

**FILE 830**

**SURVEY: MARTIN-COLBY**

**1929**





PRINCIPAL AND VICE-CHANCELLOR:  
SIR ARTHUR W. CURRIE, G.C.M.G., K.C.B.

FROM

THE PRINCIPAL AND VICE-CHANCELLOR,  
MCGILL UNIVERSITY,  
MONTREAL.

January 22nd, 1929

Dear Professor:

I have been asked by the Governors to prepare a report on the various departments in the University, and, in order that I may conclude this promptly, would you be good enough to send me, if possible by the tenth of February, a report on your department, dealing specifically with the following items:

- (1) the personnel and its adequacy
- (2) the needs of the department as regards equipment, space, etc.
- (3) research:
  - (a) work already done during the past year
  - (b) work in progress or in prospect.

It is more than likely that a campaign will be initiated during the next twelve months, and that many important changes will be suggested. For that reason I should like to be prepared to have an adequate report for presentation to the Governors.

Very truly yours,

*C. J. Martin*

Acting Principal









PRINCIPAL AND VICE-CHANCELLOR:  
SIR ARTHUR W. CURRIE, G.C.M.G., K.C.B.

*Lurvey*

FROM

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MONTREAL.

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Very truly yours,

*C. J. Martin*

Acting Principal



March 9th, 1929.

*For Arthur's writing*  
*dm*

Dr. C. W. Colby,  
560 Pine Avenue West,  
Montreal, Que.

Dear Dr. Colby:-

*Governors*  
*minutes as*  
*fact with*  
*Principal*

At a recent meeting of the Board of Governors it was decided to appoint a Committee for the purpose of making a survey of conditions in the University. This survey would include:

- (1) General policy with respect to expansion or contraction of activities commensurate with our financial and academic opportunities.
- (2) The availability and use of existing land on the campus.
- (3) Construction of new buildings and their necessity in order of importance.
- (4) Questions of equipment of laboratories and other buildings.
- (5) Considerations of personnel of teaching staff.
- (6) The curriculum, with special reference to its value for post-graduate work.

This, of course, is a very large order and one which may be quite beyond the scope of our Committee to act upon in a limited time. Nevertheless, it is desirable to discuss at a preliminary



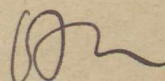
Dr. C. W. Colby

- 2 -

conference what can best be done with respect to such a survey. Could you come to luncheon with me on Friday, the 22nd of March, at 1 o'clock, at my house, to meet the other members of the Committee as it now exists, namely,- Dr. H.M. Tory and Dr. Frank D. Adams?

This Committee has power to add to its numbers and if you have any suggestions with reference to additions that might be made for this luncheon meeting I shall be very glad indeed to receive them.

Sincerely yours,



Acting Principal.



March 9th, 1929.

Dr. Frank D. Adams,  
1173 Mountain Street,  
Montreal, Que.

Dear Dr. Adams:-

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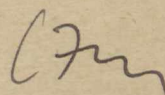
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- 2 -

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Sincerely yours,



Acting Principal.



March 9th, 1929.

Dr. H. M. Tory,  
Chairman, National Research Council,  
Ottawa, Ont.

Dear Dr. Tory:-

At a recent meeting of the Board of Governors it was decided to appoint a Committee for the purpose of making a survey of conditions in the University. This survey would include:

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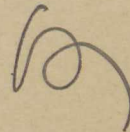
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Sincerely yours,



Acting Principal.



CANADIAN PACIFIC RAILWAY COMPANY

OFFICE OF THE CHAIRMAN AND PRESIDENT

MONTREAL

8th April, 1929.

My dear Sir Arthur,-

I received your cablegram in New Orleans last week and on the 6th instant received your letter of March 25th, which must have been written prior to the arrival of Doctor Martin's letter to you of March 21st.

May I say at the outset that I think your letter was written under a grave misapprehension of the reasons and motives of the Governors in determining upon a private scrutiny of the situation at McGill prior to our public appeal. The investigation is not to be of a public character and is designed to fortify those supporting the campaign in meeting criticisms already made that the University is attempting too much in some respects and too little in others, and that the need for money is partly due to spreading our activities over too great an area.

Doctor Laing's name was suggested because he was considered to be a real educationalist and to have a great affection for McGill. I think I have heard you describe him as one of the sanest and wisest of Canadians in the matter of Arts education. However, as you know, he cannot undertake to help us and, therefore, he is eliminated from further consideration.

The parallel you draw between my case and yours, or between that of a railway and of the University, is inappropriate



CANADIAN PACIFIC RAILWAY COMPANY

OFFICE OF THE CHAIRMAN AND PRESIDENT

MONTREAL

--2--

and unfortunate. This Company periodically reviews what has been done and forms policies for the future with the assistance of outside experts familiar with the particular problem under consideration. The determination of the propriety, or otherwise, of the system it has followed may involve agreement or disagreement with the policies adopted by the Executive and the Directors, although we do not remove the responsibility from these officers in the matter of altering or confirming the policies upon consideration of the material developed.

If I were incapacitated and during my absence the Directors decided to have an investigation of any phase of this Company's activities in order to ascertain whether changes in the future would be in the Company's interest, I would not only think that they were well within their rights but that they were acting wisely. Any officer of a competing system would, naturally, not be consulted, but Doctor Laing is not in that position.

When you receive Doctor Martin's letter you will appreciate that the Governors decided that the investigation should be conducted by yourself and the Acting Principal with the assistance of others. You will not escape, therefore, the full responsibility either for the confirmation of previous decisions or for any changes in policy decided to be necessary.



