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Administrative
Board of Control
Minutes 1927-1928

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MINUTES
OF THE
BOARD OF CONTROL
OF
GINLING COLLEGE

November 28 and 29

1927

GINLING COLLEGE
NANKING, CHINA

GINLING COLLEGE BOARD OF CONTROL

1927

DOCKET.

1. Devotional Exercises.
2. Election of co-opted members and committees.
3. Reports from the College.
 - President.
 - Chairman of Administrative Committee.
4. Report of the Executive Committee.
5. Report of Ginling College Committee.
6. Reorganization.
 - Changes in Constitution.
 - Membership of Board of Control.
 - Articles of agreement—lease, building program, etc., fictitious rent, etc.
 - Changes in Administration.
 - Chinese President.
 - Report on Election of Miss Wu.
 - Status of former president.
 - Leave of absence.
 - Future relationship.
 - Other officers in Administration.
 - Registrar?
 - Secretary?
 - Business Manager?
7. Registration.
8. Faculty program 1928-1929.
 - Status of Absent Members.
9. Physical Education and Relation to Y. W. C. A.
10. Practice School 1928-1929.

11. Report of the Treasurer.

Financial Statement 1926-1927.
Emergency Expense Account.
Budget 1927-1928 revised.
Exchange Account.
Budget 1928-1929.

12. Election of Officers and Committees.

Chairman.
Secretary.
Treasurer.
Executive Committee.
Chairman and Secretary.
Finance Committee.
Co-opted members.

13. Miscellaneous.

Report on East China Federated University.

Minutes of the Board of Control of Ginling College
November 28 and 29, 1927

The regular annual meeting of the Board of Control was held on November 28 and 29, 1927, in the Missions Building, Shanghai.

The members present were Miss Bao, Bishop Birney, Miss Bradshaw, Dr. Chen, Dr. Crawford, Miss Djang, Mr. Djang Fang, Mrs. Hylbert, Dr. Liu, Miss Lyon, Miss Kesler, Miss Mayhew, Miss McCulloch, Miss Merrill, Mrs. New, Mr. Roberts, Miss Robertson, Miss Smith, Mrs. Thomson, Mrs. Thurston, Miss Walmsley, Miss Wang, Miss Wu, Miss Zia.

The coopted members present were Mr. Burch, Miss Chiu, Mr. Koo, Mr. Li.

Two faculty representatives, Miss Koo and Miss Treudley, were also invited to attend.

The session on Monday morning was opened with prayer by Miss Merrill and Miss Bao. On Tuesday morning, the meeting opened with a devotional service led by Mrs. Thurston and the final session closed with prayer by Mr. Roberts.

MINUTES.

Because Mrs. New was unable to act as Chairman, it was

1. Voted: That Mr. Roberts act as Chairman for this meeting of the Board of Control.

2. Voted: That Miss Treudley act as Secretary.

3. Voted: That the Chairman in consultation with the Executive Committee, appoint a Nominating Committee. Miss Bao, convener, Miss Merrill, Mrs. Thomson, and Miss Yang were appointed.

4. Voted: That the docket be accepted as submitted by the Executive Committee.

5. Voted: That the sessions be fixed as Monday, 10.00-12.00 a.m.; 2.00-5.00 p.m.; Tuesday 9.30-12.00 a.m.; it was later found necessary to meet on Tuesday, 2.00-4.00 p.m.

The following reports were then given.

The Report of the President by Mrs. Thurston.

The Report of the Administration Committee by Miss Koo.

The Report of the Executive Committee by Mrs. Thurston.

Extracts from the Minutes of the Ginling College Committee were read and a report on a conference with Miss Hodge and Miss Bender was given by Mrs. New. [See p. 12.]

6. Voted: That these reports be received.

Revision of the Constitution.

7. Voted: To adopt as a substitute for Art. IV, Sec. 1, of the Constitution, the following:

Section 1. There shall be a Board of Control in China composed of two members representing each Mission Board in full cooperation, three members representing the Alumnae Association and not more than five members elected by the Board of Control. Representation as determined by concurrent action of the Board of Control and the Board of Trustees may be given to other organizations in partial cooperation. All members of the Board of Control shall be professing Christians.

A substitute for Article IV, Section 2, was proposed by the Executive Committee.

8. Voted: To adopt the proposed substitute section in principle and refer it to the Executive Committee for revision. The Executive Committee at a later session presented the following revised substitute for Article IV, Section 2.

The Executive Committee shall ask each of the groups represented on the Board to submit before June first of each year, a list of names of those whom they would approve as representatives of their group, in number twice their quota on the Board. At least half the names shall be Chinese.

The Executive Committee shall nominate from the names submitted, and from the members of the Board who shall be eligible to re-election, the Board list for the ensuing year and submit this list to the Board for approval. The principle of continuity and the principle of a Chinese majority are to be guarded in making these nominations. Five adverse votes against any name shall cause its reconsideration or withdrawal.

New members of the Board shall take office on July first of each year. Emergency vacancies shall be filled from the lists submitted by the groups represented on the Board, so as to fill the quota in each case.

9. Voted: To accept the revised substitute section for Article IV, Section 2 of the Constitution.

College Administration.

A report on the steps already taken in regard to Miss Wu's election was made. In order to make absolutely certain the desire of the Board of Control that Miss Wu become president.

10. Voted: To ratify the vote taken during the summer by correspondence, to elect Miss Wu as President of Ginling College. This vote was carried unanimously.

11. Voted: That it is the opinion of the Board of Control that it is necessary for Mrs. Thurston to continue in her present relationship to the college until the new president is ready to take over the work.

12. Voted: That a cable be sent to the Ginling Committee embodying these last two actions.

13. Voted: That a committee consisting of the three alumnae members of the Board of Control and two Chinese members of the faculty, in consultation with the new president, be asked to bring in recommendations to the next meeting of the Board of Control in regard to Mrs. Thurston's future relationship to the college.

14. Voted: To express our deep appreciation of Mrs. Thurston's achievements during her twelve years of self-denying service as president and our appreciation especially of her willingness still to serve the college in any capacity as the time demands, to further the cause of Christian education for women in China; and to grant her a year's leave of absence with furlough salary and regular travel allowance, beginning at a time to be decided after Miss Wu's return.

15. Voted: To secure the services of Mr. K. C. Tsü for full time from September, 1928 to August, 1929, as registrar.

16. Voted: That provision be made in the budget for the work of a secretary to the president.

17. Voted: That the appointment of a business manager be authorized.

18. Voted: That the present method of dormitory administration be approved.

Registration.

A report was made by Miss Koo on the steps already taken as to registration.

19. Voted: To receive the report.

A report on the registration of the University of Nanking was given by Mr. Burch.

20. Voted: That the Executive Committee appoint a committee of three to make all necessary preparations for registration—and to keep the Board of Control informed on the subject.

The report of the Committee on the revision of the preamble submitted two statements as follows:

1. The purpose of Ginling (College) is to promote under Christian auspices the higher education for women in China and for the development of the best type of citizen and Christian leadership.

2. The purpose of Ginling College is to promote under Christian auspices, the higher education of women in China, and to train them for wise and faithful service in home and church and state.

21. Voted: To receive the report and refer the suggested changes to the committee on registration.

Faculty and Curriculum.

The report of the number of faculty required for the year 1928-1929 by departments was presented as follows by Miss Trendley.

Tentative Faculty Program.

1928-1929.

Biology	3	1 foreign
		1 Chinese
		1 foreign or Chinese
Chemistry	2-1/3	1 foreign
		1 Chinese Assistant
		1/3 time University man
Chinese	2	2 Chinese
Education and Psychology	4	1 foreign
		1 foreign or Chinese
		2 Chinese
English	3	2 foreign
		1 Chinese
History	2	1 foreign
		1 Chinese
Physical Education ..	4 1/2	1 foreign
		3 1/2 Chinese
Mathematics and Physics ..	2	2 Chinese
Music	2	1 foreign
		1 Chinese
Religion	2	1 Chinese
		1 foreign
Sociology	1	1 Furlough
		1 Chinese

22. Voted: To approve the faculty program as outlined.

The Executive Committee presented the following recommendation as to the return of faculty.

That Miss Hwang Wen-yü be not asked to return to the college during this academic year but she be expected back in September, 1928.

That no foreign member of the faculty at home be asked now to return for the year 1928-1929, but that the decision in regard to Miss Griest and Miss Spicer be reconsidered later in the spring.

23. Voted: To accept the recommendation of the Executive Committee.

Physical Education.

The following series of questions in regard to the future plans for physical education at the college were presented by Miss Mayhew for the National Committee of the Y. W. C. A. to the Board of Control.

"To the Board of Control, Ginling College.

The National Committee of the Young Women's Christian Association of China wishes to present to the Board of Control of Ginling College the following questions for discussion in regard to the Department of Physical Education.

1. Under what terms does the Board of Control expect to carry the Department of Physical Education at the end of the five year contract with the National Committee of the Y.W.C.A.? Would you expect, besides a cash payment, a regular annual contribution for the support of the Department? Would it be possible for you to carry on the Department without our contribution?

Whereas the Department of Physical Training has a very small enrollment of students this year due to the uncertain conditions prevailing in Nanking generally.

Whereas the National Y.W.C.A. may feel it necessary to reopen the old Normal School of Physical Training with a prenormal department, as the place is now lying idle and unrented; since requests have come from the old students of the Y.W.C.A. Physical Training School in view of the failure of Chinese girls at the last Far Eastern Olympic Games held at Shanghai, and from other sources:

The National Committee of the Y.W.C.A. hereby asks the Ginling College Board of Control that in this case the Y.W.C.A. may be permitted to withdraw its support of \$5,000.00 annual contribution as from the end of academic year of 1928. (The original contract was for five years so the Y.W.C.A. proposes to withdraw from giving any financial support from the beginning of 1929.)

This is only a friendly suggestion and the Y.W.C.A. hopes that it may meet with the approval of the Ginling Board."

24. Voted: That the question of the future of the Department of Physical Education and its relation to the Y. W. C. A. be referred to the faculty for recommendation to the Executive Committee, and be brought up for final decision at the next meeting of the Board of Control.

Practice School.

The report of the Practice School with the possible plans for its future was presented by Miss Bradshaw.

"As long as the number of college seniors has been small it has been quite possible, and even desirable, to meet our needs for practice teaching as we have in the past, that is, having on our campus one grade of senior middle school pupils numbering approximately 20. However, the 17 practice teachers this year tax the facilities of this practice school to the utmost. As the number of students wishing to take practice teaching increases, how are we going to meet this problem? The coming two years ought to see our decision made in this matter. The following are some of the possible plans:

(a) That Ginling College build and equip her own permanent practice school on her own campus and that the beginning unit of this school be sufficient to accommodate three full years of Senior Middle School work with approximately 20 to the grade.

(Recommended by G. C. Practice School Committee in January 1926).

(b) That the Ginling College Alumnae plan and maintain such a school."

In the Report of the Educational Commission in 1921, it is definitely recommended that one of the Colleges in China be designated to start a College of School Administration (Pp. 139-40).

(c) That Ginling College seek cooperation with the Education Department of the University of Nanking in the building of an experimental and practice school which should be so located that it would be easily accessible to both institutions.

(d) That we again seek to cooperate with the three Missions in Nanking which in the past have conducted senior middle schools for girls in an effort to establish a union senior middle school.

(Proposed but rejected by Missions in 1925).

(e) That we provide for practice teaching by the Concentrated Practice Teaching Plan. This calls for an arrangement with one of the existing middle schools whereby our students who have elected supervised teaching (Educ. 41) be permitted to do four weeks of residence teaching in the middle school selected.

(This plan was submitted in October 1926 to the Ginling College faculty. Many approved of the idea but felt it would be too difficult to carry out since it would seriously interrupt other college work).

The thoughtful cooperation of the Board of Control is sought in the solution of this problem facing the Education Department."

25. Voted: To accept the report and to instruct the Department of Education to bring in recommendations to the next meeting of the Board of Control.

Finance.

[Financial Statements, Budgets on Pp. 20-29.]

The treasurer's report, including the financial statement for 1926-1927, the emergency expense account, the revised budget for 1927-1928, the exchange account, and the tentative budget for 1928-1929, was presented by Mrs. Thurston. Out of it grew the following actions:

26. Voted: That the revised budget for 1927-1928 be approved.

27. Voted: That the treasurer's report be accepted subject to its completion and audit. [See Pp. 21 ff.]

28. Voted: To approve the tentative budget for 1928-1929. [See p. 27.]

29. Voted: That the expenditure of a sum not in excess of \$5,000.00 during the year 1927-1928 for permanent equipment be approved.

30. Voted: That the Board of Control approves the returning to New York of the balance of \$5,000 Gold of the principal in the permanent equipment fund, and the holding in China of the balance of the fund until the end of the year

against emergency expenses and authorized expenditures in permanent equipment.

Elections.

The report of the Nominating Committee was presented by Miss Bao.

31. Voted: That the secretary be instructed to cast a ballot for the following:

Executive Committee: Mrs. New, Miss Bradshaw, Miss Wu, Dr. Liu, Mr. Marx.

Finance Committee: Mr. Roberts, Mr. Djang Fang, Miss Kesler, the President ex officio, the Treasurer ex officio.

Chairman of the Board of Control: Mrs. New.

Secretary of the Board of Control: Mr. Marx.

32. Voted: That Miss Chiu Li-ying who was coopted for this meeting be elected a regular member of the Board of Control.

Miscellaneous.

A report on the proposed East China Federated University was presented by Miss Treudley. [See page 18.]

33. Voted: To receive the report and refer it back to the Executive Committee for further study.

34. Voted: To authorize the Executive Committee to express appreciation of Mr. Wang Shao-djan's services and to make a suitable gift at such time as he shall retire.

35. Voted: To extend to Mr. Roberts a vote of thanks for his willingness to serve as Chairman of the Board of Control at such short notice and for his efficient service as chairman.

The Tuesday morning session was opened with the reading of the minutes of the two sessions on Monday. They were approved with the substitution of the phrase, "Extracts from the Minutes of the Ginling College Committee" for "the Minutes of the Ginling College Committee."

36. Voted: That the Minutes be referred to the Executive Committee.

37. Voted: That the meeting adjourn.

MARY BOSWORTH TREUDLEY,
Secretary.

EXTRACTS FROM MINUTES OF THE GINLING COLLEGE COMMITTEE

January 15, 1927.

Changes in Personnel.

Miss Lela E. Taylor in place of Mrs. Atwater.

Miss Esther Case in place of Miss Howell.

Mrs. Francis J. McConnell, representative, W.F.M.S.

Miss Ann T. Reid acting for Mrs. Roys.

Routine business dealing with resignations, elections and appointment of Committees.

Secretary's report and Treasurer's report.

Candidate situation in January has no interest since March 24th. Miss Ann T. Reid is acting as Chairman of Candidate Committee and Dr. T. H. P. Sailer, one of the Advisers has been added to the Committee. The securing of five new teachers to fill vacancies in Board of Control list was approved,—Librarian, Education and Psychology, English, Physical Education, Physics and Mathematics.

The Committee discussed the question of increased support for the college.

"The effort to increase the current expense income of the college was discussed. The plan suggested in June has not been put into effect owing to failure to secure some one to carry the responsibility of promotion."

"Mrs. McConnell was requested to present the needs of Ginling to the Pittsburgh Federation with a view to securing their interest and gifts.

"Luncheons in New York and other cities were suggested as a means of securing support, and it was.

Voted: That the plan for a Ginling Luncheon and a preliminary Drawing Room Meeting for New York City be approved and referred to a committee named by the Chairman.

Voted: That members of the Ginling College Committee living in cities other than New York be furnished with the names of residents in those cities who contributed to the union college campaign; that they be asked to explain the situation with a view to making a special effort to secure gifts for the current expenses of Ginling."

"The following was adopted:

Resolved: That the Committee recognizes the importance of stating formally a financial basis for Ginling College both as to regular income and endowment, and, therefore, requests the Finance Committee to make a study of the program and resources of the college and report to the committee its judgment on both the points named, the necessary regular annual income and the amount of endowment required."

Salaried representative in America:

Voted: That in view of the encouraging report of the candidates Committee which indicates that the faculty needs are likely to be provided for, and at an earlier date than usual; also in consideration of the efforts that are being made to secure funds for the College, we postpone action regarding this recommendation, advising the field as to our reasons for this decision.

Incorporation:

Miss Vautrin's report on separate Incorporation, embodying the results of an investigation made by Miss Butler, was presented. It was

Voted: That, in view of the statement from the Board of Control that a further report on the subject would be submitted to the Ginling College Committee, action be deferred and that Miss Vautrin's report be held for consideration when all data are in hand.

Actions on the Budget were taken as follows:

Current Expense Budget, 1926-27:

Previously authorized by Ginling College Committee—\$80,000.

Voted: That we express cordial appreciation of the cooperation of the authorities on the field and their efforts to bring expenses within the budget, with a prospect of eliminating the deficit.

Current Expense Budget, 1927-28—Receipts \$81,905.

