

the members thereof personally, and was enabled to learn their real motives that prompted them in the proposed and now changed system. I must assert that I saw not the least shadow of desire to give offence or to deal unfairly, but exactly the opposite. The Professors were invited to consider the matter and meet the Council in an open fair way. The whole question was referred to a special committee, composed of the Executive-Finance, and Education Committees, of which Mr. J. W. Slaven was chairman and I was secretary. The Professors instituted a policy of obstruction from start to finish, and used every endeavor to prevent a solution of the question. I for one felt that the question should not have been treated in such a manner, and more especially when the Council's action was fair, square and honorable, and had reference to a matter which they were in duty bound to control and adjust.

The attitude of the Professors was most offensive and dogmatic, so much so that many Boards would have severed the connection summarily. I, with many of the Committee, felt that in a short time our teachers would realize their true position, and cease their obstructive tactics. Finally we came to a verbal understanding, as we all thought, as to what the agreement should be; and we endeavored to give the agreement practical form. But, behold the time had elapsed within which written notice to the staff was necessary to terminate the old arrangement, and the staff were determined to take advantage of it, as their subsequent course revealed. No agreement could be drawn up that was satisfactory to them, and after six months of quibbling and juggling the matter was again referred to the Council.

The Professors were asked what they would do, with the result that the best possible agreement that could be arrived at with them was, that they would thereafter perform the duties as at present performed by them. That clause must at all hazards be put in. The attitude of the Professors in pressing that point so strongly revealed to the Council that the staff were resenting the reduction of salary and the basis of payment, and were bound to have a loophole to charge for every little extra service, so that the Council would be crippled if the work was increased in the slightest respect. The confidence which should exist between employer and employed was therefore lost. The sequel as seen by you all is quite a natural one.

I did not find any personal feeling existing on the part of the Council, but from my first introduction to the Board, I did see, on the part of the Principal, strong animus against the authority of his employers. I think the great reason can be found in his remark before the last meeting of the Board, when he made this statement to us: "I must confess I am an old regime man." The old college trouble I had no part nor lot in, and cannot be charged with any spleen on that score; and I am free to say that I have found the Principal

of the school pursuing the course that would be expected from a strong sympathiser of the old time Councils, and having the great object in view of getting his former friends returned to the Board. I see no other result for any pharmaceutical political Principal and Professor but dismissal, and I can see no other course for members of the Council, who are honest and conscientious in the discharge of their duty, and seek the preservation of the College for the retail druggists who own it, but to dispense with the services of an obstructionist staff.

Look on the picture herein presented. Under the regime of 1887-9, the College had a staff of three, who received \$4040.00 for 400 hours of instruction, with no practical work excepting that in prescriptions and dispensing, for all of which the student paid the sum of \$101.00, including matriculation fees.

The Council of 1889-90 increased the number of hours to 650, and placed the teaching staff on a salary basis, paying \$3,700.00 in salary, and \$200.00 for so-called extra work, in all \$3,900. The newly-appointed staff of four, will receive \$4,300.00 in salaries—give over 800 hours of instruction, (over 300 hours practical) for which the student will pay, including matriculation fees, \$92.00.

✓ I know that a determined effort is being made to elect to the Council friends of Mr. Shuttleworth by Mr. Shuttleworth, for the purpose of making it unpleasant for the good men we have engaged, with a hope, that some day, when his present behaviour and record is forgotten, he may slip back into power, position, and salary; and I further know that I have made myself very objectionable to him by following the course that I believe is for the good of the College, although opposed to my personal interests.

In conclusion permit me to solicit a further renewal of your confidence for the ensuing term, and my course in the future shall be, as I believe it has been in the past, consistent with the best interest of the retailer and the building up of the College. I have the honor to be,

Your obedient servant,

J. H. MACKENZIE,
Toronto.

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Yearly contracts for advertising **ST. JACOBS OIL** have been made with all the leading newspapers of the Dominion, and other means have been adopted to extend the sale of this Great Remedy. Novel advertising matter, bearing dealers' card, furnished FREE upon application to **EDWIN A. WILSON, Canadian Depot, TORONTO, ONT.**

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