CANADIAN PACIFIC RAILWAY COMPANY

OFFICE OF THE CHAIRMAN AND PRESIDENT

MONTREAL

--3--

Nothing important will likely transpire until you return, but in the meantime I think you will, upon reconsideration, come to the view that the decision of the Governors is right and that no reflection upon yourself or other administrators of the University can be even remotely suggested as the cause or the effect of the enquiry.

I am so attached to you personally and have such a tremendous admiration and respect for you that I would dislike you to take any position that would even give the suggestion that you were unduly sensitive or restrictive in your attitude in matters of this kind. You have made a great success of your university work and you have the entire confidence and support of the Governors, but you must not forget that the support to the University from this campaign will come from laymen and institutions, and in the various arguments we must stress McGill's outstanding position in Canada and the fact that it is the sole survivor of educational methods which permit initiative and the maximum of efficiency and are not subject to complete state control. The alternative to successful financing and administration of the institution is that it should be supported entirely, or largely, by government funds, and I do not need to tell you the ultimate fate of the University under these conditions.



CANADIAN PACIFIC RAILWAY COMPANY

OFFICE OF THE CHAIRMAN AND PRESIDENT

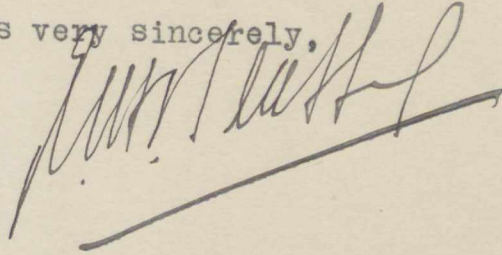
MONTREAL

--4--

I take it from your letter that you are almost returned to full strength again. If this be true I shall be extremely glad.

We will all be delighted to see you back about the middle of next month.

Yours very sincerely,

A handwritten signature in dark ink, appearing to read "J. W. Stewart", is written over a horizontal line. The signature is fluid and cursive.

General Sir Arthur Currie, G.C.M.G.,  
c/o Bank of Montreal,  
9 Waterloo Place,  
London, S.W.1, England.



Please return these papers  
intact to Principal's office files.  
Amemurray

McGILL UNIVERSITY  
MONTREAL

FACULTY OF MEDICINE  
OFFICE OF THE DEAN

18th June, 1929.

Sir Arthur Currie, G.C.M.G.  
Principal -  
McGill University,  
M o n t r e a l.

CONFIDENTIAL.

Dear Sir Arthur,

I do not know whether you would care  
to look over the first part of the Preliminary Report  
of the Survey that was made as a result of a number of  
meetings held by Adams, Tory, Colby and myself. The  
contents of most of it were known to Dr. Adams before  
his departure, and Mr. Beatty has already seen a copy.

Perhaps, before anything further can be  
done, you might wish to have a chat with Mr. Beatty and  
me about it and discuss the whole matter in further  
detail. We deferred any other meeting until your return.

I hate to bother you when you have so many  
other things you have to do first, but I thought you  
ought to see this now.

Faithfully yours,

C. J. Martin

1) Jones on Committee, no report to me, no consultation with me,  
before submission to Chancellor, Governors meeting in March and the  
survey, Martin began collecting information in January (see  
letter to Macmillan)

1 awb's  
personal  
note  
JSM



CONFIDENTIAL.

The marginal comments are  
in Sir Archers own handwriting  
- except the red pencil printing  
which is Col. Borey's. D.M.

I.

It is assumed in this preliminary report that:-

- (1) The Board of Governors are resolved to build up a really great University in keeping with its national character. ✓
- (2) Such a development should be carefully and deliberately planned with respect to the greatest national needs, both in the immediate and more remote future. ✓
- (3) The upbuilding of a great university cannot be achieved forthwith, and that advances and developments can only be made through a series of stages, depending upon the resources available from time to time. ✓
- (4) The University will inevitably increase in size with the growth of the country, and that Montreal will more and more become the great centre of population in the Dominion. Therefore, it is unwise to suggest limitations of numbers in any dogmatic way. Nevertheless, we do believe that the creation of standards of a high order is a more important consideration than numerical

How else  
can you  
limit? //



limitations and that the latter will automatically result from a well-devised policy with respect to higher standards of excellence. ✓

(5) In order to meet the competition of other universities with regard to equipment, facilities and men, we must so utilize our resources as to build up progressively the Institution in the direction of its most salient needs, and where development will give most immediate and satisfactory results.

(6) In this connection, we would call attention to the need in Canada for scientific men - for the development of our natural resources. Most of our graduates are compelled to go abroad for advanced work, having inadequate facilities and stimulus here for higher training, and a large proportion of these graduates never return. The exodus of such men, often the best graduates from our University and the best types of citizen, is a very real menace to the prosperity of the Institution, as well as of the country at large, and every possible effort should be made by the University to counteract such an inevitable threat to our prestige.

This statement not only applies to the outstanding branches of Science, e.g., Mining, Geology, Engineering, Physics, Biological Sciences, but to the more important



departments in the Faculty of Arts, e.g., English, French and Economics.

A comparison over twenty years of the relative positions of the two competing schools of the Massachusetts Institute of Technology and the McGill Science Faculty (at one time on an equal footing) will serve as evidence - in the one case a steady growth and educational leadership on the Continent; in the other, a lagging far behind to a distinctly inferior position.

*Is this true?*

(7) It follows that a systematic effort should be made to inspire the interest of English Montreal in McGill, as the University can only be made and kept great through the support of many citizens over a considerable period. This can best be secured by creating the belief that the work of the Institution is being carried on by men who are able, active, learned and sincere. On a per capita basis, a majority of the teaching body must always be mediocre, but it should be a capital aim of policy that the staff should include, as a minimum, from ten to fifteen Professors of outstanding capacity and energy. The presence of radioactive teachers and investigators to this number cannot fail to make itself felt throughout the University, Montreal, and the Dominion.