Expenditures \$93,070.

Voted: To approve this Budget, subject to the concurrence of the Treasurer, and on the conditions adopted by the Board of Control.

Permanent Equipment Budget, 1927-28—\$9,550.

Voted: To approve this Budget, subject to the concurrence of the Treasurer.

Consideration was given to Board of Control action on Constitution and actions taken as follows:

Constitution:

Voted: That we make record of the fact that the special committee appointed to consider changes in the Constitution has under consideration the recommendations made by the Board of Control; that in view of present conditions it seems inadvisable to take action on several major matters; that the other recommendations of the Board of Control be approved as listed and attached herewith.

Attention was called to the increase of Chinese membership in the Board of Control, and it was

Voted: To express our sympathy with the principle of conforming as soon as possible to government regulation number 4 (requiring that

the majority of members of a governing board of a school be Chinese) as favored by the faculty and the Executive Committee.

The Ginling College Committee awaits a further report from the Board of Control before taking any action in regard to separate incorporation.

July 8, 1927

Eight members of the Committee were in attendance with a substitute for Miss Hodge. Mrs. Roys was present.

A Budget of \$85,000 Mexican for Current Expense for the year 1927-28 was approved. Later in the meeting the Budget seems to have been reconsidered and another action was taken.

Regarding the 1927-1928 Budget, it was

Voted: That in the absence of a Budget for 1927-1928 revised in the light of present and future conditions, the Committee cannot approve of a gross budget but is glad to assure the field of an income from the United States of \$48,400, and requests the Board of Control to limit their budget of expenditures to this amount, plus such receipts on the field as they see are assured.

The budget for Permanent Equipment approved in January was reconsidered and it was

Voted: To defer action . . . pending further correspondence with the field.

Efforts to secure funds for emergency expenses were reported.

Provision for emergency furlough salaries was made as follows:

"Regarding emergency furlough salaries, it was

Voted: That in general, an emergency furlough salary of \$75 per month be approved, with the understanding that, in the payment of such salary and the length of time during which it may be paid, special consideration be given to individual cases, this amount and the periods specified below to be the maximum, also that this allowance cease when remunerative employment is secured."

That the above policy be applied as follows:

1. Those released from contract—six months salary from the date of release.

2. Those not expecting to return to China—six months salary from the date of leaving the field.

3. Those available for future service—nine months salary from the time of leaving the field; at the end of this time future action to be determined by the Executive Committee.

Voted: That in the matter of personal losses of the foreign staff, we adopt the schedule of the University of Nanking, as follows:

For single members of the Staff U. S. \$250.

For married members of the Staff without children \$500.

For married members of the Staff with children in accordance with the number of children and their age from \$500—750.

Voted: That Miss Grabill's salary be continued for three months beyond the regular furlough period, according to the need in the case.

Voted: That Miss Minnette Barber be given salary, at \$75 a month, until September 1st, at which time consideration of further payments be in the hands of the Executive Committee.

Voted: That in the matter of the medical expenses of Miss Barber the Ginling College Committee pay two-thirds of such bills as are incurred under treatment approved by Dr. Dodd, this action to be in effect until September 1st, at which time the question of further payments will be decided by the Executive Committee.

The actions regarding Exchange and Building program are included in the Treasurer's report. The question for the Board of Control to consider is a revised Permanent Equipment Budget for 1927-1928 which will allow necessary expenditures for Library and Laboratory equipment for the work which is being carried on.

Miscellaneous actions were taken as follows:

"The question relating to the degrees of the class of 1927, whose work was interrupted by war conditions, was considered, and it was

Voted: To request Dr. Speer as President of the Board of Trustees of the University of Nanking, to take the question up with the Regents of the University of the State of New York with a view to securing, if possible, an adjustment which will make the members of the class of 1927 eligible to receive the usual degrees.

Voted: To make record of the Committee's deep appreciation of the splendid spirit and devotion shown by the President of the College, faculty, alumnae, students and others during the trying days the latter part of March and the months following, all of whom have given themselves without faltering to heroic efforts to save the College.

Voted: That letters of appreciation be sent to the following: The President and administrative officers, faculty, alumnae and students; to the Young Women's Christian Association and the Margaret Williamson Hospital for releasing to Ginling two of its young women (Deng Yu-dji and Dr. Liu Gien-tsiu, respectively), and to the young women themselves who have rendered invaluable service at the college since the Nanking "incident"; and to Mr. Zee, who brought out from Nanking the personal effects of the faculty.

Note was taken of the accident which has incapacitated Miss Hodge for some months and made it impossible for her to be at the meeting. It was

Voted: That the Secretary be instructed to send the Committee's greetings and sympathy to our Chairman, Miss Hodge, and to express our deep sense of loss in being deprived of her leadership at this critical time in Ginling history, together with our wishes for a speedy and happy recovery.

Voted: That the Secretary be requested to thank Miss Grabill for her generous and efficient work in promoting the interest of Ginling in the Northwest.

The Ginling College Committee reviewed actions of the Board of Control and Executive Committee meetings of January 29, April 6, May 4th and May 11th. The resignation of foreign members of the staff, including the president, with reasons for this action "not because they were unwilling to continue their work for Ginling, but in order that the Committee might feel free to go ahead with adjustments for the present and plans for the future." No action was taken by the Board of Control on these resignations so the only actions taken by the Ginling College Committee were of a general nature as follows:

Voted: To instruct the Secretary to express to those who presented their resignations the Committee's deep appreciation of the splendid spirit of cooperation which this action made evident.

Inasmuch as the actions of the Executive Committee do not become effective until approved by the Board of Control, it was

Voted: To authorize a cablegram stating that the Ginling College Committee is waiting to hear the actions of the Board of Control on the important actions of the Executive Committee.

The cable came to Shanghai in July but did not make clear what actions were desired. Correspondence had covered the actions taken by the Executive Committee in May and only two adverse votes were on record from the Board of Control. The matter has been dealt with since and a cable was sent in October. The covering letter of August 4 explains this and other actions in the Minutes.

MINUTES

Special Committee to Draw up Plan of Federation for the Proposed

EAST CHINA UNIVERSITY

Shanghai, November 18, 1926

Present:

Dr. F. L. Hawks Pott, Chairman

Dr. Y. G. Chen

Prof. Victor Hanson

Rev. E. H. Cressy

The meeting was opened with prayer by Mr. Hanson.

Dr. Pott presented a plan of federation which was taken as a basis of discussion. After amendment, it was unanimously adopted.

1. Voted: To recommend to the East China Christian Colleges and Universities the following plan of federation:

Plan of Federation.

I. BOARD OF TRUSTEES.

1. *Membership*: The Board of Trustees shall consist of:

Three members appointed or elected by the Board of control or Board of Managers of each of the federating colleges or universities.

Two members (but in case of union institutions one member) elected by the Synod or Church Court in China of each of the Churches which have established and maintained these federating colleges and universities.

Two members from the Alumni Associations of each of the federating colleges or universities.

Five members elected at large by the above, and

Ex-officio members: the Chancellor and Vice-Chancellor of the University and the Secretaries of the East China Christian Educational Association.

Vacancies, when they occur, shall be filled by the bodies originally electing.

The Board of Trustees may elect an Executive Committee and determine its functions.

2. Functions:

- (a) To hold the property of and administer such schools as it may be established and such schools already existing as may be made over to it, and to raise, receive and administer funds for these purposes.
- (b) To elect the Chancellor and Vice-Chancellor of the University.
- (c) To appoint the Faculties of such schools as it may establish and of such schools as may be made over to it.
- (d) To approve or disapprove of the actions of the Senate.
- (e) To pass on requests from institutions desirous of being federated in the University.
- (f) To confirm the conferring of degrees on those students who are recommended by the Senate.
- (g) To confer honorary degrees.

II. THE SENATE OF THE UNIVERSITY.

1. Membership: The membership of the Senate shall be as follows:

- (a) Vice-Chancellor of the University.
- (b) Presidents, Vice-Presidents, and Deans of federating colleges and universities.
- (c) Three members from each of the federating colleges or universities representing the faculties.

2. Functions:

- (a) To take steps for bringing the work of the federating colleges and universities up to standards approved by the University.
- (b) To arrange for the division of labor so as to avoid duplication in special departments.
- (c) To facilitate the transfer of students who wish to specialize in any department from one institution to another at the end of the Sophomore year.
- (d) To appoint an examining body to arrange for the examination of all candidates for the Bachelor's degree, or otherwise determine whether candidates have fulfilled all prescribed conditions for receiving the Bachelor's degree.
- (e) To appoint a Graduate School Faculty for post-graduate instruction, and to make special arrangements for graduate work.
- (f) To recommend candidates for degrees to the Board of Trustees.

- (g) To elect from their own number the Secretary and the Treasurer.
- (h) To arrange for the carrying on of a Summer School.
- (i) To arrange for the publication of a joint catalog.
- (j) To elect committees and make such by-laws as may be necessary for carrying out their functions.

III. OFFICERS.

1. *The Chancellor:* The Chancellor, who may be an honorary officer, shall be the leader of public measures on behalf of the University. He shall preside at meetings of the Board of Trustees. He shall confer the degrees at special exercises held for this purpose.

2. *The Vice-Chancellor:* The Vice-Chancellor shall be the chief executive officer. He shall preside at meetings of the Senate and shall take steps to carry out the measures passed by the Senate and approved by the Board of Trustees.

2. Voted: To instruct Mr. Cressy to transmit this plan, after approval of the minutes by correspondence, to the presidents of the East China Colleges and Universities with the request that copies be sent to the President of the Board of Managers and the President of the Alumni Association.

3. Voted: To request the East China Christian Educational Association, through the Executive Committee of the Advisory Council, to take care of the travelling expenses in connection with this committee.

E. H. CRESSY,

Executive Secretary.

FINANCIAL STATEMENT

1926—1927

Expenditures:

CURRENT EXPENSE

Administration—Salaries:

Salaries—General	M.\$ 6,940.09
Librarian	550.00
Office Assistants	845.00
Chinese Secretary	420.00
Dormitory Superintendent	720.00
Library Assistants	357.50
Student Aid	36.38
Typists	90.75
Travel—U. S. A.	4,110.91
Emergency Expense—Special	2,681.45
	<u>M.\$16,752.08</u>

Administration—Expenses:

Commencement and Founders Day	454.66
Educational Fees	400.00
Entrance Tests	64.90
General Office Expenses	422.96
Hospitality	97.85
Medical Attendance	1,119.06
Postage and Stationery	472.13
Publicity and Printing	506.23
Telegrams	234.27
Travel—Board of Control	288.84
Faculty	169.31
President	52.99
	<u>4,283.20</u>
Total Administration	<u>\$21,035.28</u>

Instruction—Salaries:

Biology	3,450.00
Chemistry	2,250.00
Chinese	2,535.00
Education and Psychology	4,034.76
English	4,490.50
History	2,762.00
Music	4,164.00
Physical Education	3,365.00
Physician	1,500.00
Physics and Mathematics	1,805.00
Religion	1,525.00
Sociology	1,546.00
Language Study	690.00
Travel—U. S. A.	10,406.81
	<u>44,824.07</u>

Instruction—Expenses:

Biology	284.24
Chemistry	94.70
Gas Plant	120.96
Chinese	202.39
Education and Psychology	1,113.96
Library	633.82
Music	506.96
Physical Education	188.92
Physics	61.02
	<u>3,206.97</u>

Total Instruction \$48,031.04

Maintenance.

Care of Grounds	M.\$ 399.63
Heat—School	1,347.25
Janitor Supplies, etc.	102.32
Light and Water	879.64
Servants' Wages	2,080.05
Upkeep of Buildings	872.90
Rent	27.00
	<u>M.\$5,708.79</u>

Boarding Department.

Food and Cooks' Wages	5,628.90
Heat	940.75
House Supplies, etc.	256.22
Kitchen fuel	529.78
Light and water	879.63
Wages	847.50
	<u>9,082.78</u>

Total Expenditures M.\$83,857.89

Receipts.

Ginling College Committee	M.\$14,200.36
Co-operating Boards	8,674.00
Smith College	4,983.90
Smith Alumnae	3,606.11
Property Upkeep Fund	7,731.64
*Gifts by New York Treasurer	
	<u>39,196.01</u>
Total from New York Treasurer	4,444.69
*Gifts received in China	5,000.00
Y. W. C. A.	1,500.00
London Missionary Society	48.53
Interest and Exchange	
	<u>\$50,189.23</u>

Field Receipts.

Tuitions	10,563.00
Board and Room	9,936.91
Fees:	
Biology	545.00
Chemistry	265.00
Graduation	192.00
Medical	860.00
Music	1,332.44
Physics	400.00
Practice School	1,544.50
	<u>5,138.94</u>
	<u>25,638.85</u>

Total Receipts M.\$75,828.08

*Gifts listed on page 23.

PERMANENT EQUIPMENT

1926—1927

Receipts:

	Mexican
Balance 1926	487.47
Draft G.\$3,000	6,846.30
Taels account	74
Exchange Account	10,050.34
Thayer Planting Fund	256.29
	<hr/>
	17,641.14
Cables to New York	23.90
Balance Receipts	<hr/>
	\$17,617.24

Expenditures:

Campus Improvement	18.00
Well	3,648.44
Equipment—Biology	180.01
College furniture	594.30
Faculty furnishings	442.49
Library Books	3,165.79
Medical	29.80
Music	71.67
Office	155.00
Physical Education	67.67
Physics	721.69
	<hr/>
Total Expenditures	9,094.86
Balance	<hr/>
	\$8,522.38

Special Funds—Balances.

	Debit	Credit
Book Room	1,247.76	
College Organization		424.95
Faculty Residence	9.32	
Laundry	161.20	
Physical Training Loan Fund		299.20
Scholarships	126.87	
Student Deposits		933.96
Student Loan Fund	208.52	
Suspense		1,096.01
	<hr/>	<hr/>
Totals	M.\$1,753.67	\$2,754.12
Credit Balance	\$1,000.45	

GIFTS TO CURRENT EXPENSE

1926—1927

	Gold	Mex.
Chicago Disciples of Christ	\$ 25.00	\$ 52.79
Women's Union Christian Colleges	31.66	66.86
Mrs. E. R. Kent	10.00	21.12
Mary L. James Concord Fund	153.62	324.40
G. W. Sutherland	500.00	1,055.85
Special Endowment	52.13	110.08
Mary Joslin	5.00	11.10
*Women's Union Christian Colleges	586.04	1,301.01
Crescent Ave. Church	1,000.00	2,219.89
A. Grabill	100.00	222.00
A. Gundlach	40.00	88.80
*Sauguot Study Club	5.00	11.10
*A. Grabill	50.00	111.00
*Smith Alumnae	30.00	66.60
*Women's Union Christian College	932.00	2,069.04
*Girling Alumnae		22.00
Chen Sin-o		15.00
Mrs. A. C. James	2,000.00	4,042.23
R. W. Griest	50.00	110.80
F. Sprague	25.00	54.00
M. V. Thayer	50.00	109.43
Smith Alumnae	25.00	54.23
*R. W. Griest		37.00
*Gifts Emergency Fund		\$12,176.33

SCHOLARSHIP FUND

1926—1927

Receipts		Expenditures	
	Mexican		Mexican
Hartridge School	\$103.03	Deficit 1926	\$186.84
Hiram Y.W.C.A.	406.94	Grants to Students	450.00
Deficit	126.87		
	<hr/>		<hr/>
	\$636.84		\$636.84

STUDENT LOAN FUND

1926—1927

Receipts		Expenditures	
	Mexican		Mexican
Kalamazoo Y.W.C.A.	\$ 52.97	Deficit	\$ 18.49
Gift—M. Stealy	5.00	Loans to Students	453.00
Loans returned	205.00		
Deficit	208.52		
	<hr/>		<hr/>
	\$471.49		\$471.49

EMERGENCY ITEMS

to June 30, 1927

Ledger Account

112	Travel—Pederson	M.\$	445.00	
	Loos		479.60	
						2,388.75	M.\$3,313.35
148	Publicity			100.00
150	Cables			100.00
154	Travel—Miss Hoh and Miss Deng			74.60
202	Biology salary		150.00	
206	Chinese		100.00	
212	English		216.00	
214	History		162.00	
216	Physics		300.00	928.00
230	Travel to U. S. A.						
	Cogswell	..	1,115.15				
	Case	..	766.50				1,881.65
	Travel to Manila, Japan or Korea						
	Buse	..	200.00				
	Andrews	..	200.00				
	Cogswell	..	200.00				
	Hackett	..	200.00				
	Sutherland	..	200.00				
	Whitmer	..	100.00				1,100.00
418	Emergency Expense						
	Money to soldiers	..	316.00				
	Salary to Dr. Liu	..	166.66				
	Office rent	..	88.50				
	Loan to G. W. Loos	..	500.00				
	Faculty allowances	..	668.15				
	Miscellaneous	..	871.71				2,611.02
							M.\$10,108.62

SUMMARY

<i>Expenditures, C. E.</i>			Mexican	
	Administration	\$21,035.28
	Instruction	48,031.04
	Maintenance	5,708.79
	Boarding Department	9,082.78
	Total Expenditures	\$83,857.89
	Total Receipts	75,828.08
	Deficit 1926-1927	\$ 8,029.81
	Deficit 1926	4,768.45
	Total Deficit 1927	\$12,798.26
	Credit Balance P. E.	\$8,522.38
	Loan to C. E. 1925	6,324.21
	Special Fund Balance	1,000.45
				15,847.04
	Balance on hand June 30, 1927	\$ 3,048.78

NEW YORK RECEIPTS.

