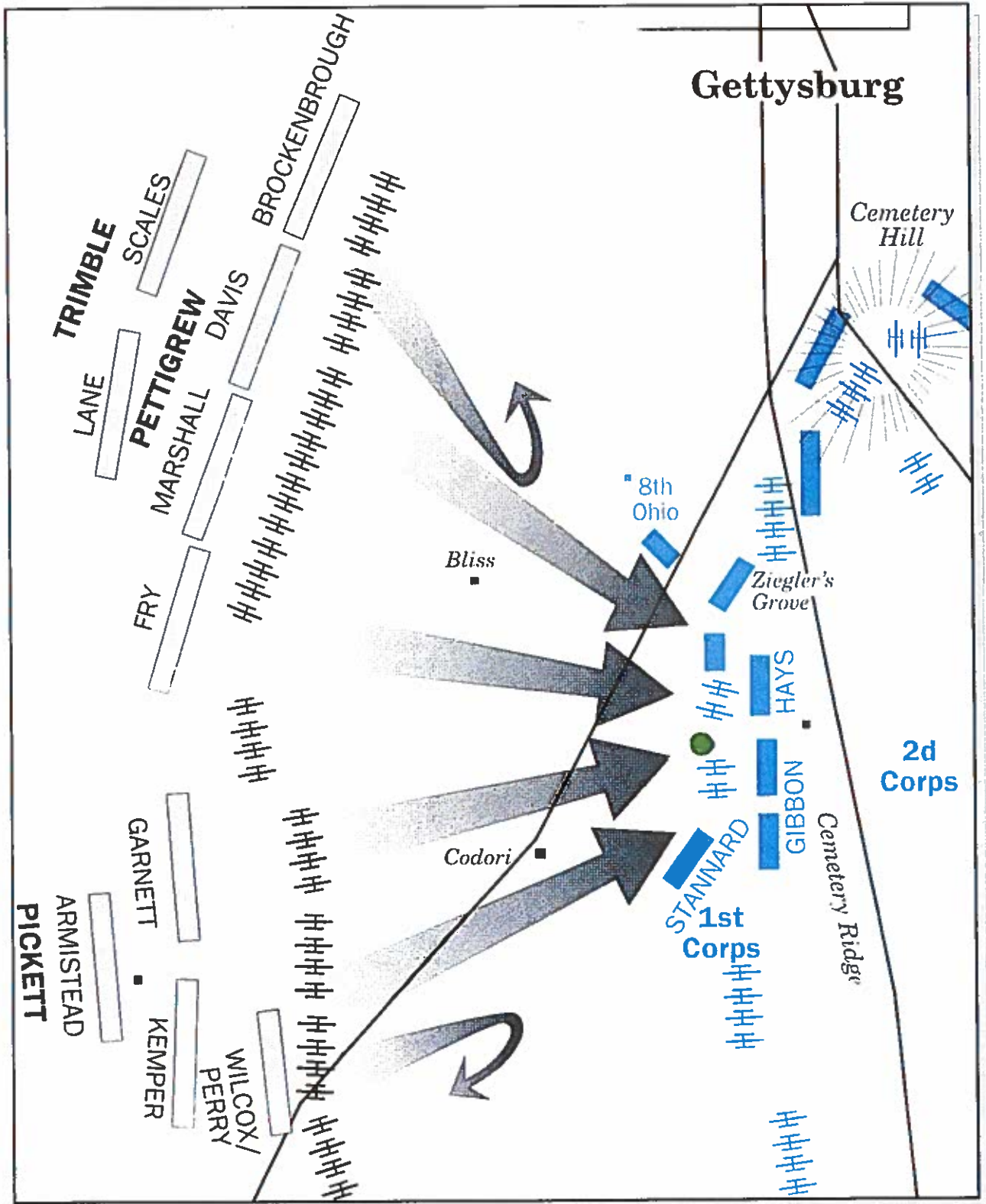
*"The discussion at first was very formal and in the shape of conversation, during which each one made comments on the fights and told what he knew of the condition of affairs... But the prevailing impression seemed to be that the place for the battle had been in a measure selected for us. Here we are; now what is the best thing to do?"*  
~ Brigadier General John Gibbon



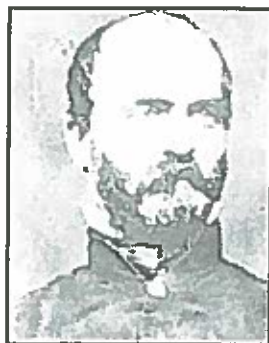
The Leister Farm served as Meade's headquarters during the battle



