

which would help them to form an opinion concerning the report which they would make. The method of the committee has been to record each evening at its meetings its then opinion of the particular matter discussed, with the understanding that, without embarrassment, their opinions might be changed in the future. When we met this fall we found that there was one large question which seemed to claim precedence over all others—that is, Upon what method should the reorganization be determined?

I understand there are two methods, which are indicated broadly as the English on the one side, and the German on the other; the latter, as we have grown to understand it, being a system where a responsible chief is selected for each department, and the men associated with him are responsible for the general administration of the department, for the care of the sick and for the teaching work. On the other hand, the English system means the establishment of as many services in each department as might be considered wise, with the head of each service co-equal and co-ordinate in power with his associates.

We come to you now asking you through the President of the University to intimate your views as to these methods.

DR. REEVE—Mr. Chairman, should we not have a sort of compromise (in the better sense of the term) between the two systems? For a number of years, in the Medical Faculty, we had a recognized head of a department, say of medicine, surgery, etc. It is now generally understood that this will be largely of the nature of a University hospital, and if the old order is continued of recognizing the head of a department in the Medical Faculty, could not the same rule apply in the staff of the hospital? You have a large staff, and if you wish to carry out certain arrangements or investigations, to study the situation, as may be now and then, you have merely to communicate, primarily at any rate, with five, six or seven gentlemen, instead of perhaps fifty. That certainly leads to economy of time and trouble.

CHAIRMAN—I take it, Mr. Dean, that the modification you are suggesting would be this: If there were two or three or four services in either of the departments, some one man in charge of one service would be looked upon as senior, in the sense that he would be consulted from time to time as to matters concerning his department.

DR. REEVE—Primarily, but not to be a sort of autocrat like a physician or surgeon in a German hospital.

DR. CAVEN—Then the Dean, as I understand him, would regard the senior as purely executive and not the head in matters professional.