

on this continent and especially in the United States in this way is colossal. It amounts to billions. The Universities of Canada, therefore, and McGill among them, should try to profit by the admitted errors of their neighbours.

Let a University see to it that its Professors are men who can set an example of scholarship, manliness and devotion and who are able to reproduce these qualities in their students and all other things will follow as the day follows the rising sun. We must do this thing if we are to be a distinctive people and unless we become a distinctive people we have no national *raison d'être*.

Faculty Organization.

There is inter alia one method of Faculty Organization which I should like to touch upon, and that is, the method of having graded departmental staffs. I refer to a department, for example, with a head Professor, a second full Professor, an Associate Professor, an Assistant Professor, a Lecturer, Reader, Tutor Assistant, etc. I do not think that this ragged mechanical formation has anything to do with the things of the mind, and my reasons for so thinking are the following. (1) As the departments grow normally they tend to appoint minor men to take the new courses of study and to break new ground and thus grow downwards instead of upwards. (2) This formation leads to difficulties when promotions or new appointments become necessary. If the Head retires, for example, all the men in line expect to be moved upwards a step, and if this is not done, or if any one is taken out of his position in the line, the internal morale of the department is injured and these little personal injuries are very hard to heal in the Universities. No one knows better, indeed, how hard they are to heal than the Dean of his Faculty. We have suffered in at least some cases from this line promotion in McGill in my day. The responsibility is mine, but it took me some time to find out what was wrong with the system. (3) This practice is uneconomical, and, therefore, wasteful. It tends to