1926—1927

					Gold
Balance on hand July 1, 1926	\$ 2,087.21
American Baptist Board	1,500.00
Methodist Episcopal Board North	2,500.00
Methodist Episcopal Board South	1,975.00
Presbyterian Board	2,500.00
Protestant Episcopal Board	1,250.00
United Christian Missionary Society	1,398.00
Reformed Board	750.00
Smith College Alumnae	2,245.80
Smith College Community Chest	4,000.00
Gifts	3,709.69
Interest	17.54
Refunds	158.53
					G.\$24,091.77

EXCHANGE ACCOUNT.

American Express Co.	G.\$35,000.	
Fixed Deposit		M.\$72,522.84
Permanent Equipment		10,050.34
July Exchange		3,826.96
Interest on Fixed Deposit		918.45
November Exchange		5,906.12
Total Receipts		M.\$93,224.71
Returned to New York	..	G.\$30,000.	G.\$66,000.		
" " " "	..	5,000.	10,650.		76,650.00
December 31, 1927, Balance on hand		M.\$16,574.71

GROUNDS, BUILDINGS AND EQUIPMENT

July 1, 1927

					Gold
Grounds	G.\$ 44,899.64
Buildings	385,421.85
Furniture	13,129.30
Apparatus	13,357.45
Library books	7,710.34
Museum	327.00
Total	G.\$464,845.58

GINLING COLLEGE COMMITTEE

TRIAL BALANCE

June 30th, 1927

Debits	Gold	Credits	Gold
James A. Stitt ..	\$40.00	Ginling Board of	
Cash	4,286.43	Control	\$819.80
Securities	194,468.59	Appropriation Ac-	
Profit and Loss on		count	6,069.90
Securities	352.12	Smith College	
Office Expense ..	41.45	Alumnae	322.49
Expense	76.00	Bankers Trust Co. ..	4,975.00
Ginling College		Special Endowment	
Board Control a/c	3,500.00	Funds	1,026.06
		Library Equipment	
		Acct	225.03
		Miscellaneous Ex-	
		pense	80.65
		Interest	14.03
		Income General	
		Securities	5,411.10
		Permanent Equipment	
		Funds	132,820.14
		Permanent Property	
		Upkeep Fund ..	47,000.39
		Permanent Equip-	
		ment Advance ..	3,500.00
		Insurance Fund of	
		Permanent Property	
		Upkeep Fund ..	500.00
	<u>\$202,764.59</u>		<u>\$202,764.59</u>

GINLING COLLEGE

Tentative Budget, 1928-1929

RECEIPTS.

	Mexican	Mexican
Cooperating Boards:		
American Church Mission	\$2,500	
Baptists—W.A.B.F.M.S.	3,000	
Disciples—U.C.M.S.	3,000	
Methodist South	3,500	
Methodist—W.F.M.S.	6,500	
Presbyterian—P.N.	5,000	
Reformed Church U.S.A.	2,000	\$25,500
Pledged Contributors:		
Crescent Ave. Church, Plainfield	2,000	
London Missionary Society	1,500	
Smith Alumnae	4,000	
Smith College Students	8,000	
Y.W.C.A.—National Committee	5,000	
Maintenance Fund	3,500	24,000
Outside Sources		\$49,500
Field Receipts:		
Tuitions 150 at 75	\$10,000	
Board and Room 150 at 80	12,000	
Fees:		
Biology	600	
Chemistry	250	
Entrance	200	
Graduation	250	
Medical	750	
Music	1,200	
Physics	400	
Total from Students		25,650
Total Assured Receipts		\$75,150
Balance to be raised		\$ 4,380

GINLING COLLEGE BUDGET 1928-1929

EXPENDITURES

Administration:

Salaries:

President.. ..	M.\$1,700	
Secretary-Treasurer	2,500	
Business Manager	1,000	
Dormitories (incl. nurse) ..	1,000	
Librarian	1,500	
Library assistants	300	
Recorder	750	
Office assistants (1926-1927) ..	720	9,470

Travel 3,000

Expenses:

Commencement and Founders Day	450	
Educational fees	500	
Entrance Tests	200	
General office expense	400	
Hospitality	80	
Medical Attendance	500	
Postage and Stationery	500	
Publicity and Printing	800	
Telegrams	100	
Travel—Board of Control	250	
" Faculty	100	
" President	150	4,030

Total Administration M.\$16,500

Instruction:

Salaries:

Biology	3,840	
Chemistry	2,250	
Chinese	3,240	
Education and Psychology ..	4,800	
English	4,100	
History	2,600	
Music	2,600	
Physical Education	3,250	
Physician	1,500	
Physics and Mathematics ..	2,510	
Religion	2,600	
Sociology (incl. furlough) ..	2,900	
Language study	500	
Travel—U. S. A.	4,000	
Contingent	1,000	41,690

Departmental Expense:

Biology	750	
Chemistry	900	
Chinese	110	
Education and Psychology ..	180	
Practice School	600	
Lectures	50	
Library (magazines, etc.) ..	600	
Music	150	
Physical Education	300	
Physics	150	3,790

Total Instruction .. 45,480

Maintenance:

Care of Grounds	M.\$ 600	
Heat—School only	1,400	
Janitors' Supplies and Misc.	200	
Light and water	850	
Servants' Wages	1,400	
Upkeep of buildings	3,000	7,450

Dormitories:

Food and Cooks' Wages ..	6,000	
Heat—Dormitories only ..	1,000	
House supplies and incidentals	400	
Kitchen fuel	600	
Light and water	850	
Wages	1,250	10,100

Total Expenditures \$79,530

PERMANENT EQUIPMENT

Campus Improvement	M.\$ 500
Buildings	500

Equipment	
Biology	1,000
Chemistry	500
Library	3,000
Medical	100
Office	150
Physical Education	300
Physics	1,000
Furniture-College	600
	6,650

Total Permanent Equipment M.\$ 7,650

Student Statistics, September 1927

Total number of students enrolled in College				97
	Former.	New.	Total.	
Students from Government Schools ..	3	1	4	
Students from Mission Schools	57	30	87	
Students from Private Schools	5	1	6	
Total	65	32	97	

Students by class in College:

Freshmen	33	Sophomores ..	17
Juniors	24	Seniors	22
Unclassified	1		

	Former.	New.	Total.
Non-church members	11	8	19
Church members:	53	25	78
Baptist, North and South	2	2	4
China Christian Church	5		5
China Inland Mission	1		1
Disciples of Christ	1		1
Episcopalian	11	6	17
Lutheran	1		1
Methodist, North and South	15	7	22
Presbyterian, North and South	14	8	22
Professing Christian—not a church member	4	1	5

Provinces represented:			
	Former.	New.	Total.
Anhwei	6	0	6
Chekiang	3	4	7
Fukien	2	0	2
Hunan	4	1	5
Hupeh	10	2	12
Kiangsi	7	4	11
Kiangsu	27	12	39
Kwangtung	4	6	10
Kwangsi	0	1	1
Manchuria	0	1	1
Shantung	2	1	3
Total number of provinces represented ..	9	9	11

Preparatory School represented:			
	Former.	New.	Total.
		Dif.	Sch.
Government	3	1	4
Mission	15	13	28
Private	0	1	1
Total	18	15	33

Schools Represented at Ginling, September 1927

Name of School	Former.	New.	Total.	
Aikuo Girls' School—Shanghai	1	1	2	Gov't.
Baldwin Memorial School—Nanchang ..	1	1	2	Mission
Bridgman Academy—Peking	1		1	Mission
Bridgman Memorial School—Shanghai ..	1		1	Mission
C. M. S. Girls' School—Foochow	1		1	Mission
Canton Christian College	1		1	Mission
Chekiang Normal Girls' School—Hangchow ..	1		1	Gov't.
Christian Girls' School—Nanking.. ..	8		8	Mission
Eliza Yates Girls' School—Shanghai ..	3	3	6	Mission
Fu Siang High School—Changsha.. ..	3	2	5	Mission
Hwa Nang Middle School—Foochow	1		1	Mission
Hwei Wen Girls' School—Nanking	7	1	8	Mission
Ki. 1st Prov. Girls' Normal School—Nanchang	1	1	2	Gov't.
Ku. 1st Prov. Girls' Normal School—Nanking	1		1	Gov't.
Laura Haygood School—Soochow		1	1	Mission
Mary Farnham School—Shanghai	1		1	Mission
Mary St. Black Seminary—Shanghai	1		1	Mission
Mary Vaughan High School—Hangchow ..	1		1	Mission
Ming Deh Girls' School—Nanking	6		6	Mission
Morning Star School—Shanghai		2	2	Mission
Olivet Memorial Girls' School—Chinkiang ..	1		1	Mission
Pei Hwa Girls' School—Peking	1		1	Mission
Physical Training School—Shanghai	1		1	Mission
Practice School of Ginling College—Nanking		7	7	Mission
Riverside Academy—Ningpo	1		1	Mission
Rulison High School—Kiukiang	6	2	8	Mission
St. Faith's School—Peking	1		1	Mission
St. Hilda's Girls' School—Canton		1	1	Mission
St. Hilda's School—Wuchang	7	3	10	Mission
St. Mary's School—Shanghai	1	1	2	Mission
St. Paul's School—Hongkong	1		1	Mission
True Light Middle School—Canton	1	6	7	Mission
Tsung Hwa Girls' Middle School	5	1	6	Private.

GINLING COLLEGE FACULTY

1927—1928

Administration:

Mrs. Lawrence Thurston ..	President and Treasurer.
Wu I-fang ..	President Elect.
Mrs. R. R. Berger ..	Secretary.
Ellen Y. T. Koo ..	Chairman of Administrative Committee.
	Business Manager.
Wang Shao-djan ..	Chinese Secretary.
Tsu Kwoh-chi ..	Recorder.
Yu Shwen-dji ..	Librarian.
Dr. Martha Hackett ..	College Physician.
Wu Meh-hsiang ..	Nurse.

Instruction:

Margaret Andrews ..	Physical Education.
A. Beatrice Buse ..	English.
Chang Hwei-lan ..	Physical Education.
Ruth M. Chester ..	Chemistry.
Chu Hai-ju ..	Biology.
Djang Siao-sung ..	History.
Martha Hackett ..	Hygiene.
David S. Hsiung ..	Physics and Mathematics.
Hwang Li-ming ..	Physical Education.
Ellen Y. T. Koo ..	Music.
Li Chi ..	English.
Lindsay Lieu ..	Chinese.
Liu En-lan ..	Practice School.
Z. H. Pan ..	Chemistry.
Cora D. Reeves ..	Biology.
Catharine E. Sutherland ..	Music.
Mary B. Treudley ..	Sociology.
Tsu Li-o ..	Chinese.
Minnie Vautrin ..	Education.
Wu Dzung-hsien ..	Biology.
J. T. Yang ..	Physics.
Yu Shwen-dji ..	Psychology.

Leave of Absence:

Harriet M. Cogswell ..	English.
Ada A. Grabill ..	Music.
Rebecca W. Griest ..	History.
Ella M. Hanawalt ..	Education.
Hoh-Yang-ting ..	Chinese.
Eva Dykes Spicer ..	Religion.
Harriet M. Whitmer ..	Biology (Language study in China).

MEMBERS OF THE BOARD OF CONTROL

1927

A.B.F.M.S.

Mrs. L. C. Hylbert	175 Route Dufour, Shanghai
Miss G. F. McCulloch	Shanghai Baptist College, Shanghai
Mr. T. K. Van	Shanghai Baptist College, Shanghai

A.C.M.

Mr. W. F. Roberts	St. John's University, Shanghai
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L.M.S.

Miss Catharine Robertson	80 Chaoufoong Road, Shanghai
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W.F.M.S.

Miss Mary Kesler	Olivet Memorial School, Chinkiang
*Dr. G. T. Liu	Margaret Williamson Hospital, West Gate, Shanghai
Miss Clara Merrill	Rulison School, Kiukiang

M.E.S.

Miss Mary Blackford	Virginia School, Huchow, Che.
*Miss A. E. Bradshaw	Laura Haygood Normal School, Soochow
Miss Grace Zia	McTyeire School, Edinburgh Road, Shanghai

P.N.

Miss Beulah Chang	54 Ta Kih Road, West Gate, Shanghai
Dr. O. C. Crawford	Presbyterian Mission, Soochow
Miss Mabel Hall	True Light Middle School, Canton

U.C.M.S.

Miss Mary Kelly	Adamson Hall, Laoag, Ilocos, Norte, P.I.
Mrs. Shao Gin-shan	Christian Girls' School, Drum Tower, Nanking
Miss Chen Shi-ren	Christian Girls' School, Drum Tower, Nanking

Smith.

Mrs. J. C. Thomson	American School, 10 Ave. Petain, Shanghai
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Y.W.C.A.

Miss Abby S. Mayhew	18 Yuen Ming Yuen Road, Shanghai
Miss Jane Ward	Yenching University, Peking

Alumnae.

Miss Bao Dji-lih	Olivet Memorial School, Chinkiang
*Miss Wu Ming-ying	345 Ave. August Boppe, Shanghai
Miss Yang Ging Hsioh	Bridgman School, West Gate, Shanghai

Coopted Members

Dr. Chen Yu Gwan	University of Nanking, Nanking
Miss Chiu Li-ying	6 Haining Road, Shanghai
Rev. Djang Fang	310 Missions Building, Shanghai
*Mr. Edwin Marx	20 Museum Road, Shanghai
*Mrs. W. S. New	329 Bubbling Well Road, Shanghai
Miss Wang Chi Nyok	Tsung Hua Girls' School, Soochow

Alternates Present at 1927 Meeting

Bishop L. J. Birney	W.F.M.S.
Miss Chiu Li-ying	M.E.S.
Miss Emma A. Lyon	U.C.M.S.
Miss Harriet F. Smith	Y.W.C.A.
Miss Evelyn M. Walmsley	P.N.

Coopted for 1927 Meeting

Mr. Clarence A. Burch
Miss Chiu Li-ying
Mr. T. Z. Koo
Mr. Li Hou-fu

*Members of Executive Committee.

GINLING COLLEGE COMMITTEE

Miss Margaret E. Hodge, Chairman,
156 Fifth Avenue, New York, N.Y., U.S.A.
Miss Elizabeth R. Bender, Secretary,
150 Fifth Avenue, New York, N.Y., U.S.A.
Mr. Russell Carter, Treasurer,
156 Fifth Avenue, New York, N.Y., U.S.A.

Mrs. Lewis L. Anewalt
Miss Esther Case
Miss Grace Lindley
Mrs. Francis J. McConnell
Miss Mabelle R. McVeigh
Frank Mason North

Mrs. James M. Pratt
Miss Ann T. Reid
Mrs. Charles K. Roys
Dr. Robert E. Speer
Miss Lela E. Taylor
Irving T. Wood

FILING DEPT.
JAN 14 1929
HOME BASE

GINLING COLLEGE BOARD OF CONTROL MINUTES.

July 4, 1928.

The meeting was called to order at 9.30 A. M., in Room 513, Missions Building, Shanghai, by the Chairman, Mrs. W. S. New.

The attendance roll was as follows:

A.B.F.M.S.

Mrs. L. C. Hylbert, Absent July 5.
Miss G. F. McCulloch.
--- (absent Mr. Van)

A.C.M.

Mr. W. P. Roberts, Absent July 5.

L.M.S.

Miss Catharine Robertson

W.F.M.S.

Miss Mary Kesler
Dr. G. T. Liu,
Miss Helen Ferris (alternate for Miss Merrill)

M.E.S.

Miss A. E. Bradshaw,
Miss Lelia J. Tuttle (alternate for Miss Blackford)
--- (absent, Miss Beulah Chang)

U.C.M.S.

Miss Emma Lyon (alternate for Miss Kelly)
--- (absent, Mrs. Shao Ching-san)
--- (absent, Miss Chen Hsi-ren)

SMITH

--- (absent, Mrs. J. C. Thomson)

Y.W.C.A.

Miss Abby S. Mayhew. (absent part time both days.)
--- (absent, Miss Jane Ward)

ALUMNAE

Miss Wu Ming-ying
Miss Yang Ging-hiich (arrived for the afternoon, the 4th).
--- (absent, Miss Bao Dji-lih)

GOOPTED

Mrs. W. S. New. (Absent part of the time both days)
 Mr. Edwin Marx,
 ----- (absent Dr. Chen Yu-kwan
 " Miss Chiu Li-ying
 " Rev. Djang Fang
 " Miss Wang Chi-nyok)

EX-OFFICIO

Dr. Wu I-fang
 Mrs. Thurston

INVITED GUESTS (Present for all or part of the time).

