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November 21st, 1932

Dear Sir Arthur:-

Answering yours of the 14th instant. I appreciate your intention to bring the matter before the Faculty of Graduate Studies and Research.

Would it not be better first to submit the matter to some of your organization to whom it's possibilities are more likely to appeal; for instance, those upon whom the financing presses most heavily, those who look at McGill from a broader and, in a sense, from an outside point of view - your Secretary, one or two of your Deans and Faculties, one or two of your Board of Governors, some of the graduates, both inside and outside the University; and then go to the Faculty afterwards. If the advantages of the matter are questioned by these men whom you consult, it can be dropped. If it appeals to them, then you can meet the Faculty's objections - which I anticipate - with some weight of University approval behind the matter. To outline my reason, "Consider the general case", as Chandler used to say. To me, the highest efficiency in human intercourse is being attained in business, especially in the practical use of human motives and reactions. Therefore, to me McGill is a manufacturing Industrial, just like my own Company; and, therefore, your big problem outlined in your report, that of getting increased capital, is purely a "Sales Department" problem, such as we meet with every day; and it can be solved, I think, only in the same way.