//

Such men at McGill have been largely imported

*Maclean  
Coulter  
Chapman  
Hart  
Collip  
Hubert  
Mass  
Foster  
Cobett  
Fessenden  
Hamp  
Woodward  
Bastin*

*H.W. MacKay*

*Kelly*



from elsewhere, but it is of the utmost consequence that we should build up our own body of teachers. This can only be done if Canadian scholarship offers its prizes, as in business and the professions.

Relatively high salaries - \$<sup>To</sup>2,3,000.00 higher than the highest now received in Arts and Applied Science - for a limited number of key men (say eight) will go far to attaining such a purpose, and in the total disbursement, is a relatively insignificant expenditure amounting to, approximately, 2 per cent of the present disbursement on salaries.

In addition to this, the importation of learned men for short periods, as well as the foundation of further scholarships, are subjects for consideration that stand in the first line.

*apparently in opinion of Council there are none now*

*To*



II.

POLICY.

A discussion of the policy of the University resolves itself into:-

- (1) Land and buildings.
- (2) Departmental needs of Faculties.

While it is recognized that certain new buildings are imperative, it is none the less urgent that the development of our University demands above everything else an adequate provision for academic improvements in certain departments. If the University is to place itself advantageously before the public and before the academic world, it is absolutely necessary that in certain fields, outstanding men should be retained as leaders, and for this reason, a building programme must be so adjusted that academic needs may not suffer at the expense of stones and mortar.



III.LANDS.Policy as to Retention of Existing Properties in  
and about the University with special reference  
to:-

- (a) The land below Sherbrooke Street.
- (b) The land donated by Sir William Macdonald on the Westmount Mountain.

The time seems ripe to consider at this juncture whether or not the University should expand its properties north, ~~of~~ south ~~of~~ east or west. Judging from the views of experts on the subject of real estate, it seems not at all improbable that Sherbrooke Street will become more and more commercialized. With the advent of shops, more boarding-houses and other unacademic buildings, this portion of the City will become more and more undesirable as University property, more especially to the south of Sherbrooke Street.

This brings before us the consideration of the McGill Union and its future usage. The Students' Council reports officially that this building does not fulfil the purposes for which it was originally intended; that it serves merely as a dining-hall, and a very poor one, for students, and there are a series of committee rooms for various activities of student life.

It would seem, therefore, that the overhead charges



for the upkeep of such a valuable property are altogether out of proportion to the present use of the building in contrast to the very wide scope for which it was originally intended.

It becomes, therefore, a consideration for the Governors as to whether or not this building should not be disposed of when the right time comes, and that the activities cared for there should be diverted elsewhere. Furthermore, we understand that Strathcona Hall, which is loosely affiliated with McGill and in the possession of a group of men interested in the University, might possibly be given over to the University under certain conditions which might be quite easy to fulfil.

With this in view and with a policy which is declared as being opposed to the extension of our University below Sherbrooke Street, it is obvious that a University gymnasium need not be in close proximity to this area. This matter is discussed later on.

If it be granted, as is generally conceded, that the extension of the University will be northward, it is worthy of consideration as to whether or not these activities of the McGill Union committee, dining hall, etc., could not be cared for in a future gymnasium building (for <sup>the</sup> committees) and in a future <sup>dormitory</sup> dining hall (~~in connection with the dormitories~~ <sup>for the dining hall</sup>).

It seems to our Committee a very important matter that any vacant space on the present Campus should be retained solely



for the purpose of erecting buildings which are of use for academic purposes rather than to place thereon a gymnasium or dormitories.

The Acquisition of Properties adjacent to University Buildings and within the confines of prospective boundaries of the University Campus.

The importance of acquiring all the property within the McGill University boundary zone seems to be worthy of very serious consideration. The University is liable to suffer eventually if, in the near future, most of these properties are not acquired.

We do not believe that McGill can afford to give up any more of its existing land for purposes that are not associated directly with University activities. We believe that land is gradually increasing in value and the time is not far off when the University may have to pay considerably more for such houses as are available on University Street and Pine Avenue. We would urge upon the Board of Governors the early acquisition of these properties, and believe that it is, above all, imperative that the houses on Pine Avenue, adjacent to the Stadium, should be purchased at the earliest possible moment.

May we draw attention to the fact that the Macdonald property on Westmount Mountain (of 32 acres) is a valuable asset to the University, which, it is understood, will

*This is present policy*

*which has thus been done*

*Child's comment*

*Carroll's acquisition of the property*



increase even more in value as time goes on. Is it not then reasonable that if and when this valuable property is sold, the receipts therefrom will much more than offset the expense now incurred in purchasing properties about the College Campus?

Furthermore, with respect to the future, we would like to suggest a consideration of the land on the west side of McTavish Street, some of which already belongs to the University and some of which, we understand, will ultimately be deeded to the University in due course. Seeing that some of this land may be purchased at a reasonable price now, its acquisition is worthy of serious consideration by the Board.

9  
What is the information here recorded?

Will this property increase in value?  
I doubt it.



• Why not begin

we agree with university authorities  
who have for years consistently advocated  
etc.

IV.

Necessity for reorganization  
to place and rechange  
graduates

THE POLICY WITH REFERENCE TO NEW BUILDINGS and EXTENSIONS.

Here the more urgent demands seem to be:-

- > A gymnasium;
- > A dormitory or dormitories;
- > A building for Mining and Metallurgy; and Geology.
- > An addition to the Library.

