

**FILE 875**

**SURVEY: GENERAL,**

**PRINCIPAL CURRIE**

**1930 - 1931**

**DOCKET STARTS:**

November 25th,  
1930.

Professor Carleton Stanley,  
Department of Classics.

Dear Stanley,

On reading over again Beatty's comment  
on our draft letter, I notice he says

"the survey of which you have a copy  
indicates certain measures of expansion  
which its authors consider advisable in  
the University's interest. Do you not  
think your letter would be strengthened  
and likely to bring more concrete results  
if without limiting its general terms you  
indicated the advisability of an expression  
of opinion on certain subjects which the  
survey itself deals with."

You will notice what I did not at first  
observe, that a very definite reference is made to  
the Martin-Tory-Colby survey.

Perhaps you would read it over again  
and see if anything that survey contains might be  
used in our letter.

Ever yours faithfully,

Principal

*McC's survey -*

November 20, 1930.

The year 1930, the close of a decade and of the first ten years of my Principalship, would seem a fitting time for a general stock-taking of McGill's position.

I take this opportunity of expressing my sincere appreciation of the untiring devotion of McGill instructors and professors. In my opinion, no class deserves so well of the community and hardly any other class is so ill requited.

What is contemplated is neither an inquisition into the relative failures and accomplishments of individual teachers and various departments, nor yet a glorification of isolated achievements with which we may advertise ourselves to the world.

What will be attempted is to find out how we are moving, and whether our movement is in the right direction. The University is an "institution"; that is, it comes into being at a given time, in given circumstances, with a view to accomplishing certain results. But time goes on, circumstances change, and inevitably the institution must adapt itself, even though its original ideals remain fixed. For the wrenches and dislocations of such a process no one is specifically to blame. Everyone interested has often to make the best of a bad job. Consequently, it is not so much on past failures and present difficulties that attention should be concentrated, except in so far as these are illuminating on the task of the future.

Let us make therefore a survey, not merely of the accomplishments, but also of the tendencies and the opportunities, particularly opportunities that are, for one reason or another, not being seized.

In each Faculty a committee will be appointed, the appointments being made in consultation with the Dean.

Within our own doors we ought to be as critical of ourselves, where criticism is useful and friendly, as we can. Outside our doors we ought to be as discreet as common sense and loyalty dictate. In business, directors try to find exactly where their business stands, but they do not publish to their competitors and to the world their findings about themselves. A University, though it has a business side, is more than a business or a plant; it is a fraternity, a corporation of loyal friends.

Consequently, it may be necessary for each committee to make two reports, (1) a narrative of events, supplemented by statistics and so forth, which may be published, and which will interest supporters of McGill, as a report of progress; and (2) a searching report, such as heads of departments occasionally make to the directorate of a business, and which will inevitably be confidential.

At the present moment it seems unwise to prescribe further how the committees shall go about their task. It is realised that on many occasions they will be left in doubt by the above remarks as to how they should proceed. On the other hand, that danger appears to be not so great as the danger of limiting in advance by too strict advice the activity and the usefulness of the committees chosen. Doubtless, as they proceed to their task, many useful things will suggest themselves.

I shall appreciate an early suggestion as to the personnel of your committee.

Ever yours faithfully,

Principal.

CANADIAN PACIFIC RAILWAY COMPANY

OFFICE OF THE CHAIRMAN AND PRESIDENT

MONTREAL

November 19th, 1930.

Personal

Dear Sir Arthur:

Your Secretary has sent me a copy of the draft letter which you propose sending to the Deans and the Heads of the various schools connected with the University.

The letter is, in my opinion, a very timely one and while, of necessity, is in general <sup>+</sup>germs, is sufficiently definite to indicate the purpose which lies behind it. The survey, of which you have a copy, indicates certain measures of expansion which its authors consider advisable in the University's interest.

Do you not think your letter would be strengthened and likely to bring more concrete results if, without limiting its general terms, you indicated the advisability of an expression of opinion on certain subjects which the survey itself deals with? I, of course, do not think it necessary that there should be any reference to the source of any information which you may yourself possess, but it might help direct the minds of the members of the committees to things which you are conscious of as being important and this quite in addition to any original suggestions which they might make.

CANADIAN PACIFIC RAILWAY COMPANY

OFFICE OF THE CHAIRMAN AND PRESIDENT

- 2 -

MONTREAL

I am only mentioning this factor, because I know how much appreciated any suggestion coming from you would be. I recognize, of course, that you would not desire to hobble the committees in any way, but if they could begin their deliberations with a hint of some of the things that might be discussed it would be helpful.

Yours sincerely,

*W. S. LaPlante*



FROM

THE PRINCIPAL AND VICE-CHANCELLOR,  
MCGILL UNIVERSITY,  
MONTREAL.

PRINCIPAL AND VICE-CHANCELLOR:  
SIR ARTHUR W. CURRIE, G.C.M.G., K.C.B.

COPY

November 26th,  
1930.

The year 1930, the close of a decade and of the first ten years of my Principalship, would seem a fitting time for a general stock-taking of McGill's position.

I take this opportunity of expressing my sincere appreciation of the untiring devotion of McGill instructors and professors. In my opinion, no class deserves so well of the community and hardly any other is so ill requited.

In each Faculty a committee will be appointed, the appointments being made in consultation with the Dean. I venture to ask these committees to assist me in this general stock-taking.

What is contemplated is neither an inquisition into the relative failures and accomplishments of individual teachers and various departments, nor yet a glorification of isolated achievements with which we may advertise ourselves to the world.

What will be attempted is to find out how we are moving, and whether our movement is in the right direction. The University is an "institution"; that is, it comes into being at a given time, in given circumstances, with a view to accomplishing certain results. But time goes on, circumstances change, and inevitably the institution must adapt itself, even though its original ideals remain fixed. For the wrenches and dislocations of such a process no one is specifically to blame. Everyone interested has often to make the best of a bad job. Consequently, it is not so much on past failures and present difficulties that attention should be concentrated, except in so far as these are illuminating on the task of the future.

Let us make, therefore, a survey, not merely of the accomplishments, but also of the tendencies and the opportunities, particularly opportunities that are, for one reason or another,



not being seized.

Mr. Ramsay Macdonald, in addressing us last year, said that the community looked to the universities for leaders. Is McGill training leaders? In the last few years Canada, by her great foreign trade, by her acceptance of a place at Geneva, as well as by the reputation she won in the War, has come to have a place among the nations. Are we training men in international outlook?

Such language may sound ambitious, but I do not believe it is too ambitious. Indeed, we might ask ourselves questions less ambitious, but no less searching. For example, in the friendly competition between Canadian universities, French as well as English, are we maintaining McGill's proud place? Are we adjusting ourselves to all the new aspects of Canadian life?

