

A UNIVERSITY'S GROWTH IS GRADUAL

So much is needed that an inventory of all our needs might appear somewhat extreme; but even if we could be given immediately all we need, we could not apply it judiciously. A University must grow by stages; and I propose to give a list of those things only which we need most and which we can provide immediately if we have the necessary funds. This is the first stage of needed growth, for the need is serious and absolute.

INCREASED SALARIES FOR PROFESSORS

In the forefront of these immediate needs I put the increase of endowment necessary to enable us to increase salaries by at least thirty per cent. Even this will not enable us to pay the same relative salaries we were paying before the war. As our salary list is now about \$50,000, this means an added endowment of \$300,000. It is a very obvious and very serious fact, that without this increase in salaries the quality of the professoriate will diminish, and the students and the people get a correspondingly diminished quality of instruction, a thing which cannot be considered for a moment. It is well to recall here that the cost of educating a student is two to four times what he pays in fees for that education.

ENDOWMENT FOR NEEDED NEW CHAIRS

To maintain the standard of education which Dalhousie has given in the past, re-