

fritter away the salary account of the department in minor ineffective amounts. Suppose, for example, a department with an annual salary appropriation of \$17,000, a normal one with us. It would be better, then, I suggest, that this sum should be divided say as follows, \$8,000, \$7,000, \$1,200, \$800, rather than as follows, say \$5,000, \$4,500, \$3,500, \$2,500, \$1,000, \$500, which is about the way our salaries range at present. Two capital men in the lecture hall are worth a whole corps of minor men. They can at least encourage and inspire the student and deliver the college from mediocrity - and mediocrity is the unpardonable sin in Universities. One Professor and his younger Tutor or Assistant is really, I think, the most efficient unit in College work. (4) I am convinced that informal outline, routine lecturing by minor members of the staff is futile. Most of these lecture courses are worth less than a good text-book on the subject, and any student, who is ever so little a student, can learn more thoroughly from a good book than he can from taking down ragged notes from class-room lectures. I am afraid, indeed, that this method is worse than futile. I am afraid that it is vicious. A student should never be taught anything which he may teach himself. I know of no practice more calculated to destroy all student initiative than the practice of compelling him to sit and listen dumbly for four years to ragged routine lectures on any subject. (5) I think that I should abolish all Heads of Departments. This practice tends to make each department a petty imperium in imperio and to promote very undesirable rivalry between the departments themselves. After all there is in each case only one great world and one student looking at it and there ought therefore, to be only one faculty to teach him how to look at it with understanding, appreciation and reverence.