Again, I often hear it said that McGill is not getting the proper human material from the schools. Is McGill concerning itself sufficiently with training teachers specifically in the various subjects, and putting them back into the schools, so as to raise the standard and quicken the pace?

Such questions are general and may seem vague. Yet suggestions as to how we might strengthen ourselves or change our methods, so as to answer these questions confidently in the affirmative, need not be vague. The only intolerable vagueness, to my mind, is to talk largely about "Learning and Leadership" in mere lip-service, and to complain loosely that education is not keeping pace and that the world is going to the dogs. The useful suggestion is always to point to the necessary next step. Here I sincerely ask your assistance.

It is obvious that we need more money, to increase salaries, to add to under-staffed departments, to found new chairs, to endow scholarships and sabbatical years, to extend our playing fields, to build dormitories, gymnasiums and a convocation hall, and to build professors' houses, to keep them from tenting all over Montreal Island. More money, I am confident, we shall presently have. But we may not get enough to do all that we should like. It is easy to narrate all the things we could do if we had the means; much harder to state, in penurious circumstances, the relative importance of things. Here again, I sincerely ask your assistance.

Within our own doors we ought to be as critical of ourselves, where criticism is useful and friendly, as we can. Outside our doors we ought to be as discreet as common sense and loyalty dictate. In business, directors try to find

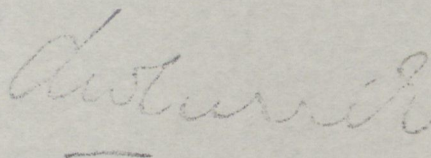
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Can you let me have by next Saturday morning your recommendations as to the personnel of your committee?

Ever yours faithfully,



Principal



PRINCIPAL AND VICE-CHANCELLOR:  
SIR ARTHUR W. CURRIE, G.C.M.G., K.C.B.

FROM

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MCGILL UNIVERSITY,  
MONTREAL.

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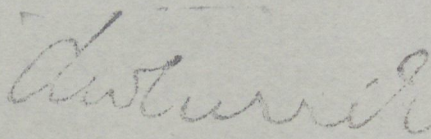
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Ever yours faithfully,



Principal

**DOCKET ENDS:**

**DOCKET STARTS:**



PRINCIPAL AND VICE-CHANCELLOR:  
SIR ARTHUR W. CURRIE, G.C.M.G., K.C.B.

*Committee  
Appointed*

FROM  
THE PRINCIPAL AND VICE-CHANCELLOR,  
MCGILL UNIVERSITY,  
MONTREAL.

December Fourth,  
1930

Let me thank you for your prompt reply with reference to the proposed Survey, giving me suggestions for the personnel of the Committee in

I have considered these suggestions very carefully, and I would now ask you to name your Committee as follows:-

With every confidence, I leave the matter entirely in your hands; you may call your meetings at your own discretion, but I would like all Faculties and Departments to have their reports complete by the 15th of April, so that they will be available immediately upon my return.

Ever yours faithfully,

Principal.



Committees

Faculty of Arts and Science

Dr. Macmillan	Prof. Waugh
Dr. Johnson	Prof. F. Clarke
Dr. David Keys	Dr. Woodhead
Prof. Stanley	The Dean

Faculty of Graduate Studies

Dr. Meakins	Professor E. Brown
Dr. Woodhead	Dean Eve
Dr. Johnson	

and others at Dean Eve's discretion for special advice

Faculty of Music

Mr. Hungerford	Miss Stubington
Mr. Irvin Cooper	Mr. Weatherseed
Mr. Clapperton	Mr. Onderet
Mr. Tupper	Dean Clarke

Faculty of Applied Science

Dr. Johnson	Prof. Christie
Dr. Stansfield	Prof. McBride
Prof. French	Prof. Traquair
Prof. McKergow.	Prof. E. Brown (Chairman)

Faculty of Medicine

Dr. Meakins	Dr. Chipman
Dr. Bazin	Dr. Eberts
Dr. Oertel	Dean Martin

Faculty of Law

Prof. Tyndale	Mr. A. J. Brown, K.C.
Prof. Wainwright	Dean Corbett

Faculty of Agriculture

Dr. Brittain    Dr. Snell  
Prof. Summerby    Dr. Lattimer  
Dean Barton

Sc

School for Teachers

Prof. F. Clarke    Dean Laird

School of Household Science

Miss Babb    Miss Hayward  
Miss Stickwood    Miss Philp

Library School

Mrs. Carter  
Miss Herdman  
Dr. Lomer

The Library

Dr. G. F. Wylde  
Miss Young  
Mrs. Vaughan  
Dr. Lomer

School for Social Workers.

Dr. E.M.Best  
Dr. Kellogg  
Miss Esther Kerry  
Prof. Eugene Forsey  
Miss May Reid  
Dr. Dawson

School of Commerce

Prof. Sugars  
Prof. H. Tate  
Prof. W.D.Tait  
Dr. Day  
Prof. R.R.Thompson  
Prof. Stanley

School of Physical Education

Prof. F. Clarke  
Prof. Simpson  
Miss Herriott  
Major D.S.Forbes  
Mr. Walter Molson  
Dr. A.S.Lamb

Faculty of Dentistry

Dr. F.G.Henry  
Dr. A.W.McClelland  
Dr. W.L.Barlow  
Dr. Campbell Morris  
Dr. Dohan  
Prof. Sippson  
Dr. A.L.Walsh

School for Graduate Nurses

Dean Ira MacKay	Prof. F. Clarke
Dr. C.F.Martin	Dr. Grant Fleming
Dr. Dawson	Prof.T.H.Matthews (on admissions only)
	Miss Harmer

My dear Dean MacKay,

the Faculty of Arts and Science.

Dr. Macmillan  
Dr. Johnson  
Dr. Keys  
Professor Stanley

Professor Waugh  
Professor F. Clarke  
Dr. Woodhead  
and yourself

You will, of course, understand that  
Professor Stanley is my personal representative.

Dean Ira A. MacKay,  
Faculty of Arts and Science,  
McGill University.

My dear Dean Eve,

the Faculty of Graduate Studies.

Dr. Meakins	representing	Medicine
Dr. Woodhead	"	Arts
Dr. Johnson	"	Pure Science
Prof. E. Brown	"	Applied Science
And Yourself.		

I approve of the other names submitted for special advice.

You will, of course, understand that  
Professor Stanley is my personal representative.

Dean Eve,  
Faculty of Graduate Studies,  
McGill University.

My dear Dean Clarke,

the Faculty of Music.

Mr. Hungerford	Miss Stubington
Mr. Irvin Cooper	Mr. Weatherseed
Mr. Clapperton	Mr. Onderet
Mr. Tupper	and yourself

You will, of course, understand that  
Professor Stanley is my personal representative.

