

day that the highest human abilities are associated, not with the imaginative or the constructive powers, but rather with the capacities for management. Certainly, while our country has had many inventors and law-makers, she has had few endowed by nature with the tact, the patience and the will of the great administrator. Of this class Miss Delano—if my association with her entitles me to hazard the prediction—will be among the foremost. To a vigor of mind and body which was apparently limitless, she added an independence of spirit and a strength of character which would have made her a leader in any profession. She possessed also the inestimable gift of understanding and sympathy for the plans and hopes of others, even in the profession for which she had worked so long. In action she was bold and resourceful, and had this quality of the ideal administrator,—that she assumed and acknowledged full responsibility for all decisions.

From the beginning of her career, when, in advance of medical science, she insisted upon the use of mosquito netting for her yellow fever patients in the south, up to the day of her death, when, with the survey of American nursing complete, and the great record of the war behind her, she was engaged upon a survey of nursing for France, Miss Delano was in advance of her time and of the standards of her profession—a leader always.

From first to last throughout the war one of her principal tasks was the study and patient sifting of ideas presented to her for the increase of the nursing service and its efficiency, and her wisdom in dealing with the situations which arose was unfailing.

Miss Delano's service—always as a volunteer—in the capacity of direction of the Department of Nursing of the American Red Cross, included some of the most important steps in the history of nursing in this country. Her work as the second superintendent of the Army Nurse Corps was one of the chief factors in maintaining the efficient relations which have existed between that body and its reserve supply, the American Red Cross Nursing Service. Through the various offices she filled in the Associations of Nursing she was able to bring about a complete coordination with the American Nurses Association, the Red Cross and the Army Nurse Corps. Her registration of nurses in the Red Cross was of the greatest value at the outbreak of the war. The experts from the War Department who investigated her office at the beginning of hostilities, stated that no recommendations could be made regarding improvements as it was already established along the most efficient lines. The Red Cross nurses, it is stated in a letter to me by Miss Maxwell of the Presbyterian Hospital, were the only body of women so organized that