

III. SUGGESTED ROUTE AND VIGNETTES

Introduction

During the two-year course of the Lewis and Clark Expedition (14 May 1804 to 23 September 1806), the Corps of Discovery explored thousands of miles of uncharted territory. Because of the wide chronological and geographical span of the expedition, it is necessary to exercise selectivity in packaging a staff ride that can be executed within a reasonable amount of time.

The resulting itinerary involves considerable driving time. The full itinerary, with discussions at each stand, takes approximately five days. The package focuses on the events between 2 June and 7 October 1805. During this period, the Corps of Discovery faced its first major navigational dilemma, reached the source of the Missouri River, crossed the Rocky Mountains, and resumed waterborne movement on rivers that flowed into the Pacific. The primary theme of the study is the discussion of today's Army values and other leadership issues. Individual groups can tailor travel schedules and discussion themes to accommodate the time available and the particular interests of the group. Table One (Tailored Staff Rides) shows recommendations for tailored itineraries.

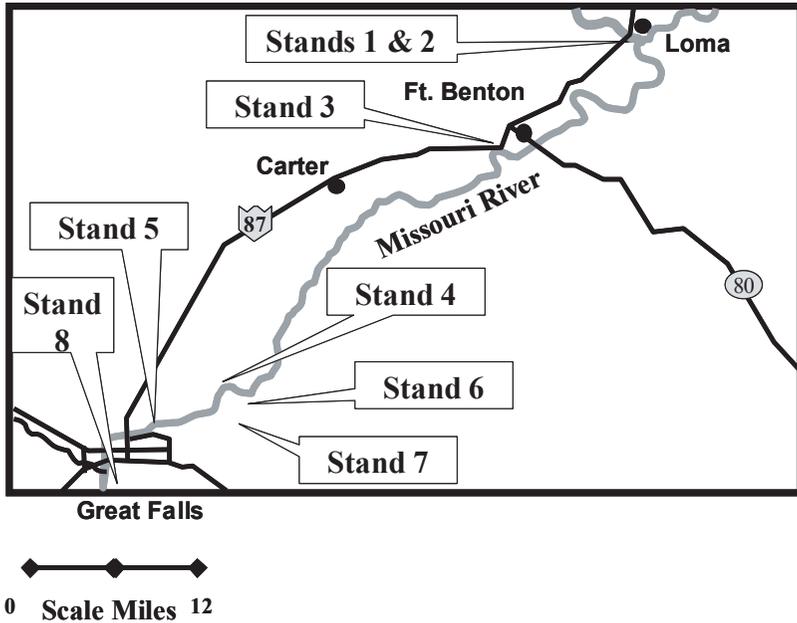
Be aware that not all of the stands cited in the itinerary are designated by signs or monuments. For this reason, directions are as specific as possible in terms of mileages, road names, and landmarks. Even so, roads and landmarks may change over time, and mileage numbers are no more accurate than the odometer of the vehicle. A set of detailed road maps will help prevent unintended detours.

Journal entries are from *The Journals of the Lewis & Clark Expedition (August 30, 1803 – September 26, 1806)*, published as a project of the Center for Great Plains Studies by the University of Nebraska Press, 1986. Gary E. Moulton served as the editor for this outstanding and valuable project. Moulton's editorial goal, as stated in the introduction to his works, was to: "provide the users with a reliable text that is largely uncluttered with editorial interference. By using the text from the full edition, I have retained the enigmatic writing of the journalists that has so captivated, bedeviled and delighted readers for nearly two hundred years." (quoted in *The Lewis and Clark Journals, An American Epic of Discovery*, by Gary Moulton, lvii).

To maintain the spirit of Moulton's work, CSI only added editorial comments to help clarify or complete unclear passages. [Editorial comments appear in square brackets.]

Tailored Staff Rides				
5-Day Staff Ride	4-Day Staff Ride	3-Day Staff Ride	2-Day Staff Ride	1-Day Staff Ride
Day 1, Marias River to the Upper Portage Camp Recommended End of Day Lodging in Great Falls, MT	Day 1, Marias River to the Upper Portage Camp			
Day 2, Gates of the Mountains to the Three Forks Recommended End of Day Lodging in Three Forks, MT	Day 2, Gates of the Mountains to the Three Forks	Start at Three Forks	Start at Three Forks	
Day 3, Jefferson River to the Shoshone Indians Recommended End of Day Lodging in Salmon, ID	Day 3, Jefferson River to the Shoshone Indians	Day 3, Jefferson River to the Shoshone Indians	Day 3, Jefferson River to the Shoshone Indians	Day 3, Jefferson River to the Shoshone Indians
Day 4, Salmon River Recon to Travelers' Rest Recommended End of Day Lodging in Lolo, MT	Day 4, Salmon River Recon to Travelers' Rest	Day 4, Salmon River Recon to Travelers' Rest	Day 4, Salmon River Recon to Travelers' Rest	
Day 5, The Challenge of the Rocky Mountains		Day 5, The Challenge of the Rocky Mountains		

Day 1
Marias River to the Upper Portage Camp
(2 June to 15 July 1805)



Map 1-1

Stand 1, The Corps of Discovery (interpretive display at Decision Point, Loma, MT)

Stand 2, Decision at the Marias (Decision Point, Loma, MT)

Stand 3, Leader's Recon (SW of Fort Benton, MT)

Stand 4, The Great Falls (Ryan Dam Park, Great Falls, MT)

Stand 5, Crooked Falls and Beautiful Falls (east of Lewis and Clark Interpretive Center, Great Falls, MT)

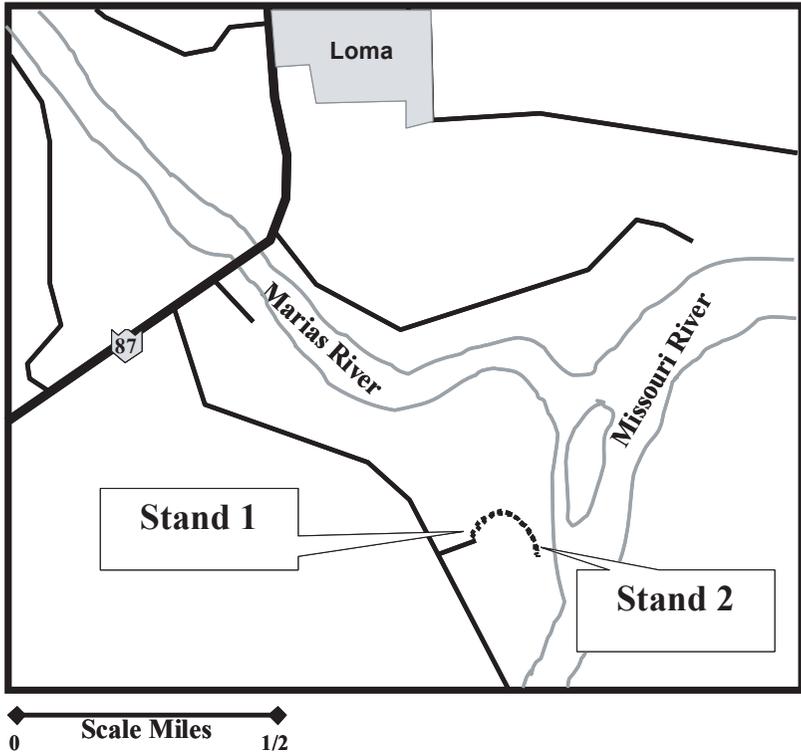
Stand 6, Portage Creek (Salem Bridge Turnaround, east of Great Falls, MT)

Stand 7, Willow Run Camp and the Great Portage (Salem Road Overlook, east of Great Falls, MT)

Stand 8, Upper Portage Camp (Great Falls, MT)

End the Day at Great Falls, MT

Day 1
Stand 1 (The Corps of Discovery)
and
Stand 2 (Decision at the Marias)



Map 1-2

Stand 1
The Corps of Discovery
(January 1803 – May 1805)

Directions: Go 11 miles northeast of Fort Benton on US 87, then turn right and go 0.5 miles on a gravel road just to the west of Loma Bridge (follow the signs to Decision Point Overlook). Park and orient the group on the interpretive display for the first stand.

Orientation (See Visual 1-1, Appendix D): This stand is near the location where the Corps of Discovery camped in early June 1805. The purpose of the stand is to provide an overview of corps activities from January 1803 to May 1805. St. Louis, Missouri, where the corps officially started the expedition, is just under 2,000 miles to the east; and Fort Mandan, where they spent the previous winter, is about 500 miles to the east.

Situation: Thomas Jefferson assumed the office of President of the United States in 1801. At the time, the western boundary of the United States was the Mississippi River, and the vast majority of the population lived within 50 miles of the Atlantic Ocean. Jefferson, always fascinated by the West, had previously tried to organize expeditions across the continent. Now that he was the president, he decided to try once more. In early 1803, he sent a secret communication to Congress seeking authorization and \$2,500 for the expedition. Upon obtaining the approval of Congress, Jefferson selected his personal secretary, Captain Meriwether Lewis, to command the expedition.

In the spring of 1803, Captain Lewis started the logistics planning process and began purchasing supplies for the expedition. These included: portable shelters, clothing, Indian trading goods, weapons, medicines, emergency food, navigational and cartographic instruments and construction tools. He then traveled to Philadelphia, where the nation's leading experts instructed him in botany, navigation, medicine, and zoology. Lewis also decided that the expedition required a second officer and selected a former Army comrade, William Clark, to share command of the expedition. The importance of the expedition increased with the advent of the Louisiana Purchase. President Jefferson purchased a vast chunk of the western part of the continent for only 3 cents an acre. His investment of \$15 million dollars doubled the size of the United States.

Lewis changed his base of operations to Pittsburgh in the summer of 1803. Before the year ended he oversaw the construction of a keelboat and purchased two smaller boats. He floated the boats and supplies down the

Ohio River toward the Mississippi River and St. Louis. Along the way, he picked up Clark and several volunteers. The expedition arrived in St. Louis late in December of 1803 and established Camp River Dubois on the east side of the river. Lewis spent most of the winter in St. Louis purchasing supplies and gathering intelligence, while Clark and the rest of the group remained at the camp. Clark used the time to drill the men and mold them into a disciplined military unit. He also used his time to observe the men and select from the group the best individuals for the expedition.

On 14 May 1804, the Corps of Discovery began its journey up the Missouri River in the keelboat and two smaller boats. They proceeded on, using sails, oars, poles, and many times ropes for dragging the boats up the Missouri River. The Corps of Discovery's progress was slow and laborious, a good day being 10 to 15 miles progress. They celebrated the nation's first Fourth of July west of the Mississippi by firing their small cannon, issuing an extra ration of whiskey, and naming a creek, Independence Creek (less than 30 miles northwest of present-day Fort Leavenworth, KS).

As the captains continued westward, they met with several different Indian nations. They promised each of the tribes a future of prosperity if the tribes would maintain peace and trade only with the United States. Near what is now Sioux City, Iowa, Sergeant Charles Floyd became the expedition's first and only fatality. He died from what was probably a burst appendix. In late September, near what is now Pierre, South Dakota, the expedition encountered the Teton Sioux (the Lakota). The Sioux demanded one of the boats as a toll for moving farther upriver. The expedition and the Indians came very close to fighting, but the refusal of the captains to accede to the demands and the diplomacy of a chief named Black Buffalo calmed the situation.

The Corps of Discovery reached the villages of the Mandans and Hidatsas on 24 October 1804 (north of what is now Bismarck, North Dakota). The villages contained over 4,000 inhabitants, more than lived in St. Louis or even Washington, D.C. at the time. The captains decided to stay the winter there and built Fort Mandan across the river from the main village. While wintering at Fort Mandan, the captains hired Toussaint Charbonneau and his young Shoshone wife, Sacagawea, as interpreters.

On 7 April 1805, the captains dispatched the keelboat with the return party downriver. The boat carried reports for the president along with maps and scientific specimens. That same day, the permanent party headed west. In late April they entered what is now Montana. By late May they had reached the vicinity of central Montana.