Dean Douglas Clarke,  
Faculty of Music.

My dear Dean Barton,

the Faculty of Agriculture.

Dr. W. H. Brittain      Dr. J. F. Snell  
Professor R. Summerby   Dr. Lattimer  
and yourself.

You will, of course, understand that  
Professor Stanley is my personal representative.

Dean H. Barton  
Faculty of Agriculture

My dear Miss Philp,

the School of Household Science.

Miss Babb      Miss Hayward  
Miss Stöckwood      Miss Philp

You will, of course, understand that  
Professor Stanley is my personal representative.

Miss Bessie Philp,  
Head, School of Household Science,  
Macdonald College, P. Q.

My dear Dean Laird,

the School for Teachers.

Professor F. Clarke  
and yourself

You will, of course, understand that  
Professor Stanley is my personal representative.

Dean Sinclair Laird,  
The School for Teachers,  
Macdonald College.



My dear Dr. Lomer,

the Library School and the Library.

The Library School  
Mrs. Carter  
Miss Herdman  
and yourself

The Library  
Dr. C.F. Wylde  
Miss Laura Young  
Mrs. Walter Vaughan  
and yourself

You will, of course, understand that  
Professor Stanley is my personal representative.

Dr. Lomer,  
Librarian,  
Redpath Library.

My dear Dr. Dawson,

the School for Social Workers.

Dr. E. M. Best	Prof. Eugene Forsey
Dr. Kellogg	Miss May Reid
Miss Esther Kerry	and yourself

You will, of course, understand that  
Professor Stanley is my personal representative.

Dr. Dawson, Director,  
School for Social Workers,  
McGill University.

My dear Professor Sugars,

the Department of Commerce.

Professor Sugars	Professor Thompson
Professor H. Tate	Professor Stanley
Dr. Day	Dr. W. D. Tait
and yourself	

You will, of course, understand that  
Professor Stanley is my personal representative.

Professor Sugars,  
Director, School of Commerce.

My dear Dr. Lamb,

the Department of Physical Education.

Professor F. Clarke    Mr. Walter Holson  
Professor Simpson    and yourself  
Miss Herriott  
Major D. S. Forbes

You will, of course, understand that  
Professor Stanley is my personal representative.

Dr. A. S. Lamb,  
Department of  
Physical Education.



My dear Professor Brown,

the Faculty of Applied Science.

Dr. Johnson  
Dr. Stansfield  
Professor French  
Professor McKergow

Professor Christie  
Professor McBride  
Professor Traquair  
Professor E. Brown.

You will, of course, understand that  
Professor Stanley is my personal representative.

Professor E. Brown,  
Chairman,  
Faculty of Applied Science.

Dear Dean Martin,

Medicine.

Dr. Meakins .	Dr. Chipman
Dr. Bazin	Dr. Eberts
Dr. Certel	and yourself

You will, of course, understand that  
Professor Stanley is my personal representative.

Dean C. F. Martin,  
Dean of the Faculty of Medicine,  
McGill University.

My dear Dean Corbett,

the Faculty of Law.

Mr. A.J. Brown, K.C. )  
Professor Wainwright) and yourself.  
Professor Tyndale - )

You will, of course, understand that  
Professor Stanley is my personal representative.

Dean Percy E. Corbett,  
Dean of the Faculty of Law.





Suggestions for Committees

Faculty of

Arts (the Deah's recommendation)  
(Dr. Johnson concurring in these  
names submitted)

Dr. Macmillan ✓ *English*  
Dr. Sullivan ✓  
Dr. Johnson ✓ *Chemistry*  
Dr. Eve or Dr. Keys ✓ *Physics*  
Dr. Woodhead ✓ Prof. Stanley ✓ *Classics*

Arts (Prof. Stanley's ") >

The Dean ✓  
Dr. Keys ✓  
Dr. Johnson ✓  
Dr. Woodhead ✓  
Prof. W. Waugh ✓ *History*  
Prof. Stanley ✓

Arts (Dr. Woodhead's ")

~~Dean MacKay~~  
Professor F. Clarke ✓ *Education*  
Prof. Waugh ✓  
Dr. Johnson ✓  
Dr. Keys ✓

Medicine (the Dean's recommendation)

Dr. Meakins ✓  
Dr. Bazin ✓  
Dr. Oertel ✓  
~~Prof. Simpson~~  
The Dean ✓

*Chipman, Everts* ✓

Law (The Dean's recommendation)

Prof. Wainwright ✓  
Prof. Tyndale ✓  
The Dean or ~~Professor~~ ✓ *Yes.*  
Mr. A.J. Brown ✓

Applied Science (The dean's ")

Dr. Johnson ✓  
Dr. Stansfield ✓  
Prof. French ✓  
Prof. McKergow ✓  
Prof. Christie ✓  
Prof. McBride ✓  
Prof. Traquair ✓  
Prof. E. Brown ✓

Dentistry (Dr. Walsh's ")

Dr. F.G. Henry ✓  
Dr. A.W. McClelland ✓  
Dr. W.L. Barlow ✓  
Dr. Campbell Morris ✓  
Dr. Dohan ✓  
Professor Simpson ✓  
~~Dr. Guelph G. Armitage~~

or, not on teaching staff ..... ~~Dr. Guelph G. Armitage~~

Agriculture (the Dean) ✓

Dr.W.H.Brittain ✓  
Dr. J.F.Snell ✓  
Prof.Summerby ✓  
Dr. Lattimer ✓

✓

4

Music (Dean's recommendation) ✓

Mr.Hungerford  
Miss Stubington  
Mr.Irvin Cooper  
Mr. Weatherseed  
Mr.Clapperton  
Mr. Onderet  
Mr. Tupper

✓

7

Graduate Studies (Dr. Eve) ✓

Would like to consult both divisional committees, one appointed by Arts group, the other by Science group.

Advisable also to have a special committee

Dr.Meakins, representing Medicine ✓  
Prof.Woodhead, " Arts ✓  
Dr. Johnson, " Pure Science ✓  
Prof.E.Brown " ApplScience ✓  
Prof. Stanley " yourself ✓

*Special*

Most important to call in to some our meetings some of the younger men such as .....

