

to catch rogues, but if your members are not honorable enough to act in a straightforward, honest business manner, restrictions, penalties, fines, etc., are poor substitutes for business integrity.

The most successful association I ever was a member of had not even a constitution nor by-laws; no officers were ever formally elected, no salaries paid, and yet it worked well for years, and is yet working. True, we had only five or six members, and therefore it was more easily managed than a larger number would have been. When supplies were to be bought a consultation was held, and each agreed to take a given amount, and one acted as purchasing agent, and actual cost and expenses were promptly paid by the members.

When a shipment of honey was to be made, one, not always the same person, acted as shipping agent. Each man's consignment was marked with his name, and the commission house, if sold on commission, or purchaser, if sold outright, was sent a list of the shipment, giving owners' names and amount sent by each, and the pay was sent direct to each shipper. This plan had two advantages—no treasurer was needed, for there was no funds held in common; and it made each shipper responsible for his shipment, and his only. Perhaps this plan is not applicable to a large number of shippers and great extent of territory.

One of the elements of success was the fact of our being near neighbors, so that a consultation of all the members could be had in a short time, which would be entirely lacking in a large membership.

Large membership dues are a hindrance rather than a help, by debarring some that would be desirable members, but who think they cannot afford the expense. A membership

fee large enough to cover cost of preliminary work, such as necessary printing, etc., and not with an idea of creating a fund, is all-sufficient, say \$1.00.

Having dues like secret societies is much worse. One society of which I was a member had nearly \$300 standing against its members for unpaid dues. This amount will be looked upon by those owing it as so much money wasted, if called upon to pay up. And are they not right, for they have not received any use from the exchange, and therefore why pay any tax for its support?

Individual responsibility is the main thing in exchanges—the key-stone* that holds the whole arch in place—and the sooner the membership realize the facts that it is an organization "of the members, for the members," and that they are married to it for better or worse, the greater will be the success.

Members are too apt to put themselves in a hypercritical position, and criticise any and all acts of the executive board, as if it was their ordained mission to discover something wrong. This of itself creates an atmosphere of suspicion and mistrust, which is anything but helpful to the objects of the society. The probabilities are that the officers are having a hard enough time of it between the effort to get fair prices and the exactions of would-be buyers, without having those who should be their best supporters turn on them.

Let us be consistent. It is taken for granted that we have elected our best men for the responsible places, and after having elected them let us give them our unqualified support, for even a poor stick well supported may do better than a fine piece of timber with no support.

Stick together, whatever happens, and success is sure to be yours in the