Vignette 1: "The object of your mission is to explore the Missouri River, and such principal streams of it, as, by its course and communication

with the waters of the Pacific Ocean, whether the Columbia, Oregon, Colorado, or any other river, may offer the most direct and practical water-communication across the continent, for the purposes of commerce...” (Thomas Jefferson, Letter to Lewis, quoted in Donald Jackson, ed. *Letters of the Lewis and Clark Expedition*, vol. 1, 61.)

Vignette 2: (Note: Lewis penned these words just 75 miles east of the junction of the Missouri and Marias Rivers). “...from this point, I beheld the Rocky Mountains for the first time, I could only discover a few of the most elevated points above the horizon... these points of the Rocky Mountains were covered with snow, and the sun shone on it in such a manner as to give me a most plain and satisfactory view. While I viewed those mountains I felt a secret pleasure in finding myself so near the head of the heretofore conceived - boundless Missouri; but when I reflected on the difficulties which this snowy barrier would most probably throw in my way to the Pacific Ocean, and the sufferings and hardships of myself and party in them, it in some measure counterbalanced the joy I had felt in the first moments in which I gazed on them; but, as I have always held it a crime to anticipate evils, I will believe it a good, comfortable road untill I am compelled to believe otherwise.” (Captain Lewis, 26 May 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 201.)*

Teaching Points:

Leadership. How much did the captains’ *leadership* contribute to the success of the mission during this phase of the journey?

Logistics Planning. The captains recognized the need to plan, manage, synchronize, and integrate key combat service support functions. How important was the *logistics planning* to the success of the expedition?

Duty and Personal Courage. The captains’ sound leadership and bold determination exemplified the Army values of *duty* and *personal courage* during their negotiations with the Teton Sioux. Could today’s combat leaders find themselves in similar circumstances?

Training, Discipline, and Teamwork. The corps’ training, discipline, and teamwork allowed them to successfully navigate the lower and middle

* All vignettes retain the enigmatic writing of the journalists. See the introduction to Section III for an explanation of the editorial principles used with the journal entries.

Missouri and to survive their first winter in the wilderness. What lessons can we learn from the captains on building a successful unit?

Stand 2
Decision at the Marias
(2 – 9 June 1805)

Directions: From the interpretive display, take the trail to the top of the hill that overlooks the junction of the Missouri and Marias Rivers.

Orientation (See Visuals 1-1 and 1-2, Appendix D): At this location, the captains faced their first major navigational decision on which route to take. Modern-day channeling of the Missouri has significantly changed the appearance of the forks. In 1805 the two rivers were relatively equal in width. The Missouri was not as wide and controlled as it appears today. In 1805 it flowed much more rapidly and the channel had numerous bends and turns along the present-day river bottom. Additionally, the channel divided around numerous small islands. Modern day channeling and erosion control have also changed the appearance of the west fork, today's Marias. In 1805, the captains described it as big and muddy.

Situation: On 2 June 1805, the Corps of Discovery reached two apparently equal rivers converging to form the Missouri. All the men believed the north fork was the true Missouri; Lewis and Clark believed the south fork to be the Missouri. The captains had to make a critical decision on which fork they should take. A wrong decision would have had significant consequences. It was already late in the year; they needed to reach and cross the mountains before winter. A wrong decision might also have compromised their leadership with the men.

Private Pierre Cruzatte, the experienced Missouri River pilot, firmly believed the north fork to be the Missouri. All the men respected Cruzatte's experience and were inclined to agree with him. The north fork (today's Marias) did come from the westward direction of the mountains, and it flowed wide and muddy, just as the Missouri had done all the way back to St. Louis. Lewis believed that, because it flowed muddy, the source of the north fork must lie in the plains and not in the mountains. Further, the clear flowing water and smooth tumbled stones on the bottom of the south fork indicated to Lewis that the south fork must flow out of the mountains making it the true Missouri. His own visual sighting of the mountains a few days before indicated to him that, as near as the mountains appeared, the waters should logically flow clear rather than muddy. His analysis of the two forks in relation to the close proximity of the mountains; along with the use of his Jefferson map and information received from the Mandans, convinced Lewis they needed to take the south fork.

Despite their belief that the south fork was the Missouri, the captains wanted to be certain; they wanted more information before making such a critical decision. They decided to allow the main body of the corps to rest and reorganize while they led reconnaissance teams up both forks to gather additional information. They knew, based on information gleaned from the Mandan Indians, that the true Missouri would have a great waterfall. Between 4 and 8 June, Lewis explored the north fork, traveling an estimated 77 miles. He reasoned that the north fork veered too far to the north to be the route to the Pacific and concluded that his earlier estimation was correct; the slow-moving current and muddy waters must surely flow from the plains.

Clark explored the south fork between 4 and 6 June. He was concerned that he did not find the Great Falls and that the river led him to the southwest, but he felt confident that the river would eventually turn westward toward the mountains. He reasoned that the width and depth of the river indicated the south fork was the main channel. The captains were so certain that the south fork was the Missouri that they named the north fork the Marias (after a cousin of Lewis back in Virginia).

On the 9th of June, the captains briefed the men on their decision to take the south fork. The men continued to put their trust in Cruzatte and were not convinced that the south fork was the true Missouri. However, they understood that the authority and burden of command rested with the officers. They told the captains “they were ready to follow us anywhere we thought proper to direct.”

Vignette 1: “This morning early we passed over and formed a camp on the point formed by the junction of two large rivers... An interesting question was now to be determined; which of these rivers was the Missouri... to mistake the stream at this period of the season, two months of the traveling season having now elapsed, and to ascend such stream to the rocky Mountain or perhaps much farther before we could inform ourselves whether it did approach the Columbia or not, and then be obliged to return and take the other stream would not only loose us the whole of this season but would probably so dishearten the party that it might defeat the expedition altogether...” (Captain Lewis, 3 June 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 246.)

Vignette 2: “...the bed of the N. fork composed of some gravel but principally mud; in short, the air and character of this river is so precisely that of the missouri below that the party with very few exceptions have already pronounced the N. fork to be the Missouri; myself and Cap. C.

not quite so precipitate have not yet decided but if we were to give our opinions I believe we should be in the minority...what astonishes us a little is that the Indians who appeared to be so well acquainted with the geography of this country should not have mentioned this river on wright hand if it be not the Missouri; *the river that scolds at all others*, as they call it if there is in reality such a one, ought agreeably to their account, to have fallen in a considerable distance below, and on the other hand if this right-hand or N. fork be the Missouri I am equally astonished at their not mentioning the S. fork which they must have passed in order to get to those large falls which they mention on the Missouri..." (Captain Lewis, 3 June 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 248.)

Vignette 3: "Captain C. and myself concluded to set out early the next morning with a small party each, and ascend these rivers untill we could perfectly satisfy ourselves of the one, which it would be most expedient for us to take on our main journey to the Pacific. accordingly it was agreed that I should ascend the right-hand fork and he the left. I gave orders to Sergt Pryor, Drewyer, Shields, Windsor, Cruzatte, and La Page to hold themselves in readiness to accompany me in the morning. [Note: Lewis repeated refers to George Drouillard as "Drewyer."] Capt. Clark also selected Reubin and Joseph Fields, Sergt. Gass, Shannon, and his black man, York, to accompany him. we agreed to go up those rivers one day and a halfs march or further if it should appear necessary to satisfy us more fully of the point in question..." (Captain Lewis, 3 June 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 250.)

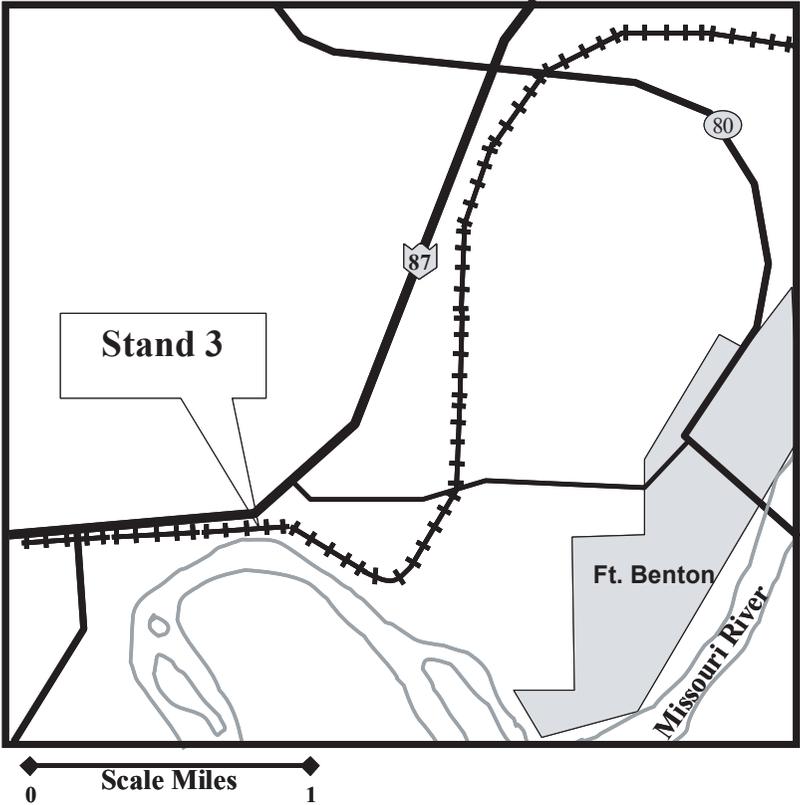
Vignette 4: "I determined to give it a name and in honour of Miss Maria W-d. called it Maria's River. it is true that the hue of the waters of this turbulent and troubled stream but illy comport with the pure celestial virtues and amiable qualifications of that lovely fair one; but on the other hand it is a noble river; one destined to become in my opinion an object of contention between the two great powers of America and Great Britain with respect to the adjustment of the North westwardly boundary of the former..." (Captain Lewis, 8 June 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 266.)

Vignette 5: "...today we examined our maps, and compared the information derived as well from them as from the Indians and fully settled in our minds the propriety of addopting the South fork for the Missouri, as that which it would be most expedient for us to take... I endeavored to impress on the minds of the party, all of whom, except Capt. C. being still firm in

the belief that the N. fork was the Missouri and that which we ought to take; they said very cheerfully that they were ready to follow us any wher we thought proper to direct but that they still thought that the other was the river and that they were affraid that the South fork would soon termineate in the mountains and leave us at a great distance from the Columbia...” (Captain Lewis, 9 June 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 269-271.)

Teaching Point: Personal Courage. The captains demonstrated the physical aspect of *personal courage* in their negotiations with the Teton Sioux. How does Lewis’ decision to name the north fork the Marias River exemplify another part of the Army value of personal courage?

**Day 1
Stand 3
(Leader's Recon)**



Map 1-3

Stand 3
Leader's Recon
(9 - 12 June 1805)

Directions: Proceed south on US 87 past Fort Benton. After passing the junction for Highway 386, pull into the interpretive display turnout on the south side of the road.

Orientation (See Visual 1-3, Appendix D): Orient the group on the great bend in the Missouri River. The junction of the Missouri and Marias Rivers is 13 miles to the northeast. Clark passed through this area on 5 June during his initial reconnaissance of the south fork. Lewis also passed through here on 12 June in his effort to confirm that the south fork was the Missouri.

Situation: The captains, still concerned because Clark had not found the Great Falls on his initial reconnaissance, decided on 9 June to mitigate the risk of a wrong decision by sending an advance party led by Captain Lewis up the south fork to confirm that it was, indeed, the Missouri River. The main body of the Corps of Discovery would follow one day later. Lewis delayed his departure for one day due to a severe stomach ailment. Sacagawea was also very ill, and Clark employed the accepted practice of bleeding as a method of treatment. The rest of the men spent the day drying out equipment and repairing the canoes. Additionally, Private Shields took advantage of the extra time to repair Lewis' air rifle and some of their other weapons using some of the spare weapon parts that Lewis had had the foresight to bring.