Dr.Collip  
Professor Clarke  
Dr.Murray. (bacteriology)  
Dr.Foster,  
Mr. Maas

and others

*yes when wanted*

Graduate Nurses

Dean Ira Mackay ✓  
Prof.F.Clark ✓  
Dr.Grant Fleming ✓  
Dr.C.F.Martin ✓ ~~Dr.Simpson~~  
Prof.T.H.Matthews (on admissions only) ✓  
Dr. Dawson (social aspects) ✓

these names are presented in the belief that, owing to the "searching" and "confidential" report desired, the committee would be chosen within the University. For consideration of some important aspects of the study it would be desirable to have other members of the Advisory Committee of the School

Physical Education

Professor Simpson  
Prof. F. Clarke  
Miss Herriott  
Major D.S. Forbes  
Dr. A.S. Lamb  
Mr. Walter Molson

yes

Commerce (Prof. Sugars)

Prof. Sugars  
Prof. Thompson  
Prof. H. Tate  
Prof. Stanley  
~~Dr. Villard~~  
Dr. Day  
~~Dr. Johnson~~  
Dr. W.D. Tait  
~~Dr. Leacock~~

Social Workers

*Watson*  
Dr. E.M. Best  
Dr. Kellogg  
Prof. Eugene Forsey  
Miss May Reid  
Miss Esther Kerry

the latter a recent alumna of the School, a woman of mature years and excellent judgment. She has been a student at the School at the period of its greatest effectiveness. A person who can readily see its defects and advantages. We may well think of her as one of our inner circle.

Library School

Dr. Lomer  
Mrs. Carter  
Miss Herdman.

The Library

Dr. C.F. Wylde  
Miss Laura A. Young  
Mrs. Walter Vaughan  
Dr. Lomer

School Household Science

Miss Babb  
Miss Philp  
Miss Hayward  
Miss Stickwood  
~~Miss Philp~~

School for Teachers

Dean Laird

Query: Should Prof. F. Clarke be on this committee?

*Clark, F*

**DOCKET ENDS:**

**DOCKET STARTS:**

FACULTY OF LAW

MCGILL UNIVERSITY  
MONTREAL

*Committee  
recommended  
by Deans*

November 29th, 1930.

The Principal,  
McGill University.

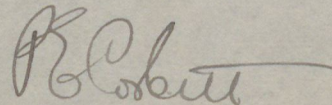
Dear Sir Arthur:-

I have read with great interest your proposal to carry out a survey of the work and opportunities of the various faculties and departments, and can assure you that this Faculty will gladly co-operate. There is nothing that I personally would welcome more than such a chance of self-examination and of defining objectives, even though it may involve painful revelations of weakness.

For the committee I would suggest Arnold Wainwright, Esq., K.C., O.S. Tyndale, Esq., K.C., and either myself or LeMesurier. If you would care to add such a staunch representative of the more conservative principles of legal education as I understand Mr. A.J. Brown to be, we should welcome such an opportunity of informing a legal Governor of what we are trying to do.

Mr. Wainwright I recommend because he is an eminent practising lawyer who at the same time sympathizes with any attempt to enhance legal learning. Mr. Tyndale is a successful and energetic barrister of the younger school and ought to be able to say what the Bar is likely to expect from us in the future. Mr. LeMesurier and I have very much the same ideas on education, and I do not believe that it matters which of us serves on the committee. If you think the Dean ought to be there, I should be glad to serve.

Yours sincerely,



P.E. Corbett.

*Brown, Montgomery & McMichael*  
*Advocates, Barristers, &c.*

*Called Address "Jonhall"*  
*P.O. Box 250*

*The Royal Bank Building*

ALBERT J. BROWN, K.C.  
ROBERT C. McMICHAEL, K.C.  
FRANK B. COMMON, K.C.  
THOMAS R. KER, K.C.  
LINTON H. BALLANTYNE  
COLVILLE SINCLAIR, K.C.  
C. RUSSELL McKENZIE  
J. LEIGH BISHOP  
J. ANGUS OGILVY  
JOHN G. PORTEOUS

GEORGE H. MONTGOMERY, K.C.  
WARWICK F. CHIPMAN, K.C.  
ORVILLE S. TYNDALE, K.C.  
WILBERT H. HOWARD, K.C.  
LIONEL A. FORSYTH, K.C.  
ELDRIDGE CATE  
PAUL GAUTHIER  
CLAUDE S. RICHARDSON  
F. CAMPBELL COPE  
HAZEN HANSARD

*Montreal*

28th November 1930.

Sir Arthur W. Currie, G.C.M.G., K.C.B.,  
McGill University,  
MONTREAL.

Dear Sir Arthur,

Your letter of the 27th instant, enclosing  
copy of letter you have forwarded to the Dean of each  
Faculty and to the head of each school in the University,  
also copy of memorandum forwarded to the Social Sciences  
Division of the Rockefeller Foundation, duly received, all  
of which I will read with much interest.

I fully expect to be present at the Meeting  
of the Board of Governors on Monday afternoon next.

Yours sincerely,

*A. Brown*

B/H



November 28th,  
1930.

A. J. Brown, Esq., K.C., LL.D.,  
360 St. James Street,  
M o n t r e a l .

You have seen the memorandum re the survey which I have asked each Faculty and Department of the University to conduct.

I have a letter from Dean Corbett nominating his Committee as either himself or Mr. Lemesurier (I have named the Dean); Arnold Wainwright, Esq., K.C., and O.S. Tyndale, Esq., K.C. Dean Corbett states in his letter that he would "welcome the opportunity of informing a legal governor of what we are trying to do." He suggests that you sit in with the Committee and discuss this matter.

I am in most cordial sympathy with that suggestion and I hope you can find it compatible with all your engagements to act. It would be a splendid thing if you, as a very prominent member of the legal fraternity and also as a governor, should take an interest in this survey of our Law Faculty.

Ever yours faithfully,

Principal.

November 28th,

1930.

Dean Percy Corbett,  
Faculty of Law,  
McGill University.

Dear Dean Corbett,

I have your letter of the 29th, and the  
Committee suggested by you is acceptable to me.  
I think we had better agree, then, that the  
Committee will be,

Yourself

Mr. Arnold Wainwright, K.C. ~~X~~  
Mr. O. S. Tyndale, K. C. ~~X~~

I think it would be a good thing if you  
could interest Mr. A.J. Brown, and I have taken the  
liberty of writing a note to him to-day telling  
him that you would like to have him sit in with you.  
Don't be surprised if he refuses you. But he may  
be agreeable, inasmuch as he intends to spend this  
winter in Montreal.

Ever yours faithfully,

Principal.

December 3, 1930.

A. J. Brown, Esq., K. C.,  
360 St. James Street,  
Montreal. P. Q.

Thank you for your kind letter of the 2nd December. I have informed the Faculty of Law that you will consent to be a member of their Survey Committee, and they are delighted. Let me again thank you personally for your willingness to be of assistance. I am sure Dean Corbett will not bother you unduly in this matter.

With all good wishes,

I am,

Ever yours faithfully,

Principal.