Dr. C. L. Hsia	Miss Vautrin
Miss Tao Shan-ming	Miss Liu En-lan
Mr. C. A. Burch	Dr. Cora D. Reeves.

The devotional period was led by Mrs. Thurston. Selections were read from, "The Light of Christ" by John S. Howland, the central thought in the selections being Christ-likeness of spirit. After an interval of silent meditation, the period was closed with prayer by the leader.

The chairman then introduced the new president of the college, Dr. Wu. At the request of the chairman, Miss Bradshaw addressed to Dr. Wu a brief expression of the welcome of the Board of Control, and assurance of its loyal support. Dr. Wu responded, emphasizing the motives which led her to accept the call to the presidency, and the attitude of mind in which she takes up the new duties.

Mrs. New asked to be relieved of the responsibility of presiding throughout the meeting. Accordingly, it was

1. Voted, to elect Dr. G. T. Liu acting chairman for the meeting.

The agenda of business for the meeting was presented and adopted.

The first item of business taken up was the consideration of documents prepared by the Registration Preparation Committee.

2. Voted, that in line with action of the Ginling College Committee, we the Board of Control proceed to apply for registration, on the understanding that the Christian character of the college be maintained. (The Ginling College Committee action referred to, is recorded in their minutes of January 13, 1928.)

Just before the noon intermission, a report from the Finance Committee was presented and accepted for file. A copy of the report is submitted with these minutes.

July 4, AFTERNOON.

The meeting convened at 1:30 P. M.

The consideration of registration documents was continued. After considerable discussion of Article III, Constitution of the Board of Directors, (subject, Declaration of Purposes), it was voted to table the discussion until the next day, when each of three proposed statements should be brought in writing, in both Chinese and English.

Reports and announcements were called for. Mrs. Thurston gave an oral report, in which she referred in a general way to the work of the past academic year, but dwelt particularly on the activities of the last month of the term, and of Commencement week; with brief reference to prospects for the coming year.

There being no further reports to present, (Article IV of the Constitution of the Board of Directors (subject, Composition of the Board of Directors), was taken up for discussion.

3. Voted, to adopt the following wording for Article IV:

"The Board of Directors shall consist of _____ members, a majority of whom shall be Chinese, elected in a manner agreed upon with the Board of Founders."

The secretary of the Executive Committee reported on the proposal made to the University of Nanking, for electing the same person as treasurer of Ginling and the University. The University Board of Directors had approved of the plan, if it could be arranged so as to prove practical, and had referred the matter to their Executive-Finance Committee with power to act.

4. Voted, to refer the matter of the treasurership, so far as Ginling College's interests are concerned, to the Executive Committee with power to act in conjunction with the Executive-Finance Committee of the University of Nanking.

Hamawalt The question of the status of Miss Hamawalt, who is now in America, with regard to return was taken up for consideration and action.

5. Voted, that the Board of Control does not see its way under present circumstances to call for Miss Hamawalt's return, and there is no assurance of recall at any future time. We recommend that both she and the college be released from any obligations to each other.

Adjournment at 4:30 P. M.

July 5.

The meeting assembled at 9:00 A. M. The attendance was the same as on the preceding day, except that Mrs. Hylbert, and Mr. Roberts were absent.

The devotional period was led by Dr. Wu I-fang. She read a scripture passage from the gospel of John, chapter 17. In her following address she emphasized the importance of unity of Christians, and pointed out that notwithstanding the variety of personalities, experiences, and organizations combined in the conducting of Ginling College, the one bond common to all is the Christian motive and spirit. She called attention to the necessity of the Christian faith which has been transplanted from the west to China, rooting itself in the Chinese soil, in order that it may begin to draw its sustenance from this environment, and in turn produce its fruit.

6. Voted, in the absence of a quorum at this meeting, to proceed with the transaction of business as if a quorum were present, and to submit the resulting minutes by correspondence to the members of the Board of Control for approval.

7. The Tentative Documents Prepared by the Registration Preparation Committee and previously circulated to all members of the Board of Control, were taken up for further consideration and action. The documents in hand were the following, and were the draft of June 4, 1928:

I. CONSTITUTION OF THE BOARD OF DIRECTORS.

II. AGREEMENT BETWEEN BOARD OF DIRECTORS AND BOARD OF FOUNDERS.

- Section 1. Historical Statement.
- " 2. Constitution of Board of Directors.
- " 3. Property Lease.
- " 4. Staff.
- " 5. Advisor.
- " 6. Finance.

The actions taken during the day are grouped together, and for convenience are attached to these minutes as Exhibits A, B, and C, rather than included in the main body of the minutes.

The noon recess was from 12.00 to 1.30.

The discussion and voting in regard to the Registration documents occupied most of the afternoon, but after they were finished, other business was transacted as follows:

8. Voted, to refer the entire matter of registration and the documents connected therewith, to the President with power to act in harmony with the actions passed at this meeting and in consultation and cooperation with the Executive Committee.

9. Voted, to appoint a committee on arrangements for the inauguration of Dr. Wu as president. Mrs. New and Miss Vautrin were appointed, with the request that they appoint a third member.

The revised budget for 1928-29 was presented and received. In connection with certain salary increases and provided for in this budget, it was

10. Voted, to refer the question of salary increases of faculty members to the next annual meeting of the Board.

11. Voted, that the personnel of membership of the Board be considered to remain as at present until at least after the next annual meeting.

12. Voted, that an expression of thanks be sent to the Presbyterian China Council for the use of the room in which this meeting has been held.

The meeting adjourned at 4:30 P. M.

Edwin Marx, Secretary

REPORT OF THE FINANCE COMMITTEE

July 4, 1928.

The Committee has held three meetings, one at Shanghai on Jan. 30th, another at Nanking on June 17-18, and a third at Shanghai on July 4.

At the first meeting the Committee approved of an increase of \$20 for the Board and Room fee for 1927-28, and discussed matters relating to the deficit in the Current Expense Account. The deficit seemed to be due to the fact that all funds due from the Committee in America had not been sent out. By correspondence with Mr. Carter by the treasurer, we are glad to report that past funds due the college have been sent out and that the deficit has been wiped out. Pending the settlement of the deficit the Committee recommended that permission be asked the College Committee to hold in China the balance of Mex. \$16,574.78 in the Permanent Equipment Account, it being understood that this money be always credited to the said account.

*Not sent because
money was being
held in China
end of paragraph.*

At the meeting at Nanking in June, the present financial state of the college was considered, both as to Current Expense and Permanent Equipment. It was voted to recommend that the sum of \$300. be granted to Miss Wu Tsing-hsien for travel and extra expenses while studying at Peking, and that the salary of the President be fixed at \$1500. plus an allowance of \$200 for travel and official expenses.

The Committee has no recommendation to make concerning the increase of tuition fees.

The Budget for the coming year, revised since the last meeting of the Board of Control, has been prepared by the treasurer and will be presented by her for the consideration of the Board of Control.

Respectfully submitted by the Committee,

Committee;

Miss Mary Kesler
Rev. Djang Fang
The Treasurer
W. P. Roberts, Chairman.

July 4 + 5 meeting⁶
of Bd of Control
[1]

July 23, 1928.

Miss Elizabeth R. Bender,
150 Fifth Avenue
New York, N. Y.; U. S. A.

Dear Miss Bender:-

I am sending you herewith set of Minutes and other documents connected with the meetings of the Board of Control, July 4th and 5th. The Executive Committee met on July 3, and the Minutes of that meeting are also enclosed. In connection with the Minutes of the Board, I will make the following comments. I have asked Mrs. Thurston and Dr. Wu both to write you as fully as they care to do in connection with any points in these minutes or the general situation of the College. They may supplement my comments with further details and with their own viewpoints.

This was the first meeting that Dr. Wu had with the Board of Control as a body, and her presence with the Board was most welcome. The Board members, both individually and as a group have extended a cordial welcome to Dr. Wu, with assurance of their hearty support to her in her new position as President. Dr. Wu on her part expressed a hearty reciprocation of these feelings and we are looking forward to a happy and harmonious cooperation between Dr. Wu and those who are interested in the welfare of the College.

Mrs. Thurston is planning to go to Kuling this month for a well deserved rest. After leaving Kuling she may visit Changsha, Nanchang and other points, returning to the college for the Founder's Day exercise at the end of October, if not sooner. Thus she will be in attendance at the exercises for the formal installation of Dr. Wu as President. She thinks of sailing from China possibly in January.

REGISTRATION

Item No. 2 of the Minutes approves of the Board of Control proceeding to apply for registration, on the understanding that the Christian character of the college be maintained. The Board of Control discussed very fully what may be involved in the registration. The college wishes and intends to demonstrate to the fullest degree its sympathy with the Chinese National ideals, and to recognize the sovereignty of the Chinese Government. At the same time the Board of Control expect to stand firmly by maintaining the Christian character of the college. Just what these principles will involve in detail will have to be worked out by conference and negotiations with the responsible officials of the Government when the time comes to register. We will refer to this subject again in connection with other items below.

RE-ORGANIZATION

It is understood that in order to comply with the regulations for registration of private schools in China, the college will have to modify its organization in certain respects to what it has been heretofore. For example, the Board of Control must consist of a majority of Chinese members. The Chairman of this Board as well as the President of the colleges must be Chinese. The authority for deciding questions of administration and for control of the property of the college, must be vested in this Board. This fact, together with many other changes in details of organization, naturally make it necessary to re-write the constitution.

Accordingly the Executive Committee some months ago appointed a sub-committee to draft a new constitution in line with the requirements of re-organization. That constitution was presented to the recent Board of Control. By them it was thoroughly discussed. I am sending you two copies of the constitution, one just as it was presented to the Board of Control, (Exhibit A of the enclosures), and the second as it resulted after being revised by the Board of Control. As I understand it this draft of July 5, (Exhibit D) is now submitted to the Ginling College Committee for their consideration and action. We hope it will be possible for the Ginling College Committee to give thorough consideration to this document at an early date, and either approve it as it is, or provide us with the different suggestions.

Points for Particular Note in the Constitution.

In connection with the proposed new constitution we would call the attention of the Ginling College Committee especially

to the following:

Name of the Board. In connection with the practice which has been generally accepted in China, the name which will be applied to these Boards will be the Board of Directors. The names most commonly used have been the Board of Managers and Board of Control. For the sake of uniformity and to avoid misunderstanding on the part of the Government it seems best to use the uniform name, "Board of Directors", for all those boards which perform the same function for various institutions.

Declaration of Purpose. You will note that we have formulated three different statements of purpose, as indicated in Exhibit B. The first of these is the one adopted by the Board of Control. However, there is some question as to whether it is acceptable to the Government officials, some of whom distinctly prefer that the Declaration of Purpose should be stated entirely in educational terms without any use of religious terminology. The second statement of purpose is one which the officials have indicated would be entirely acceptable to them. The third formulation is one that was suggested in the Board meeting as probably being better than No. 2 for the Government, if they did not wish to accept No. 1.

In as much as this is a matter in which it may be possible to make verbal changes without disturbing the fundamental spirit of the statement, the Board felt it would be best to take the following course:

"Voted to explain to the Ginling College Committee the reasons why it may become advisable or necessary to substitute one of the following statements, or a similar statement in place of the one voted for above; and to request of the G.C.C. that should such be the case, the question be left to the discretion of the Board of Control with power to act at the time they apply for registration."

We hope the Ginling College Committee will grant this request.

Composition of the Board of Directors.

The constitution simply provides that the "Board of Directors shall consist of members, a majority of whom shall be Chinese, elected in a manner agreed upon with the Board of Founders. A special committee has been appointed to devise the best method of apportioning and electing the representatives on the Board of Directors. It is desired that each of the groups affiliated with co-operating mission boards, should be adequately represented; that each group which is contributing to the support of the college, such as the Y. W. C. A., the Smith College, the London Missionary Society, and so forth, should be represented as fully as practical; and also that Chinese church members should be represented. To get all of these groups represented without making the number of the Board of Directors unwieldy is not easy. These details will be referred to the Ginling College Committee as soon as the special committee has been able to report to the Board of Control which ought to be at the next meeting, at the end of October.

LEASE OF PROPERTY.

The agreement between the Board of Directors and the Board of Founders, in Section 3, provides a form of property lease. This lease enables us to comply with the government regulation that control of the property must be vested in the Board of Directors, and yet it does not invalidate the title of the trustees in America to the ownership of the property. There is nothing different in this form of lease from what most of the other Christian colleges in China have already proposed to their trustees in America. The trustees of the University of Nanking have already approved this arrangement for the University of Nanking and we do not anticipate that we will find any difficulty in agreeing to the same arrangement for Ginling College.

Please note that under this section in the paragraph No. 4, there are certain details to be worked out, as to valuation of grounds, buildings, equipment, and the amount to be set aside each year for repairs and replacements.

STAFF

Section 4 of the agreement refers to the staff, and provides that the Board of Founders shall support missionaries as members of the staff of the college. This same matter of supporting the missionary staff is referred to in Section 6 under "finance". You are aware that heretofore there has been no distinction so far as the budget of the college is concerned between items for missionaries and other items in the

[4]

budget. The various mission boards have paid in directly to the Ginling College Committee a sum of money sufficient to support foreign members of the staff, but technically these missionary members were employed and paid by the Board of Control.

The question has been seriously raised whether it is desirable to put the responsibility for the support of foreign members of the staff on a Board of Directors which will hereafter be predominantly Chinese. The alternative will be to have the missionary members supported by their own missionary boards which contribute their support, or by the Ginling College Committee. The members of the college faculty do not find it easy to give their consent for a change from the practice followed heretofore, and all members of the Board of Control recognize that there are advantages in the practice heretofore followed. But on the whole, considering the possibilities of embarrassment that may arise in the future from having the foreign members supported by funds which will increasingly be raised in China, incline the Board of Control to vote for Section 4 and Section 6 as they stand. That is to provide that hereafter the missionary members of the college faculty should be supported directly either by their own mission boards or by Ginling College. We assume that you will understand how this plan works in other colleges in China, such as Lingnan University, and the University of Nanking. If there is any further question we shall be glad to explain further the views of the Board of Control.

In conclusion it may be well to point out that these documents bear a close resemblance to the similar documents which have been prepared for other colleges in China, such as Shanghai College, Soochow University, Lingnan University and the University of Nanking. Practically the only changes made have been such revisions as were necessary to fit the particular case of Ginling College. In all other respects these documents are practically identical with the constitutions and agreements of the institutions. The fact that the Boards of Founders in America have approved the documents for these institutions leads us to hope that the Ginling College Committee will not find serious obstacles to giving their approval to these documents for Ginling College.

Yours very sincerely,

(Signed) Edwin Marx

Edwin Marx.
Secretary

EM/PD

CONSTITUTION OF THE BOARD OF DIRECTORS

Article I. NAME.

Voted to approve without change.

Article II. OFFICE.

Voted to approve without change.

Article III. DECLARATION OF PURPOSE.

Voted, to approve the following as our choice for the statement of Purpose in the Constitution:

(1) The Purpose of the Board of Directors of Ginling College is to maintain a private institution of learning under Christian auspices, which shall conform to the highest standards of educational efficiency, promote social welfare and high ideals of citizenship, and develop Christian character in accordance with the original purpose of the founders. To this end the directors and other responsible persons must be of well-attested moral character qualified and willing actively to promote the aim of the institution.

Voted, to explain to the Ginling College Committee the reasons why it may become advisable or necessary to substitute one of the following statements, or a similar statement in place of the one voted for above; and to request of the G. C. C. that should such be the case, the question be left to the discretion of the Board of Control with power to act at the time they apply for registration.

(2) This Board of Directors accepts full power of control of the private institution known as Ginling College founded by the Ginling Committee of the Trustees of the University of Nanking, with the purpose of maintaining the spirit of love, sacrifice and service for which they stood, of cultivating the highest type of character, of providing professional training, of promoting higher learning, and of meeting the needs of society.

(3) The purpose of the Board of control is to conduct in Nanking a private institution of higher learning for women, under Christian auspices, which shall maintain high standards of scholarship, train for social efficiency and foster vital spiritual development and the highest type of character, in accordance with the original purpose of the founders.

Article IV. COMPOSITIONS OF THE BOARD OF DIRECTORS.

Voted, in place of the proposed groups A,B,C,D, in this article, to substitute the following:

"The Board of Directors shall consist of _____ members a majority of whom shall be Chinese, elected in a manner agreed upon with the Board of Founders."

Voted, to refer the names of electing members to a special committee of three, with the secretary of the Board as a member ex-officio.

Miss McCulloch, Miss Merrill, and Dr. Djang Fan were appointed to compose the committee.

Article IV. COMPOSITION OF THE BOARD OF DIRECTORS. - CONT.

Voted, to make the following further changes in the wording of this article: a. In place of the two alternative statements in parentheses, to substitute "all members of the Board shall be in sympathy with the above stated purpose of the College, and willing actively to promote this purpose; and a majority shall be professing Christians."