Lewis departed on 11 June with the small advance party consisting of Drouillard and three other men. They camped that evening just northeast of present-day Fort Benton, and Private Goodrich, the expedition's best fisherman, caught a sauger and a goldeye for the group's dinner. Both species were new to science, so Lewis, despite his fatigue and continuing stomach ailments, meticulously recorded in his journal detailed descriptions of the fish. Lewis also experimented with concoctions made from chokecherries and twigs to ease his violent stomach cramps. Amazingly, his choice of chokecherries did actually help to ease the discomfort of his stomach problems.

The next day, Lewis and his group continued up the Missouri. Clark followed with the main body and traversed the great bend of the Missouri on 12 June 1805. He had used the one-day delay to reorganize the corps for movement and to cache excess supplies at the forks. He also left the

red pirogue behind at the forks because its carrying capacity was no longer needed.

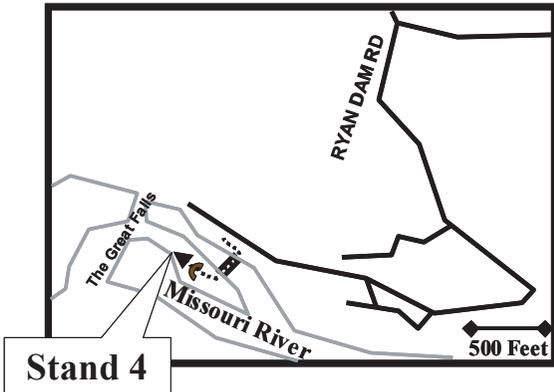
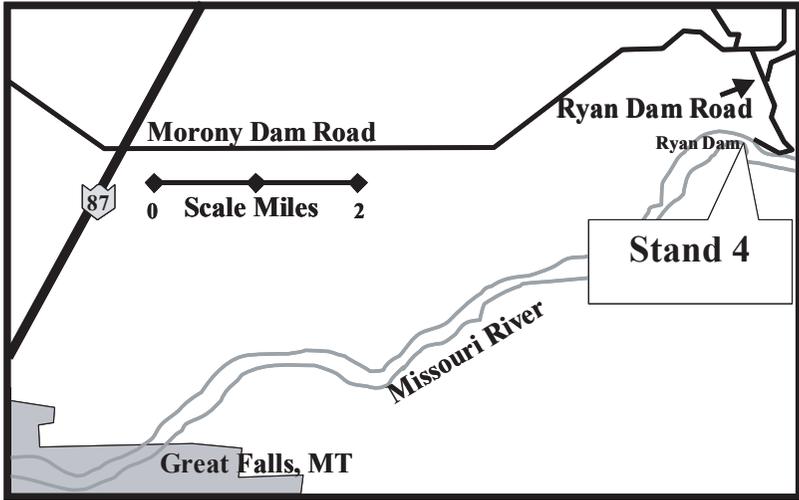
Vignette 1: “Cruzatte who had been an old Missouri navigator and who from his integrity knowledge and skill as a waterman had acquired the confidence of every individual of the party declared it as his opinion that the N. fork was the true genuine Missouri and could be no other. finding them so determined in this belief, and wishing that if we were in an error to be able to detect it and rectify it as soon as possible it was agreed between Capt. C. and myself that one of us should set out with a small party by land up the South fork and continue our rout up it untill we found the falls or reached the snowy Mountains, by which means we should be enabled to determine this question pretty accurately...” (Captain Lewis, 9 June 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 271.)

Vignette 2: “Shields renewed the main Spring of my air gun we have been much indebted to the ingenuity of this man on many occasions; without having served any regular apprenticeship to any trade, he makes his own tools principally and works extremely well in either wood or metal, and in this way has been extremely serviceable to us, as well as being a good hunter and an excellent waterman...” (Captain Lewis, 10 June 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 275.)

Vignette 3: “we Set out at 8 oClock & proceeded on verry well... the bluff are a blackish Clay & Coal for about 80 feet. the earth above that for 30 or 40 feet is brownish yellow...” (Captain Clark, 12 June 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 281.) [Note: There is no coal in the bluffs. The black band of rock is actually Marias River Shale.]

Teaching Point: Respect. How does the captains’ decision to mitigate risk exemplify the Army value of *respect*? In what ways does Lewis’ comment about Private Shields demonstrate respect? Why was it important for them to demonstrate respect?

Day 1
Stand 4
(The Great Falls)



Map 1-4

Stand 4
The Great Falls
(12 – 14 June 1805)

Directions: Continue south on US 87 toward Great Falls. Approximately 3 miles north of Great Falls, turn left (east) on Morony Dam Road. Then go approximately 8 miles and turn south on Ryan Dam Road. Follow signs to Ryan Dam Park. After parking, cross the footbridge and move through the picnic pavilion to the high point overlooking Ryan Dam.

Orientation (See Visual 1-3, Appendix D): Lewis reached this area on 13 June 1805. From here the Missouri River flows to the northeast. It is 50 miles northeast to the junction with the Marias River and approximately 8 miles upriver to the present-day city of Great Falls. Ryan Dam has significantly changed the hydrology of the Great Falls.

Situation: Lewis had not made significant progress on the 11th because he was still dealing with a troubling stomach ailment. He felt much better on the 12th, and his group was able to forge ahead 27 miles. That day they killed two bears and left the meat hanging beside the river for Clark's group. They also saw, from a high point, the distant Rocky Mountains with their peaks covered in snow. Game was very plentiful, and that evening they dined on the best parts of a buffalo, an antelope, three mule deer, and about a dozen fish: a hearty banquet for only four men.

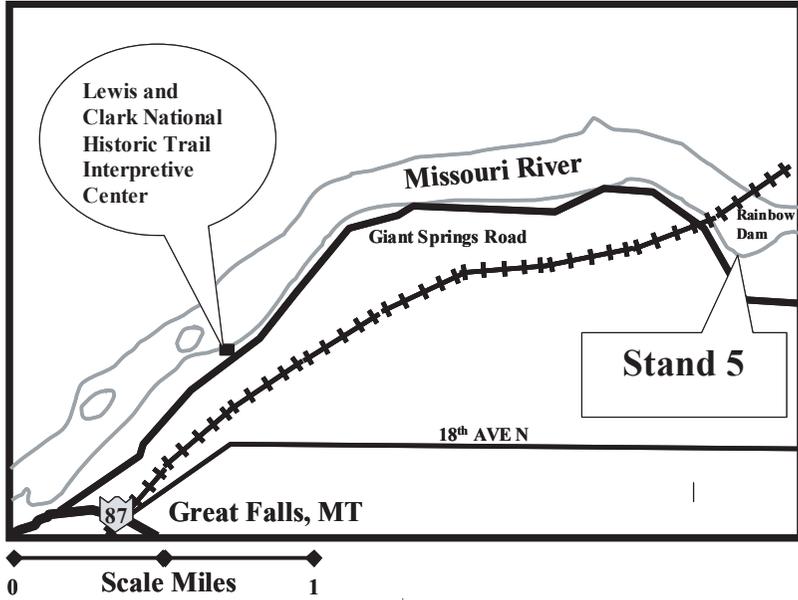
Lewis moved the group out at sunrise on the 13th. He was anxious to find the falls and unwilling to be delayed by the need for the men to hunt. He instructed them to obtain the day's lunch and meet him at the river. As he scouted ahead, he soon heard the roaring of falls. He had found "the grandest sight I ever beheld," the Great Falls of the Missouri, proof that he and Clark had been correct.

Vignette 1: "...from this high we had a most beautiful and picturesque view of the Rocky mountains which were perfectly covered with snow and reaching from S.E. to the N. of N.W.- they appear to be formed of several ranges each succeeding range rising higher than the preceding one until the most distant appear to lose their snowy tops in the clouds..." (Captain Lewis, 12 June 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 280.)

Vignette 2: “I had proceeded on this course about two miles with Goodrich at some distance behind me when my ears were saluted with the agreeable sound of a fall of water, and advancing a little further I saw the spray arise above the plain like a column of smoke which would frequently disappear again in an instant caused I presume by the wind which blew pretty hard from the S.W. I did not however lose my direction to this point which soon began to make a roaring too tremendous to be mistaken for any cause short of the great falls of the Missouri. here I arrived about 12 O’clock having traveled by estimate, about 15 miles. I hurried down the hill which was about 200 feet high and difficult of access, to gaze on this sublimely grand spectacle...” (Captain Lewis, 13 June 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 283-284.)

Teaching Point: Trust and Loyalty. Lewis’ decision to send an advance party on the south fork showed respect for the men’s belief that the north fork was the Missouri. How did the consequences of that decision help to build *trust and loyalty* within the corps?

Day 1
Stand 5
(Crooked Falls and Beautiful Falls)



Map 1-5

Stand 5
Crooked Falls and Beautiful Falls
(14 June 1805)

Directions: Return to US 87 along Ryan Dam Road and Morony Dam Road. At US 87 proceed south toward Great Falls. Continue on US 87 into Great Falls. Immediately after crossing the Missouri River turn left on River Drive. After approximately 1.6 miles, turn left onto Giant Springs Road. Then, approximately 1.4 miles past the Lewis and Clark Interpretive Center, turn left into Rainbow Dam Overlook.

Orientation (See Visual 1-4, Appendix D): The dams have significantly changed the scene that Lewis beheld in June 1805. The view below is Rainbow Dam and what Lewis called Beautiful or Handsome Falls. The Crooked Falls were a quarter of a mile downriver and the Great Falls another 9 miles after that. Colter Falls (now submerged) is ½ mile upstream. Finally, the Upper Falls (now Black Eagle Dam) are another 2 ½ miles upstream.

Situation: On 14 June, Lewis dispatched a note to Clark verifying that the south fork was indeed the Missouri. He decided that, while he waited for Clark and the main body of the Corps of Discovery to catch up, he would recon a route around the falls. He believed, based on his interpretation of the information provided to him by the Hidatsa Indians, that there was only one fall and that the portage would take one day. The Hidatsa Indians had been there many times and certainly understood that there was a series of falls. The message of a series of falls must have been lost in the translation. Besides, the Hidatsas had come to the falls by horse and would not actually have had to portage around them. They instead would have taken one day to pass around the falls on horseback.

Lewis was amazed by the beauty of what he saw that day, but he also must have been very concerned by what it all meant to his projected portage timetable. He discovered that the first 5 miles beyond the Great Falls was a stretch of continuous rapids. He then discovered three more falls in quick succession and a fourth farther upriver. In all, he found more than 12 miles of rapids and five falls. His journal entries for this day read much like an excited tourist enjoying the sites. However, the entries also showed that Lewis was updating his commander's estimate of where and how to make the portage. He noted that numerous ravines cut the north bank and would make a portage on that side difficult. More important, he reasoned that, because the river turned to the south, the shorter portage route would be on the south bank.

During his reconnaissance, Lewis came close to losing his life or, at a minimum, being severely injured. He had shot a buffalo about 6 miles west of Beautiful Fall near where the river makes the bend to the south. In a moment of inattention, he failed to reload his rifle and allowed a grizzly bear to approach unnoticed. He was forced to defend himself against the charging bear with his spontoon. The encounter ended with the bear beating a hasty retreat and Lewis vowing never to leave his rifle unloaded again.

