

It will no doubt be necessary for the University to arrange for the payment of the external examiners, and it may be practicable to find one external examiner in a subject who will undertake the duty for all of the colleges, or all of the colleges save his own. At the inception of this scheme, and for the first years of its operation, it will be necessary for the Academic Board and the Principal of the University to supervise the work carefully until the scheme is working smoothly.

A Principal of the University.

We are of opinion that the circumstances of the University of New Zealand demand the appointment of a chief executive officer or Principal. We have during this report taken several occasions of stressing what we believe to be the bad effects upon the teaching staff, the students, the public, and university life in general accruing from the cumulative effect of fifty years of a system which has been roundly condemned by every competent inquiry of recent years. We propose that there should be a return to greater freedom in teaching and in examination, and greater trust in the teaching staff, who, after all, are the life of the University and on whose efforts the success of the institution depends. It is not an easy thing to change a point of view which has operated for so long. Many of the teachers may not be ready for the freedom which it is proposed to confer upon them. The first few years of a new system demand that a vigorous and inspiring influence should be breathed through the whole life of the University, and that the public should be taught to realize what the true function of a university is. We believe that the appointment, as academic head of the University, of a young and vigorous man of high academic standing, of lofty ideals of university life and work, and of inspiring personality, would inaugurate a new era in the higher education of the Dominion. Many universities in Great Britain have their paid Vice-Chancellor or Principal. Most of the American universities have their President.

It would be the duty of the Principal to keep himself informed of the proceedings of all departments of university work in the constituent colleges, to be a connecting-link between them, to promote their harmonious working, and secure their due co-ordination within the University scheme. He would keep himself in touch with all the educational institutions in the Dominion, and would be ever on the watch to seize opportunities for extending the sphere of usefulness of the University to the community. He should be the chief executive officer and leader of the University. As President of the Academic Board, he would watch over the essential work of the University, and would soon realize where its strength and weakness lay. He should be a member of the Council, and its President in the absence of the Chancellor, and should have the right to attend all Faculty meetings.

A high-minded, zealous, able man whose university standing secured respect, both within and without university circles, could exercise a very great influence for good in the years of transition which we foresee. Unless there is such a guide and inspirer we may find that opportunities for reform have been given but that reform has not materialized.

It is, of course, not an easy matter to get the right man, and it is fair to point out that if the wrong man were appointed the second state of the University might be worse than the first. But if the right inducements of salary and status are offered and adequate care is taken in the selection we do not doubt that a suitable man will be forthcoming. It would be a magnificent opportunity for a young, vigorous, and distinguished student to make a name for himself and render good service to New Zealand.

THE CULTIVATION OF THE RESEARCH SPIRIT IN THE UNIVERSITY.

Our order of reference includes the question of the provision that should be made for university research. That advanced teaching and research are of supreme importance for the vitality and progress of a university institution should be fully recognized, for a university can flourish only if it is a seat of learning as well as a school for undergraduates.

University research.

University research, however, consists not only in the collection and study of new material and in extending the bounds of knowledge; it includes the promotion of thought and learning in the widest sense. The function of a university