Article V. DUTIES OF THE BOARD OF DIRECTORS.

Voted, to approve this article without other change except after, "shall appoint officers and instructors", to add the words, "upon recommendation of the president".

Article VI. MEETINGS OF THE BOARD OF DIRECTORS.

Voted, that this article provide for two stated meetings each year.

Article VII. OFFICERS OF THE BOARD OF DIRECTORS.

Voted, to adopt this article without change, except to add after Chairman, the words, "who shall be a Chinese."

Article VIII. EXECUTIVE FINANCE COMMITTEE.

This article was discussed at length. The points to which attention was directed in the discussion, were as to the number of members and whether there should be a Finance Committee separate from the Executive. Before any decision was reached, the question was tabled temporarily to wait for certain further information, and the members failed to take it up later. Thus, through an oversight no action was taken on this article.

Article IX. BY-LAWS.

Voted, to adopt without change.

Article X.

Voted, to adopt, with the addition of the following words at the end: "and that the votes in favor of the amendment shall be equal in number to two-thirds of the membership of the Board".

July 1928
4 [37]

EXHIBIT C. Actions of the Board of Control, on the Agreement between the Board of Control and the Board of Founders.

- (1) Voted, to adopt Section I, the Historical Statement.
- (2) Voted, to adopt Section II, Constitution.
- (3) Voted, to adopt Section III, the Property Lease, and supply in the blanks of the original draft, the following: a. "five", for the period of years; b. beginning, "July 1, 1929"; c. on or before, "July 1, 1933", and d. not later than, "July 1, 1934".

In the paragraph of this section numbered "4", note that certain details as to property inventory are to be worked out hereafter and appended to this agreement, as is also the estimated amount and percentage needed for repairs and replacements.

- (4) Voted, to adopt Section IV. Staff, without change except to omit the words "continue to" in the first line of the section. The section thus begins, "The Board of Founders shall support missionaries, "etc."

- (5) Voted, to supply Article V, Foreign Advisor, as follows:

"At the recommendation of the President, provision may be made for a foreign member who shall assist in such matters connected with the foreign staff or the Board of Founders as the president may desire."

- (6) Voted, to adopt Section VI. Finance without change.

757

GINLING COLLEGE
Nanking, China

August 16th, 1928
(71 Kuling)

Miss Elizabeth R. Bender,
150 - 5th Avenue,
New York City.

Dear Miss Bender:--

Mr. Marx has already written the official covering letter and sent you the minutes of the July meeting of the Board of Control. I had a conference with him before leaving Shanghai and he encouraged me to write an unofficial letter making my personal comment on the meeting. As you know, I ceased to be President on July 1st, when Miss Wu took over the responsibility of the office. I have at the present moment no official status since Miss Priest is now Acting Treasurer. I have sufficient back work connected with both positions to keep me comfortably busy for another six months.

The meeting was held under some difficulties. The foreign members were better represented than the Chinese. The problem of getting Chinese members to attend such meetings is not an easy one to solve. There may be a nominal Chinese majority on the Board but the decisions under the circumstances are foreign as far as voting is concerned. There is a degree of deference to Chinese opinion whenever it is expressed, which balances the numbers. You will see that we did not have a quorum present the second day in spite of the fact that Mr. Marx original notice had suggested the possibility of a two day session.

The meeting was not a regular annual meeting and reports were not called for. I had ready a fairly full report of the year and was prepared to read it, but they preferred to concentrate on the special business for which the meeting was called. I am sending you a copy of this report.

ORGANIZATION (2-3-7-8)

The constitution has been practically suspended since the year 1923. We have followed either the 1915 constitution or the latest revision, as we found it convenient. It seems tragic that all the time which has been given to this revision for the last five years, should be wasted, and we should begin over again as if we had never had a constitution. In preparing the documents required for registration, Mr. Burch seems to have considered it necessary to discard the Ginling Constitution. He also disregarded the action of the Board of Control in November where an honest attempt was made to provide an effective Chinese majority. We were at a disadvantage in not having an opinion from the Ginling College Committee on this proposed amendment to the Constitution. I hesitate to criticise Mr. Burch's work, I blame myself for failure to make time to work on these registration documents. There were so many other things which seemed of vital importance. It never occurred to me that Mr. Burch would simply take the University of Nanking documents and propose them as a substitute for a Constitution which represents a development of fifteen years of Ginling life.

27

The major changes are (1) Statement of purpose (2) Membership of the Board (3) Basis of Support of Foreign Staff. The attempt to standardize statements of purpose eliminating all individualities and leaving a mere form of words which will satisfy a confessed atheist like Tsai Yen Pei is, in my opinion, a serious compromise of Christian conviction. Chancellor Tsai would like to divorce religion and education. Personally, I would much rather have the Ginling documents presented with a frank statement of our Christian purpose in our own words (3) even if we were turned down on the first application. Soochow University is making a stand for the inclusion for the word Christian in their statement of purpose. Shanghai College and the University of Nanking have made the compromise and eliminated the word altogether. I should be better satisfied in such a document as this to eliminate everything but the declaration of our intention to maintain high educational standards than with this watered down attempt to state a Christian purpose. Sacrifice and service are not essentially Christian; they are possible for the sake of communism as well as for the Kingdom of God.

The action taken by the Board of Control on Article IV leaves still open the question how these members are to be selected. We proposed a method in the amendment adopted in November by the Board of Control. I hope we may have the opinion of the Ginling College Committee. It is an effort to satisfy the idea of mission representation, or the representation of church groups which may take the place of the mission, while at the same time leaving with the Board itself some of the power usually given to Trustee Bodies. It is a very difficult thing with so many different units represented to get in any particular year the ideal personnel. There must be a Chinese majority. There should be a fair proportion of men on the Board, both Chinese and Foreign. There should not be too large a proportion of new members. All these things can be guarded if a certain amount of power of choice is left with the Board itself. Personally I cannot believe that ecclesiastical bodies as at present constituted in China are capable of making the wisest selection. In many cases we do not know which ecclesiastical body is taking the place of a particular mission group. Missions are all in the process of devolution. Several other institutions, among them the Soochow University and the Bible Teachers Training School in Nanking are proposing a method similar to the one adopted by our Board of Control in November. In some cases the names are suggested by the Board of Control to be confirmed by the mission or church group.

In regard to the basis of support of the Foreign Staff the original proposal introduced a totally different principle from the one which the Ginling College Committee adopted in 1916 when the missions were asked to make their financial contribution as a lump sum not dependent upon their being represented on the faculty. It has meant that we made no distinction between Chinese and Foreign members of Staff since all received their salary from the college. It also put all Foreigners on the same basis. Where a group lives together as we do at Ginling it seems very much better to have it so. The problems which some of the missions have faced in allowing questions regarding missionaries salaries and allowances to be discussed by Chinese would not appear in a College Faculty Group. The majority of our faculty will probably almost always be unmarried women, Chinese or Foreign. The College should assume responsibility for health, medical emergencies, thorough study and pensions, for all members of the Staff who are on a basis of permanent appointment. For the Foreigners concerned the first two are already provided and the provision of retiring allowance or pension on a basis

similar to that provided by the missions would not be a very serious load. As you know I have been urging this matter upon the Ginling College Committee for nearly five years. We have lost some foreign teachers for lack of any provision and one or two of the present faculty who have no personal resources are hesitating because they see no provision being made. It is not a personal matter for I never expect to receive a pension either from the Presbyterian Board or Ginling College.

FINANCE (4)

In the new constitution the Finance Committee as at present constituted would be eliminated and we would return to the old basis when the Executive Committee functioned as a Finance Committee. This worked for nearly ten years and I have never seen any particular advantage in the separate Finance Committee. We always appointed two or three persons to work on budget and other financial items on the docket. The present Executive Committee would make a poor Finance Committee and the present Finance Committee has been very helpful. It would be necessary to choose an Executive Committee with reference to the financial business if a single committee is to do the work.

I am enclosing a number of documents relating to finance.

(1) A financial statement subject to correction which may be made when the year's accounts are audited. (2) A budget for 1928-1929 which is a revision of the budget printed in the November Minutes. The revision was made on the basis of faculty program and plans for the year which could be much more definite in June 1928 than they could be in November 1927. In considering this budget the balance in current expenses July 30th, 1928, should be added to the receipts. A study of our income for the last few years makes clear that we can count upon gifts to the extent of Mex. \$4000.00 to \$5000.00. It is a great satisfaction to me to know that for her first year at least Miss Wu will not have to worry about finances. I shall make further comment on these statements in my letter to Mr. Carter.

The question of faculty salaries is to be considered at the next meeting of the Board of Control. The present salary of Mex. \$1500.00 is less than the minimum paid to missionaries of the co-operating boards. The question of furlough salaries for Ginling faculty should be considered by the Ginling College Committee. I am sure that G. \$900.00 is below the average for furlough missionaries. I know from personal experience that it is insufficient.

The matter of the Treasurership has finally been arranged and Miss Elsie M. Priest, Treasurer of the University of Nanking, is also, in an entirely separate official capacity, Acting Treasurer for Ginling. Miss Priest felt it was better to have a trial period of three months but I am quite hopeful that Miss Priest will continue to serve and she will be a most efficient Treasurer. Miss Priest made it as one of her conditions that she should live at Ginling and she has been a member of our family since the first of July. This makes it possible for her to plan to do the Ginling work in our Ginling office at the end of the day. I have agreed to make all reports and statements for the year 1927-1928. We are very glad to add Miss Priest to our faculty group and we are very fortunate to secure her help for this very important part of the College work.

REPORT

I am sending you what might be called an advance copy of the Annual Report. It has been written at odd times during a period of three months, having been begun in the first place as a report for the Kiangnan Mission. It should receive a good deal of editing and revising before it can be considered an official report. It will, however, give you a true picture of the year which lies behind for the College and also an indication of our attitude toward the future. The affair reported in my last letter was brought to a conclusion as the result of telegrams sent direct to Yen Hsi Shan. The very latest report from Mr. Hsiung is that Yen Hsi Shan was so angry that he dismissed his Nanking representative who had given us so much annoyance. In the end General Yen did not attend the Plenary Conference and is now in Shanhsi. You are probably hearing direct from Ginling where a small group of students, Dr. Reeves, Miss Vautrin and two of three members of the Chinese Faculty are keeping up a semblance of work which serves as an excuse when request for the buildings are made. The housing problem in Nanking will be very serious for years to come if Nanking continues to be the Capitol. We hope they will not plan any of the new roads across the Ginling campus. The region is indicated as a park on the city plan.

I am enjoying again the quiet of my Kuling house which has passed unharmed through the disturbances of the last eighteen months. An altitude of four thousand feet discourages even Communists!

Very sincerely yours,

(Signed) Matilda C. Thurston

Mrs. Lawrence Thurston

[17]

MINUTES
GINLING COLLEGE
BOARD OF CONTROL

November 1 and 2, 1928.

The Annual Meeting of the Board of Control of Ginling College was held at the College on Thursday and Friday, November 1 and 2, 1928.

The members present were as follows:

<i>Ex-officio</i>	Mrs. L. C. Hylbert	Miss Chen Shi-ren
	Miss G. F. McCulloch	<i>Sp. Inv.</i> Mrs. J. C. Thomson
<i>A.S.M.</i>	Mr. W. P. Roberts	<i>Y.W.C.</i> Miss Abby H. Mayhew
<i>L.M.S.</i>	Miss Catherine Robertson	Mrs. T. H. Lee
<i>no. m. t.</i>	Miss Mary Kesler	Miss Wang Mei-o
"	Dr. G. T. Liu	Miss Wu Ming-ying
"	Miss Clara Merrill	Miss Yang Ging-hsioh
<i>Sp. m. t.</i>	Miss Lelia T. Tuttle	Dr. Chen Yu-gwan
"	Miss A. E. Bradshaw	Miss Chiu Li-ying
	Dr. Wang Zok-tsung	Rev. Djang Fang
<i>Pres.</i>	Dr. O. C. Crawford	Mr. Edwin Marx
	Miss Mabel Hall	Mrs. W. S. New
<i>A.S.M.</i>	Miss Mary Kelly	Miss Wang Chi-nyok
	Mrs. Shao Gin-shan	—Mrs. S. J. Mills (co-opted)
	Dr. Yi-fang Wu (ex-officio)	
	—Mrs. Lawrence Thurston (ex-officio).	

The meeting was called to order at 10:00 a.m. by the Chairman, Mrs. W. S. New, who presided throughout the meeting. The sessions were as follows:

November 1: 10:00 to 11:45 a.m.; 2:00 to 4:00 p.m.; 4:30 to 5:30 p.m.
November 2: 9:00 to 12:00 m. ; 2:00 to 4:00 p.m.; 4:30 to 6:00 p.m.

A recess for tea was taken between four and four-thirty and the College served luncheon both days for the members, most of whom were guests of the College for the time of the Board meeting and the Inauguration and Founders Day exercises.

The devotional period on Thursday was led by Miss Merrill, who read the scripture John 15: 25 to 16: 15, and emphasized the need for greater indwelling of the Holy Spirit to the end that the aim of truth seeking, for which the College exists, may be more completely realized.

1. Voted, that the session adjourn at 11:45 a.m. on Thursday in order to allow the members to attend the chapel service.

The docket as prepared by the Executive Committee was presented and accepted.

2. Voted, to extend an invitation to Mr. King Chu and to Dr. A.J. Bowen to attend the sessions as co-opted members for this meeting. Later: replies received from both Mr. Chu and Dr. Bowen expressed regret that other duties prevented their attending the meetings.

3. Voted, to invite Mrs. S. J. Mills to attend the sessions as a coopted member for this meeting.

The Chairman, with the approval of the members present, appointed the following as members of the Nominating Committee: Miss Merrill, Dr. Crawford, Miss Yang Ging-hsieh, Miss Chiu Li-ying.

REPORTS:

The following reports were given:

- Report for the year 1927-1928 by Mrs. Thurston
- Report for the year 1928-1929, from July 1 to date, 1928, by Dr. Wu.
- Report of the Executive Committee by Mr. Marx (in printed copy of these minutes, the Executive Committee report will be inserted).
- Report of the Ginling College Committee by Dr. Wu.

The report of the Executive Committee was presented by the Secretary, Mr. Marx, and was accepted. Actions in regard to various items raised for consideration in this report were reserved for the proper places in the dockets.

Dr. Wu gave a report of correspondence and actions of the Ginling College Committee, reading extracts from the minutes of the June meeting.

CONSTITUTION: See Minutes July 4, 1928, Exhibit A, p. 2

The Constitution draft of July 5, 1928, was taken up for consideration and action. The following decisions were voted:

4. Voted, to adopt Articles II and III as read.
5. Voted, to adopt Article IV (Composition of the Board of Directors) with the following alterations:
 - a) to provide that the number of members shall be twenty-one.
 - b) to delete the second paragraph "a majority... Republic of China".
 - c) To alter the third paragraph as required to make the groups of members correspond to a term length of two years.
6. Voted, to adopt Article V (Duties of the Board of Directors) with the deletion of the last three words... "raised in China".
7. Voted, to alter Article VI (Meetings of the Board of Directors) to read as follows:

"The Board of Directors shall hold one stated meeting each year, notice of which shall be sent to all members one month in advance. At this meeting the President shall present a report of the condition of the College; officers and teachers shall be appointed; the budget for the following year shall be fixed; and such other business shall be transacted as may properly come before the Board.

Special meetings of the Board of Directors may be called at the request of the Executive Committee Notice of the time and place of a

special meeting shall be sent out at least fifteen days in advance, together with a statement of the matters to be considered. No other business may be transacted at a special meeting except such as is contained in the advance announcement.

8. Voted, to adopt Article VII without change.

9. Voted, to adopt Article VIII (Executive Committee) as read, except to delete the word "Finance" from the name of the committee throughout and to provide that the number of members shall be five.

10. Voted, to provide for a Finance Committee, in a separate article, to be numbered Article IX, which shall read as follows:

"Article IX-- Finance Committee. The Board of Directors shall elect a Finance Committee of three members which shall work under and be responsible to the Executive Committee. The President and Treasurer of the College shall be ex-officio non-voting members.

For its duties, see page 8, no. 43.

11. Voted, to adopt without change the Article, to be numbered X, regarding By-laws.

12. Voted, to adopt the Article, to be numbered XI, regarding amendments, changing the words "a regular meeting" to "the annual meeting".

13. Voted, to adopt the entire Constitution as amended.

14. Voted, to adopt the report of the Committee on the Membership of the Board, as follows:

"Your committee wishes to recommend the following plan for your consideration:

- 1) Limit the number of members to twenty-one.
- 2) The five fully cooperating bodies shall have two members each, at least one of whom shall be Chinese, both to be elected by their respective bodies. (The five fully cooperating bodies are: A.B.F.M.S., W.F.M.S., P.N., U.C.M.S., and M.E.S.).
- 3) The five partially cooperating bodies shall have one member each, to be elected by their respective bodies. (The five partially cooperating bodies are: A.C.M., L.M.S., Smith College, Y.W.C.A., and German Reformed).
- 4) The alumnae shall elect two representatives.
- 5) The Board shall coopt the remaining four members.
- 6) The term of service shall be two years, half of the members to be elected each year."