Vignette 1: "...about ten OClock this morning while the men were engaged with the meat I took my gun and espontoon and thought I would walk a few miles and see where the rapids terminate above, and return to dinner. accordingly I set out and proceeded up the river about S.W. after passing one continued rappid and three small cascades of abut for or five feet each at the distance of about five miles I arrived at a fall of about 19 feet... just above this rappid the river makes a suddon bend to the right or Northwardly. I should have returned from hence but hearing a tremendous roaring above me I continued my rout across the point of a hill a few hundred yards further and was again presented by one of the most beautiful objects in nature, a cascade of about fifty feet perpendicular... here the river pitches over a shelving rock, with an edge as regular and as streight as if formed by art, without a nich or brake in it; the water descends in one even and uninterrupted sheet to the bottom, wher, dashing against the rocky bottom rises into foaming billows of great hight and rappidly glides away, hising flashing, and sparkling as it departs... I now thought that if a skillful painter had been asked to make a beautifull cascade, he would most probably have pesented the precise immagine of this one; nor could I for some time determine on which of those two great cataracts to bestoe the palm, on this, or that which I had discovered yesterday; at length I determined between these two great rivals for glory, that this was *pleasingly beautiful*, while the other was *sublimely grand*..." (Captain Lewis, 14 June 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 289-290.)

Vignette 2: "I sected a fat buffaloe and shot him very well, through the lungs; while I was gazeing attentively on the poor animal discharging blood in streams from his mouth and nostrils, expecting him to fall every instant, and having entirely forgotten to reload my rifle, a large white, or reather, brown bear, had perceived and crept on me within 20 steps before I discovered him; in the first moment I drew up my gun to shoot, but at the

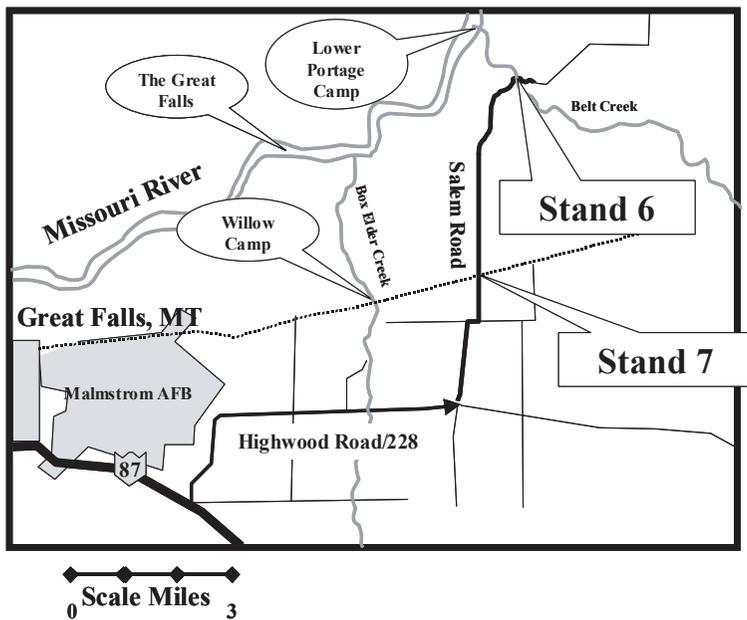
same instant recollected that she was not loaded, and that he was too near for me to hope to perform this operation before he reached me, as he was then briskly advancing on me; it was an open level plain, not a bush within miles nor a tree within less than three hundred yards of me; the riverbank was sloping and not more than three feet above the level of the water; in short, there was no place by means of which I could conceal myself from this monster untill I could charge my rifle; in this situation I thought of retreating in a brisk walk as fast as he was advancing untill I could reach a tree about 300 yards below me, but I had no sooner terned myself about but he pitched at me, open mouthed and full speed, I ran about 80 yards and found he gained on me fast, I then run into the water the idea struk me to get into the water to such debth that I could stand and he would be obliged to swim, and that I could in that situation defend myself with my esponentoon. Accordingly, I ran hastily into the water about waist deep and faced about and presented the point of my esponentoon, at this instant he arrived at the edge of the water within about twenty feet of me; the moment I put myself in this attitude of defense he suddenly wheeled about as if frightened, declined the combat on such unequal grounds, and retreated with quite as great precipitation as he had just before pursued me as soon as I saw him run of[f] in that manner I returned to the shore and charged my gun, which I had still retained in my hand throughout this curious adventure... My gun reloaded I felt confidence once more in my strength; and determined not to be thwarted in my design of visiting medicine river, but determined never again to suffer my piece to be longer empty than the time she necessarily required to charge her..." (Captain Lewis, 14 June 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 292-293.)

Teaching Points:

Commander's Estimate. Lewis' original *commander's estimate* had allocated one day for the portage around the falls. Why was it important for Lewis to immediately begin the process of updating his estimate during his reconnaissance of the Great Falls area?

Complacency. The Corps of Discovery was a military unit moving into unknown territory. The captains and the unit could take pride in what they had accomplished to date. Their primary foe during the last 14 months had been the river itself. What was the significance of Lewis' encounter with the grizzly bear?

Day 1
Stand 6 (Portage Creek)
And
Stand 7 (Willow Run Camp and the Great Portage)



Map 1-6

Stand 6
Portage Creek
(16 June – 4 July 1805)

Directions: Retrace your route back along Giant Springs Road and River Drive. Reset the mileage counter to zero as you pass the Lewis and Clark Interpretive Center. Then, at 1.7 miles, turn left on 25th Street and continue about 20 blocks until you reach 10th Avenue (also US 89/87). At 10th Avenue, turn left and continue east out of Great Falls. At approximately 8.7 miles, turn left on Highwood Road/228. Then, at approximately 14.8 miles (mile marker 6), turn left on Salem Road (gravel). Follow Salem Road to approximately mile 21, where you should cross over the Belt Creek Bridge. Carefully turn around and come back over the bridge and park just past the guardrail looking north into the creek bottom.

Orientation (See Visual 1-5, Appendix D): The creek today is called Belt Creek. The captains referred to it as Portage Creek. The Lower Portage Camp is approximately 1 mile down the creek where it joins with the Missouri River. The Great Falls are 6 miles upstream from the camp. The slopes back up the road to the southwest compose the area represented by the display at the interpretive center showing the corps dragging a dugout canoe uphill.

Situation: The captains reunited on 16 June and established the lower portage camp 6 miles downriver from the falls. They were anxious to begin the planning and execution of the portage. However, they first had to solve a more immediate problem; Sacagawea was seriously ill. The Corps of Discovery was in danger of losing its only means of communicating with the Shoshone, Sacagawea's people, who lived at the headwaters of the Missouri. The Shoshone were critical to Lewis' plan. They had the horses the corps needed to cross the mountains, and Sacagawea would be an important asset in obtaining the horses.

Today's scholars believe that Sacagawea suffered from a chronic pelvic inflammatory disease, probably caused by a gonorrheal infection. Clark had, without success, tried to cure her by repeatedly administering the accepted scientific method of bleeding. He had also experimented with Peruvian bark and laudanum. He handed over his critically ill patient to Lewis on the 16th. Lewis discontinued the bleeding but continued with the doses of Peruvian bark and laudanum. He also encouraged her to drink sulfur water from a nearby spring. Her condition improved significantly over the next three days.

The captains discussed the portage situation on the evening of the 16th. They decided that the portage would have to be made on the south side. They also determined that, to lessen the load for the portage, the corps needed to cache more supplies along with the white pirogue. Their plan was to use the iron-frame boat, the *Experiment*, at the completion of the portage. During their discussion, they received some bad news from the scouts that had been sent out earlier. The scouts reported that the terrain was cut by two deep ravines and was therefore impractical for the portage. Lewis, always the realist, stated: "Good or bad we must make the portage."

The two captains examined the nearby creek the next morning. Both agreed that their canoes could be brought up the creek and then taken up the ravine to the top of the plains. They announced their decision to portage on the south bank and named the stream Portage Creek. The captains divided their efforts over the next three days. Lewis remained in the camp to care for Sacagawea and prepare the equipment for movement. He also had the men cut down the only large tree in the area to make cart wheels. His plan was to mount the canoes on the cart wheels for the portage. Clark led a small group of men to survey the route from 17 to 20 June and determined the portage route to be 17¾ miles in length.

The captains met again to discuss the situation on the evening of 20 June. They decided to continue with a division of labor. Clark was to oversee the portage, and Lewis was to oversee preparation of the *Experiment* at the termination point

Vignette 1 "...in the evening the men who had been sent out to examine the country and made a very unfavorable report. they informed us that the creek just above us and two deep ravines still higher up cut the plain between the river and mountain in such a manner, that in their opinions a portage for the canoes on this side was impracticable. go[o]d or bad we must make the portage. notwithstanding this report I am still convinced from the view I had of the country the day before yesterday that a good portage may be had on this side at least much better than on the other, and much nearer also..." (Captain Lewis, 16 June 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 300.)

Vignette 2 "...all appear perfectly to have made up their minds, to Succeed in the expedition or perish in the attempt. we all believe that we are about to enter on the most perilous and difiucelt part of our Voyage, yet I See no one repineing; all appear ready to meet those difficulties which await us with resolution and becomeing fortitude..." (Captain Clark, 20 June

1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 319.)

Teaching Point: Team Building. US Army Field Manual (FM) 22-100, *Army Leadership*, states that as the team becomes more experienced and enjoys more successes, it becomes more cohesive and that a cohesive team accomplishes the mission much more efficiently than a group of individuals. Describe and discuss the status of the Corps of Discovery as a team at the commencement of the great portage.

Stand 7
Willow Run Camp and the Great Portage
(21 June – 4 July 1805)

Directions: Reset your mileage counter to zero and retrace your route back along Salem Road. At approximately 4 miles, stop where an abandoned railroad line crosses the road.

Orientation (See Visual 1-5, Appendix D): The portage route came up the draw along the same path that the road follows. Approximately 1 mile back, the route cut diagonally across the prairie in the direction of the farm complexes situated to the West along the railroad line. The most distant farm complex marks the vicinity of what was the expedition's Willow Run Camp. There is a large coulee between the two farms. The captains referred to the coulee as Willow Run; today it is called Box Elder Creek. The portage route then cut diagonally across the prairie toward the far left water tower on the horizon. From there, the route goes down the slope to the Missouri River and the Upper Portage Camp.

Situation: The captains recorded 22 June 1805 as the start of the Corps of Discovery's portage around the Great Falls. The men had already pulled the waterlogged dugout canoes up Portage Creek and allowed them to dry out. On the 21st, Lewis moved one canoe up from the Portage Creek ravine to the top of the plains. This first mile of the land portage was the most difficult terrain on the route. Moving a canoe and its baggage load out of the ravine onto the plains consumed a full day. In the first load, Lewis had the frame for the iron boat and the supplies needed to set up camp at the far end of the portage. Soon after sunrise on the 22nd, the men were ready to begin the difficult pull around the falls. They harnessed themselves to the canoe and started out across the plains. Captain Clark led the way; he had earlier surveyed the route and marked it with stakes. Over the next few days, he made slight modifications to the route to better take advantage of the terrain.

That first morning they pulled the initial canoe 6 miles to Willow Creek. Because of the large amount of game in the area, the ground was extremely rough. During wet weather, the antelope and buffalo had churned up the ground with their hoofs. The upturned ground had dried rock hard in the summer sun, making the pull very difficult. They had been able to go around the head of two creek ravines between Portage Creek and Willow Creek. At Willow Creek, however, they had to pass through the ravine. Fortunately, Clark had found a fairly gentle route into and out of

the ravine. They reached Willow Creek at about noon and established a rest camp. It was the only area between Portage Creek and the Upper Portage Camp that had firewood and water. Over the course of the portage, the corps continued to use Willow Creek as a designated rest and maintenance halt. They rested the men at Willow Creek, repaired a broken axle, and then resumed hauling the canoe after lunch. The next phase of the route, from Willow Run Camp to the Upper Portage Camp, was another 10 3/4 miles. It was far less challenging than the first 7 miles. The path was relatively flat for the first several miles, then sloped gently downhill to the Missouri River. Upon reaching the Missouri River, Lewis established the Upper Portage Camp on White Bear Island. Clark rested the men there that evening, then returned with them to Portage Creek the next day to begin the process all over again.

