

seemed to be borne along on the stream, reluctant but committed. It was apparently not Dr. Skelton who achieved the working arrangements of military supplies, with the United States bound by its Neutrality Act; these were achieved through the intricate legal negotiations manipulated by Loring Christie and by the direct contacts between the two heads of ~~state~~ <sup>government</sup>, Mr. King and President Roosevelt on a foundation of intimate personal friendship and empathy. By this time Dr. Skelton was saddened and discouraged at heart, and also was overworked and gravely threatened in health.

These defects in Dr. Skelton's character had some adverse effect on the Department, to be set against the great services and benefits which at the same time he rendered. He had emerged from the cloistered life of a comparatively small university, Queen's; he entered, and a year later took charge of, a small Department having three officers and a handful of competent clerks. At the beginning, he felt that he could handle all matters himself, and had no impulse to delegate his tasks or to expand the organization. But the Department was organic, and by the pressure of need, grew, in duties and responsibilities, and in personnel. Dr. Skelton, by the nature of his simple and self-sufficient character, did not grow proportionately. He could not wholly learn to delegate work, or to reorganize. He still attempted the impossible: to deal personally with every matter, political and administrative. The rapidly increasing weight and pressure grew too burdensome for