

its message and service to the community. Likewise the Superintendent or Senior Inspector of a school system should be freed from all concern except with matters of educational organization and administration and with the instructional needs of the community and how best to meet them. The transferring of all matters of finance to a business manager would add greatly to the efficiency of both branches of the work and would add little to the cost. The right man would save more than enough to pay his salary.

2. In view of the fact that many of the needed changes in the Ottawa Public Schools would entail increased expenditure, and in view of the fact that Ottawa's tax-rate is comparatively low, and that Separate School supporters here are now paying 5 mills more than those supporting Public Schools, the levy of one or even two additional mills would seem justifiable. This \$160,000 of extra revenue together with the economy resultant from a unifying of the administration of all schools would render possible many improvements that cannot now be undertaken.

CONCLUSION.

It has not been assumed that all the changes recommended in the preceding chapters can, or ought to be, made immediately. Many could, and should, take effect at once. Others must wait upon the successful completion of certain more fundamental changes suggested. Still others can only be the product of growth or evolution, such as the building up of a public opinion, or the training of a staff. Others, again, are in the nature of a tentative makeshift until some of the more revolutionary changes have been made. It has been impossible to follow up some of the suggestions by others which would logically grow out of them by reason of the fact that this would entail a more minute examination of the Separate and Secondary Schools than space would permit.

It is recognized that the Schools in many respects could scarcely be other than they are at the present time and accordingly suggestions made in such cases are not given in the way of criticism but by way of pointing to further growth. The needs of to-morrow often grow out of conditions but now in the process of formation. Schools will probably never reach perfection but ought always to keep aiming higher. The conclusion of this survey is that the Public Schools of Ottawa have already attained a high state of efficiency and are in a healthy state of growth. The Chairman of the Federal Commission on Industrial