The portage was the Corps of Discovery's most difficult undertaking to date. It took them 11 days of backbreaking labor to move all six dugouts and the baggage across the plains to the Upper Portage Camp. On the open plains they had no cover from the elements. At times it seemed that nature conspired against them. They faced extremes of heat and cold. Occasionally the weather cooperated, and the men were able to hoist sails on the crude canoe wagons and actually sail the boats across the plains. At other times, though, they were assailed by violent storms of rain, wind and hail. The successful portage of the falls was a great testament to the men's determination and the leadership skills of their officers and NCOs.

Vignette 1: “having determined to go to the upper part of the portage tomorrow; in order to prepare my boat and receive and take care of the stores as they were transported, I caused the Iron frame of the boat and the necessary tools my private baggage, and Instruments to be taken as a part of this load; also the baggage of Joseph Fields, Sergt. Gass, and John shields, whom I had selected to assist me in constructing the leather boat...” (Captain Lewis, 21 June 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 323.)

Vignette 2: “...the men has to haul with all their Strength wate & art, maney times every man all catching the grass & knobes & Stones with their hands to give them more force in drawing on the Canoes & Loads, and notwithstanding the Coolness of the air in high presperation and every halt, those not employed in repairing the Course; are asleep in a moment, maney limping from the Soreness of their feet Some become fant for a few moments, but no man Complains all go Cheerfully on - to State the fatigues of this party would take up more of the journal than other

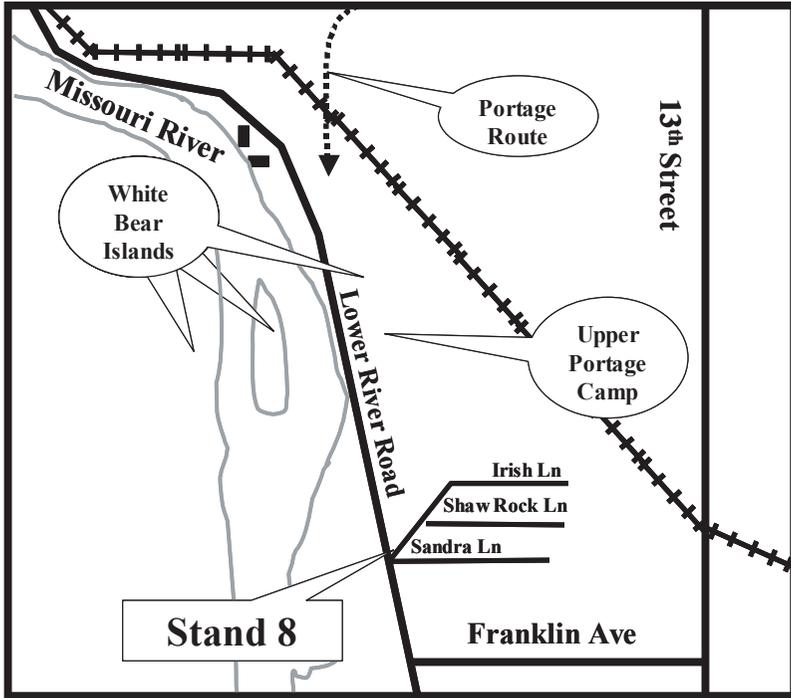
notes which I find Scercely time to Set down..." (Captain Clark, 23 June 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 328-329.)

Vignette 3: "it is worthy of remark that the winds are sometimes so strong in these plains that the men informed me that they hoisted a sail in the canoe and it had driven her along on the truck wheels. this is really sailing on dry land..." (Captain Lewis, 25 June 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 332.)

Vignette 4: "... a torrent of rain and hail fell more violent than ever I saw before, the rain fell like one voley of water falling from the heavens and gave us time only to get out of the way of a torrent of water which was Poreing down the hill in the rivin with emence force tareing every thing before it takeing with it large rocks & mud, ... on arrival at the Camp on the willow run - met the party who had returned in great Confusion to the run leaveing their loads in the Plain, the hail & wind being So large and violent in the plains, and them naked, they were much brused, and Some nearly killed one knocked down three times, and others without hats or any thing on their heads bloodey & Complained verry much; I refreshed them with a little grog..." (Captain Clark, 29 June 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 342-343.)

Teaching Point: The Human Dimension. To fully appreciate the *human dimension* of leadership, you must understand two key elements: leadership itself and the people you lead. How did the captains demonstrate their understanding of the human dimension of leadership during the great portage?

Day 1
Stand 8
Upper Portage Camp



Map 1-7

Stand 8
The Upper Portage Camp
(20 June to 15 July 1805)

Directions: Retrace your route to Great Falls along Salem Road, Highwood Road/228, and US 87. Continue east along US 87/10th Avenue into Great Falls. Turn left on 26th Street South. Then turn right on 33rd Avenue South. Soon after turning, there is a large draw leading down to the Missouri River. This is the final leg of the portage route. Next turn left on 13th Street South. At Franklin Avenue turn right. When you reach the stop sign/junction with Lower River Road, reset the mileage counter to zero. At approximately 0.17 miles, turn right and park in the residential area.

Orientation (See Visual 1-5 & 6, Appendix D: The Missouri River is to the west beyond the tree line. The river has changed significantly since the Corps of Discovery was here in 1805. At that time the river channels formed three small islands. The captains referred to them collectively as the White Bear Islands. The field just ½ mile north of this location was the southern tip of the eastern island. It was there that Lewis established the Upper Portage Camp. The draw, three-quarters of a mile to the north, is where the portage route came down from the upper plains to the river.

Situation: While Clark supervised the portage, Lewis moved to White Bear Island with a small group of men and supervised the construction of the iron-frame boat. Lewis was very excited about his boat and made numerous journal entries about it. Sometimes he referred to the boat as his “favorite boat.” The Iron frame was 36 feet long, 4 feet in beam, and 26 inches deep. It probably resembled a large bark canoe common to the Great Lakes region and should have been capable of hauling several tons of supplies. The men referred to the boat as the *Experiment* and shared Lewis’ confidence in the design. Clark’s feelings about the boat are not well documented. He rarely mentioned the boat and may not have shared everyone else’s confidence that the *Experiment* would be successful.

Work on the boat was slow and frustrating. Lewis’ original idea for the boat, conceived at Harpers Ferry in 1803, was to use small straight sticks and birch bark to strengthen the hull. He then hoped to use elk skin sealed with pine pitch to waterproof the hull. Unfortunately, most of these materials were not available on the Great Plains, and Lewis had to experiment to find substitutes. The men searched the area, but, unable to find many straight sticks, they had to substitute whatever wood they could find. They expended much effort shaving and notching sticks together

to make them suitable. Lewis was also unsuccessful in his search for anything similar to birch bark. They resorted to willow bark, which was a poor substitute. With great difficulty, the men collected the willow bark and then had to soak it in an attempt to make it pliable enough to conform to the shape of the hull. Next, the hunters failed to attain a sufficient number of elk skins to cover the boat hull. Lewis wanted to use elk skin because the elk's short hair made it easy to work and it cured into a tough and flexible hide. Lewis decided to use buffalo hides to make up the difference. The buffalo were very plentiful, but their hides were difficult to cure because of the long, shaggy hair. The end result was that with Lewis' ingenuity and perseverance, and the soldiers' hard work, they made the substitutes of crooked sticks, willow bark, and buffalo hides meet the initial requirements of the iron boat design.

At this point, Lewis had solved three of the four problems with the *Experiment* and was confident that the boat would meet the needs of the Corps of Discovery. However, he was also growing impatient and wanted to finish the portage, launch the boat, and get back on the river. He even allowed himself, on 2 July 1805, to be distracted from work on the boat and devoted more than 200 words in his journals to the scientific discovery of the pack rat. Occasionally, the island's namesake, the *white bears* (grizzly bears), interrupted work on the boat as well. They became so troublesome by 2 July that Lewis mounted a successful expedition against them and pushed them off the island.

Overall, the captains were very pleased with what they had accomplished and decided to allow the men to celebrate the nation's 29th birthday. They were the first US citizens to enter today's Montana. They had named the Yellowstone, Milk, and Marias Rivers; met and defeated in combat the region's most fearsome predator, the grizzly bear; finished the portage around the Great Falls; and would soon be on the river again. To celebrate, the captains issued each man a gill of whiskey, the last of their supply. They also allowed the cooks to prepare a grand dinner of bacon, beans, dumplings, and buffalo beef.

Lewis also recorded a key decision in his journal that evening. During the previous winter, while still at Fort Mandan, the captains had planned to send a second return party home from the Great Falls. The second return party would have carried the current collection of scientific specimens and journals. Their new concerns about the unknown path ahead and whether the Indian nations yet to be encountered would be friendly or hostile led them to forego sending the second group back. They reasoned that they needed all their men (and rifles) for future challenges. They were also concerned about morale. The captains had molded the Corps of Discovery

into a cohesive unit. The morale of the team was high, and they were worried that any dividing of the team could adversely affect its morale. The absence of any recorded rumors concerning whether the men knew of the plan or its abandonment speaks highly of the unit's discipline.

The corps, with the exception of the *Experiment*, was ready to resume its journey on 5 July 1805. All that remained to be done was to have Lewis finish sealing the boat's hull. Lewis was concerned about the delay but confident that the boat would be a success. One major unsolved deficiency remained—the lack of pine pitch to seal the hull. Lewis first tried to extract tar from pine logs and sticks found floating down the river. He worked at his “Tar-Kiln” from 1-4 July, producing much charcoal but not one drop of tar (pine pitch). He then switched to a mixture of tallow, charcoal, and beeswax as a sealant. This seemed to work well enough, and Lewis was ready to launch his boat on 9 July 1805. At first, Lewis' great experiment was successful. Unfortunately, the seams failed when a storm came up, causing the boat to sink. Lewis was extremely disappointed. Clark, the realist, immediately set the men to work building two more dugout canoes. It appears that he had sent scouts to find suitable trees earlier, perhaps anticipating that the *Experiment* might fail. The corps resumed its journey on 15 July 1805 with eight dugout canoes and significantly less cargo than they had hoped to carry. Without the cargo-carrying capacity of the *Experiment*, the captains had been forced to cache many of the supplies that had been laboriously hauled across the plains.

Vignette 1: “I found that Sergt. Gass and Shields had made but slow progress in collecting timber for the boat; they complained of great difficulty in getting streight or even tolerably straight sticks of 4 ½ feet long. we were obliged to make use of the willow and box alder, the cottonwood being too soft and brittle. I kept one of them collecting timber while the other shaved and fitted them.” (Captain Lewis, 24 June 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 330.)

Vignette 2: “I begin to be extremely impatient to be off as the season is now waisting a pace nearly three months have now elapsed since we left Fort Mandan and not yet reached the Rocky Mountains I am therefore fully perswaded that we shall not reach Fort Mandan again this season if we even return from the ocean to the Snake Indians...” (Captain Lewis, 30 June 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 344.)

Vignette 3: “In the evening, the most of the corps crossed over to an island, to attack and rout its monarch, a large brown bear, that held possession and seemed to defy all that would attempt to besiege him there. Our troops, however, stormed the place, gave no quarter, and its commander fell. Our army returned the same evening to camp without having suffered any loss on their side...” (Patrick Gass, 2 July 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 10, 108.)

Vignette 4: “Our work being at an end this evening, we gave the men a drink of sperits, it being the last of our stock, and some of them appeared a little sensible of it’s effects the fiddle was plyed and they danced very merrily untill 9 in the evening when a heavy shower of rain put an end to that part of the amusement tho’ they continued their mirth with songs and festive jokes and were extreemely merry untill late at night. we had a very comfortable dinner, of bacon, beans, suit dumplings & buffaloe beef &c. in short we had no just cause to covet the sumptuous feasts of our countrymen on this day...” (Captain Lewis, July 04, 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 362.)

