

My wife and I, during the last few months, have been giving some thought to the future of the Canadian Institute of International Affairs. Our experience at the recent conference in Shanghai showed very clearly the usefulness of a permanent body in Canada existing to promote an international outlook in the Dominion and to provide in every appropriate way, points of contact between Canada and the outside world. The Institute of International Affairs has already done an extremely important work in this direction. Great praise is due to the efforts of its successive Chairmen and officers, the Honorary Secretary and the membership as a whole for what it has accomplished in the few years it has been in existence.

We feel, however, that the time has come for the work to be prosecuted in a manner which will only be possible through the appointment of a full-time secretary. The importance of this point is, of course, obvious and I need not enlarge on it. I would like to suggest, however, that the personal equation, as in most things, is of the greatest possible significance and that an appointment is hardly worth while making unless a man can be found who will bring very real capacity and imagination to his task. A secretary, however well-intentioned, of a routine character would not be worth having.

The Trustees of the Foundation therefore wish to offer to the Institute, through you as its Chairman, a sum sufficient to provide the salary of a properly qualified secretary for the Institute for a period of three years. We feel that it is unlikely that the right man could be found for a salary of less than \$5,000. a year and this, therefore, is the sum which will be available from the Foundation, to be used exclusively for the payment of the Secretary's salary. In order that the reduction in revenue at the end of the three-year period should not be too abrupt, the Foundation will be prepared to pay \$3,000. a year towards the salary of the Secretary for a further period of two years.

If the offer is accepted, it will be necessary, of course, for the Institute to provide funds for office expenses, clerical assistance and the travelling expenses of the secretary. The office, however, could be organized for the first few years on a very simple basis and the travelling expenses could probably be kept within modest proportions. The other condition which I should like to suggest is that the appointment of the secretary, in the first instance, should be subject to the concurrence of the Foundation. Beyond the first appointment we have no wish to be consulted. I may say that the Foundation has no candidate in mind for the post and that we are prepared to assist in any appropriate way in the search for the best-qualified man.

I very greatly hope that the proposal of the Foundation will meet with the approval of the Council at its forthcoming meeting. Our contact with the outside world is coming to be of increasing importance and it would be to the advantage of the Dominion if the work of the Institute could receive the advantage of the attention of a full-time secretary at an early date.

I beg to remain,

Yours sincerely,

(sgd) Vincent Massey

The Chairman expressed, on behalf of the Council the profound