15. Voted, that the name of the cooperating bodies together with the plan for constituting the Board Membership shall be printed annually with the minutes of the Board of Directors.

16. Voted, to refer the entire text of the Agreement with the Board of Founders to the incoming Executive Committee for final editing in accordance with the actions voted, and to fill in any blanks.

17. Voted, that the Constitution in its present form be put into operation at once as a provisional constitution, to become finally adopted and effective on May 1, 1929, unless and except as it may be modified as a result of amendments received before that date from the Ginling College Committee or cooperating missions.

FACULTY PROGRAM

A report from the Committee on Mrs. Thurston's future relation to the College was presented and adopted as follows:

"It is with the deepest feeling that your committee has undertaken the task appointed. Needless to say, there is not the least hesitation or doubt in the minds of the members questioned on this subject, regarding the desire and need for Mrs. Thurston to continue in a position of intimate relationship with the College which she has served so devotedly and with such magnificent results since it was founded. The function of the committee is not in the slightest degree to question whether there is a place in the institution for Mrs. Thurston, but merely to seek to discover in what way her services can best be used.

After thorough investigation and consideration of this question among the alumnae and faculty, as well as other friends of the College, the conclusion reached is that Mrs. Thurston be invited to resume responsibility for the following tasks in connection with the College, all of which constitute a pressing need at the present time:

- 1) Teaching one or more courses in the Department of Religion, as may be decided by the Curriculum Committee in conference with the other teachers in the Department of Religion.
- 2) Teaching one or more courses in Astronomy.
- 3) The promotion of adequate publicity for the College abroad and maintaining contacts with foreign friends in China, with a view to helping solve the problem of financial support, which will be a growing question in the next few years.
- 4) Maintaining helpful and friendly contacts with the Foreign Mission Boards abroad and other friends of the College.
- 5) Western adviser to the President
- 6) Member of the Building Committee.

We realize that the three points 3), 4), and 5) are not clearly defined, but we feel they constitute a real field of opportunity and need, and that Mrs. Thurston and others will know how to develop concrete plans and details for the accomplishment of the objects which we have stated all too inadequately".

18. Voted, in accordance with the vote taken in November, 1927 (see 1927 Minutes, page 5) to grant Mrs. Thurston a year's furlough beginning about January first, 1929. We request her return for the second semester of 1929-1930 and we recommend to the Ginling College Committee that she be allowed opportunity for post-graduate work.

19. Voted, that a vote of thanks be extended to Mrs. Thurston for remaining to assist at the College beyond the date she had planned for starting on her leave of absence.

-5-
Teaching Faculty.
1929-1930

Subject	Semester Credit Hours	Staff Required.
Art	2	Provision for 1 course
Astronomy	2 or 4	Provision for 1 course
Biology	10-12 class hours 20-30 lab. hours (Contingency)	2 full-time 2 assistants 1 furlough
Chemistry	6-10 class hours 23 laboratory hours	1 full-time 1 assistant Provision for 1 course
Chinese	24 class hours	1 full-time Provision for one 2-credit course.
Education	4-8 class hours 24-30 Supervision hrs. Principal Practice School	1 full-time 1 full-time
English	30 class hours 8 Practice School	2½ full-time ½ full-time
History	24 class hours	2 full-time
Hygiene and Physical Education	15 class hours 24-32 Practical Special Physical Education Course 1½ - 2 extras	3 full-time 1 assistant
Mathematics	24-32 class hours 12-30 laboratory hours	2 full-time 1 assistant
Music	8 class hours 40 practical	2 full-time 1 assistant
Philosophy and Ethics	- included elsewhere.	
Psychology	8 class hours	2/3 time
Religion	14-20 class hours	1-2/3 time
Sociology	12 class hours	1 full-time
Political Science	4-6 class hours	1/3 - 1/2 time
Modern Language	4 class hours	1/3 time.

Miss Vautrin, chairman of the Curriculum Committee, presented the program and in response to her request for suggestions, the following were offered:

1) the need was stressed for increased training among the college graduates who enter teaching positions in psychology, religion and physical training;

2) attention was called to the previous action of this Board regarding public school teachers of music (see Minutes, 1926, page 13, item 5)

20. Voted, to approve the recommendation of the Curriculum Committee regarding a special course in Recreation and Hygiene, as follows:

"If a sufficient number of students can be secured for this course for the year 1929-1930, it is recommended that the course be given, provided arrangements can be made for the housing, and a sufficient and properly qualified staff can be obtained to do the extra work. The staff required would be $1\frac{1}{2}$ to 2 teachers".

21. Voted, to approve the recommendation of the Curriculum Committee that an academic Dean be appointed, since much of the curriculum work could be more effectively done by such a permanent officer.

22. Voted, that in accordance with the nomination of the president and the recommendation of the faculty, Dr. Mary E. Treudley be appointed to the office of academic Dean.

Formal announcement was made to the Board of Control that Miss Whitmer's regular furlough will be due, and Miss Andrews' three year term of service will terminate at the end of the current academic year.

23. Voted, in view of the special circumstances of the last two years and the family and health considerations which have led Miss Buse to ask that she be released at the end of four years, that we accept with regret her resignation to take effect at the end of the present college year and approve the payment of her return travel to America.

24. Voted, that we express our deep regret that family circumstances led Miss Griest to resign from the Girling faculty. In view of the urgent need for her services in the Department of History we ask Miss Griest to give the matter further consideration and we hope that it may be possible for her to return in 1929.

The resignation of Miss Vautrin was presented, to take effect at the close of the present academic year. It was accompanied by a letter explaining the family situation which made it necessary.

25. Voted, that we receive with deep regret the resignation of Miss Vautrin. We feel in view of the intimate personal problem which prompts her in this step, that we cannot do otherwise than acquiesce in whatever decision she feels compelled to make. But we earnestly hope that she will be able to arrive at some adjustment which will enable her to withdraw her resignation and remain with the College.

26. Voted, to refer the question of inviting Dr. Hackett to return to the incoming Executive Committee, in view of the arrangements that need to be made for part of her time outside the College.

27. Voted, to extend a call to Miss Treudley to return to the College at the end of her regular furlough time.

28. Voted, that Miss Emily Case be urged to return for the opening of the autumn semester, 1929.

29. Voted, to extend a call for Miss Cogswell to return for teaching during the academic year 1929-1930, and to have the full academic year 1930-1931 for language study, (this assuming that she will be coming under a permanent appointment.).

30. Voted, to recommend that a third full-time teacher for the English Department be secured.

31. Voted, that the Board of Control record its deep conviction that provision for Language Study should be made for every person coming to the College on a permanent basis; and in the case of other teachers, its readiness to grant special opportunities for some study when the schedule for work makes this possible. At the same time it should be understood that no contract for a single term of three or five years includes a promise of such study.

32. Voted, to authorize that if possible Miss Martha Phelps be secured at once as secretary for the President.

33. Voted, to adopt the recommended Faculty Program.

PROPOSED FEDERATED EAST CHINA UNIVERSITY:

A special committee was appointed to study the documents, including the Faculty Report, and bring in recommendations. This committee met during the noon recess. After a presentation of the proposed plan, with particular emphasis upon the significance of the plan to Ginling, Miss Vautrin placed before the Board the recommendations of the Curriculum Committee of the Faculty:

34. Voted, to adopt the recommendations of the Curriculum Committee as follows:

"That we approve of the election by the Board of Control, Faculty and Alumnae of the respective representatives on the Board of Trustees and the Senate of the Federated University, not wishing at this point to hold aloof from the effort at closer cooperation. In taking the above action we wish it understood that we are not ready to commit ourselves to approval of the idea of the Centralized Federated University and wish to reserve decision on that matter until such time as the plans are more carefully worked out, and in particular when it is clearer just how the higher education of women is to be cared for and what our part should be".

35. Voted, to give the Executive Committee authority to appoint the three members of this Board of Control to the Board of Trustees of the Federated University, in accordance with article I, section 1, of the Plan of Federation. (see 1927 Minutes, page 17-18.).

FINANCE:

The report of the Treasurer for the fiscal year ending June 30, 1928 was presented by Mrs. Thurston and was accepted. (see page).

The revised budget for the current fiscal year was presented by the Acting-Treasurer, Miss Priest, and was approved and adopted. (see page).

The proposed "Tentative Budget" for 1929-1930 was presented by Miss Priest, and the Finance Committee report by Mr. Roberts. (see page).

36. Voted, to receive the report of the Finance Committee.

37. Voted, to adopt the Tentative Budget for 1929-1930 and respectfully to call the attention of the incoming Finance Committee to the excess of approximately Mex.\$6,000 approved expenditures over estimated receipts, in order that they may give special attention to providing the additional required receipts.

38. Voted, to approve an emergency request from the Music Department of the College, that Mex.\$700. budgeted for a piano in 1929-1930 be transferred to the budget for 1928-1929, in order to permit the immediate purchase of the new piano.

39. Voted, that the Mex.\$5,000 for land and Mex.\$5,000 for buildings proposed in the budget for 1929-1930 be made available immediately.

40. Voted, to adopt the Permanent Equipment budget as revised for 1928-1929.

41. Voted, to adopt the Permanent Equipment budget for the year 1929-1930, with the request that the Ginling College Committee make available the funds required for the 1929-1930 budget, and to allow the transfers provided above.

42. Voted, to refer to the incoming Finance Committee the question of increase in servants' wages.

43. Voted, to define the duties of the Finance Committee as follows:
 "The duties of the Finance Committee shall be to give a special study to the financial affairs of the College; to make reports and recommendations to the Executive Committee concerning financial items; and to assist in the preparation of the annual budget."

44. Voted, that the Finance Committee request the Alumnae Association to appoint members to cooperate in raising funds in China to help meet the increased expenditures of the College.

ELECTIONS:

The Nominating Committee presented its report with nominations for officers of the Board, Executive and Finance Committees. There was some discussion of the function of the Finance Committee and the first nominations were reconsidered after the duties of this Committee were defined. Dr. Liu Gien-tsiu asked to have her name withdrawn from the

Executive Committee as her new residence at Tingshai made it very inconvenient for her to attend meetings. The final ballot cast by the Secretary was as follows:

Chairman, Board of Directors.....	Mrs. W. S. New
Vice-chairman, " " "	Dr. Wang Zok-tsung
Secretary, " " "	Mr. W. P. Roberts
Treasurer, " " "	The Treasurer of the College

Executive Committee: Mrs. W. S. New
Dr. Wang Zok-tsung
Miss Wang Mei-o
Miss Mary Kelly
Mr. W. P. Roberts

45. Voted, that the coopted members of the Board of Control be not selected until after the other members of the Board under the new Constitution have been elected and reported; and that then they be nominated by the Executive Committee and elected by correspondence vote of the Board of Control.

46. Voted, that the Board of Control desires to place on record its hearty appreciation of the services of Mr. Edwin Marx who, with the exception of a year spent on furlough, has served the College with faithfulness and ability during the past five years, both as a member of the Board of Control and as Secretary of the Executive Committee.

(signed) W. P. Roberts Edwin Marx
Secretaries.



MINUTES
OF THE
BOARD OF CONTROL

OF
GINLING COLLEGE

July 4 and 5

November 1 and 2

1928

GINLING COLLEGE
NANKING, CHINA



GINLING COLLEGE COMMITTEE.

Miss Margaret E. Hodge, Chairman,
156 Fifth Avenue, New York, N.Y., U.S.A.

Miss Elizabeth R. Bender, Secretary,
150 Fifth Avenue, New York, N.Y., U.S.A.

Mr. Russell Carter, Treasurer,
156 Fifth Avenue, New York, N.Y., U.S.A.

Mrs. Lewis L. Anewalt	Mrs. James M. Pratt
Miss Esther Case	Mrs. Charles K. Roys
Miss Grace Lindley	Miss Minnie V. Sandberg
Mrs. Francis J. McConnell	Dr. Robert E. Speer
Rev. Frank Mason North	Miss Lela E. Taylor
Irving T. Wood	

DOCKET FOR BOARD OF CONTROL MEETING.

July 4 and 5, 1928.

1. Devotional Exercises
2. Announcements
3. Registration
4. Constitution
5. Faculty:
 - (a) Return of Miss Hanawalt
 - (b) College Treasurer
6. Finance
7. Miscellaneous

MINUTES GINLING COLLEGE BOARD OF CONTROL.

July 4 and 5, 1928.

A special meeting of the Board of Control was held July 4 and 5, 1928, in the China Council room in the Missions Building, Shanghai. The members in attendance were:

Mrs. L. C. Hylbert	Miss A. E. Bradshaw
Miss G. F. McCulloch	Miss Lelia J. Tuttle
Mr. W. P. Roberts	Dr. O. C. Crawford
Miss Catharine Robertson	Miss Evelyn Walmsley
Miss Mary Kesler	Miss Emma Lyon
Dr. G. T. Liu	Miss Abby S. Mayhew
Miss Helen Ferris	Miss Wu Ming-ying

Miss Yang Ging-hsioh

COOPTED:

Mrs. W. S. New
Mrs. Edwin Marx

EX-OFFICIO:

Dr. Yi-fang Wu
Mrs. Lawrence Thurston

INVITED GUESTS:

Dr. C. L. Hsia	Miss Minnie Vautrin
Miss Tao Shan-ming	Miss Liu En-lan
Dr. C. A. Burch	Dr. Cora D. Reeves

The sessions were as follows:

July 4: 9.30 a.m. to 12 m.; 1.30 p.m. to 4.30 p.m.
July 5: 9.30 a.m. to 12 m.; 1.30 p.m. to 4.30 p.m.

Although there was not a quorum on the second day those present proceeded with the business and the minutes were submitted by correspondence for approval by the Board.

The chairman introduced the new president of the College, Dr. Yi-fang Wu. At the request of the chairman, Miss Bradshaw addressed to Dr. Wu a brief expression of the welcome of the Board of Control, and assurance of its loyal support. Dr. Wu responded, emphasizing the motives which

— 3 —

led her to accept the call to the presidency, and the attitude of mind in which she takes up the new duties.

Mrs. New asked to be relieved of the responsibility of presiding throughout the meeting and Dr. G. T. Liu was elected to act as chairman for the meeting.

The devotional period of the first day was led by Mrs. Thurston. Selections were read from "The Light of Christ" by John S. Howland, the central thought in the selections being Christ-likeness of spirit. After an interval of silent meditation, the period was closed with prayer by the leader.

The second day Dr. Wu led the opening devotional exercises. She read a scripture passage from the gospel of John, chapter 17. In her following address she emphasized the importance of unity of Christians, and pointed out that notwithstanding the variety of personalities, experiences, and organizations combined in the enterprise of conducting Ginling College, the one bond common to all is the Christian motive and spirit. She called attention to the necessity of the Christian faith, which has been transplanted from the West to China, rooting itself in the Chinese soil in order that it may begin to draw its sustenance from this environment and in turn reproduce its fruit.

The agenda of business for the meeting was presented and adopted.

Reports and announcements were called for. Mrs. Thurston gave an oral report in which she referred in a general way to the work of the past year but dwelt particularly on the activities of the last month of the term and of Commencement Week, with brief reference to prospects for the coming year.

Registration.

The first item of business taken up was the consideration of documents prepared by the Registration Committee.

1. *Voted*, that in line with action of the Ginling College Committee, we, the Board of Control, proceed to apply for registration on the understanding that the Christian character of the College be maintained. (The Ginling College Com-

mittee action referred to is recorded in their minutes of January 13, 1928).

The consideration of registration documents was continued. After considerable discussion of Article III, Constitution of the Board of Directors (subject, Declaration of Purpose) it was voted to table the discussion until the next day, when each of three proposed statements should be brought in writing in both Chinese and English.

The discussion and voting in regard to the Registration documents occupied most of the afternoon.

2. *Voted*, to refer the entire matter of registration and the documents connected therewith to the President with power to act in harmony with the actions passed at this meeting and in consultation and cooperation with the Executive Committee.

Constitution.

Article IV of the Constitution of the Board of Directors (subject, Composition of the Board of Directors) was taken up for discussion.

3. *Voted*, to adopt the following wording for Article IV:

"The Board of Directors shall consist of — members, a majority of whom shall be Chinese, elected in a manner agreed upon with the Board of Founders".

The Tentative Documents prepared by the Registration Preparation Committee and previously circulated to all members of the Board of Control were taken up for further consideration and action. The documents in hand were the following, and were the draft of June 4, 1928:

I. Constitution of the Board of Directors.

II. Agreement Between Board of Directors and Board of Founders.

Section 1. Historical Statement

- " 2. Constitution of Board of Directors
- " 3. Property Lease
- " 4. Staff
- " 5. Adviser
- " 6. Finance.

The actions taken during the day are grouped together and for convenience are attached to these minutes as Exhibits A, B, and C rather than included in the main body of the minutes. (See Constitution as finally revised in November).

