

eral charge of its activities. He should not delegate responsibility for that work to any subordinate however capable. One purpose in this exercise of direct control by the division superintendent is the making sure that each phase of the work receives its proper attention. It is also highly desirable that he take personal charge of a special course for supervising teachers and principals.

The aim of the work offered in institutes is to increase the effectiveness of teaching and supervising. The work in methods is, therefore, preëminent. Methods are best learned by observation and by actual practice. The effective organization of model classes of reasonable size, and their conduct by the best teachers in the division, deserves the most careful attention of the division superintendent. He should see to it that the one-teacher-two-division program is followed, and that the course of study is adhered to.

All of this will require much of the division superintendent's attention; but while the institute is in session, the importance of the work would warrant him in giving at least one half of his time to it.

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#### EDUCATION FOR EFFICIENCY.

There are various factors which militate against efficiency in school work. Lack of discipline is among the first. If children are not taught to sit correctly, to rise properly and punctually when called upon, and to open or close their books when directed, they miss something of that disciplinary training which is fundamental to good instruction. Then there is lack of interest which makes discipline so much more difficult; and a lack of resource on the part of the teacher soon dissipates interest. A teacher must continually have fresh ideas with which he can assist pupils in their daily tasks. As a rule, the absence of those characteristics essential to efficient instruction, is due to a lack of understanding rather than to the probability that the teacher has not a pedagogical bent. An increase in the present attainments of teachers would do more than any other one thing toward improving school standards.

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#### RELIABILITY.

The quality that an employer insists on most in his employees, is reliability. If he gives an order he expects it to be obeyed. It is said that Napoleon, when conversing with a man of remark-