Vignette 5: “Capt. C completed a draught of the river from Fort Mandan to this place which we intend depositing at this place in order to guard against accedents. not having seen the Snake Indians or knowing in fact whether to calculate on their friendship or hostility ... we have conceived our party sufficiently small and therefore have concluded not to dispatch a canoe with a part of our men to St. Louis as we had intended early in the spring. We fear also that such a measure might possibly discourage those who would in such case remain, and might possibly hazard the fate of the expedition. we have never once hinted to any one of the party that we had such a scheme in contemplation, and all appear perfectly to have made up their minds to succeed in the expedition or perish in the attempt. we all believe that we are now about to enter on the most perilous and difficult part of our voyage, yet I see no one repining; all appear ready to met those difficulties which wait us with resolution and becoming fortitude...” (Captain Lewis, 4 July 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 359-361.)

Vignette 6: “the boat in every other respect completely answers my most sanguine expectation; she is not yet dry and eight men can carry her with the greatest ease; she is strong and will carry at least 8,000 lbs with her suit of hands; her form is as complete as I could wish it.” (Captain Lewis, 5 July 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 363.)

Vignette 7: "...launched the boat, she lay like a perfect cork on the water. Five men would carry her with the greatest ease... just at this moment a violent wind commenced and blew so hard that we were obliged to unload the canoes again... the wind continued violent untill late in the evening, by which time we discovered that a greater part of the composition had separated from the skins and left the seams of the boat exposed to the water and she leaked in such manner that she would not answer. I need not add that this circumstance mortified me not a little; and to prevent her leaking without pitch was impossible with us ... therefore the evil was irraparable... I therefore relinquished all further hope of my favorite boat and ordered her to be sunk in the water...and I bid adieu to my boat..." (Captain Lewis, 9 July 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 368-369.)

Vignette 8: "At 10 A.M., we once more saw ourselves fairly under way much to my joy and I believe that of every individual who compose the party..." (Captain Lewis, 15 July 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 382.)

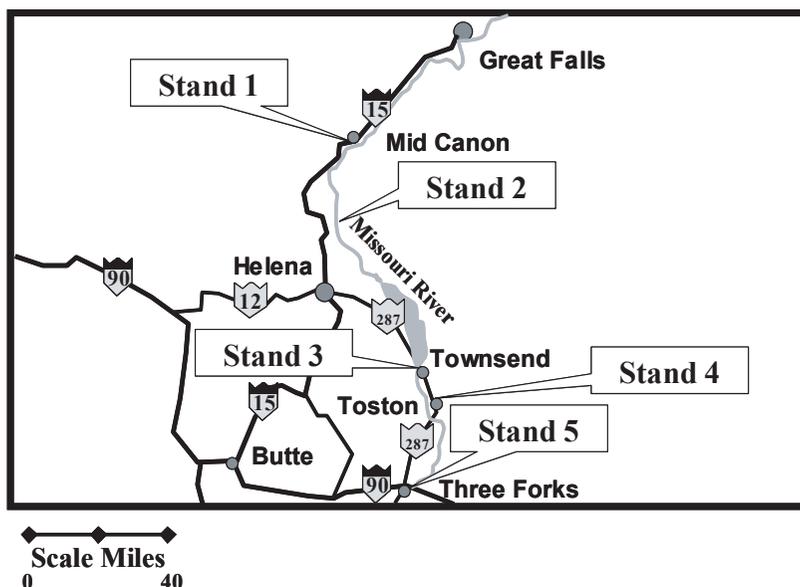
Teaching Points:

Organizational Climate. The captains recognized the importance of a healthy *organizational climate*. During the great portage, what examples and lessons do the captains provide on how to promote a good organizational climate?

Technology. Technological advances have the potential of greatly increasing the operational capabilities of military units. Two significant items of new technology with the Corps of Discovery were the military rifle and the iron boat, *Experiment*. The military rifle was new technology in 1805. Both captains had served in rifle companies in the Legion of the United States and now readily accepted the rifle as an important resource for the Corps of Discovery. Without the rifle the ability of the corps to sustain itself through hunting would have been significantly less. In regards to the *Experiment*, the iron frame boat, Clark seemed to have been skeptical of its value. However, Lewis invested much faith and effort into the boat. The end result was that the failure of the *Experiment* cost the corps six to 10 days of valuable time. What is the military's relationship with new technology today?

Note on Lodging: CSI recommends group lodging at the end of day one in Great Falls, Montana. Great Falls offers numerous hotel and motel accommodations. Some offer reduced rates for large groups.

Day 2 Gates of the Mountains to the Three Forks (16 to 30 July 1805)



Map 2-1

Begin the day at Great Falls, MT

Stand 1, Under Way Again (Mid Canon, MT)

Stand 2, The Gates of the Mountains (Exit 209, North of Helena—Boat Ride to the Gates of the Mountains View Point)

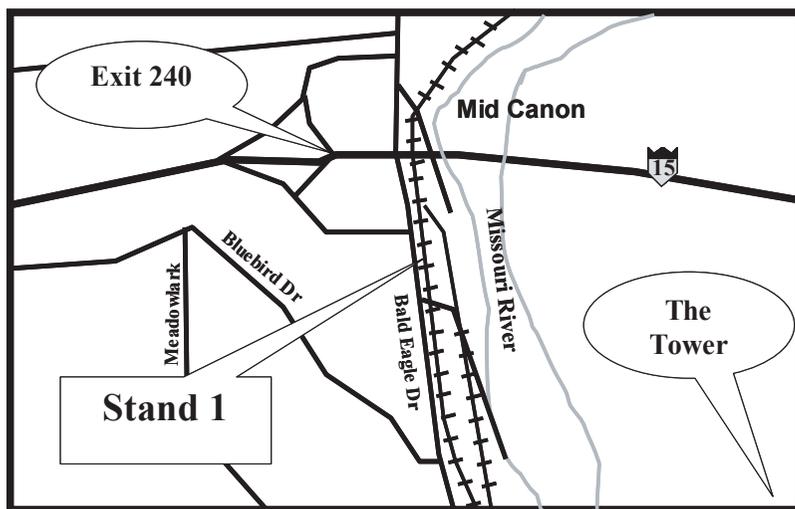
Stand 3, The Search for the Shoshone Indians (Townsend, MT)

Stand 4, Command and Morale (Toston Dam Park—The Little Gates of the Mountains, Toston, MT)

Stand 5, The Three Forks of the Missouri (Fort Rock Overlook, Three Forks Park)

End the day at Three Forks, MT

Day 2 Stand 1 (Under Way Again)



0 Scale Miles 1/4

Map 2-2

Stand 1 Under Way Again (15 – 18 July 1805)

Directions: Take Interstate 15 south from Great Falls, and then take Exit 240 at Mid Canon. Turn right (south) on Cooper Lane and pass underneath Interstate 15. Park beside the road and orient the group on the high ground to the southeast.

Orientation (See Visual 2-1, Appendix D): The river route that the Corps of Discovery followed closely parallels the modern-day interstate. The highway distance back to Great Falls is approximately 40 miles; the distance along the water route was somewhat farther because of the bends and turns in the river. The corps camped here at present-day Mid Canon on 17 July 1805.

Situation: The Corps of Discovery departed the Great Falls area on 15 July 1805. Lewis walked ahead to lighten the load for the canoes and to hunt game for the main group. Clark followed with the heavily loaded canoes. Soon after leaving the Great Falls, the captains named the Smith River for President Jefferson's secretary of the Navy, Robert Smith. On 16 July, Lewis again pushed ahead and passed through what he referred to as the first range of the Rocky Mountains. That evening he camped near present-day Mid Canon, Montana, on a bend in the river. In his journal he noted a rock summit that he called "the tower." Clark and the main body caught up with Lewis the next morning. That evening the captains discussed the situation. They were confident that the Shoshone were nearby because of the numerous Indian signs in the area. However, they were concerned that the daily firing of their hunters would frighten the Shoshone, who could possibly mistake the corps for a Blackfeet raiding party. They therefore decided to send an advance party ahead of the canoes. The two captains reasoned that a small advance party would appear less threatening to the Shoshone and would more likely be able to make contact with the Indians.

Vignette 1: "early this morning we passed about 40 little booths formed of willow bushes to shelter them from the sun; they appeared to have been deserted about 10 days; we supposed that they were the snake Indians. they appeared to have a number of horses with them -. this appearance gives me much hope of meeting with these people shortly..." (Captain Lewis, 16 July 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 386.)*

Vignette 2: "the current of the missouri below these rappids is strong for several miles, tho' just above there is scarcely any current, the river very narrow and deep abot 70 yds. wide only and seems to be closely hemmed in by the mountains on both sides, the bottoms only a few yards in width... at this place there is a large rock of 400 feet high wich stands immediately in the gap which the missouri makes on its passage from the mountains; it is insulated from the neighboring mountains by a handsome little plain which surrounds its base on 3 sides and the Missouri washes it's base on the other, leaving it on the Lard. [left side] as it descends. this rock I called the tower. it may be ascended with some difficulty nearly to it's summit, and from it

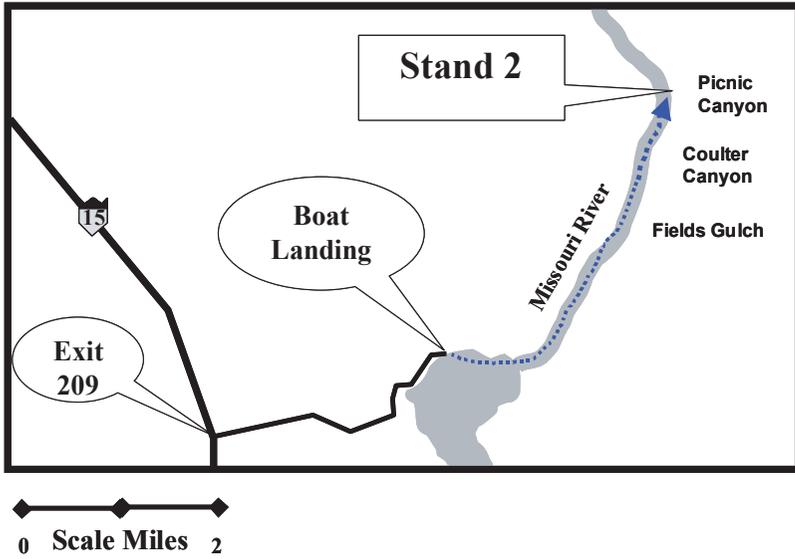
* All vignettes retain the enigmatic writing of the journalists. See the introduction to Section III for an explanation of the editorial principles used with the journal entries.

there is a most pleasing view of the country we are now about to leave...” (Captain Lewis, 16 July 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 387.)

Vignette 3: “as we were anxious now to meet with the Sosonees, or snake Indians as soon as possible in order to obtain information relative to the geography of the country and also if necessary, some horses we thought it better for one of us either Capt. C. or myself- to take a small party and proceed on up the river, some distance, before the canoes, in order to discover them, should they be on the river before the daily discharge of our guns, which was necessary in procuring subsistence for the party, should allarm and cause them to retreat to the mountains and conceal themselves, supposing us to be their enemies who visit them usually by way of this river. accordingly, Capt. Clark set out this morning after breakfast with Joseph Field, Pots, and his servant York... (Captain Lewis, 18 July 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 398.)

Teaching Point: The military decision-making process (MDMP). Accomplishing the Army’s mission requires leaders who are imaginative, flexible, and daring. How does the captains’ leadership during this phase of the journey demonstrate their understanding of the MDMP?

Day 2
Stand 2 (Gates of the Mountains)



Map 2-3

Stand 2 Gates of the Mountains (19–20 July 1805)

Directions: Continue south on Interstate 15 to Exit 209. Then follow the signs to the Gates of the Mountain Boat Tour.

Orientation (See Visual 2-1, Appendix D): The Corps of Discovery passed through here, moving from the north to the south. The area that Lewis referred to as The Gates of the Mountains is not visible from the boat dock area. However, from the docks you can see the river's exit from the mountain canyon. The Missouri River dams have significantly changed the appearance of the area by creating Upper Lake Holter. The dams have raised the water level inside the canyon but that stretch of the river still appears much as it did in 1805. (Instructor Note: This stand may be executed with or without the boat tour of the Gates of the Mountain. If done without the boat tour, position the group at the edge of the lake in view of where the river exits from the mountains into the lake. If possible, take the group on the boat tour to view the actual Gates of the Mountain at the north end of the river canyon and conduct the discussion at the Picnic Canyon boat stop. Details for coordinating the boat tour are located in Section V of this handbook.)

