

January
Twelfth
1920.

John W. Ross Esq.,
142 Notre Dame St. W.,
Montreal, Que.

Dear Mr. Ross:-

As a preliminary step to the campaign for further funds, which we all agree must be inaugurated before long, and for which preparations should commence immediately, I have made a study of the immediate needs of McGill University.

I have set these forth with the sums that would be required to meet them respectively in a Memorandum, a copy of which I enclose. I am sending another copy of this to Mr. Wm. M. Birks.

I have gone over this Memorandum with Sir Charles Gordon, but have not shown it, as yet, to any one else. Should copies of it be sent to any of the other members of the Board of Governors at this time, or should any similar document be prepared for submission to them?

With best wishes,

I remain,

Yours very sincerely,

Encl.

Acting Principal.