July 3: Pickett's Charge



Source: The Battle of Gettysburg (National Park Civil War Series), Harry Pfanz 1994

Lewis A. Armistead (1817-1863)

Lewis Addison Armistead was born at New Bern, North Carolina on February 18, 1817. His father was Gen. Walker Keith Armistead, who, with four brothers, served in the War of 1812. Lewis was appointed a cadet in the United States Military Academy in 1834 but did not graduate, and on July 10, 1839, he became second lieutenant in the 6th U.S. infantry. In March, 1844, he was promoted first lieutenant, and in this rank entered the war with Mexico. In this conflict

he distinguished himself, rising in the ranks to brevet major. He continued in the army, serving for some time against the Indians on the border, and being promoted captain in 1855. One of his closest friends during pre-Civil War service was Winfield Scott Hancock who became a well-respected Union general.

In April 1861, Armistead resigned his commission in the U.S. Army and became colonel of the 57th Virginia Infantry. On April 1, 1862, he was promoted brigadier general and led his Virginia brigade with distinction at Fair Oaks and in the Seven Days' battles. At Malvern Hill on June 25th, he was distinguished for personal bravery, making a heroic stand with a small part of his men against an entire brigade of the enemy until reinforced by Pickett. He was stationed about 5 miles from Richmond, where he was engaged in continual skirmishing until the advance to Malvern Hill. He was ordered by General Lee to 'charge with a yell' upon the enemy's position, after the action of the artillery had been shown to be effective. "After bringing on the action in the most gallant manner by repulsing an attack of a heavy body of the enemy's skirmishers," General Magruder reported, "he skillfully lent support to the contending troops" in front of his position.

He continued with Pickett's division throughout its subsequent duty in the Maryland Campaign and Fredericksburg in 1862.

Reaching the Battlefield of Gettysburg on the 3rd of July, he formed his men in the second line of assault against Cemetery Hill against men commanded by his old friend Hancock. "Conspicuous to all, 50 yards in advance of his brigade, waving his hat in the air, General Armistead led his men upon the enemy with a steady bearing which inspired all with enthusiasm and courage. Far in advance of all, he led the attack till he scaled the works of the enemy and fell wounded in their hands, but not until he had driven them from their position and seen his colors planted over their fortifications," wrote Colonel Aylett, who succeeded to the command of the brigade. General Lee wrote in his report, "Brigadier-Generals Armistead, Barksdale, Garnett and Semmes died as they had lived, discharging the highest duties of patriots with devotion that never faltered and courage that shrank from no danger."

Armistead died on the George Spangler Farm, a Union field Hospital, on July 5 and is buried in Old Saint Paul's Cemetery in Baltimore, Maryland.

George E. Pickett (1825-1875)

Born in Richmond, Virginia on January 28, 1825, Pickett graduated from West Point in 1846, last in a class of 59. Among several classmates who became generals were George B. McClellan and Thomas J. Jackson. In the war with Mexico, Pickett was brevetted lieutenant and captain for his service in the Siege of Vera Cruz and during the subsequent advance on Mexico City. He served in Texas, Virginia, and

Washington Territory until 1861, when he resigned his commission to enter the Confederate army.

He was promoted to brigadier general, in January 1862, and served under Major General James Longstreet during the Seven Days' Campaign and was wounded at Gaines' Mill. He was promoted to major general on October 10, 1862, commanding a division at Fredericksburg.

His name in Civil War history was secured in a losing fight, the charge against the Federal center on the third day at Gettysburg. Following bloody but inconclusive movements of July 1-2, Lee ordered the massive frontal assault, which followed an intensive but basically ineffectual cannonade. Under Pickett's immediate command were the brigades of Brigadier Generals James L. Kemper, Richard B. Garnett, and Lewis A. Armistead. According to reports, Pickett was in excellent spirits and expected to carry the Union defenses. At mid-afternoon, the forward movement began with the troops dressed as if on parade as they marched into the Federal guns. Pickett, as division commander, attempted to coordinate the ill-fated movement and, contrary to the view of some critics, acquitted himself bravely and well. But the task was impossible, and he ordered his men to withdraw when it became clear they could not break the Union center.

Notwithstanding the bravery of his troops and his own efforts on the field, Pickett's military reputation was afterward in decline. He fought in battles at New Berne, Petersburg, and Five Forks. General R. E. Lee relieved him of his command after Saylor's Creek, only days before the final surrender at Appomattox. Following the war he was an insurance salesman in Richmond and died in Norfolk on July 30, 1875. He is buried in Hollywood Cemetery in Richmond, Virginia.

