

Appendix  
(E.E.E.)

31st July.

tigation hereby committed to them, in the same manner, and to the same extent, and subject to the like penalties for disobedience as if such directions proceeded from the College Council itself.

3rd. That the Report of such Commissioners shall be made in duplicate, the one for the use of the College Council, and the other to be transmitted to His Excellency the Chancellor.

4th. That such Commissioners, on making their final Report, shall be entitled to such allowance from the funds of the University, not exceeding that usually allowed to Commissioners appointed for simi-

lar purposes by the Crown, as His Excellency the Chancellor for the time being shall, by warrant under his hand and seal, think fit to appoint, as well for their own loss of time and trouble in performing the services hereby required of them, as for all incidental expenses of clerks, stationery, and the like, which allowance shall be paid by the Bursar of the said University in obedience to such warrant.

(A true Copy.)

(Signed,)

H. BOYS,  
Registrar, K.C.Appendix  
(E.E.E.)

31st July.

### Part 1st.—On the Affairs of King's College University.

THE Commissioners, in conformity with the provisions, and under the authority of the above Statute of the University, made arrangements for commencing their labours at the earliest possible date after notification of their appointment: and accordingly met in Toronto, on Monday, 7th August, evening. The first duty to which their attention was given, was that of ascertaining, as far as practicable, the nature and extent of the work which they had consented to undertake. A very short acquaintance with the existing state of the accounts of the University and Upper Canada College, sufficed to convince them that the inquiry would be one of much difficulty; and would require much more time and labor for its completion than they had, at the time of assenting to the proposal of their appointments, been led to believe would be called for. As, however, they had committed themselves to the undertaking, they determined to prosecute it with all the zeal and industry which they might be able to bring to a work of such high public importance: they therefore laboured earnestly from day to day, to make themselves masters of the financial and administrative affairs of the University, so as to be able to reduce the accounts to a simple and intelligible form, and to exhibit in a concise and clear statement the actual condition of the institution. But from day to day they found new difficulties arising, still more formidable than those already observed, and rendering more obscure and remote the object primarily aimed at by them, until, at length, the conviction was reluctantly forced on them, that any attempt to attain their purpose by a speedy generalization or revision of the accounts must prove abortive and totally unreliable.

The account books kept in the College office were, from the very foundation, defective, confused, and totally unsuited to the requirements of a correct business establishment; and the compilers of them being no longer in the service of the University, personal explanations, even if it all serviceable, were not available. No regular balance had ever been struck, by which their accuracies might have been tested, or their inaccuracy detected. Indeed, balancing was quite foreign to the character and structure of such books. The want of it was not felt, because the system (if such a term be applicable to uniformity of confusion) pursued in the office admitted of no such process of comparison. The first duty of the original College Council was obviously to have

placed the fiscal management of the University in the hands of an active and competent accountant, who would have opened a proper set of account books, on approved commercial principles. Instead, however, of adopting this course, the Council installed in the office of Bursar, a gentleman, devoid alike of business experience and the knowledge of practical book-keeping. The first element of all business accountancy, a Cash-book, was not found in the institution; (vide Question, No. 1, of the three addressed to Bursar Boys by the Commissioners, 16th August, 1848, and reply thereto;) and the want of it seems to have been unfelt, by either the Bursar or the Council, until the unexpected discovery of that officer's default, after an incumbency of over twelve years, brought out the fact that he had not kept any separate, or, at least, instructive record of his own private cash, and that of the University. (Vide Council Min. Book, Vol. 2, pp. 57 to 63.)

An endowment, consisting of nearly a quarter of a million of acres of the choice lands of the Province, nearly all in occupancy under lease, and valued by the Council, at its first meeting, as worth not less than one pound per acre, was thus, (after many years of previous mismanagement by the servants of the Crown,) at the outset subjected to defective administration. No proper rent-roll accounts were opened or compiled, showing the pecuniary relations existing between the tenants and the proprietor. Rents were received when offered; lands were sold when sought for; purchase money was taken when brought in; interest was accepted when tendered; and such occurrences gave introduction to the names of the respective parties to the account of the University. But the reappearance of such names, in the accounts, depended entirely on the parties own choice, or on their own conceptions of moral or business obligations. The Crown schedule handed over to the University, when the endowment was bestowed, gave the names of the lessees or occupants of lands; but no attempt was made, until a recent period, when the want of such a compilation was severely felt, to open a regular set of accounts with the whole of the tenants of the University. At the close of this investigation the Commissioners find, in the books of the University, numerous instances, as traced out by their clerks, after long and very perplexing research, of sales of University lands, some as far back as 1830, 1831, and 1832, on which one instalment of the purchase, or perhaps two,