

#16.

come to pass that a considerable sum were obtained from such a source, it would be very wise to form a sinking fund for future expansion and development, and if possible, the founding of scholarships and fellowships within the department. In this respect, the Medical Faculty at McGill is greatly deficient. I cannot remember of any but those made possible by the Cooper Fund. The most difficult time of a young man's career, especially for those wishing to take up academic work, is between the time he leaves the hospital and when he obtains the beginnings of his private practice. Many of the most promising of the young men are driven to make money when a few more years of scientific work would make a great difference to them and the profession at large.

Furthermore, we must always remember that a living department expands and develops. Stagnation means degeneration in every way. Therefore, it must be calculated that expenses will tend to increase and not diminish.

There is one more point which I think is of great importance. In such a department, it is very necessary, in order that economical and wise administration may be attained, that all expenditures should be approved by the Director and that all invoices, statements, etc., should be passed by him before payment. Internal debits, calculated expenses which are part of the general hospital expenditure, should also be notified to him for his information and approval. It is only in this way that he can control his budget and see that the best use is made of it.