Situation: On 18 July, the Corps of Discovery continued to push up the Missouri. Clark moved ahead with a small advance party consisting of York and Privates Joseph Field and John Potts. His group moved cross-country, staying roughly parallel to the river. He made only about 20 miles that day because of the mountainous terrain. Lewis followed with the main body in the canoes. He named the Dearborn River for the secretary of war and Ordway's Creek for Sergeant Ordway. Like most of the names the corps applied to smaller creeks and streams, Ordway's Creek did not carry forward to today. It is now known as Little Prickly Pear Creek. That evening Lewis' group camped near present-day Craig, Montana. They set out early the next morning, and Lewis allowed the sergeants to take charge of the canoes while he walked along the shore. It was hard going for the men in the canoes; mosquitoes, strong currents, and rapids hindered their progress. Lewis also seemed to be concerned about the discouraging sight of the high mountains always looming to the west. He knew the corps would soon have to turn toward those mountains. He probably hoped for a water passage through the mountains, but he wanted to find the Shoshone and their horses to ensure a successful crossing. That evening the corps

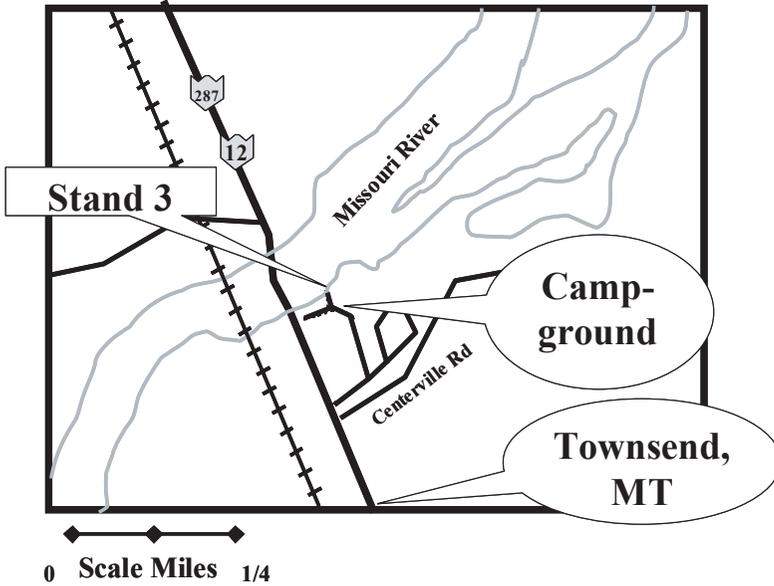
reached the “most remarkable cliffs,” which he named the *Gates of the Rocky Mountains*. Clark had proceeded along a route that took him to the west of the Gates. His return route in 1806 also bypassed the Gates. Thus he never saw this remarkable site.

Vignette: “whenever we get a view of the lofty summits of the mountains the snow presents itself, altho’ we are almost suffocated in this confined vally with heat... this evening we entered much the most remarkable cliffs that we have yet seen. these cliffs rise from the waters edge on either side perpendicularly to the hight of (about) 1200 feet. every object here wears a dark and gloomy aspect. the tow[er]ing and projecting rocks in many places seem ready to tumble on us. the river appears to have forced it’s way through this immense body of solid rock for the distance of 5 3/4 miles and where it makes it’s exit below has thrown on either side vast collumns of rocks mountains high... from the singular appearance of this place I called it the *gates of the rocky mountains...*” (Captain Lewis, 19 July 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 402-403.)

Teaching Point:

The Team. *Team* identity comes out of mutual respect among its members and trust between leaders and subordinates. That bond between leaders and subordinates likewise springs from mutual respect as well as from discipline (FM 22-100, page 3-2). Which Army values did the captains best model, by their actions, to build the team?

Day 2
Stand 3 (The Search for the Shoshone Indians)



Map 2-4

Stand 3

The Search for the Shoshone Indians

(20 - 23 Jul 1805)

Directions: Return to Interstate 15 and go south toward Helena, MT. At Helena, take Highway 12/287 south toward Townsend, MT. Immediately after crossing the Missouri River, turn right into the campground on the northern edge of Townsend. Park the vehicles and move the group to the boat ramp just to the east of the highway bridge.

Orientation (See Visual 2-2, Appendix D: This location is approximately 110 miles south of the Great Falls area. The distance for the corps was much greater, considering the bends and turns in the river. Here the river looks much as it did in 1805, shallow with numerous channels. The Corps of Discovery passed this location from the right (northeast) to the left (southwest). It took the corps nine days of difficult labor to pole and drag the canoes to this point. The corps camped near here at the north edge of town on 23 July 1805.

Situation: On 20 July 1805, Lewis led his group beyond The Gates of the Mountains and entered a beautiful, intermountain valley. He was making slow but steady progress along the river. Lewis continued to be very anxious about finding the Shoshone Indians and was troubled that day when he observed a large fire 7 miles to the west. He believed that Shoshone scouts had detected either his group or Clark's advance party and then deliberately set the fire as a warning for the tribe to retreat into the mountains. Clark had also seen the fire and reached the same conclusion. Both captains independently decided upon the same course of action. The situation was critical; winter was coming on, and the Corps of Discovery needed to get over the mountains. The captains needed horses from the Indians to get over the mountains, and it appeared that the Indians were retreating from them to avoid contact. Their only choice was to press forward and take measures to make their groups look less threatening. Lewis displayed flags, a sign of peace, on the canoes and ensured that Sacagawea could easily be seen since war parties rarely contained women. Clark decided to leave gifts at his camps, hoping to convince the Indians he was not a threat.

Both Lewis' canoe party and Clark's advance party were severely challenged by the terrain. The men worked hard to pull the canoes along by hand through the low water, with the rocky bottom cutting and bruising their feet. The river was not only going the wrong way, but it also seemed

to have no end. Although food was not yet a problem, the easiest source of meat, the buffalo, was no longer available, and to make matters worse all the whiskey was gone. Clark's advance party had similar problems and was also plagued by prickly pear thorns that made walking difficult. The captains were worried about the men's morale slipping. On 22 July, Sacagawea provided a morale boost when she recognized landmarks and assured Captain Lewis that her home country and the Missouri's headwaters were not far away. The two groups merged on the 22nd, and that evening the captains discussed the need for a major overland expedition to search for the Shoshone. Lewis was concerned about Clark's cut and bruised feet. Interestingly, many years later, during the editing of the journals, there was some concern and disagreement over the wording of the decision to allow Clark to lead the advance party. Clark insisted that he "determined to go," instead of Lewis's wording of "I readily consented." Stephen Ambrose, in his book *Undaunted Courage*, stated it was "more a disagreement over the right word to describe the decision-making process than a fight over the question of who was in command." The end result was that Clark led the overland expedition. It appears the captains were so confident in their ability to handle the Indians that they gave very little thought to what they would actually do when they made contact with the Shoshone. Clark took three heavily armed men with him but did not take the Shoshone interpreter, Sacagawea.

Vignette 1: "The misquetors verry troublesom my man York nearly tired out, the bottoms of my feet blistered. I observe a Smoke rise to our right up the Valley of the last Creek about 12 miles distant, The Cause of this Smoke I can't account for certainly, tho' think it probable that the Indians have heard the Shooting of the Partey below and Set the Prairies or Valey on fire to allarm their Camps; Supposing our party to be a war party comeing against them, I left Signs to Shew the Indians if they Should come on our trail that we were not their enemeys. Camped on the river, the feet of the men with me So Stuck with Prickley pear & cut with the Stones that they were Scerseley able to march at a Slow gait this after noon." (Captain Clark, 20 July 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 409-410.)

Vignette 2: "Set out early this morning and passed a bad rappid where the river enters the mountain, about 1 m. from our camp of last evening the Clifts high and covered with fragments of broken rocks. the current strong; we employed the toe rope principally, and also the poles, as the river is not now so deep but reather wider and much more rapid our progress was there-

fore slow and laborious...” (Captain Lewis, 21 July 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 411.)

Vignette 3: “The Indian woman recognizes the country and assures us that this is the river on which her relations live, and that the three forks are at no great distance. this peice of information has cheered the sperits of the party who now begin to console themselves with the anticipation of shortly seeing the head of the missouri yet unknown to the civilized world...” (Captain Lewis, 22 July 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 416-417.)

Vignette 4: “altho’ Captain C. was much fatiegued his feet yet blistered and soar he insisted on pursuing his rout in the morning nor weould he consent willingly to my releiving him at that time by taking a tour of the same kind. finding him anxious I readily consented to remain with the canoes...” (Captain Lewis, 22 July 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 417.)

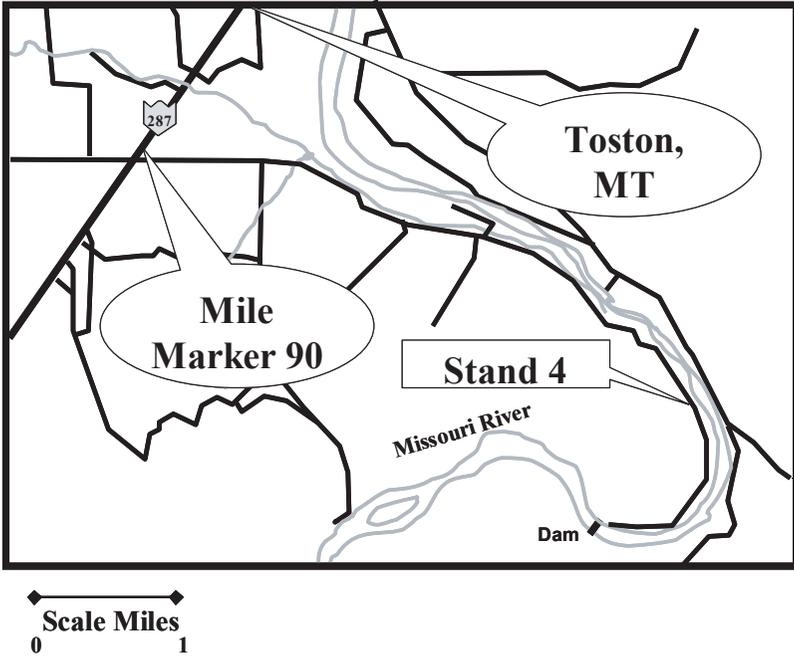
Vignette 5: “I determined to proceed on in pursute of the Snake Indians on tomorrow...” (Captain Clark, 22 July 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 418.)

Teaching Points:

Learning Organizations. The Army is a *learning organization*, one that harnesses the experience of its people and organizations to improve the way it does business. Based on their experiences, learning organizations adopt new techniques and procedures to get the job done more efficiently or effectively. Was the Corps of Discovery a learning organization, and did the captains ask, “How can I do this better”?

Selfless Service. FM 22-100 defines *selfless service* as doing what’s right for the nation, the Army, your organization, and your people—and putting these responsibilities above your own interests. How did Clark’s insistence on leading the overland expedition demonstrate the Army value of selfless service?

Day 2
Stand 4 (Command and Morale)



Map 2-5

Stand 4
Command and Morale
(24–25 Jul 1805)

Directions: Continue south on Highway 287 towards Toston, Montana. Pass by Toston and watch for mile marker 90. Then turn left on a gravel road towards Toston Dam and proceed for approximately 4 miles. Watch for a Lewis and Clark marker on the left side of the road and park the group at the picnic area.

Orientation (See Visual 2-2, Appendix D: The river here flows from the right (south) to the left (north). Townsend, Montana (the previous stand), is located approximately 15 miles to the north. The distance along the river, which closely parallels the route driven, is approximately 20 miles. It took the Corps of Discovery two days to cover the distance. The corps camped here under the bluffs on 25 July 1805.