Letter from Abraham Lincoln to General Meade

Executive Mansion,

Washington, July 14, 1863.

Major General Meade

*I have just seen your dispatch to Gen. Halleck, asking to be relieved of your command, because of a supposed censure of mine-- I am very -- very -- grateful to you for the magnificent success you gave the cause of the country at Gettysburg; and I am sorry now to be the author of the slightest pain to you-- But I was in such deep distress myself that I could not restrain some expression of it-- I had been oppressed nearly ever since the battles at Gettysburg, by what appeared to be evidences that your self, and Gen. Couch, and Gen. Smith, were not seeking a collision with the enemy, but were trying to get him across the river without another battle. What these evidences were, if you please, I hope to tell you at some time, when we shall both feel better. The case, summarily stated is this. You fought and beat the enemy at Gettysburg; and, of course, to say the least, his loss was as great as yours-- He retreated; and you did not; as it seemed to me, pressingly pursue him; but a flood in the river detained him, till, by slow degrees, you were again upon him. You had at least twenty thousand veteran troops directly with you, and as many more raw ones within supporting distance, all in addition to those who fought with you at Gettysburg; while it was not possible that he had received a single recruit; and yet you stood and let the flood run down, bridges be built, and the enemy move away at his leisure, without attacking him. And Couch and Smith! The latter left Carlisle in time, upon all ordinary calculation, to have aided you in the last battle at Gettysburg; but he did not arrive-- More At the end of more than ten days, I believe twelve, under constant urging, he reached Hagerstown from Carlisle, which is not an inch over fifty five miles, if so much. And Couch's movement was very little different--*

*Again, my dear general, I do not believe you appreciate the magnitude of the misfortune involved in Lee's escape-- He was within your easy grasp, and to have closed upon him would, in connection with the our other late successes, have ended the war-- As it is, the war will be prolonged indefinitely. If you could not safely attack Lee last Monday, how can you possibly do so South of the river, when you can take with you very few more then two thirds of the force you then had in hand? It would be unreasonable to expect, and I do not expect you can now effect much. Your golden opportunity is gone, and I am distressed immeasurably because of it--*

*I beg you will not consider this a prosecution, or persecution of yourself-- As you had learned that I was dissatisfied, I have thought it best to kindly tell you why.*

Abraham Lincoln to George G. Meade, Tuesday, July 14, 1863 (Meade's failure to pursue Lee) Never sent, or signed.

[Note The fall of Vicksburg and General Meade's victory at Gettysburg allowed a brief euphoric sense to exist that the Civil War was nearly over. Lincoln certainly thought so; hence he was deeply disappointed when Meade allowed General Lee to return to Virginia after the Gettysburg battle. Ignoring or forgetting the exhaustion of Meade's force after three days of fighting, Lincoln allowed General Halleck to inform Meade that Lee's escape had "created great dissatisfaction in the mind of the President." Meade responded by offering his resignation, in reply to which Lincoln drafted this letter which, after thinking better of matters, he did not send.]

From Abraham Lincoln to Oliver O. Howard, July 21, 1863(Reply to Howard's letter of July 18 defending Gen. Meade)

*Executive Mansion,  
Washington, July 21, 1863.*

*My dear General Howard*

*Your letter of the 18th is received-- I was deeply mortified by the escape of Lee across the Potomac, because the substantial destruction of his army would have ended the war, and because I believed, h such destruction was perfectly easy -- believed that Gen. Meade and his noble army had expended all the skill, and toil, and blood, up to the ripe harvest, and then let the crop go to waste-- Perhaps my mortification was partly heightened because I had always believed -- making my belief a hobby possibly -- that the main rebel army going North of the Potomac, could never return, if well attended to; and because I was so greatly flattered in this belief, by the operations at Gettysburg-- A few days having passed, I am now profoundly grateful for what was done, without criticism for what was not done-- Gen. Meade has my confidence as a brave and skillful officer, and a true man.*

