

and organization of the department, its harmonious co-operation, the methods of teaching, and any other matters which will induce the greatest possible efficiency, harmony and loyalty. It will further add to a better faculty and university spirit, and, most of all, to the development of a junior staff of teachers who will be successfully fitted for promotion to higher appointments.

When the Faculty realizes that there are many demonstrators to-day who have held their appointment without promotion for from ten to twenty years, it can only imply one of two things, either, 1, that the Head of the department is not sufficiently interested himself in his staff to see to it that they produce work, and conduct classes so that they are fitted for promotion, or -

2, that the men themselves, being unworthy of higher promotion, have been allowed to drift on in the same position instead of giving way to men of worthier calibre.

In other words, there is something radically wrong with every department, where this kind of thing is allowed to exist.

Apart from the fact that a certain number of mediocre men are required for the hack work of ordinary teaching, there is no excuse for maintaining men in this junior position without at least encouraging them to produce something which is worthy of their appointment as demonstrators.

To-day, among fifteen demonstrators who have held these appointments for more than ten years, only four have ever published anything worthy of their department, while their teaching has not commended itself sufficiently to their chiefs to admit of recognition.

Nine teachers hold appointments as lecturers without ever having contributed to medical literature.