4. *Voted*, that the personnel of membership of the Board be considered to remain as at present until at least after the next annual meeting.

Faculty.

The question of the status of Miss Hanawalt, who is now in America, with regard to return, was taken up for consideration and action.

5. *Voted*, that the Board of Control does not see its way under present circumstances to call for Miss Hanawalt's return and there is no assurance of recall at any future time. We recommend that both she and the College be released from any obligations to each other.

Finance.

A report from the Finance Committee was presented and accepted for file. A copy of the report is submitted with these minutes.

The secretary of the Executive Committee reported on the proposal made to the University of Nanking for electing the same person as treasurer of Ginling and the University. The University Board of Directors had approved of the plan if it could be arranged so as to prove practical and referred the matter to their Executive Committee with power to act.

The revised budget for 1928-1929 was presented and received. In connection with certain salary increases provided for in this budget it was

6. *Voted*, to refer the question of salary increases of faculty members to the next annual meeting of the Board.

Miscellaneous.

7. *Voted*, to appoint a committee on arrangements for the inauguration of Dr. Wu as president. Mrs. New and Miss Vautrin were appointed with the request that they appoint a third member.

8. *Voted*, that an expression of thanks be sent to the Presbyterian China Council for the use of the room in which this meeting has been held.

The meeting adjourned at 4.30 p.m.

EDWIN MARX,
Secretary.

REPORT OF FINANCE COMMITTEE.

July 4, 1928.

The Committee has held two meetings, one at Shanghai on January 30th and the other at Nanking on June 17th and 18th.

At the first meeting the Committee approved of an increase of \$20 for the Board and Room fee for 1927-1928, and discussed matters relating to the deficit in the Current Expense Account. The deficit seemed to be due to the fact that all funds due from the Committee in America had not been sent out. By correspondence with Mr. Carter by the treasurer, we are glad to report that past funds due the College have been sent out and that the deficit has been wiped out. Pending the settlement of the deficit the committee recommended that permission be asked the College Committee to hold in China the balance of Mex. \$16,574.78 in the Permanent Equipment Account, it being understood that this money be always credited to the said account.

At the meeting at Nanking in June, the present financial state of the College was considered, both as to Current Expense and Permanent Equipment. It was voted to recommend that the sum of \$300 be granted to Miss Wu Dzing-hsien for travel and extra expenses while studying at Peking, and that the salary of the President be fixed at \$1,500 plus an allowance of \$200 for travel and official expense.

The Committee has no recommendation to make concerning the increase of tuition fees.

The budget for the coming year, revised since the last meeting of the Board of Control, has been prepared by the treasurer and is presented herewith to the consideration of the Board of Control.

Respectfully submitted for the Committee

W. P. ROBERTS, *Chairman.*

Committee { Miss MARY. KESLER
Rev. DJANG FANG
The TREASURER
W. P. ROBERTS

DOCKET FOR BOARD OF CONTROL MEETING.

November 1 and 2, 1928.

1. Devotional Exercises.
2. Election of coopted members and committees.
3. Reports from the College.
President:—
 - (a) For the year 1927-1928 by Mrs. Thurston
 - (b) For the year 1928-1929, from July 1 to date, by Dr. Wu
4. Report of the Executive Committee—by the Secretary.
5. Report of Ginling College Committee—by Dr. Wu.
6. Reorganization:
 - (a) Ginling College Committee letter regarding Constitution.
 - (b) Final draft of Constitution including membership of Board.
 - (c) Determination of time when Constitution shall become effective.
7. Faculty program, 1929-1930.
Furloughs, list of those due in 1929.
Vacancies to be filled and new members.
8. Proposed East China University.
 - (a) Recommended actions.
9. Report of the Treasurer.
10. Election of Officers and Committees:
Chairman
Secretary
Treasurer
Executive Committee
Chairman and Secretary
Finance Committee
Coopted members.
11. Miscellaneous.

MINUTES GINLING COLLEGE BOARD OF CONTROL.

November 1 and 2, 1928.

The Annual Meeting of the Board of Control of Ginling College was held at the College on Thursday and Friday, November 1 and 2, 1928.

The members present were as follows:

Mrs. L. C. Hylbert	Miss Chen Shi-ren
Miss G. F. McCulloch	Mrs. J. C. Thomson
Mr. W. P. Roberts	Miss Abby H. Mayhew
Miss Catharine Robertson	Mrs. T. H. Lee
Miss Mary Kesler	Miss Wang Mei-o
Dr. G. T. Liu	Miss Wu Ming-ying
Miss Clara Merrill	Miss Yang Ging-hsioh
Miss Lelia J. Tuttle	Dr. Chen Yu-gwan
Miss A. E. Bradshaw	Miss Chiu Li-ying
Dr. Wang Zok-tsung	Rev. Djang Fang
Dr. O. C. Crawford	Mr. Edwin Marx
Miss Mabel Hall	Mrs. W. S. New
Miss Mary Kelly	Miss Wang Chi-nyok
Mrs. Shao Gin-shan	Mrs. S. J. Mills (co-opted)

Dr. Yi-fang Wu (ex-officio)

Mrs. Lawrence Thurston (ex-officio)

The meeting was called to order at 10:00 a.m. by the Chairman, Mrs. W. S. New, who presided throughout the meeting. The sessions were as follows:

November 1: 10.00 to 11.45 a.m.; 2.00 to 4.00 p.m.; 4.30 to 5.30 p.m.

November 2: 9.00 to 12.00 m. ; 2.00 to 4.00 p.m.; 4.30 to 6.00 p.m.

A recess for tea was taken between four and four-thirty and the College served luncheon both days for the members, most of whom were guests of the College for the time of

the Board meeting and the Inauguration and Founder's Day exercises.

The devotional period on Thursday was led by Miss Merrill, who read the scripture John 15: 25 to 16: 15, and emphasized the need for greater indwelling of the Holy Spirit to the end that the aim of truth seeking, for which the College exists, may be more completely realized.

1. *Voted*, that the session adjourn at 11.45 a.m. on Thursday in order to allow the members to attend the chapel service.

The docket as prepared by the Executive Committee was presented and accepted.

2. *Voted*, to extend an invitation to Mr. King Chu and to Dr. A. J. Bowen to attend the sessions as coopted members for this meeting. Later: replies received from both Mr. Chu and Dr. Bowen expressed regret that other duties prevented their attending the meetings.

3. *Voted*, to invite Mrs. S. J. Mills to attend the sessions as a coopted member for this meeting.

The Chairman, with the approval of the members present, appointed the following as members of the Nominating Committee: Miss Merrill, Dr. Crawford, Miss Yang Ging-hsioh, Miss Chiu Li-ying.

Reports.

The following reports were given:

Report for the year 1927-1928 by Mrs. Thurston.

Report for the year 1928-1929, from July 1 to date, 1928, by Dr. Wu.

Report of the Executive Committee by Mr. Marx (inserted).

Report of the Ginling College Committee by Dr. Wu.

The report of the Executive Committee was presented by the Secretary, Mr. Marx, and was accepted. Actions in regard to various items raised for consideration in this report were reserved for the proper places in the docket.

Dr. Wu gave a report of correspondence and actions of the Ginling College Committee, reading extracts from the minutes of the June meeting.

Constitution.

The Constitution draft of July 5, 1928, was taken up for consideration and action. The following decisions were voted:

4. *Voted*, to adopt Articles II and III as read.

5. *Voted*, to adopt Article IV (Composition of the Board of Directors) with the following alterations:

(a) to provide that the number of members shall be twenty-one.

(b) to delete the second paragraph "a majority . . . Republic of China."

(c) to alter the third paragraph as required to make the groups of members correspond to a term length of two years.

6. *Voted*, to adopt Article V (Duties of the Board of Directors) with the deletion of the last three words . . . "raised in China."

7. *Voted*, to alter Article VI (Meetings of the Board of Directors) to read as follows:

"The Board of Directors shall hold one stated meeting each year, notice of which shall be sent to all members one month in advance. At this meeting the President shall present a report of the condition of the College; officers and teachers shall be appointed; the budget for the following year shall be fixed; and such other business shall be transacted as may properly come before the Board.

Special meetings of the Board of Directors may be called at the request of the Executive Committee. Notice of the time and place of a special meeting shall be sent out at least fifteen days in advance, together with a statement of the matters to be considered. No other business may be transacted at a special meeting except such as is contained in the advance announcement."

8. *Voted*, to adopt Article VII without change.

9. *Voted*, to adopt Article VIII (Executive Committee) as read, to delete the word "Finance" from the name of the

committee throughout and to provide that the number of members shall be five.

10. *Voted*, to provide for a Finance Committee, in a separate Article, to be numbered Article IX, which shall read as follows:

"Article IX—Finance Committee. The Board of Directors shall elect a Finance Committee of three members which shall work under and be responsible to the Executive Committee. The President and Treasurer of the College shall be ex-officio and non-voting members."

11. *Voted*, to adopt without change the Article, to be numbered X, regarding By-laws.

12. *Voted*, to adopt the Article, to be numbered XI, regarding Amendments, changing the words "a regular meeting" to "the annual meeting."

13. *Voted*, to adopt the entire Constitution as amended.

14. *Voted*, to adopt the report of the Committee on the Membership of the Board, as follows:

"Your committee wishes to recommend the following plan for your consideration:

- (1) Limit the number of members to twenty-one.
- (2) The five fully cooperating bodies shall have two members each at least one of whom shall be Chinese, both to be elected by their respective bodies. (The five fully cooperating bodies are: A.B.F.M.S., W.F.M.S., P.N., U.C.M.S., and M.E.S.).
- (3) The five partially cooperating bodies shall have one member each, to be elected by their respective bodies. (The five partially cooperating bodies are: A.C.M., L.M.S., Smith College, Y.W.C.A., and German Reformed).
- (4) The Alumnae shall elect two representatives.
- (5) The Board shall coopt the remaining four members.
- (6) The term of service shall be two years, half of the members to be elected each year."

15. *Voted*, that the name of the cooperating bodies together with the plan for constituting the Board Membership

shall be printed annually with the minutes of the Board of Directors.

16. *Voted*, to refer the entire text of the Agreement with the Board of Founders to the incoming Executive Committee for final editing in accordance with the actions voted, and to fill in any blanks.

17. *Voted*, that the Constitution in its present form be put into operation at once as a provisional constitution, to become finally adopted and effective on May 1, 1929, unless and except as it may be modified as a result of amendments received before that date from the Ginling College Committee or cooperating missions.

Faculty Program.

A report from the Committee on Mrs. Thurston's future relation to the College was presented and adopted as follows:

"It is with the deepest feeling that your committee has undertaken the task appointed. Needless to say, there is not the least hesitation or doubt in the minds of the members questioned on this subject, regarding the desire and need for Mrs. Thurston to continue in a position of intimate relationship with the College which she has served so devotedly and with such magnificent results since it was founded. The function of the committee is not in the slightest degree to question whether there is a place in the institution for Mrs. Thurston, but merely to seek to discover in what way her services can best be used.

After thorough investigation and consideration of this question among the alumnae and faculty, as well as other friends of the College, the committee has reached the conclusion that Mrs. Thurston be invited to resume responsibility for the following tasks in connection with the College, all of which constitute a pressing need at the present time:

- (1) Teaching one or more courses in the Department of Religion, as may be decided by the Curriculum Committee in conference with the other teachers in the Department of Religion.
- (2) Teaching one or more courses in Astronomy.

(3) The promotion of adequate publicity for the College abroad and maintaining contacts with foreign friends in China, with a view to helping solve the problem of financial support, which will be a growing question in the next few years.

(4) Maintaining helpful and friendly contacts with the Foreign Mission Boards abroad and other friends of the College.

(5) Western adviser to the President.

(6) Member of the Building Committee.

We realize that the three points (3), (4) and (5) are not clearly defined, but we feel that they constitute a real field of opportunity and need, and that Mrs. Thurston and others will know how to develop concrete plans and details for the accomplishment of the objects which we have stated all too inadequately."

18. *Voted*, in accordance with the vote taken in November, 1927 (see 1927 Minutes, page 5) to grant Mrs. Thurston a year's furlough beginning about January first, 1929. We request her return for the second semester of 1929-1930 and we recommend to the Ginling College Committee that she be allowed opportunity for post-graduate work.

19. *Voted*, that a vote of thanks be extended to Mrs. Thurston for remaining to assist at the College beyond the date she had planned for starting on her leave of absence.

Teaching Faculty.

1929-1930.

Subject	Semester Credit Hours	Staff Required
Art	2	Provision for 1 course
Astronomy	2 or 4	Provision for 1 course
Biology	10-12 class hours	2 full-time
	20-30 lab. hours	2 assistants
	(Contingency)	1 furlough
Chemistry	6-10 Class hours	1 full-time
	23 laboratory hrs.	1 assistant
		Provision for 1 course
Chinese	24 class hours	2 full-time
	5 Practice School	Provision for one
		2-credit course

Education	4-8 class hours	1 full-time
	24-30 Supervision hrs.	
	Principal Practice School	1 full-time
English	30 class hours	2½ full-time
	8 Practice School	¼ full-time
History	24 class hours	2 full-time
Hygiene and Physical Education	15 class hours	3 full-time
	24-32 Practical	1 assistant
	Special Phys. Educ. Course	1½-2 extras
Mathematics and Physics	24-32 class hours	2 full-time
	12-30 laboratory hrs.	1 assistant
Music	8 class hours	2 full-time
	40 practical	1 assistant
Philosophy and Ethics	—included elsewhere	
Psychology	8 class hours	2/3 time
Religion	14-20 class hours	1-2/3 time
Sociology	12 class hours	1 full-time
Political Science	4-6 class hours	1/3-1/2 time
Modern Language	4 class hours	1/3 time.

Miss Vautrin, chairman of the Curriculum Committee, presented the program and in response to her request for suggestions, the following were offered.

(1) the need was stressed for increased training among the college graduates who enter teaching positions in psychology, religion and physical training;

(2) attention was called to the previous action of this Board regarding public school teachers of music (see 1926 Minutes, page 13, item 5).

20. *Voted*, to approve the recommendation of the Curriculum Committee regarding a special course in Recreation and Hygiene, as follows:

"If a sufficient number of students can be secured for this course for the year 1929-1930, it is recommended that the course be given, provided arrangements can be made for the housing, and a sufficient and properly qualified staff can be obtained to do the extra work. The staff required would be 1½ to 2 teachers."

21. *Voted*, to approve the recommendation of the Curriculum Committee that an academic Dean be appointed, since much of the curriculum work could be more effectively done by such a permanent officer.

22. *Voted*, that in accordance with the nomination of the president and the recommendation of the faculty, Dr. Mary B. Treudley be appointed to the office of academic Dean.

Formal announcement was made to the Board of Control that Miss Whitmer's regular furlough will be due, and Miss Andrews' three year term of service will terminate at the end of the current academic year.

23. *Voted*, in view of the special circumstances of the last two years and the family and health considerations which have led Miss Buse to ask that she be released at the end of four years, that we accept with regret her resignation to take effect at the end of the present college year and approve the payment of her return travel to America.

24. *Voted*, that we express our deep regret that family circumstances led Miss Griest to resign from the Ginling faculty. In view of the urgent need for her services in the Department of History we ask Miss Griest to give the matter further consideration and we hope that it may be possible for her to return in 1929.

The resignation of Miss Vautrin was presented, to take effect at the close of the present academic year. It was accompanied by a letter explaining the family situation which made it necessary.

25. *Voted*, that we receive with deep regret the resignation of Miss Vautrin. We feel in view of the intimate personal problem which prompts her in this step, that we cannot do otherwise than acquiesce in whatever decision she feels compelled to make. But we earnestly hope that she will be able to arrive at some adjustment which will enable her to withdraw her resignation and remain with the College.

26. *Voted*, to refer the question of inviting Dr. Hackett to return to the incoming Executive Committee, in view of

the arrangements that need to be made for part of her time outside the College.

27. *Voted*, to extend a call to Miss Treudley to return to the College at the end of her regular furlough time.

28. *Voted*, that Miss Emily Case be urged to return for the opening of the autumn semester, 1929.

29. *Voted*, to extend a call for Miss Cogswell to return for teaching during the academic year 1929-1930, and to have the full academic year 1930-1931 for language study, (this assuming that she will be coming under a permanent appointment).

30. *Voted*, to recommend that a third full-time teacher for the English Department be secured.

31. *Voted*, that the Board of Control record its deep conviction that provision for Language Study should be made for every person coming to the College on a permanent basis; and in the case of other teachers, its readiness to grant special opportunities for some study when the schedule for work makes this possible. At the same time it should be understood that no contract for a single term of three or five years includes a promise of such study.

32. *Voted*, to authorize that if possible Miss Martha Phelps be secured at once as secretary for the President.

33. *Voted*, to adopt the recommended Faculty Program.

Proposed Centralized Federated East China University.

A special committee was appointed to study the documents, including the recommendations of the Curriculum Committee of the Faculty, and to bring in recommendations. This committee met during the noon recess, and after careful consideration asked Miss Vautrin to present the recommendations of the Curriculum Committee to the Board.