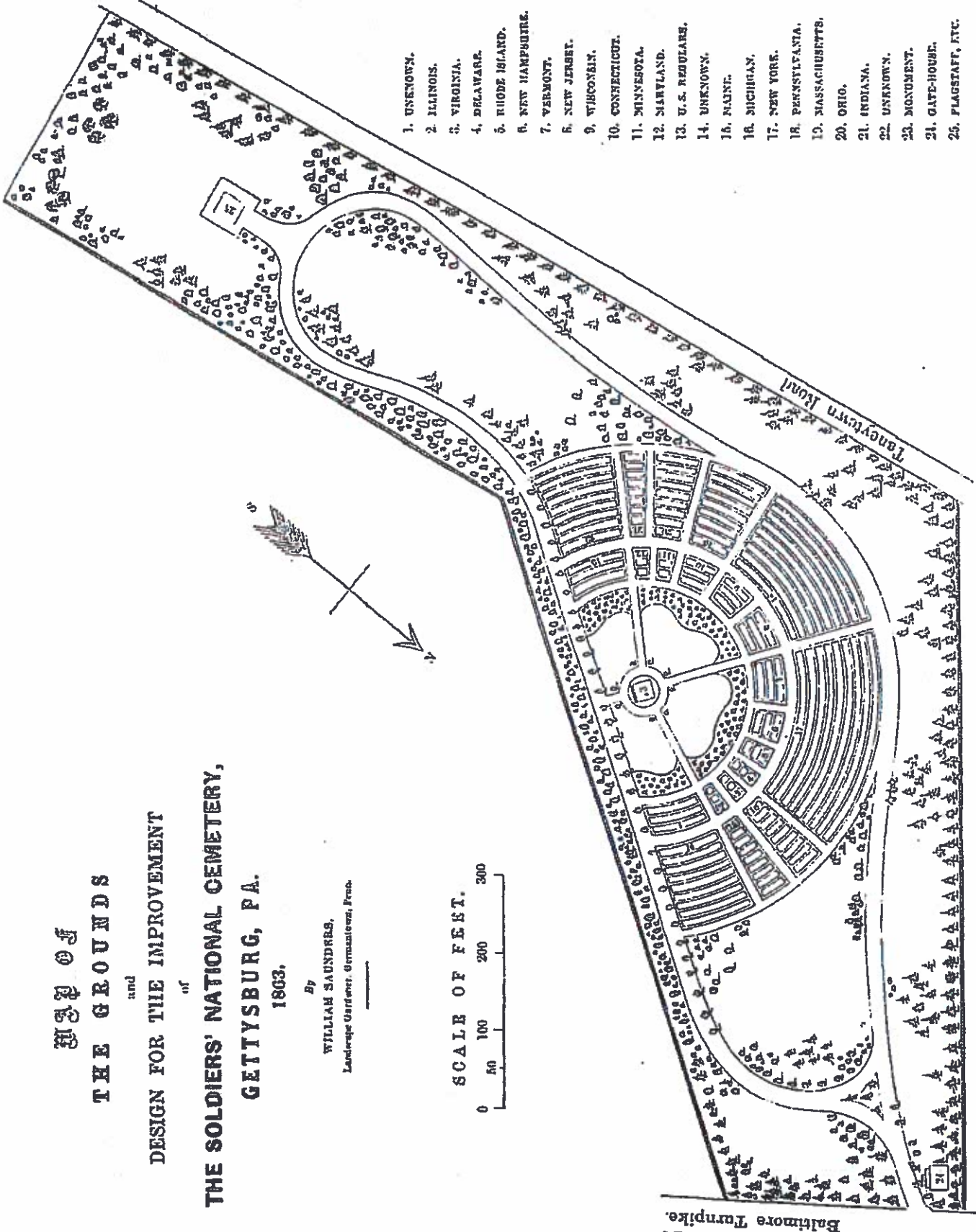
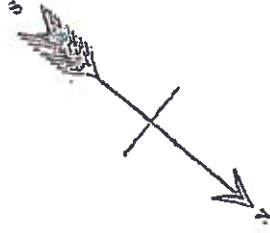
*Yours very truly*

*A. Lincoln*

[Note: Context for this letter is to be found in Lincoln to Meade, July 14, 1863 (a letter which was unsent), and Howard to Lincoln, July 18, 1863. In the former letter Lincoln expressed his bitter disappointment that General Meade did not pursue and attack Lee's army after the Battle of Gettysburg, and thus, as Lincoln saw it, end the war. In the latter letter General Howard defended Meade for his decision not to pursue Lee.]

**MAP OF  
THE GROUNDS**  
and  
**DESIGN FOR THE IMPROVEMENT**  
of  
**THE SOLDIERS' NATIONAL CEMETERY,  
GETTYSBURG, PA.  
1863.**

By  
**WILLIAM SAUNDERS,**  
Landscape Architect, Germantown, Penn.



