

locker. In it he finds uniform, knapsack, equipment of every kind, even to the emergency ration and a package of first aid appliances in one of the pockets. Completely clad and armed, he wraps his citizen's clothing in a paper provided for that purpose, and steps into his place in the ranks—ready. That's what German efficiency means—absolute readiness.

It means, too, the ability to construct a plan—to formulate a purpose and then to concentrate every faculty, every resource, upon the achievement of that end. It means a higher degree of organization than the world has ever known.

Efficiency is no new thing. We have heard a great deal of it during the last decade. Germany has no monopoly of efficiency. England, France, Italy, are perhaps, only less efficient. Germany has developed to the Nth power. And if the advantage of Germany's foes in numbers and in wealth were not so great, I have no doubt that German efficiency would be victorious. Even with the odds so overwhelmingly against her, it is by no means incredible that Germany may win. But win or lose, the efficiency of Germany—her military efficiency—will raise the standard of all subsequent human undertakings.

Having seen the wonderful demonstration of human efficiency, how can we do less than to desire to imitate it? All of the business of the world will be keyed to a higher pitch—will demand greater knowledge, greater foresight, greater attention to detail, greater power to plan and execute, greater concentration, greater organization.

The lesson is obvious. I shall not stop to point the moral. You cannot but see it. That's one of the watchwords of education today—efficiency. That, I take it, is one thing Chemawa has taught you—efficiency—the ability to do something well. It doesn't so much matter what that something is. It may be farming or carpentering, or horse-shoeing, or keeping house—if you can do it well, the world has need of you. You want to be successful, don't you? You will be, in so far as you are efficient. That is the call in every factory, every office, every business house. Give us efficient men. The world pays, and pays well, for efficiency. For the highest efficiency—the kind typified by Germany—there is hardly any price it will not pay.

The other great issue that I have to present, I approach almost with diffidence—not that I am uncertain of my ground—but because it is possible there may be those among you who may not see things as I do. If I speak critically of Germany, it is without bitterness or rancor. In my heart I can find no inclination to condemn the German people, but rather to sorrow with them, because they are, as I believe, mistaken. I would use no stronger word. It is not easy, in this colossal conflict, to keep one's mind free and dispassionate, to achieve that fine impar-