Other suggestions and departmental requests for enlarged space relate to:-

- (1) An extension of the Physics Building (lecture theatres, laboratory and library space);
- (2) An extension of the Royal Victoria College;
- (3) Accommodation for the Department of Physical Education;
- (4) Accommodation for the School for Graduate Nurses;
- (5) Accommodation for Faculty of Dentistry;
- (6) Accommodation for Faculty of Law;
- (7) Accommodation for Museum Collections;
- (8) Accommodation (with offices) for the Graduates' Society;
- (9) Studio space and museum accommodation for the Department of Architecture;
- (10) An enlargement of the Stadium;
- (11) An enlargement of Playing Fields;
- (12) Construction of added equipment, etc., for various Laboratories (v. appendix).

Advocated  
in last  
campaign  
and  
since

already  
decided  
this is with  
gymnasium

very urgent  
also urgent  
If we put up  
buildings, they  
and maintain  
them we won't  
not have a  
contrary

are  
there  
in

order  
of

importance  
if so?

don't  
agree

- 13 Administration Building
- 14 Convocation Hall
- 15 Department of Music



GYMNASIUM.-

A building for a gymnasium is an outstanding need; one that will house such activities as may be recommended by those competent to express an opinion. Such a building should, we believe, include quarters for the Department of Physical Education, and a certain amount of student training might also be undertaken in this building. Were it possible to erect adjacent to it some form of palaestra which could be utilized for the physical training of students, as well as for many other athletic activities, it would materially aid in the schemes at present under consideration by the Department of Physical Education.

The site of such a palaestra has been the subject of consideration by the Committee, and they have taken into account the views of the Director of Physical Education at McGill, as also those of Dr. Tait MacKenzie, one of the outstanding authorities in America on this subject. It is generally agreed that if time and place permit, such activities are best engaged in after college hours in the late afternoon, rather than to intersperse academic studies with physical training during the morning hours.

It is recognized that the one gymnasium hall would not be adequate to take care of all the students requiring this training, and it is for that reason that a modest expenditure on a palaestra would be worthy of consideration; all the more so,

Principal  
report  
1923

Surely  
this is  
not  
adequate  
now



as in our climate, the college period in the Fall is ~~too~~ so short, <sup>as not to afford much time</sup> to utilize a series of new playing-fields (as has been recommended) <sup>or accordingly</sup> to justify any great expenditure for ~~that purpose.~~ /stet.

Your Committee, in agreement with Dr. MacKenzie, believe that the site of the gymnasium should be on the north side of Pine Avenue, adjacent to the Stadium; <sup>Furthermore there is adequate</sup> ~~the space exists,~~ there ~~is~~, for <sup>such</sup> ~~such~~ a palaestra as has been suggested.

The distance from the Arts and Science Buildings to a gymnasium on Pine Avenue has been considered carefully by the Committee, as also by Dr. Tait MacKenzie in conference. It was the unanimous opinion that the distance was not too great for students to go for their exercise; in fact, the distance would be less in our case than it is in the University of Pennsylvania.

A proposal of the Athletic Board that two extra playing-fields be provided on the available ground north of the Stadium would apparently involve considerable expense, part of which would be better devoted to the erection of some sort of hall as above indicated.

MINING and GEOLOGY BUILDING.-

*Why not say we agree"*

The development of Mining, with its co-related Department of Geology, has been for years an urgent need of this University. It never has been more urgent than now, and unless

*MacKenzie  
Chas. H. K. K.  
once  
at side  
Lambert  
don't  
when open  
at side*

*How  
will  
this*

*Principal  
report 1923*



we are to fall far behind other institutions and schools, we must make provision for this very practical and national requirement.

The plan is briefly as follows:-

The large Chemical Building (in view of the great and rapid advances in Chemical Sciences) is at present quite inadequate for the needs of Chemistry alone. And yet it houses the Departments of Chemistry, Metallurgy, Mining and Geology. The Mining Department occupies the basement of the building and Geology occupies the uppermost floor.

It is proposed that the equipment of the Mining and Metallurgy and Geology Departments be removed from this building and be cared for, with all the additional space that will be required for the activities of these Departments, in an entirely new building specially erected for this purpose.

Two proposals are under consideration with respect to the site of such a building:-

- (1) The S.W. corner of Milton Street, where it intersects University Street and behind the present Engineering Building.
- (2) An extension northward of the present Administrative Offices of the Principal and his staff, which form the eastern wing of the old McGill College and former residence of Sir William Dawson, and to establish there this new group of Departments.

A committee of the heads of the departments concerned

*This is all very new stuff*

*Not true*

*original talk*

*Taken from Mr Mackay's report 26-27*

*Taken from*



with these various branches of Science have recently met, and have expressed their unanimous opinion in favour of the former. Plans for a building here have already been designed for the Mining, Electrical and Geological Departments, and would be adequate in all respects.

*Building  
as now  
designed  
was to  
include  
Electrical Engineering*

LIBRARY.-

Next in importance, no doubt, will come the extension of the Library, which, considering the size of the University, is quite inadequate to care for the needs of undergraduate and graduate study. An extension of this building on the S.E. corner, sufficient to house prospective accessions for the next ten or fifteen years, is imperative unless we are to store important collections of books in various out-houses of the University or in warehouses down town.

The lack of facilities for graduate study is particularly conspicuous, and space for this purpose (cubicles, rooms for study and research) is an outstanding need in library extension plans. On the other hand, we would draw attention to the need of considering carefully the problem of book storage - how best to avoid the accumulation of books indefinitely - filling our shelves, perhaps, with too much material which is rarely called for and which absorbs <sup>the</sup> space <sup>so perhaps unnecessarily</sup> ~~more urgently required~~ <sup>other</sup> for our needs.