1. UNKNOWN.
2. ILLINOIS.
3. VIRGINIA.
4. DELAWARE.
5. RHODE ISLAND.
6. NEW HAMPSHIRE.
7. VERMONT.
8. NEW JERSEY.
9. WISCONSIN.
10. CONNECTICUT.
11. MINNESOTA.
12. MARYLAND.
13. U. S. REGULARS.
14. UNKNOWN.
15. PAINT.
16. SICHUAN.
17. NEW YORK.
18. PENNSYLVANIA.
19. MASSACHUSETTS.
20. OHIO.
21. INDIANA.
22. UNKNOWN.
23. MONUMENT.
24. GATE-HOUSE.
25. FLAGSTAFF, ETC.

Baltimore Turnpike.

## THE GETTYSBURG ADDRESS

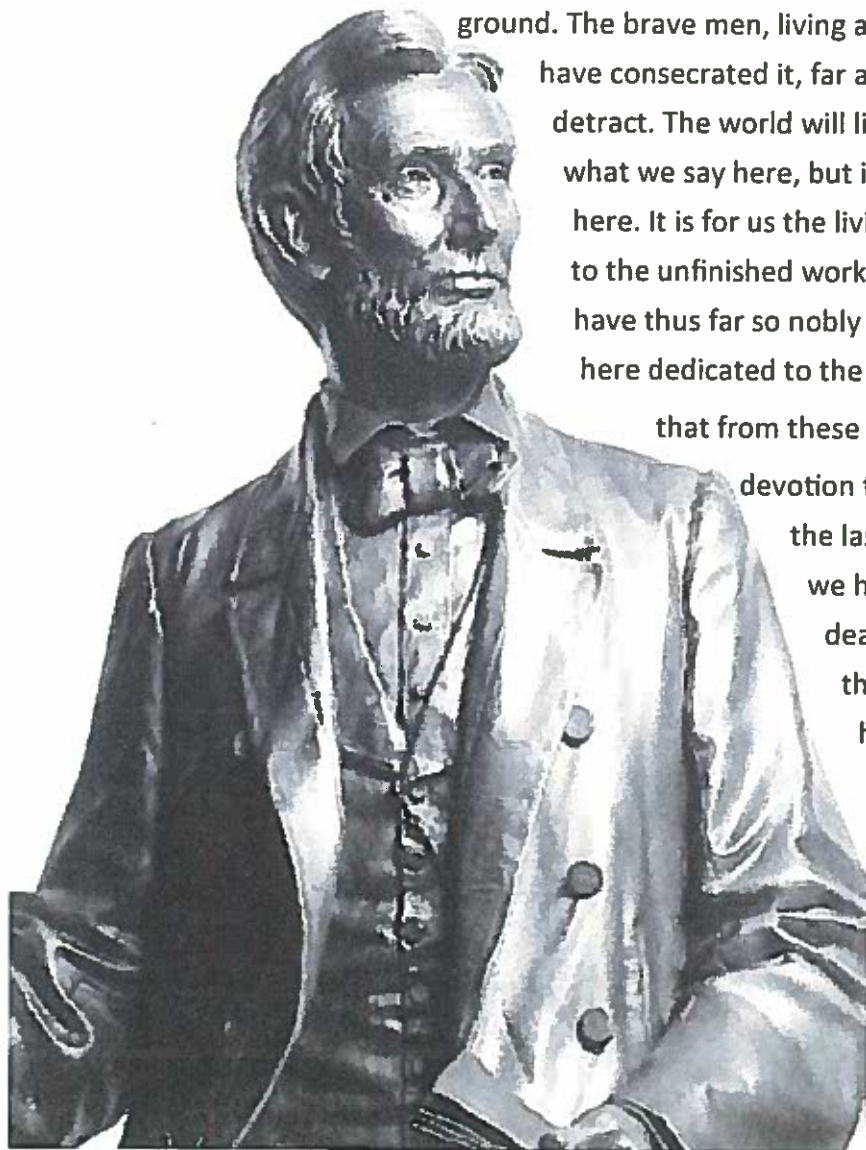
Four score and seven years ago, our fathers brought forth on this continent a new nation, conceived in Liberty, and dedicated to the proposition that all men are created equal.

Now we are engaged in a great civil war, testing whether that nation, or any nation, so conceived and so dedicated, can long endure. We are met on a great battle-field of that war. We have come to dedicate a portion of that field, as a final resting place for those who here gave their lives that that nation might live. It is altogether fitting and proper that we should do this.