*Brown, Montgomery & McMichael*  
*Advocates, Barristers, &c.*

*Cable Address "Jonhall"*  
*P.O. Box 250*

*The Royal Bank Building*

ALBERT J. BROWN, K.C.  
ROBERT C. MCMICHAEL, K.C.  
FRANK B. COMMON, K.C.  
THOMAS R. KER, K.C.  
LINTON H. BALLANTYNE  
COLVILLE SINCLAIR, K.C.  
C. RUSSELL MCKENZIE  
J. LEIGH BISHOP  
J. ANGUS OGILVY  
JOHN G. PORTEOUS

GEORGE H. MONTGOMERY, K.C.  
WARWICK F. CHIPMAN, K.C.  
ORVILLE S. TYNDALE, K.C.  
WILBERT H. HOWARD, K.C.  
LIONEL A. FORSYTH, K.C.  
ELDRIDGE GATE  
PAUL GAUTHIER  
CLAUDE S. RICHARDSON  
F. CAMPBELL COPE  
HAZEN HANSARD

*Montreal*

2nd December 1930.

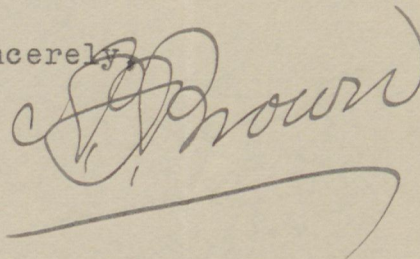
Sir Arthur W. Currie, G.C.M.G., K.C.B.,  
McGill University,  
MONTREAL.

Dear Sir Arthur,

Referring to your letter of the 28th  
ultimo and to my conversation with you yesterday after-  
noon, if Dean Corbett's Committee think I can render  
any assistance by sitting in with them in their survey  
of the Law Faculty I shall be very glad to do so.

With kindest regards.

Yours sincerely,



B/H

**DOCKET ENDS:**

**DOCKET STARTS:**

Copy

# McGILL UNIVERSITY LIBRARY

REDPATH LIBRARY - MEDICAL LIBRARY - BIBLIOTHECA OSLERIANA - LAW LIBRARY  
ROYAL VICTORIA COLLEGE LIBRARY - BLACKADER LIBRARY OF ARCHITECTURE  
EMMA SHEARER WOOD LIBRARY OF ORNITHOLOGY - BLACKER LIBRARY OF ZOOLOGY  
BAILLIE LIBRARY OF CHEMISTRY - THE GEST CHINESE RESEARCH LIBRARY  
TRAVELING LIBRARY DEPARTMENT - LIBRARY SCHOOL

MONTREAL

GERHARD R. LOMER, M.A., PH.D.,  
LIBRARIAN

November 27, 1930.

Sir Arthur Currie,  
Principal,  
McGill University.

Dear Sir Arthur,

In reply to your letter of Nov. 26 regarding the nomination of a committee to make a survey of and suggestions regarding the library school, may I suggest the following names:

Miss M. M. Herdman, Asst. Professor;  
Mrs. Mary Duncan Carter, Asst. Director;  
Dr. G. R. Lomer, Director.

Should you contemplate the appointment of a similar committee for the library, I would suggest the following.

Dr. C. F. Wylde, Medical Librarian;  
Miss Laura A. Young, Circulation Dept., Redpath Library;  
Mrs. Walter Vaughan, Warden, Royal Victoria College;  
Dr. G. R. Lomer, Librarian.

I understand that your letter asks only for the immediate suggestion of names. I assume that a date for the presentation of the report will be indicated in the official notice of committee appointments.

Faithfully yours,

*G. R. Lomer*

University Librarian.

GRL/F

December 2nd,  
1930.

Dr. G. R. Lomer,  
Librarian, Redpath Library,  
McGill University.

Dear Dr. Lomer,

I approve of the names submitted by  
you to make a survey of the Library School.

I would be glad to have a similar  
committee for the Library and you may name the  
committee suggested in your letter of November 27th.

With regard to your enquiry as to  
the date for submission of findings, I would like  
the report ready by the end of March.

With all good wishes,

I am,

Ever yours faithfully,

Principal.



**DOCKET ENDS:**

**DOCKET STARTS:**

MCGILL UNIVERSITY

MONTREAL

FACULTY OF ARTS  
DEPARTMENT OF CLASSICS

Nov. 29. 1930

Dear Mr. Principal,

I would suggest the following names for the Survey Committee in Arts:

Dean Ira Mackay.

Professor F. Clarke

· Mr. J. Braugh

· F. Johnston

· D. Keys

Yours sincerely

Dr. D. Broadbent

To The Principal

McGill University

Montreal.

Dear  
W. A. H.  
(Woodhead)

Nov 28

Keys  
Johnson.  
Clarke

Stanly

Woodhead got me  
of the copies of the Commission,  
and asked me about the committee.  
I started by asking him. He said we did  
don't know (except his own) right off!  
without any consultation. You will see  
it corresponds closely with my  
suggestion.  
S.

Nov.13.

PLEASE DESTROY WHEN READ.

Having consulted with the Dean, will you not have now to name the committee yourself?

The committee, naturally, must consist of men whose opinion matters- and of course of men who can work on a committee.

Being "representative" means being average, and being average means that you go on doing the same damned thing.

Of those named on p.2. S--n is better than M--n, but he would not help a committee forward. The chairman himself will not stick to the point always, but if he is reinforced by these two!

Right about mathematics - but Keys will look after that- and of course the committee can call S--n or MacLean in when need arises.

The Dean.

Keys.

Johnson (who would perhaps not attend all meetings, but would keep us in touch w. the sc. depts.)

Woodhead

Waugh

And myself-it would not occur to many that I was there just to plump for Classics.

O.

MC GILL UNIVERSITY  
MONTREAL

FACULTY OF ARTS  
OFFICE OF THE DEAN

November 12, 1930.

Sir Arthur Currie, G.C.M.G.,  
Principal,  
McGill University.

My dear Principal,

Following my conversation with you recently I have considered carefully the appointment of the special committee to report on the affairs of the Faculty suggested by you.

I also suggested tentatively that the following might be members of this committee, namely, Professor Stanley, Dr. Woodhead, Dr. Macmillan, Professor Waugh and Dr. Hemmeon. I do not think now that this committee is sufficiently representative. Two of the five members are from the Department of Classics. The Department of Mathematics, perhaps the pivotal department in the Faculty, is not represented. There is no reason for selecting a member from both the Department of History and the Department of Economics except that an appointment from one department might not be acceptable to the other. Finally, too, the Science Departments are not represented on this committee and, on second thought, I suggest that, since the Faculty has been a unit until now, it should report as a unit.