*yes*



(15)

I still believe in  
houses for professors  
rather than dormitories  
for students

DORMITORIES.-

Principal's  
report  
1923

A dormitory to house about 500 students is almost imperative after the next campaign. The sum of \$400,000.00 has already been contributed for that purpose, and it is neither fair nor wise to expect our benefactors to wait longer for a realization of their hopes and desires. And what is more, the undoubted need of improving university spirit and giving in every way possible more of an academic atmosphere to our University, has become obvious to all observers of local conditions.

At present the study body is not only decentralized, but the wide distribution of students in fraternities, in the Strathcona Hall, in the Theological Colleges and in the boarding-houses around town, leaves but little opportunity for a cultivation of that community spirit which is the very essence of university life.

Such a building should be on the college grounds, preferably in the northern area, and should be architecturally in keeping with academic atmosphere. We emphatically deprecate any suggestion to erect a ten-storey building for the sake of economy in space or money.

###

Enquiries justify us in believing that with a capital sum already provided and the addition of \$200,000.00, a suitable

This says that for \$500,000 you can  
build a dormitory for 500 students  
and yet avoid an eight or ten story building  
I don't believe it. see Walker's report



building could be erected; that, moreover, with proper adminis-  
tration, the completed project would be self-supporting.

Is it suggested such would not  
be forth coming?

The whole tone of these reports  
is bad



V.THE CONSIDERATION OF EXPANSION AND CONTRACTION OF DEPARTMENTAL ACTIVITIES.

It is quite natural that, with the progress of the University, every Department feels the need of expansion either as regards staff or equipment. It is also recognized that we cannot expect to have a maximum of efficiency in all departments as compared with the best in other universities. It is, therefore, imperative - having regard to our limited resources for academic needs - to concentrate any programme of expansion on such departments only as are of outstanding importance, leaving other departments in statu quo for the present, or even cutting down, if necessary, the activities of the departments which are of less importance and offer less hope of immediate advancement.

In this connection, reference is made merely to certain departments which it would appear both wise and necessary to strengthen. In our opinion, advanced work in these branches of study is absolutely essential to the well-being of the University, and in so far as the Science branches are concerned, to the development of the country in general. We believe that it is necessary that one Canadian University at least should undertake to organize advanced work in these subjects unless Canada is to remain indefinitely dependent upon universities outside the country.

The first step to be taken would seem to be the



development of these departments which would train men to meet the special needs of our own country; and so special reference will be made to the development of Chemistry, Physics, Geology, Botany, Zoology, and certain branches of Engineering.

With this end in view, the following is suggested as an outline for departmental expansion - more or less in the order of their importance:-

MINING, GEOLOGY and METALLURGY.-

*at what cost*

If it be granted that a new building be erected for this purpose, it is of the utmost importance that accommodation, equipment and personnel be provided to place these departments on a footing commensurate with the great national needs of this work.

GEOLOGY.-

*noted*

A well-organised Department of Geology is one of the outstanding needs of Canada to-day. In many respects, the immediate future of the country is to a very considerable extent in the hands of the geologists, and the number of appointments for competent men in this branch will certainly increase as the days go on. There is no department in Canada that compares with the best departments in the United States, and many of our students in Geology are compelled to go to universities in the United States for advanced work in this subject, and few of these who go, return to this country.

It is our belief that two new appointments of a senior



grade are essential, and possibly one of junior rank, if and when a new building for this subject is erected.

CHEMISTRY.-

It is the unanimous opinion of the Faculty of Applied Science, and the Department of Chemistry in particular, that while this department is well-housed, well-equipped and well-staffed, both for graduate and undergraduate work, it should undoubtedly be strengthened by the appointment of a competent Chemical Engineer, with such laboratory facilities as will enable instruction to be given in the processes which are worked out in the chemical industry. (see Appendix B).

PHYSICS.-

This department is well-equipped for undergraduate work and moderately well-equipped for graduate work. There is need, however, for an additional elementary Physics Laboratory, to take care of large elementary classes, which would make possible a considerable extension of research activities within the Physics Building proper, and it would be greatly to the advantage of the department.

In the near future, there will be a vacancy at the head of this department, at which time an effort should be made to introduce an outstanding man as leader. Furthermore, were it possible to acquire an authority on the subject of

*Already answered*

*Why such an effort will not be made*



Mathematical Physics, it would go far towards making the department complete.

BIOLOGICAL SCIENCES - (Zoology, Botany).-

The subjects of Biology, which are fundamental and basic sciences, touch upon the Faculties of Agriculture, of Applied Science, of Medicine and of Arts.

Twenty-five years ago, this Department of our University was the national leader and sent its men to take charge of the various biological stations in the country. It was the centre of consultation and reference from the Atlantic to the Pacific Coast. The agricultural institutions, the department of Marine and Fisheries, the Botanical and Forestry Departments in the country, relied upon McGill to help them in their requirements.

During the last quarter of a century, the progress of knowledge in these subjects has been immense, and yet not a single advance has been made in McGill University to keep pace with the times. As a result of this, we have fallen far behind. Practically all the biological stations which were formerly controlled by this University have now been given over to leadership from other universities. We have neither equipment nor staff to cope with the work. The Department has become inactive; little graduate work is done, and still

Why?  
They were  
under  
medical  
department  
the work



less research, and even our undergraduate students are denied opportunities which are afforded by most of the institutions in the United States.

