

to the happiest results. In the Physics Department we had in Professor Cox an admirable, if not even an ideal, teacher; and in Professors Callendor and Rutherford two rare investigators. It would have been a hardship to have expected frequent original results from Professor Cox, and it would have been wasteful and almost educationally criminal to have consigned such men as Professors Callendor and Rutherford to teaching.

My recommendations for the reorganization of the Physiological Department then take the following form:

1. I would have a complete reorganization, and would not seek to retain any teacher now employed who may indicate that he would prefer to resign. This is said with all respect for the present members of the staff. Little reliance is to be placed on teachers engaged in medical practice, especially as regards laboratory work or investigation.

2. There should be a head for the Department who shall be a natural organizer and teacher; one who believes strongly in the importance of doing the best possible for undergraduate students; one who has had experience in various kinds of teaching; a man especially of broad views; one who believes that medicine is biology, who is dissatisfied with the present condition of medical education and desirous of improving it, and who believes in constant research with a view to know what to teach, as well as—to a much less extent—with a view to publication.

Such a man may be hard to find, and I don't think that money alone will discover him.

3. In addition, a man who shall have practically nothing to do with the ordinary teaching courses, but who shall devote his whole time and energy to original research of a high class and worthy of publication.

The researches should be of a broad character in the physiological laboratory, because I think the sooner laboratories can be established in connexion with each hospital in which the problems of the clinician can be worked out, the better. I would have the hospital laboratories separate from the general physiological laboratory, though in friendly association, for purposes of reference, etc., but not necessarily further connected. The purpose of the one is to keep physiology broad; of the other—the clinical—to work on narrower, practical problems such as arise in connexion with clinical medicine; in which, of course, questions of chemistry, pathology, etc., would be considered as well as those of physiology. Many problems require investigation from several points of view.

The investigator of the physiological laboratory should be an independent research worker requiring neither assistance nor supervision.