But, in a larger sense, we can not dedicate...we can not consecrate...we can not hallow this ground. The brave men, living and dead, who struggled here, have consecrated it, far above our poor power to add or detract. The world will little note, nor long remember what we say here, but it can never forget what they did here. It is for us the living, rather, to be dedicated here to the unfinished work which they who fought here have thus far so nobly advanced. It is rather for us to be here dedicated to the great task remaining before us— that from these honored dead we take increased devotion to that cause for which they gave the last full measure of devotion—that we here highly resolve that these dead shall not have died in vain—that this nation, under God, shall have a new birth of freedom—and that government of the people, by the people, for the people, shall not perish from the earth.

- *President Abraham Lincoln*

*November 19, 1863*



Seated statue of Abraham Lincoln by Ivan Schwartz located outside the Gettysburg National Military Park Museum and Visitor Center

**NOTES:**

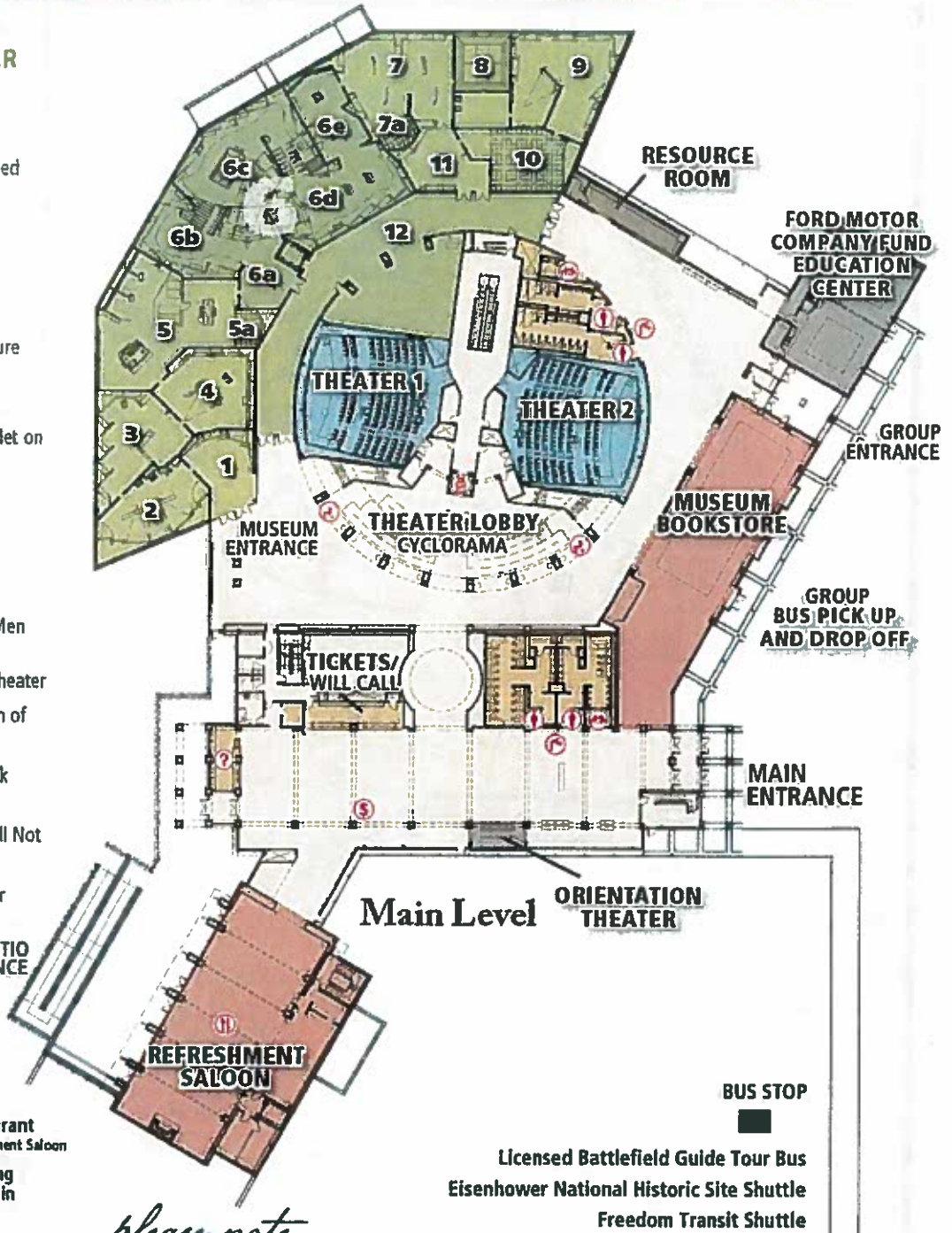
**NOTES:**

**NOTES:**

welcome to the  
**GETTYSBURG NATIONAL MILITARY PARK  
 MUSEUM & VISITOR CENTER**

**THE GETTYSBURG MUSEUM  
 OF THE AMERICAN CIVIL WAR  
 EXHIBIT GALLERIES**

1. Impact of War: In a Larger Sense
2. Causes of War 1776–1861: Conceived in Liberty?
3. Approach to War: A New Nation
4. Civil War 1861–1863: Now We Are Engaged in a Great Civil War