It is imperative that the staff should be improved, that the facilities be enlarged, and that this very important branch of university work should be reorganized. In this reorganization, it is possible, of course, to add junior members to the staff, but of far more vital importance is it to obtain the services of outstanding leaders who are young enough, vigorous enough and capable enough to take charge of the biological work from a national as well as a university standpoint.

#### BOTANY.-

The botanical work in McGill University is, unfortunately, imperfectly organized. There is, indeed, only one place in Canada that approaches a complete organization in this subject, namely, the University of Toronto, where there exist several of these men, each one with broad general training and specially fitted in a particular branch of the subject.

The subject is undoubtedly one of fundamental importance to the country, and we should have in this University complete graduate courses leading to the doctor's degree, and a Research Department capable of carrying on



continuous work in a variety of such subjects.

There is already a considerable demand for systematic botanists, as also for plant pathologists and plant physiologists, and in the future, the demand will surely increase.

It is essential that the Department should have an outstanding leader who would give his attention to the organization of the Department based on the country's economic needs.

#### ZOOLOGY.-

What has already been said with reference to Botany applies equally to our Department of Zoology. Here, again, it is a question of meeting the economic needs of the country, and it seems imperative that we should have a leader who can build up a proper department.

Were it possible to fulfil the requirements of these fundamental sciences, the reputation of McGill University would be tremendously enhanced, and through this means, all other Faculties would materially benefit, and McGill would thereby become an outstanding consultative school to meet the economic scientific needs in many lines, and would soon fill a position which its name and national character certainly entitles it to do.

#### BACTERIOLOGY.-

Bacteriology has now become a university subject.



Instruction in this branch impinges both on the Faculty of Arts and of Science, as well as on that of Medicine.

The accommodation for the work is inadequate, and a small sum of money is necessary to give proper equipment and accommodation for both graduate and undergraduate instruction. The department needs reorganization and the addition of one or two junior members to the full-time staff if the work is to be carried on in a satisfactory manner.

It would seem that apart from the Agricultural College, which will be dealt with in a separate chapter, the abovementioned departments are those which are most urgently in need of improvement. While one recognizes that in a number of other departments, there is a distinct weakness as regards the personnel, both in quantity and quality, the need of improvement here for various reasons does not seem so urgent. This statement is made with due consideration of the funds available for this purpose. The University cannot expect to achieve perfection overnight, and the essential business of those in control of its finances would seem to be more along the lines of perfecting, as far as possible, certain outstanding departments in the hope that, with time, more opportunities may be afforded to make the necessary improvements.

SCHOOL for GRADUATE NURSES.-

The work of this School up to the present time has been

This is  
hardly in  
present  
class



unique in this country. We are doing more to educate nurses in the fields of administration, of teaching and of public health than any university on this Continent. This would seem to be a real function of the University, and we have already made great strides, even though our budget is so small and the staff so limited.

We have already enjoyed the privilege of the leadership of Miss Harmer, an outstanding person in the field of nursing education. The Department, however, lacks both accommodation and staff, and something should be done to give extra facilities for this important Department.

If some arrangement could be made whereby better administrative offices and class-rooms could be provided, it would add much to the dignity and the use of this Department. Apart from that, the extra amount of money involved in providing sufficient staff would not exceed \$3,000.00 a year for some time to come.



MACDONALD COLLEGE.

At Macdonald College there are three different and independent departments:-

- (1) School of Household Science;
- (2) School for Teachers;
- (3) School for Agriculture.

Of these, the first two fulfil the functions in a satisfactory manner if we consider the limitations in equipment, in buildings and in staff.

It is claimed by the Dean of the School for Teachers that an extra building is required in order to conduct a satisfactory School, which will serve as a model for the teachers; the facilities therefor in the existing building are quite inconmodious for this purpose.

The School for Agriculture, however, we believe falls far short of the original intention, as well as the original ambitions of its founder.

With respect to placing young graduates upon the farms, and indirectly helping the cause of agriculture in the Province, the School undoubtedly performs a certain function which is useful, though no doubt in a very limited way. While such graduates may in the aggregate improve the ideals



of farmers throughout the Province, they do not place the School of Agriculture to any considerable extent as a dominant factor in respect to leadership. In so far as contributing to the advance of knowledge in Agriculture, Macdonald College, despite its unique position, its facilities and its possibilities, does not fulfil the function at all commensurate with the hopes and desires of the founder.

There is indeed no Agricultural College in the Dominion which is, in any sense, outstanding as a depot of research.

With the exception of Macdonald College, every other Agricultural Institution is under the control and direction of Governments. Macdonald College alone occupies in this respect an entirely independent position.

During the present year, a new curriculum for the undergraduate students has been formulated, and will undoubtedly do a great deal to raise the standards in the Institution and to afford some hope that the type of graduate who will leave this Institution in the future will be much more capable of directing progressive work in Agriculture. Much more than this, however, is necessary if Macdonald College is to occupy the prominent position which it deserves.

There are, we believe, many problems concerned with

*The only  
year  
apparently  
where any  
progress  
could  
be made  
and I was  
away*

*Director Macdonald*



this College which require very careful investigation:-  
first and foremost, from the point of view of time, both for  
the student and the staff, as well as a saving in expenditure,  
is a consideration of better coordination between the Central  
Laboratories of the University in Montreal and those at  
Ste. Anne - de - Bellevue.

While it is deemed wise to continue for the undergraduates  
at Ste. Anne's separate houses for the Elementary Sciences -  
(Chemistry, Physiology and Botany), a great deal may still be  
accomplished by a closer cooperation of the staff for purposes  
of advanced work. This is particularly true with respect to  
the Departments of Agronomy and Animal Husbandry. In these  
subjects, the Departments concerned with the Biological  
Sciences at the Central University should be intimately  
associated with whatever work is being done in these Departments  
at Ste. Anne's. In Chemistry, in Zoology and in Botany, more  
particularly, this cooperation is much to be desired.

