

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 In business, directors try to find exactly where their business stands, but they do not publish to their competitors and to the world their findings about themselves.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.