5. Campaign to Pennsylvania: Testing Whether That Nation Can Long Endure
  - 5a. Campaign to Pennsylvania Voices Theater
6. Battle of Gettysburg: Now We Are Met on a Great Battlefield of That War
  - 6a. Into Battle
  - 6b. Day 1
  - 6c. Day 2
  - 6d. Day 3
  - 6e. Out of Battle
7. The Aftermath of Battle: The Brave Men Living and Dead
  - 7a. The Voices of the Aftermath Theater
8. The Gettysburg Address: A New Birth of Freedom
9. Civil War 1863–1865: The Great Task Remaining Before Us
10. Results of War: That These Dead Shall Not Have Died in Vain
11. Preservation of the Battlefield: Never Forget What They Did Here
12. Gilder Lehrman Institute Special Exhibits Gallery



**LEGEND**

- |                      |                               |
|----------------------|-------------------------------|
| NPS Information Desk | Restaurant Refreshment Saloon |
| Women's Restroom     | Drinking Fountain             |
| Men's Restroom       | ATM                           |
| Family Restroom      | Stroller Parking              |
| Elevator             |                               |

*please note*

Food, beverages, chewing gum, flash photography and videotaping are not permitted in the film theaters, the Cyclorama gallery or the museum.

Backpacks are not permitted in the Museum and Visitor Center.

Pets are not allowed in the Museum and Visitor Center. Service dogs are welcome.

**BUS STOP**  
 Licensed Battlefield Guide Tour Bus  
 Eisenhower National Historic Site Shuttle  
 Freedom Transit Shuttle