As regards the staff of the various Departments in  
Macdonald College, there is no doubt that much is to be desired  
in the way of improvement, both as regards the quality and  
quantity of the personnel.

This is all very true but the intention of  
Sir Wm Macdonald was to improve agricultural  
conditions. You must train farmers first  
before you have anyone who can do your  
research.

Already  
suggested  
in your  
letter

The  
policy  
with  
Macdonald



While in this preliminary survey, it is difficult to indicate to what extent improvements may be recommended, one might hazard an estimate of additions to the equipment of approximately \$100,000.00 and an increase in the Annual Budget of from \$25-50,000.00. in order that leaders in these Departments can be obtained in order to place the College in a position of national importance.

It is not suggested that this expenditure should follow immediately upon a successful campaign, but it is recommended that every effort be made to gain such an objective.



This preliminary report, which is but the merest outline, is intended as a basis for investigation and discussion, and it is suggested that the next move should be along the lines of ascertained from Deans of individual Faculties in conference, and even from heads of various departments, further details for our information. Various other experts should be consulted as the occasion arises, and it is hoped thereby that a satisfactory estimate may be obtained of our physical and academic status.

The above summary suggests an expenditure far exceeding the probable income from any prospective campaign, but we would call attention to the statement already made that progress in a University can only be made by stages, and the above suggestions merely point the way.

\*\*\*\*\*

20th May, 1929.



FACULTY of ARTS.

*not a word  
about the  
improvements  
in  
the past*

With respect to the various departments in this Faculty, the Dean is preparing a full report, from which a summary will be made, and departments which have already been discussed with him will be projected for detailed consideration.

While recognizing that, in a number of these subjects, there is a very distinct weakness both as regards the personnel (qualitatively and quantitatively) <sup>and equipment,</sup> the most conspicuous needs will be specially emphasized with due consideration of the funds available for the purposes of improvement. The University cannot expect to achieve perfection over night, but certain outstanding departments might be much improved in the near future if a reorganization were attempted.

Reference is made more particularly to the Departments of English, Psychology and the Romance Languages.

Without waiting for the report from the Dean of that Faculty, however, one should make special reference to the Romance Languages, more particularly to the improvements that are possible in the French Department.



ROMANCE LANGUAGES (Department of) with special reference  
to FRENCH.-

McGill University is strategically situated to develop one of the finest Departments of French on this Continent.

The staff is quite inadequate to fulfil any such ambition; and here again, an outstanding leader of reputation, with an intimate knowledge of French language, literature and history, would add materially to the strength of the Department, and with him there should be associated sufficient help to place this Department on a stronger footing and capable of widening the scope of the work necessary to be done both in instruction and in research.

Stream of graduates

work but no

mention

what is intended etc



*Comments in red ink added Jan. /35. D.M.M.*

Digest of Survey.

*(Martin - Colby - Jory - )*  
1928

D. McMurray

1932

Calls attention to the need in Canada for scientific men for the development of our natural resources. Every possible effort should be made by the university to counteract the threat to our prestige which is occasioned by the exodus of our trained men to U.S. and other countries.

Recommends relatively high salaries for key men and the importation of learned men for short periods and foundation further scholarships.

#### Land and buildings

Deals with what the policy should be as to acquiring land and location of new buildings.

#### Staff

Mining Geology and Metallurgy - Simply recommends that accommodation, equipment and personnel be provided.

Geology Two appointments of a senior grade and one of junior rank, if and when new building is erected.

Chemistry Recommends appointment of Chemical Engineer. *This has since been done - D.M.*

Physics When new appointment made recommends an eminent man, especially versed in Mathematical Physics. *This refers to Dr. Gue's successor.*

Biological Sciences, Zoology, Botany - Says Department has become inactive, very little graduate work done, still less research; staff should be improved. Outstanding leaders secured who are capable of taking charge of the biological work from a national standpoint. *Our Biological Sciences since then have strengthened, viz. Babken, Collier, Huskins, Daptham, Berrill, etc. etc.*

Botany Says Univ. Toronto only complete organization. We should have graduate courses leading to doctor's degree and research Department. Essential that the Department should have an outstanding leader. "

Zoology ditto. Were it possible to fulfil the requirements of these fundamental sciences the reputation of McGill would be tremendously enhanced and would soon fill a position which its name and national character certainly entitles it to "

Bacteriology. Need of improvement here not so urgent. *In opinion of others this was weakest Dept. and has much improved since G.D. Murray came.*



School Graduate Nurses

Department lacks accommodation and staff  
Extra amount of money involved in providing  
sufficient staff would not exceed \$3000 a year  
*now considering its abolition.*

Macdonald College

Sch. Agriculture

falls far short of the original intention  
and original ambitions of its founders  
No agricultural college in Dominion which  
is in any sense outstanding as a depot of  
research.

First problem-better coordination between  
central laboratories of McGill and those  
at St. Anne. Closer cooperation of the staff  
particularly in the Departments of Agronomy  
and Animal Husbandry the McGill biological  
sciences departments should be intimately  
associated with whatever work is done.  
Also Chemistry Zoology and Botany more  
cooperation.

*This is now done in  
Botany, - Search & Huskins*

Staff could be much improved as regards  
quality and quantity.

(Col. Bovey's comment is that the intention of the founder was to  
improve agricultural conditions. You must train farmers before you  
have anyone who can use the research.)

