August Thirty-first 1922. Dr. J. A. Nicholson, Registrar, McGill University, Arts Building. Dear Dr. Wicholson: -I am sorry that I am leaving before you return because there is a matter that I wish to explain to you personally. Some time after you left for your well-earned vacation I learned of some friction between Miss Mudge and Miss Seeds. Evidently this arose because Miss Seeds refused to take dictation from Miss Mudge. I did not interfere at that time although I was sorry to know that while Miss Mudge had the responsibility of the Department she apparently did not have authority over those employed in the Department. Two or three days ago when I came down I was told that Miss Seeds had telephoned to Miss Parker, the telephone operator, and asked Miss Parker to give a message that she (Miss Seeds) would not be down to work that day because she was helping her mother to paper the dining room. I am sure you will appreciate that this disclosed on the part of Miss Seeds a most casual indifference to her work at the University and a very great lack of appreciation of her duty to the University. If everyone employed here felt that they had a right to telephone in, leaving a message that they would not be to work for purely personal reasons, I am afraid that little efficiency would characterize this or any other institution.