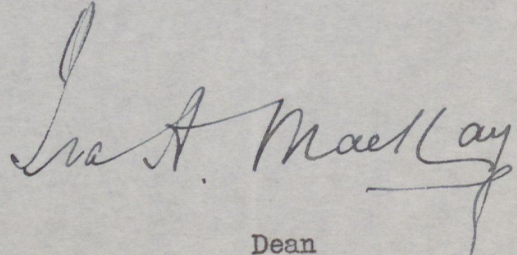
I am convinced that all personal, departmental and private interests, real or unreal, should be eliminated in the constitution of this committee. I think, therefore, that we should proceed with absolute impartiality and appoint all the members of the committee from the admittedly fundamental departments of the Faculty, and these are English and Classics

Sir Arthur Currie, 2.

from the literary subjects, Physics and Chemistry from the scientific subjects and Mathematics, as I have said perhaps the most central and pivotal of all departments. The committee selected in this way would be made up of the following, namely, Professor Stanley or Dr. Woodhead, Dr. Macmillan, Dr. Sullivan, Dr. Johnson, Dr. Eve or Dr. Keys, and I so suggest. I may also venture to point out that it might be proper to tell the members of the committee, when they are appointed, upon what basis the selection has been made.

Finally, I think that the terms of reference of the committee, that is the subjects upon which they are principally expected to report, should be stated as definitely as possible. The following questions, for example, arise:- Should the committee limit itself to telling the story of the growth and work of the Faculty during the last ten years or more with suggestive comments and criticism? Should the committee report carefully on the present and future needs of the Faculty? Should the committee discuss such questions as fees, salaries and ways and means generally? Should the Committee venture to report on individual departments? I really do not see, at present, just what we are going to get out of this inquiry which may not be already read from the records, as all our difficulties at present are personal and financial and it will be very difficult for any committee of the Faculty to report intimately on these matters.

Yours very truly,

  
Dean

**DOCKET ENDS:**



**DOCKET STARTS:**

PROFESSORS

F. M. G. JOHNSON, DIRECTOR  
N. N. EVANS  
O. MAASS  
HAROLD HIBBERT  
W. H. HATCHER  
C. F. H. ALLEN  
E. W. R. STEACIE  
J. H. MENNIE

McGILL UNIVERSITY  
DEPARTMENT OF CHEMISTRY

MONTREAL, 27th November, 1930.

Sir Arthur Currie,  
Principal and Vice-Chancellor,  
McGill University.

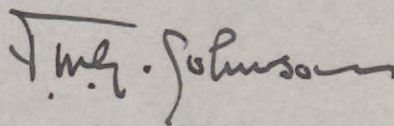
Dear Sir Arthur:-

I have your letter of 26th  
November regarding the appointment of a  
committee of inquiry concerning matters of  
interest to the University.

Dean Ira MacKay tells me that  
the committee members from the Faculty of  
Arts and Science should in his opinion repre-  
sent that Faculty as a whole. He also tells  
me that he has submitted names accordingly.

This is quite satisfactory to  
me. Should you however prefer that nomina-  
tions be made from the Science Division as  
well, I shall be glad to make suggestions.

Yours respectfully,



FMGJ/JH

November 29th,  
1930.

Dr. F. M. G. Johnson,  
Acting Dean,  
Science Division,  
Faculty of Arts and Science,  
McGill University.

Regarding your note of the 27th and the survey, I think Dean MacKay is right, that the Committee should represent the Faculty of Arts and Science as a whole. I am glad to know that you agree. You will, of course, be a member of the committee.

Ever yours faithfully,

Principal.

**DOCKET ENDS:**

**DOCKET STARTS:**

M<sup>C</sup>GILL UNIVERSITY

MONTREAL

FACULTY OF MEDICINE  
OFFICE OF THE DEAN

December 2nd, 1930.

Sir Arthur Currie,  
Principal - McGill University,  
Montreal.

Dear Sir Arthur,

I shall be very glad to alter  
the Survey Committee along the lines you  
suggest.

Faithfully yours,

*C. J. Martin.*

DEAN.

December 1,  
1930.

Dr. C. F. Martin,  
Dean of the Faculty of Medicine.  
McGill University.

Dear Dean Martin,

I have your letter with recommendations  
for the Committee in Medicine.

May I respectfully suggest the names  
of Chipman and Eberts? With reference to Dr. Simpson,  
while I have no objection to him whatever, and he might  
be very valuable in preparing your statistical and  
historical report, I think he might be replaced by  
someone else. My view is that the Committee does  
not gain by having both you and Simpson on it, and  
I think you should be on it.

Ever yours faithfully,

Principal.

McGILL UNIVERSITY  
MONTREAL

FACULTY OF MEDICINE  
OFFICE OF THE DEAN

November 29th,  
1930.

Sir Arthur Currie,  
Principal - McGill University,  
Montreal.

Dear Sir Arthur,

Re: Survey of past decade in Faculty of Medicine.

---

I would suggest that we have as an Executive Committee not more than five members, namely, Professors Meakins, Bazin, Oertel, ~~Simpson~~ and myself. If, in your opinion, any other names should be substituted, it would, of course, be quite agreeable to me. A larger committee consisting of the heads of all departments might be called together as developments take place, but each would be asked to supply a definite statement according to some form of instructions which will be issued.

Trusting this is satisfactory,

Faithfully yours,

*C. J. Martin*

DEAN.



**DOCKET ENDS:**

MACDONALD COLLEGE

RAILWAY STATIONS, EXPRESS AND TELEGRAPH OFFICES:

STE. ANNE DE BELLEVUE, QUE.

POST OFFICE:

MACDONALD COLLEGE, QUE., CANADA.

November 28th, 1930.

Sir Arthur W. Currie, G.C.M.G., K.C.B.  
Principal & Vice-Chancellor,  
McGill University,  
Montreal, Que.

Dear Sir Arthur:

I have read your letter of  
November 26th, in regard to the appointment  
of a committee in each faculty, with a great  
deal of interest, and in compliance with your  
request for recommendations as to the personnel  
of the committee for the Faculty of Agriculture,  
would submit the following names:-

Dr. W.H. Brittain  
Dr. J.F. Snell  
Professor R. Summerby  
Dr. J.E. Lattimer

Yours faithfully,

*H. T. Barton*  
Dean, Faculty of Agriculture.

HB/Y

MCGILL UNIVERSITY  
FACULTY OF MUSIC  
OFFICE OF THE DEAN

DEAN - DOUGLAS CLARKE, M.A., MUS. BAC. (CANTAB)

677 W. SHERBROOKE STREET

MONTREAL

November 28th, 1930.

The Principal,  
McGill University,  
Montreal.

Dear Mr. Principal,

With reference to your letter, I beg to inform you  
that the Committee which you desire me to form will consist  
of the following:-

Mr. Walter H. Hungerford  
Miss D. Shearwood Stubington  
Mr. Irwin Cooper  
Mr. J. J. Weatherseed  
Mr. Walter Clapperton  
Mr. Maurice Onderet ✓  
Mr. R. de H. Tupper ✓

Yours faithfully,

*Douglas Clarke.*

Dean.