Situation: Lewis departed the vicinity of today's Townsend, Montana, on 24 July 1805. The passage up the river against the strong current was difficult and labor intensive. Because the corps was moving into the mountains, Lewis was concerned they would encounter another set of falls or rapids. He feared this would require another time-consuming portage. The season was growing late, and he did not believe they could afford the time for another long portage if they wanted to complete the crossing of the mountains before the onset of winter. Prior to this phase of the journey, Lewis had spent very little time in the canoes; most of the time he walked along the shore. However, to boost the men's morale, he now decided to participate in the heavy labor of poling the canoes forward. Despite the laborious process of moving up the river, he believed the Corps of Discovery was making good progress through the Rocky Mountains. He recorded that the Gates of the Rocky Mountains, which they passed a few days before, was a chain of the Rocky Mountains and that they were now entering into a second grand chain of mountains. The corps camped that night under a high bluff a few miles south of present day Toston, Montana. Clark's advance party camped more than 25 miles ahead of the corps at the Three Forks of the Missouri.

Vignette 1: "I fear every day that we shall meet with some considerable falls or obstruction in the river notwithstanding the information of the Indian woman to the contrary who assures us that the river continues much as we see it. I can scarcely form an idea of a river running to great extent

through such a rough mountainous country without having it's stream intersected by some difficult and dangerous rappid or falls..." (Captain Lewis, 24 July 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 422.)

Vignette 2: "the men complain of being much fortieged, their labor is excessively great. I occasionally encourage them by assisting in the labour of navigating the canoes, and have learned to *push a tolerable good pole...*" (Captain Lewis, 24 July 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 423.)

Vignette 3: "...the valley appeared to terminate and the river was again hemmed in on both sides with high caiggy and rocky cliffs... two rapids near the large spring we passed this evening were the worst we have seen since that we passed on entering the rocky Mountain; they were obstructed with sharp pointed rocks, ranges of which extended quite across the river...S. 75° E. 1 ½ to a bluff on Stard [right]. here the river again enters the mountains. I believe it to be a second grand chain of the rocky Mts... South ½ to a Clift of rocks in a Lard. bend; opst. to which we encamped for the night under a high bluff." (Captain Lewis, 25 July 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 426-428.).

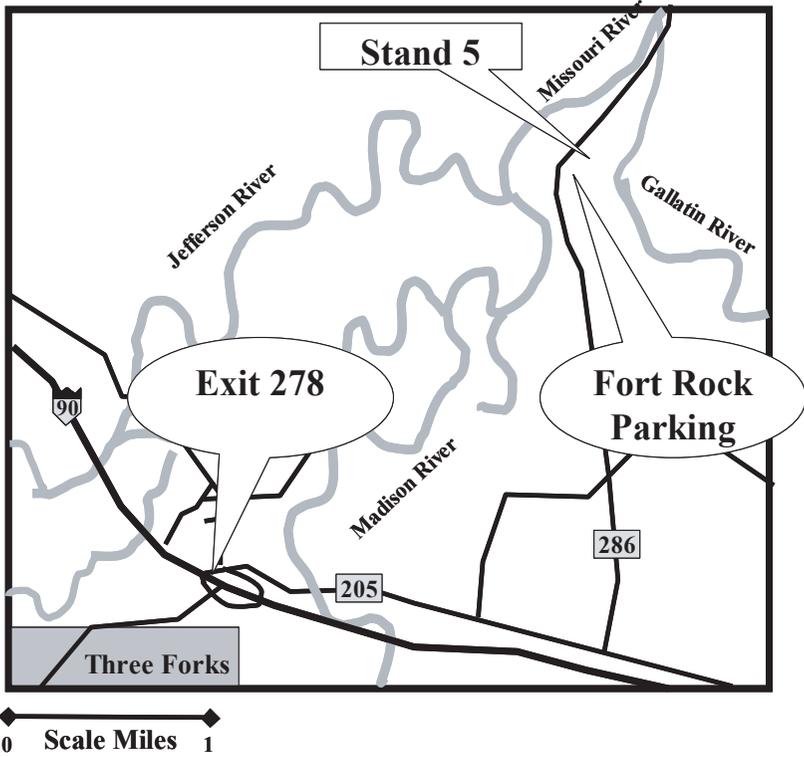
Teaching Points:

Commander's Estimate. Lewis had very little information available to him on the width and height of the Rocky Mountain chains, the last great barrier before reaching the Columbia River. At this point in the expedition, he believed that they were passing through a water-level pass in the "second grand chain of the Rocky Mountains." They were actually only entering the eastern-face foothills of the Rocky Mountains. What might the consequences be for updating an estimate of the situation based on a wrong assumption?

Morale. The most important intangible element of the human dimension of leadership is *morale*. It's a measure of how people feel about themselves, their team, and their leadership. FM 22-100 states that high morale comes from good leadership, shared hardship, and mutual respect (page 3-3). How do the actions of the captains during this phase of the expedition exemplify building high morale in a unit?

Integrity. FM 22-100 states that people of *integrity* consistently act according to principles—not just by what might work at the moment. Did the captains make their principles known and consistently act in accordance with them?

Day 2
Stand 5 (The Three Forks of the Missouri)



Map 2-6

Stand 5
The Three Forks of the Missouri
(25–30 July 1805)

Directions: Continue south on Highway 287 to Interstate 90, and then go east on Interstate 90. At Exit 278 follow Route 205 to the east. Soon after getting on Route 205, take Route 286 north to the Missouri Headwaters State Park. Then pull into the first turnout to the right for the Fort Rock area and park. Take the walking path to the northeast high point looking out over the three forks.

Orientation (See Visual 2-3, Appendix D): From this location you can look to the southwest and see the forks of the Jefferson and Madison Rivers. The Jefferson River is farthest to the right, with the Madison River to the left. The Gallatin River is to the rear (east).

Situation: Clark arrived at the Three Forks of the Missouri on 25 July 1805. He reasoned that the right fork was the main channel and the one most likely to continue on to the mountains. He also realized that he was several days ahead of Lewis and decided to use the time to explore the area. Clark was confident that the Shoshone Indians were nearby and, therefore, developed his exploration plan to both confirm that the right fork was the correct route and to search for the elusive Indians. He left a note for Lewis and proceeded up the north fork. That evening he camped northwest of present-day Willow Creek. The next day, he allowed two men to remain in camp to rest; Charbonneau's ankle had given out and Joseph Field's feet were sore. Clark pushed ahead with Privates Robert Frazer and Reubin Field. His group headed west toward a mountaintop to get a view of the river valley and the surrounding area. From the top of the overlook, he confirmed his belief that the right fork continued to the mountains but saw no signs of the Shoshone Indians. He decided to double back, pick up the two invalids and explore the middle fork. That evening he camped southeast of present-day Willow Creek. On the 27th, he moved east toward the middle fork and then down the middle fork to link up with Lewis back at the Three Forks.

On the 26th and 27th, Lewis continued his struggle up the Missouri with the main body. He was very concerned about fatigue and worried that the men had reached their breaking point. Fortunately, they arrived at the Three Forks the morning of 27 July before the men collapsed from exhaustion. Lewis found Clark's note and decided to set up camp and wait for Clark's return. He directed the NCOs to care for the equipment and

rest the men while he explored the area. During his exploration he noted a handsome site for a future fortification, today's Fort Rock. Clark rejoined the main body that afternoon.

The Corps of Discovery remained in camp the next day to rest. Lewis noted in his journal that Captain Clark was sick; he was probably suffering from exhaustion. The two captains did take the time to name the three rivers. They named the right fork (the main channel), the Jefferson River. They named the middle fork the Madison River for Secretary of State James Madison. They called the left fork the Gallatin River, for Albert Gallatin, secretary of the Treasury.

The captains also updated their estimate of the situation. They were both worried about finding the Shoshone in time to get over the mountains before winter. The future food situation was questionable. The hunters were still able to keep the corps supplied with food, but each day game was getting harder to find as the corps moved farther west. The most serious issue was the fatigue of the men. Again the captains feared the men were almost at their breaking point with exhaustion. Their analysis of the situation was that the risk was high for continued movement to the west. But, Lewis reasoned, if the Indians could survive in this country, the corps could also survive. Both captains were determined to continue west. They decided another overland expedition should push far to the front again. This time Lewis would lead and allow Clark to remain with the canoes and recuperate. The corps continued to rest at the forks on the 29th and then departed the area on the morning of 30 July. Lewis pushed ahead with a small advance party and Clark led the main body with the canoes.

Vignette 1: “a fine morning we proceeded on a few miles to the three forks of the Missouri those three forks are nearly of a Size, the North fork appears to have the most water and must be Considered as the one best calculated for us to ascend middle fork is quit as large about 90 yds. wide. The South fork is about 70 yds wide & falls in about 400 yards below the midle fork... I wrote a note informing Capt Lewis the rout I intended to take, and proceeded on up the main North fork thro' a vallie...” (Captain Clark, 25 July 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 428.)

Vignette 2: “We set out at an early hour and proceeded on but slowly the current still so rapid that the men are in a continual state of their utmost exertion to get on, and they begin to weaken fast from this continual state of violent exertion...” (Captain Lewis, 27 July 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 433.)

Vignette 3: “about 9 oClock we Came or arived at the 3 forks of the Missourie which is in a <wide> valley in open view of the high Mountains which has white Spots on it which has the appearance of snow. ... the plain on N. Side of the forks has lately been burned over by the natives... Camped on the point which is a Smoth plain. a large Camp of Indians has been encamped here Some time ago. our Interrupters wife was taken prisoner at this place 3 or 4 years ago by the Gross vauntous Indians. ... at this Camp we unloaded all the canoes & conclude to rest & refresh ourselves a day or too ...-” (Private Whitehouse, 27 July 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 11, 242-243.)

Vignette 4: “between the middle and S.E. forks near their junctions with the S.W. fork there is a handsom site for a fortification. it consists of a limestone rock of an oblong form; it’s sides perpendicular and about 25 ft high except at the extremity towards the middle fork where it ascends gradually and like the top is covered with a fine terf of greensward. the top is level and contains about 2 Acres.” (Captain Lewis, 27 July 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 434.)

Vignette 5: “we begin to feel considerable anxiety with respect to the Snake Indians. if we do not find them or some other nation who have horses I fear the successful issue of our voyage will be very doubtfull, or at all events much more difficult in it’s accomplishment. we are now several hundred miles within the bosom of this wild and mountanous country, where game may rationally be expected shortly to become scarce and subsistence precarious without any information with respect to the country, not knowing how far these mountains continue, or wher to direct our course to pass them to advantage or intersept a navigable branch of the Columbia, or even were we on such an one the probability is that we should not find any timber within these mountains large enough for canoes, if we judge from the portion of them through which we have passed. however, I still hope for the best, and intend taking a tramp myself in a few days to find these yellow gentlemen if possible. my two principal consolations are that from our present position it is impossible that the S.W. fork can head with the waters of any other river but the Columbia, and that if any Indians can subsist in the form of a nation in these mountains with the means they have of acquiring food we can also subsist... (Captain Lewis, 27 July 1805, quoted in Gary Moulton, ed., *The Journals of the Lewis & Clark Expedition*, vol. 4, 436-437.)

Teaching Points:

Agile and Adaptive Leadership. The Lewis and Clark expedition offers numerous examples of *agile and adaptive leadership*. The captains' consistent ability to remain flexible and to adapt strengths and weaknesses to the task at hand made the journey possible. In what ways do the captains' actions in this phase of the expedition demonstrate agile and adaptive leadership?

Honor. FM 22-100 states that *honor* provides the “morale compass” for character and personal conduct in the Army. How do the actions of the officers and NCOs of the Corps of Discovery demonstrate the Army Value of honor?

Note on Lodging: CSI recommends group lodging at the end of day two in Three Forks, Montana. Three Forks offers limited, but adequate hotel and motel accommodations.