*We now consider reducing  
instead of expanding.*

Recommends \$100,000 additions to equipment  
and \$25 to \$50,000 increase in annual budget  
to provide leaders in these departments.

Suggests that next move should be along lines of ascertaining from  
heads and deans further details for our information. Various other  
experts should be consulted as occasion arises and it is hoped  
thereby that a satisfactory estimate may be obtained of  
our physical and academic status. *First step along these lines was the  
inter-university 1931 survey.*

Faculty of Arts.

Says Dean is preparing full report. Certain outstanding departments  
such as English, Psychology and the Romance Languages should be  
improved in the near future. Deals particularly with Romance  
Languages with special reference to French. The Department is  
quite inadequate.

*see comments of C.W. Staley in letter attached.*



*Sir Arthur asked C.W. Stanley for his  
comments on the Martin Colby Survey. They are  
as follows:—*

Nov. 1, 1930.

Sir Arthur Currie,  
Principal, McGill University.

Dear Sir Arthur,

I don't know whether you wished a full commentary on the DOCUMENT. My own opinion is that it is not worth my powder and shot, and for this opinion, I think, the following reasons are sufficient:—

1.) Near the outset the authors point out that "bricks and mortar" and premises are not important. But almost half of the report has to do with real estate; nor are the remarks on that subject very original or sagacious.

2.) The great bulk of the remaining half has to do with Science. This one reads eagerly, hoping to come upon some illuminating remarks on the inadequacy of our training in mathematics, or something else of fundamental importance. But the word "mathematics" nowhere occurs (though there is one glancing allusion to "mathematical physics") and after a gabble of censorious remarks and more "real estate" this part tails off into nurses and obscure generalities about Macdonald College.

Really, the persons named as investigators should have been able to say something of value about Science. But I cannot discover it.

3.) About their summary treatment of the Arts Faculty, it would not be fair to be too severe about pp.30-1. (They say they will later incorporate the Dean's report). Yet even here they lapse badly in referring to Psychology as an "outstanding department". But pp.2-3 are luminous on their incapacity. They pick out English, French, Economics, as the more important departments! Not a word of Mathematics, nor of History, nor of Classics, any one of which is more important than any of the three they name.

4.) And, worst of all, they are utterly blind to the fact that McGill cannot for a moment be discussed without reference to Quebec Schools. But as you - and as any sensible man on your staff, in Engineering and Medicine as well as in Arts - realize clearly, nothing very much can be done to improve McGill until our schools are reformed. (Also, of course, the Quebec schools cannot be reformed until McGill buckles to and makes it a cardinal endeavour to send some good teachers into the schools - especially in Mathematics and Classics.)



As against these strictures, I wish to set down my sneaking sympathy with the author of the phrases about energy, activity, etc. on the part of professors. It must be confessed that if one asks about a large fraction of McGill instructors - "What has this man done beyond drawing his pay?" there is no answer to give. However, there are two things to remember in this respect. The first I state merely because the authors have so frequently instanced Toronto - which I happen to know much better than any of them. McGill is not unique in this respect. The second is that the wives and families of university professors know bitterly what the well-to-do authors of this report could hardly dream, how pinching and deadening is the struggle of perhaps nine out of ten Canadian professors.

Respectfully submitted.

Zero.

(Carleton W Stanley)



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Respectfully submitted.

Zero.

(C.W. Stanley)

This is the only thing that Stanley did while Asst to Principal because almost immediately George had left Stanley on the mission CWS on of Dalhousie ph on strength he actually held in rambo only for a few months - back CWS had got himself Dal. job



November 28th, 1929.

Dr. Charles W. Colby,  
560 Pine Avenue West,  
M o n t r e a l .

My dear Dr. Colby,

Dr. Martin has told me that you have all been asked to attend a meeting in my office on the afternoon of Friday, December 6th. Will you do me the honour of taking lunch with me that day at one-thirty p.m. at my home, 3450 McTavish Street?

Ever yours faithfully,



November 28th, 1929.

Dr. F. D. Adams,  
1173 Mountain Street,  
M o n t r e a l .

My dear Dr. Adams,

Dr. Martin has told me that you have all been asked to attend a meeting in my office on the afternoon of Friday, December 6th. Will you do me the honour of taking lunch with me that day at one-thirty p.m. at my home, 3450 McTavish Street?

Ever yours faithfully,



November 28th, 1929.

Dr. H. M. Tory, Chairman,  
National Research Council,  
O t t a w a .

My dear Dr. Tory,

Dr. Martin has told me that you have all been asked to attend a meeting in my office on the afternoon of Friday, December 6th. Will you do me the honour of taking lunch with me that day at one-thirty p.m. at my home, 3450 McTavish Street?

Ever yours faithfully,



November 28th, 1929.

Dean C. F. Martin,  
Faculty of Medicine,  
McGill University.

My dear Dean Martin,

I understand that the members of the Survey Committee have all been asked to attend a meeting in my office on the afternoon of Friday, December 6th. Will you do me the honour of taking lunch with me on that day at one-thirty p.m. at my home, 3450 McTavish Street?

Ever yours faithfully,



November 18th, 1930.

Miss Treleaven,  
Private Secretary to  
Mr. E. W. Beatty.

Dear Miss Treleaven,

The Principal, who is in New York to-day to attend a meeting of the Board of Trustees of the Carnegie Foundation, asked me to send the enclosed draft down to you, with the request that you place it before the Chancellor.

It is a memorandum which he proposes sending to each Dean and to all the heads of the various Schools connected with the University, and he would be glad to have Mr. Beatty's comments.

The Principal will be in his office again on Thursday morning.

Yours faithfully,

Secretary to the Principal