

wished, for the time is really critical when we consider how important are the questions that are certain to emerge, and the good or ill that may ensue from their being wisely or unwisely dealt with.

If, then, the Association is to be enabled to carry on its next year's important work to the best advantage, the service must, first and foremost, do its own work well, and put heart into the new executive at the annual meeting. It must do its own work well by choosing its best and ablest men as representatives on the executive. If any department does its duty perfunctorily in this respect, or by the slap-dash methods that in the past have attended the choice of representatives in some of the departments; if motives of expediency dictate the choice, or any motive short of a determination to select the best man, that department is, in effect, unfriendly to the Association, and to its work. The time is drawing near, or is already come, when each department should be giving its very best thought to this matter, not only in nominating its Advisory Committee and representative, but in making it plain that these will be expected to give an account of their stewardship. During the course of the year now closing, many representatives absented themselves from important meetings of the executive, without taking the trouble of arranging for a substitute, as the Constitution provides. This is an abuse that the several departments concerned could, and should, put a summary end to. To some extent it reflects the attitude of the offending representative's department. They have not taken an interest and held him to his duty, and naturally he has taken liberties with them and with the executive. Is the same thing to go on next year? Be assured that it will not if each department takes the trouble to revise its own attitude towards the Association, or rather towards the matters of public concern with which the Association will have to deal.

Then, as to the annual meeting: The Constitution will require amendment in several respects, most of which are not perhaps of great importance. For our part, we should like to see the Constitution amended so as to provide for the election of the four officers by the whole membership, instead of by the convention of Advisory Committees as now. The greatest defect in the present system is the lack of participation on the part of the membership (amounting practically to a lack of interest) in the proceedings of the executive committee. Election of officers by the method above advocated would, we believe, stimulate a greater interest in the service and infuse a new spirit into the executive itself. But for the present year the officers must be elected as is now provided for, and it is time to be getting busy over this matter. The Association need not be in the least surprised if its present officers decline to act, should they be invited to retain office for another year, and the service must be prepared, if necessary, to refill the offices with first-rate men. In such a service as ours, this ought not to be supremely difficult. There are times when the withdrawal of a particular officer, or of a group of members of the executive who have shown marked capacity, may be embarrassing and detrimental; but these situations must be met if the organization is to enjoy a continuous existence.

It is time, moreover, that we realized the folly of electing men to onerous posts, and of then leaving them without support to their own devices. There ought to be a better distribution of the work. If some dozen of the persons who are now identified with service organizations were removed, their places could not be filled without a serious impairment of the usefulness of these bodies. Nevertheless, the service appears to be content with this practice of allowing a few men to wear themselves out by expecting them to attend personally