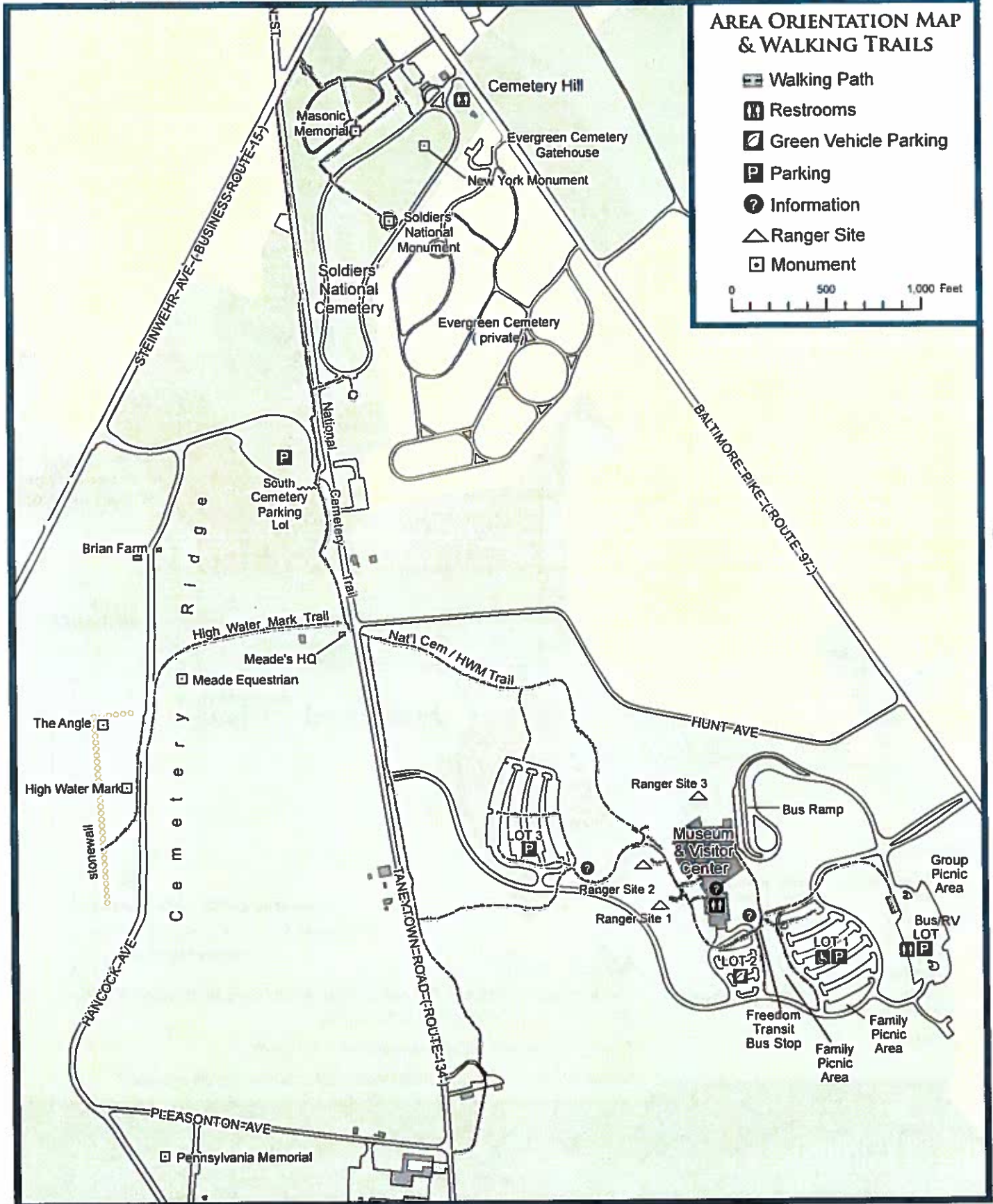


# Welcome to the GETTYSBURG NATIONAL MILITARY PARK MUSEUM & VISITOR CENTER

## AREA ORIENTATION MAP & WALKING TRAILS

-  Walking Path
-  Restrooms
-  Green Vehicle Parking
-  Parking
-  Information
-  Ranger Site
-  Monument

0 500 1,000 Feet



# TICKS & LYME DISEASE FACT SHEET

## ENJOY YOUR VISIT SAFELY

- 1 Use insect repellent containing DEET on exposed skin to prevent tick bites.
- 2 Wear long pants and long sleeves to help keep ticks off your body, and check your clothing for ticks.
- 3 Check yourself regularly for ticks when outdoors in tick habitat and immediately remove any attached ticks.
- 4 Shower soon after being outdoors, which helps wash off unattached ticks and is a good opportunity to do a tick check.
- 5 Walk in the center of the trail and stay away from brushy areas, high grass, and leaf litter when hiking. Ticks are active at temperatures as cool as 40° F.

### How to Remove a Tick



1. Use fine-tipped tweezers to grasp the tick as close to the skin's surface as possible.
  2. Pull upward with steady, even pressure. Don't twist or jerk the tick; this can cause the mouth-parts to break off and remain in the skin. If this happens, remove the mouth-parts with tweezers. If you are unable to remove the mouth easily with clean tweezers, leave it alone and let the skin heal.
  3. After removing the tick, thoroughly clean the bite area and your hands with rubbing alcohol, an iodine scrub, or soap and water.
- Your goal is to remove the tick as quickly as possible – not waiting for it to detach.

## LEARN ABOUT LYME

### What is Lyme Disease?

Lyme disease is the most common tick-borne disease in the United States. Lyme disease is transmitted by the bite of an infected black-legged tick (sometimes called a deer tick). Ticks are most active from late spring to early fall. Ticks do not fly or fall from trees. The black-legged tick must be attached to your skin for at least 24 hours in order for you to contract Lyme disease (but other less common infections can be transmitted soon after the tick attaches).

### What are the Symptoms of Lyme Disease?

From 3-30 days after a tick bite, a gradually expanding rash can occur at the site of the bite in 70-80% of infected people. Other symptoms may include fever, headache and fatigue. If untreated, Lyme disease may progress to involve joints, the nervous system, and the cardiac system.

### What to do if you Experience Symptoms

Contact your health care provider if you develop any of these symptoms after a tick bite or after being in tick habitat.

### Identification:

#### Blacklegged Tick (*Ixodes scapularis*) Magnified



Blacklegged larva and nymphs are no bigger than a pinhead. Adults are about the size of a small apple seed.



Actual Size

Learn more about ticks, Lyme disease and prevention:



[www.cdc.gov/lyme](http://www.cdc.gov/lyme)