---

# MACDONALD COLLEGE

RAILWAY STATIONS, EXPRESS AND TELEGRAPH OFFICES:

STE. ANNE DE BELLEVUE, QUE.

POST OFFICE:

MACDONALD COLLEGE, QUE., CANADA

SCHOOL FOR TEACHERS  
OFFICE OF THE DEAN

29th November, 1930.

Sir Arthur Currie,  
McGill University,  
MONTREAL, Que.,

Dear Sir Arthur,

I received your letter of November 26th suggesting a review of the last 10 years of our activities, and also a private statement of such things as might be considered confidential.

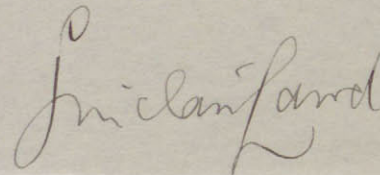
Although in conversation with you you intimated that it might be possible for me to prepare such a report myself, I have already spoken about your desire to two members of the staff, and find that I shall, as I expected, receive every assistance in giving you information such as you desire, and such as you might wish to use in public.

I shall, naturally, make any confidential statements myself.

You may rely on having this report before the end of March.

Some of the facts will require to be dug out during the Christmas vacation.

Yours faithfully,



KC.

Dean.

MCGILL UNIVERSITY  
MONTREAL

SCHOOL FOR GRADUATE NURSES

November 29th, 1930

Sir Arthur W. Currie, G.C.M.G.,  
Principal,  
McGill University.

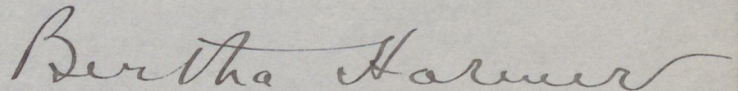
Dear Sir Arthur,-

In accordance with your request for recommendations as to the personnel of a committee to prepare reports of the McGill School for Graduate Nurses I present the following names for your approval:

Dean Ira A. Mackay  
Professor F. Clark  
Dr. Grant Fleming  
Dean C.F. Martin or  
Dr. J.C. Simpson  
Professor T.H. Matthews (on Admissions only)  
Dr. C. A. Dawson (Social aspects).

These names are presented in the belief that, owing to the "searching" and "confidential" report desired, the committee would be chosen within the University. For consideration of some important aspects of the study it would probably be desirable to have other members of the Advisory Committee of the School.

Faithfully yours,



Bertha Harmer, R.N., M.A.,  
Director.

MCGILL UNIVERSITY  
MONTREAL

FACULTY OF APPLIED SCIENCE  
OFFICE OF THE DEAN

November 28th, 1930.

Sir Arthur Currie, G.C.M.G., K.C.B., LL.D.,  
Principal.

Dear Sir Arthur:-

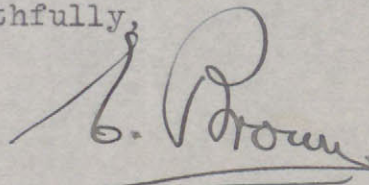
I have considered carefully the questions raised in your letter of November 26th in regard to the work of the Faculty of Applied Science, and shall be glad to do all I can to collect and arrange the information which you ask for.

In view of the nature of the inquiry to be made and of the organization of our work, it appears to me essential to name a representative committee to discuss at the outset the broad issues raised in your letter. Such a committee would then decide the general lines along which inquiry should proceed, and would doubtless find it necessary to seek the co-operation of others in particular phases of the investigation. Your own letter would form the general instructions to the committee, which would be free to adopt any procedure deemed best suited to the purpose in view.

With this idea in mind, I suggest the following committee with myself, ex-officio, as Chairman of the Faculty:- Dr. Johnson, Dr. Stansfield, Professors French, McKergow, Christie, McBride and Traquair.

To be effective, the work of such a committee must not be unduly hurried, but I take it that you will expect to have a report on your return from your trip to India. I shall be glad to have your instructions on this point.

Yours faithfully,



Chairman of the Faculty.

McGILL UNIVERSITY

OFFICE OF THE DEAN

FACULTY OF DENTISTRY

Nov. 28, 1930.

MONTREAL,.....

Sir Arthur Currie,  
Principal  
McGill University,  
Montreal.

Dear Sir Arthur.-

As requested in your letter of the 26th inst. you will please find below recommendations as to the personnel of a committee to carry out the suggested survey.

In these recommendations careful consideration has been given to the deep interest of each individual member, as well as, to their broad mindedness. With the present progressive movement to more closely ally dentistry with the field of medicine, this survey should prove useful.

✓ F.G.Henry,D.D.S., Professor of Materia Medica,  
Anaesthesia, and Dental  
Medicine.  
1410 Guy St. Phone Fitzroy 5024.

✓ A.W.McClelland,D.D.S., Professor of Orthodontia  
1117 St. Catherine St. West,  
phone Marq. 1766.

✓ W.L. Barlow,B.A.,M.D. Asst. Professor of Surgery  
Whoteaches Oral Surgery to  
Final year Dental students.  
4769 Sherbrooke St. West,  
phone West. 0948.

✓ Campbell Morris,B.S.A.,D.D.S. Lecturer in Dental  
History, Ethics and Office  
Mangement.  
1240 Union Ave. Phone Lan6494.

Sir Arthur Currie, cont'd

✓ Professor J.C.Simpson, whose cooperation during the past three years has been invaluable would, I feel, be an excellent member.

✓ J.S.Dohan, D.D.S. Professor of Prosthetic Dentistry. A progressive and a very thorough teacher, but whose views are constricted along mechanical lines, might be added.

If you desire one who is not on the teaching staff I would recommend Dr. Guelph G. Armitage, who has, during the past number of years, represented the College of Dental Surgeons in the written and oral examinations of our students throughout their entire course.

Hoping that this survey will meet with your fullest expectations, and assuring you of the utmost support from Dentistry, I am,

Yours faithfully,

*Arthur L. Walsh*

ALW/AF.

Acting Dean.



McGILL UNIVERSITY  
MONTREAL

DEPARTMENT OF PHYSICAL EDUCATION  
A. S. LAMB, B.P.E., M.D., DIRECTOR

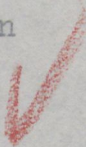
November 28th.1930.

Sir Arthur Currie,  
Principal and Vice Chancellor,  
McGill University.

Dear Sir Arthur,

Careful consideration has been given to your communication of the 26th instant, and I respectfully beg to make the following recommendations :-

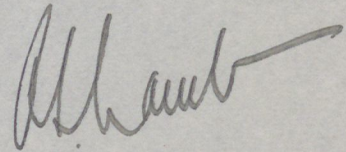
Professor J.C.Simpson  
Professor F.Clarke  
Mr.Walter Molson  
Miss J.S.Herriott  
Major D.S.Forbes  
Dr.A.S.Lamb.



