

I think Mr. Macdonald had an idea that a perusal of the Survey Reports would help him in the work of the committee on reducing the deficit, but on the contrary, you will find the Survey deals only with the need for more money, more staff, more equipment, more expansion in almost every Department. It was the Principal's idea to meet with each Faculty gradually and go into these reports critically; he did make a beginning with the Faculty of Medicine and had one or two meetings with the survey committee one winter at his house. But as the depression got worse and the need for reduction rather than expansion became evident, he lost interest, rather, in the survey reports. So much so that when last spring he personally interviewed each head of a department on the budget and a saving of more than \$80,000 was made, no reference was made to the survey reports, because they were useless in this connection.

The Survey Reports are, of course, invaluable as a record of the ten years under review, or as a curtain-raiser for a campaign for funds.

The whole difficulty about a survey of a university by members of that university seems to be the tendency of each department to cling to autonomy and the tendency of the deans or survey committees to refuse the responsibility of criticism of the departments. Sir Arthur continually experienced this trouble, in endeavouring to keep an even balance between departments. As he said himself, he was a specialist in no subject; but had he been a geologist, like Sir William Dawson, or a classicist, like Sir William Peterson, even then could he regard himself as competent to decide, for example, the question of whether Psychology should be allowed to expand by adding two more professors, as the Departmental report suggests, or should be returned to Philosophy as a sub department, as is indicated in the attached article! These vexed questions keep on arising in every Faculty and subject, and cannot be forgotten when weighing the material contained in the Survey reports.

Yours faithfully,

Principal's Secretary.

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