

have very onerous duties to perform, I admit. In Johns Hopkins, with fifty students a year, all of them graduates of universities and therefore trained in the methods of work and observation, the head of the department of medicine found it a pretty taxing position to carry on the work. Here, with three times the number, and the majority of students but ill-trained high school boys, the duties would be much more onerous. Notwithstanding that, I feel that for the highest success of the institution, it is essential that the medical department should have such direction.

Of course, under such a head, the work of teaching would have to be done by a corps of associates and a number of demonstrators. These men while under the general direction of the principal, should have the most absolute freedom in the methods of doing their work. So long as they complied with the general principles established, their personal freedom for doing their work should be absolute, above any criticism from anybody, as independent as if they were independent units, because a man can do his work in no other way to the best advantage. They should not be placed under any man so far as doing their work is concerned, except that they would require to do it in accordance with certain general principles.

The juniors ought to be encouraged to go away for some months in every year, or go away for two years at a time. It should be arranged that when they go away their salaries should continue so that they could live abroad and do their work. It seems to me such a system would produce in time a centre of education which would attract students from all parts of the world. Then again the men appointed should be the best available that can be found in the world. Of course our own men who go abroad and do well would be quite eligible, but the more outside blood we bring in, the better for the institution.

DR. BRUCE—I had the pleasure this year of visiting several German hospitals and found something like this: In a large clinic under the control of a single surgeon, with a number of assistants and a large amount of material, he would be down in the morning for possibly ten or fifteen operations. The operation, as far as the highest surgeon was concerned, consisted in opening the abdomen, removing the growth, and handing the patient over to his assistant to complete the work.

What we want in the hospital is a service which, beginning with the chief, will extend down to the out-patient department. There should also be a proper assistant with other assistants being trained in the out-patient department. I think that a