I am of the opinion that the committee suggested will be able to conduct a survey, in accordance with the suggestions contained in your communication.

This Department welcomes the proposal which you have made, and we are confident that much good will result therefrom.

Yours faithfully,



ASL:C.

MCGILL UNIVERSITY  
MONTREAL

SCHOOL OF COMMERCE  
OFFICE OF THE DIRECTOR

November 28th, 1930.

Sir Arthur Currie,  
Principal,  
McGill University.

Dear Mr. Principal,

I have just received your circular and I find it difficult to suggest who - apart from the men who are actively engaged in the work of the School - should be named on a committee of the kind you mention. It is seldom one finds outsiders who are capable of doing anything more than criticise. The views of men with little or no knowledge of the subjects taught, and lacking responsibility, should be received on all kinds of committees with all kinds of precautions. For the moment then I merely suggest the following names:-

Professor R.M.Sugars,  
" Thompson  
" Tate  
" Stanley  
Dr. Villard  
Dr. Day  
Dr. Johnson  
Dr. W.D.Tait  
Dr. Leacock

I enclose a summary of my views with regard to the development of the School of Commerce.

Yours very truly,

*Robert M. Sugars*

Director-Secretary.

McGILL UNIVERSITY  
MONTREAL  
SCHOOL FOR SOCIAL WORKERS

COMMITTEE

GENERAL SIR ARTHUR W. CURRIE,  
G.C.M.G., K.C.B., LL.D., CHAIRMAN.  
C. A. DAWSON, PH. D., DIRECTOR.  
REVEREND D. J. FRASER, D.D.  
REVEREND OSWALD HOWARD, D.D.  
STEPHEN LEACOCK, PH. D.  
J. M. MACDONNELL, ESQ.  
IRA A. MACKAY, PH. D.  
HELEN R. Y. REID, LL.D.  
B. B. STEVENSON, ESQ.

November  
Twenty-ninth  
1930.

Sir Arthur Currie,  
Principal and Vice-Chancellor,  
McGill University,  
Montreal, Que.

Dear Sir Arthur,

I shall be very happy to cooperate with you in your proposed survey of McGill's accomplishments, possibilities and specific needs. I shall be interested, not only in the School of which I am the Director, but also in the objectives of the University as a whole. To me it seems most timely that such a study should be made and I relish the opportunity that it offers to us all in the matter of stock taking.

I suggest the following members of my  
Committee:

Dr. E. M. Best ✓  
Dr. Chester Kellogg ✓  
Prof. Eugene Forsey ✓  
Miss May Reid ✓  
Miss Esther Kerry ✓

The last named person is a recent alumna of the School. She is a woman of mature years and excellent judgment. She has been a student at the School at the period of its greatest effectiveness. She is a person, I am sure, who can readily see its defects as well as its advantages for the students. She and her family have been closely linked with the life of McGill and I am sure we may very well think of her as one of our inner circle.

Faithfully yours,

*C. A. Dawson*

Director.

CAD.HJL

MCGILL UNIVERSITY  
MONTREAL

THE MACDONALD PHYSICS LABORATORY

November 28th. 1930.

To the Principal,  
McGill University,  
Montreal.

Dear Sir Arthur,

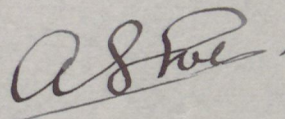
As regards the Graduate Faculty there are two admirable divisional committees - one appointed by the Arts group, and the other by the Science group. I should like to consult both of these.

It might be advisable also to have a Special Committee, and I suggest Dr. Meakins, representing Medicine, Professor Woodhead representing Arts, Dr. Johnson representing Pure Science, Professor E. Brown representing Applied Science, and Professor Stanley representing yourself.

We should, I think, pay special consideration to the development of Research, Graduate Teaching, and to Education, but we should have complete freedom in our scope of inquiry.

It is most important to call in to some of our meetings some of the younger men, such as Dr. Collip, Professor Clarke, and other men actually carrying out research, such as Dr. Murray, Dr. Foster, Dr. Maass and others.

Yours very truly,



A. S. Eve,  
Dean of the Faculty of  
Graduate Studies and Research.

# MACDONALD COLLEGE

RAILWAY STATIONS, EXPRESS AND TELEGRAPH OFFICES:

STE. ANNE DE BELLEVUE, QUE.

POST OFFICE:

MACDONALD COLLEGE, QUE., CANADA.

SCHOOL OF HOUSEHOLD SCIENCE

December 1st, 1930.

Sir Arthur W. Currie,  
Principal and Vice-Chancellor,  
McGill University,  
Montreal, Que.

Dear Sir:-

In reply to yours of the 26th ultimo I beg to suggest the following members of the Household Science Staff as possibilities for a committee to act with myself in reporting,

- (1) on the progress and development of the School during the past ten years,
- (2) on its present weaknesses and its needs for the future.

Miss Babb ,- Miss Babb is the only member of the staff who has been here for the whole of the past ten years. Her work, however, has been largely with students in the non-professional classes rather than with the professional students (degree and two year diploma courses).

Miss Hayward ,- Miss Hayward has been eight years on the staff and has for the whole of that time had work with professional and non-professional students.

Miss Stickwood ,- Miss Stickwood has been three years on the staff, her work being entirely with professional students. She would be very suitable for the second part of the report, but not sufficiently informed for the first part.

Other staff members are of more recent appointment.

Trusting that these suggestions will be satisfactory to you, and begging that you will kindly overlook the delay in forwarding this information, I am,

Respectfully yours,

*A. M. Philp*

Head, School of Household Science.

BMP/SK.



FROM

THE PRINCIPAL AND VICE-CHANCELLOR,  
MCGILL UNIVERSITY,  
MONTREAL.

PRINCIPAL AND VICE-CHANCELLOR:  
SIR ARTHUR W. CURRIE, G.C.M.G., K.C.B.

June 1, 1931.

To the Chairmen of the  
Survey Committees;

Gentlemen,

When, towards the end of last year, I asked you to call together some of your colleagues to investigate the work of your Departments during the last ten years and advise me for the future, I knew that I was laying a heavy burden on all of you. You have other regular duties, I know very well, and I am convinced that you have shouldered this additional task cheerfully and conscientiously.

As yet I have not been able to do more than to look into your reports, many of which cover a wide range and raise questions of profound importance. But I assure you that all these reports will have my most serious thought and attention during the coming months. Meantime, I wish most sincerely to express my gratitude to all who served on these committees.

Ever yours faithfully,

Principal.