34. *Voted*, to adopt the recommendations of the Curriculum Committee as follows:

"That we approve of the election by the Board of Control, Faculty and Alumnae of the respective representatives on the Board of

Trustees and the Senate of the Centralized Federated University, not wishing at this point to hold aloof from the effort at closer cooperation. In taking the above action we wish it understood that we are not ready to commit ourselves to approval of the idea of the Centralized Federated University and wish to reserve decision on that matter until such time as the plans are more carefully worked out, and in particular when it is clearer just how the higher education of women is to be cared for and what our part should be."

35. *Voted*, to give the Executive Committee authority to appoint the three members of this Board of Control to the Board of Trustees of the Centralized Federated University, in accordance with Article I, section 1, of the Plan of Federation. (see 1927 Minutes, page 17-18).

Finance.

The report of the Treasurer for the fiscal year ending June 30, 1928 was presented by Mrs. Thurston and was accepted. (see page 30).

The revised budget for the current fiscal year was presented by the Acting-Treasurer, Miss Priest, and was approved and adopted.

The proposed "Tentative Budget" for 1929-1930 was presented by Miss Priest. (see page 38), and the Finance Committee report by Mr. Roberts. (see page 21).

36. *Voted*, to receive the report of the Finance Committee.

37. *Voted*, to adopt the Tentative Budget for 1929-1930 and respectfully to call the attention of the incoming Finance Committee to the excess of approximately Mex. \$4,500 approved expenditures over estimated receipts, in order that they may give special attention to providing the additional required receipts.

38. *Voted*, to approve an emergency request from the Music Department of the College that Mex. \$700, budgeted for a piano, in 1929-1930 be transferred to the budget for

1928-1929, in order to permit the immediate purchase of the new piano.

39. *Voted*, that the Mex \$5,000 for land and Mex. \$5,000 for buildings proposed in the budget for 1929-1930 be made available immediately.

40. *Voted*, to adopt the Permanent Equipment budget as revised for 1928-1929.

41. *Voted*, to adopt the Permanent Equipment budget for the year 1929-1930, with the request that the Ginling College Committee make available the funds required for the 1929-1930 budget and to allow the transfers provided above.

42. *Voted*, to refer to the incoming Finance Committee the question of increase in servants' wages.

43. *Voted*, to define the duties of the Finance Committee as follows:

"The duties of the Finance Committee shall be to give special study to the financial affairs of the College; to make reports and recommendations to the Executive Committee concerning financial items; and to assist in the preparation of the annual budget."

44. *Voted*, that the Finance Committee request the Alumnae Association to appoint members to cooperate in raising funds in China to help meet the increased expenditures of the College.

Elections.

The Nominating Committee presented its report with nominations for officers of the Board, Executive and Finance Committees. There was some discussion of the function of the Finance Committee and the first nominations were reconsidered after the duties of this Committee were defined. Dr. Liu Gien-tsiu asked to have her name withdrawn from the Executive Committee as her new residence at Tanghai made it very inconvenient for her to attend meetings. The final ballot cast by the Secretary was as follows:

Chairman, Board of Directors	Mrs. W. S. New
Vice-chairman, Board of Directors	Dr. Wang Zok-tsung
Secretary, Board of Directors	Mr. W. P. Roberts
Treasurer, Board of Directors	The Treasurer of the College.

Executive Committee: Mrs. W. S. New
Dr. Wang Zok-tsung
Miss Wang Mei-o
Miss Mary Kelly
Mr. W. P. Roberts

45. *Voted*; that the coopted members of the Board of Control be not selected until after the other members of the Board under the new Constitution have been elected and reported; and that then they be nominated by the Executive Committee and elected by correspondence vote of the Board of Control.

46. *Voted*, that the Board of Control desires to place on record its hearty appreciation of the services of Mr. Edwin Marx who, with the exception of a year spent on furlough, has served the College with faithfulness and ability during the past five years, both as a member of the Board of Control and as Secretary of the Executive Committee.

W. P. ROBERTS,

EDWIN MARX,

Secretaries.

REPORT OF FINANCE COMMITTEE.

November 1-2, 1928.

The following matters have been acted upon by this Committee since the last meeting of the Board of Control:

1. Miss Andrews' Hospital Bill:

Miss Andrews was in the sanitarium at Shanghai for sixty-seven days, from June 30 to September 5th. Her total bill was \$509.90. Subtracting \$2.00 per day for board, the Committee approved of the payment of the remaining \$375.90 by the College.

2. Faculty Medical Bills:

The Committee requested the Executive Committee to frame a principle upon which the College could act in regard to the payment of medical bills for both the Chinese and foreign staff.

3. Deficit of \$279.32 in Faculty House Account:

This deficit was due to the small number of resident faculty members using the heat and light and water last year. It was thought that hereafter, if times are normal, there would be no such deficit. The Committee therefore approved of the College's paying for this deficit, and also approved of the principle that light and water for the faculty building be supplied by the College.

4. Revised Budget for 1928-1929:

This budget was submitted by the Acting Treasurer and called for an income of \$89,486.16 and an expenditure of \$84,994.00. The Committee approved and recommended the budget to the Board of Control.

5. Tentative Budget for 1929-1930:

This budget was also submitted to the Committee by the Acting-Treasurer for a first consideration. It called for an income of \$86,260.16 and an expenditure of \$95,304.00. The Committee took no further action than to (1) request the faculty to reconsider the administrative and faculty program set forth in the budget, owing to the possible shortage of funds, and (2) receive the budget tentatively and pass it on to the Board of Control for consideration of the problems it raises. Special attention is called to the anticipated deficit of \$9,034.00, and to the facts that the balance for 1928-1929 is used up, and that the full contribution from the Y.W.C.A. (\$5,000) may not be available, owing to the expiration of the agreement between the Y.W.C.A. and Ginling College.

6. Permanent Equipment Budget for 1929-1930:

The budget calls for an expenditure of \$18,250.00, the two largest items being the purchase of land for \$5,000 and the erection of the north kitchen for \$5,000. The committee received the budget, subject to later consideration and revision.

Respectfully submitted,

W. P. ROBERTS,
Chairman.

EXECUTIVE COMMITTEE REPORT.

Since the annual meeting of the Board of Control in November, 1927, the Executive Committee has held six meetings.

January 31:

At this meeting, a Registration Preparation Committee was appointed to prepare the documents which are required in order for the College to apply for government registration. The members of the Committee were Mr. C. A. Burch, Mrs. W. S. New, Miss T'sai Kwei, and the Secretary of the Executive Committee.

It was voted that definite steps be taken by the Executive Committee to secure somebody to act as treasurer of the College for the fiscal year beginning July 1, 1928.

Voted, with regard to the Department of Physical Education, to approve of the faculty's recommendation that a major of physical education be offered by the College, provided, however, that this should be on the same basis as any other major, subject to financial and other limitations.

The plan for a federation of Christian colleges and universities in East China, was reported and considered. The Executive Committee decided to study the project further, and prepare a recommendation to be presented to a future meeting of the Board of Control.

February 23:

This was a meeting called on short notice at the home of Mrs. New. Since several members were absent, those present merely made recommendations, which later the full Committee approved by correspondence.

Three of these actions should be recorded:

1. To recommend to the Board of Control that they request the return of Misses Spicer and Griest in time for the beginning of the school year 1928-1929.

2. To recommend to the Board of Control that efforts be resumed to secure a trained and experienced librarian with a special view to organizing the College library and training a permanent library staff.

3. To approve the repair of the campus road at a cost not to exceed Mex. \$1,200.

All of these three recommendations were approved in correspondence by the Board of Control.

April 21:

At this meeting announcements were received of the sailing for China of Miss Yi-fang Wu, to arrive about June 1st, and of Miss Spicer, to arrive before the opening of the autumn semester; and of the resignations from the faculty of Miss Griest and Dr. Hackett.

Voted, to approve the advance of funds to Miss Hwang Wen-yü for her return to China, with the understanding that it is to be a charge against her salary account on the field.

Voted, to approve of granting a limited allowance for personal expenses to Miss Wu Tsing-hsien during a year of special study at Peking, in preparation for work in the department of biology. The determination of the amount was referred to the Finance Committee.

Voted, to approve of offering Miss Chen Mei-yü, who at the time was in Columbia University, New York, a position for the year 1928-1929 in the department of Hygiene and Physical Education.

Voted, that Miss Mary B. Treudley be invited to return to the College after furlough, and that during the furlough she receive the regular furlough salary.

A further agreement of the Committee, not formally recorded at the time in the minutes, was to approve the appointment for the coming year of Miss Edith W. Fosdick for work in Social Science.

June 4:

Miss Yi-fang Wu arrived from America on June first and was present at this meeting.

The Registration Preparation Committee presented the set of documents which it had prepared in tentative form with a view to the registration of the College. These documents were carefully discussed by the Executive Committee, and referred back to the Registration Preparation Committee for revision, and to bring in again to the next meeting of the Executive Committee.

The following actions were taken, with regard to filling of vacancies in the faculty.

- (a) To approve the recommendation of the Administrative Committee to request Miss Cogswell to return for Chinese Study in 1928-1929, and to resume her position in the English Department in the fall of 1929.

- (b) To request the Ginling College Committee to secure another person to come out in the fall of 1929, for the English Department, with the understanding that she will be allowed full amount of time for language study.

- (c) That this Executive Committee Communicate with the Executive Committee of the University of Nanking, with a view to arranging if possible for the same person to serve as treasurer for each of the institutions.

- (d) To cable to the Ginling College Committee that we request Miss Case to return in 1929. If she is not available, to ask the Ginling College Committee to secure some other person in her place, to come in 1928 for language study, and to be ready for active service in 1929.

The following actions also were taken:

Voted, to express our hearty greetings and welcome to Miss Yi-fang Wu and our confidence in her and to pledge our utmost efforts in support of her in her future relations with the College.

Voted, that a formal introduction of Miss Wu as president be made at the Commencement, and that she assume the duties of the office July first; the formal ceremony of inauguration to be planned for a later date.

July 3:

This meeting was preparatory to the Board of Control meeting, which followed on July 4 and 5. The actions taken dealt with the agenda and other details of organization of the Board meetings. All decisions of importance which were reached were in the form of recommendations to the Board of Control, and appear in the minutes of that body.

Following the Board of Control meeting of July 4-5, the Executive Committee of the Board of Control, reached an agreement with the University of Nanking Executive Committee, as follows:

"That Miss Priest, the treasurer of the University of Nanking, be appointed acting treasurer of Ginling College, with the option of terminating the arrangement at any time after three months from July first, the party wishing to terminate giving a fair amount of notice. It is understood that Miss Priest will be responsible for the books and accounts of the College as from July 1, but will not be held responsible for anything in connection with the books prior to July 1, 1928."

Accordingly Miss Priest assumed the duties as provided above, and her service is being highly appreciated by the College.

October 20:

At this meeting the following actions were passed, which should be recorded here:

1. To request the secretary to write an informal letter to Miss Priest expressing the satisfaction of the Executive Committee that she has assumed the duties of acting treasurer, and expressing the hope that she will be able to continue with the duties indefinitely.

2. To approve of the president making arrangements with Dr. Smythe for special service as she can give to the College as college physician.

3. That for the present no recommendation be made with regard to payment of medical bills by the College, but that extraordinary cases be given special consideration. (Ordinary medical bills are regularly paid as a matter of course).

4. To approve of an addition of Mex. \$1,500 to the Mex. \$500 already in the current budget for necessary enlargement and improvement of the college kitchen.

5. To recommend that efforts be made to secure the return of Miss Emily Case for the department of Physical Education.

6. To recommend that a special request be extended for the return of Miss Mary Treudley at the close of her regular furlough time.

7. To recommend that Dr. Hackett be invited to return as college physician.

October 31:

The docket for the coming Board of Control meeting was reviewed, to note whether all the business to be presented was duly in order.

Voted, to invite Dr. A. J. Bowen and Mr. King Chu to attend the meetings of the Board of Control.

Miss Merrill and Miss McCulloch presented a report of the Committee on Membership of the Board of Directors as proposed in the new constitution.

Voted, to approve the following recommendation from the Advisory Committee: That we explain that our recommendation with regard to Dr. Hackett meant that a full-time program for her would consist of cooperation either with other schools in the city or with the University hospital, since the teaching part of the College physician's program is otherwise provided for in the 1929-1930 budget."

Voted, to recommend to the Board of Control to repeat the call for Miss Cogswell to return in the autumn of 1929.

Voted, to request Miss Bradshaw to formulate a motion to present to the Board, expressing the desire that Miss Griest reconsider her resignation and return.

The resignation of Miss Vautrin was received, to take effect at the close of the spring term of 1929, together with a letter explaining the family situation which made it necessary.

Voted, that we receive with deep regret the resignation of Miss Vautrin. We feel, in view of the intimate personal problem which prompts her to this step, that we must acquiesce in whatever decision she feels compelled to make. But we earnestly hope she will be able to arrive at some adjustment which will enable her to withdraw her resignation and remain with the College.

The resignation of Miss Buse was received to take effect at the close of the academic year. The secretary was instructed to prepare a recommendation for the Board of Control, to embody the judgment of the Executive Committee members.

EDWIN MARX,
Secretary.

EXTRACTS FROM MINUTES OF THE GINLING COLLEGE COMMITTEE.

January 13, 1928.

The Secretary read the action of the Board of Control (No. 10) unanimously ratifying the vote taken during the summer by correspondence to elect Miss Wu as President of Ginling. Statements regarding Miss Wu's qualifications and her election by the Board of Control were also read. It was

Voted, unanimously to approve the election, by the Board of Control, of Miss Yi-fang Wu as President of Ginling College.

The Committee stood as the secretary escorted Miss Wu into the room. The Chairman extended to the President-elect the cordial greetings of the Committee and expressed the gratification of its members that a daughter of Ginling, and one so well qualified, had been elected the first Chinese president of the College. She assured Miss Wu of the confidence and support of the Ginling College Committee. After an appropriate response by Miss Wu, Miss McVeigh (representing the denomination with which Miss Wu is connected) led in prayer.

Reports:

Emergency salaries paid to staff members who left China, as follows:

- Miss Cogswell—to the end of September.
- Miss Pedersen—to the end of August.
- Mr. Loos—to the end of September.
- Miss Case and Miss Griest accepted nothing after June.

Status (as in summer of 1927) of staff members who left China, as follows:

- Misses Grabill, Hanawalt—on furlough.
- Miss Griest—on summer vacation.
- Miss Cogswell, Miss Spicer, Mr. Loos—available for future service.
- Miss Case, Miss Pedersen—not expecting to return.
- Miss Barber—returned to United States on account of illness.

Voted, to express to the Cooperating Committee for the Women's Union Christian Colleges in Foreign Fields, and to Miss Tyler, its Executive Secretary, the appreciation of the Ginling College Committee for the generous help given at the time of the March emergency, and following, also for the fine cooperation which resulted in securing a substantial sum for "Ginling Immediate Relief".

Administration and Faculty:

Voted, that the Ginling College Committee express its sincere appreciation of the deep devotion and untiring service which Mrs. Thurston has given the College and assure her of the high esteem in which each member holds her.

Voted, that the Ginling College Committee concur in the action of the Board of Control granting Mrs. Thurston a year's leave of absence with furlough salary and regular travel allowance.

Regarding action No. 13 of the Board of Control that a committee consisting of three alumnae members of the Board of Control and two Chinese members of the faculty, in consultation with the new president, be asked to bring in recommendations to the next meeting of the Board of Control in regard to Mrs. Thurston's future relationship to the College, it was

Voted, that we record our conviction that Mrs. Thurston has a distinct contribution to make to Ginling in the future and that we await with interest the report of the Committee showing how best this contribution can be made in the new situation.

Voted, to accept the resignation of Miss Grabill with sincere regret; also to express our appreciation of the services rendered and the hope that, if the way opens, she may return to the College at some future time.

Voted, to accept the resignation of Mr. Loos with sincere regret; also to express our appreciation of his service and the hope that he may return to serve the College in the future if circumstances make it possible to return.

Constitution:

The actions of the Board of Control regarding the revision of the Constitution were considered. The Committee expressed itself as favoring a change in the Preamble, substituting a better form. In a choice between 1 and 2, as given in No. 20 of the Board of Control actions, preference for No. 1 was indicated. It was

Voted, to refer all actions of the Board of Control regarding the Constitution (Nos. 7, 8, 9, 20) to the Special Committee on Constitution, report to be made by correspondence to the Ginling College Committee.

Registration:—It was

Voted, that the Ginling College Committee approve the principle of registration, on the understanding that the Christian character of the College be maintained.

Voted, that the Ginling College Committee approve of registration at such time as the Board of Control deem it wise.

June 13, 1928.

At the meeting a quorum was not present, but it was decided to follow the docket and submit the proceedings to the members of the committee for a correspondence vote.

The Secretary reported the resignation of Miss Reid as Candidate Secretary because of her transfer to St. Louis. Her resignation was accepted with regret and with expression of appreciation of her services. Similar action was taken in the case of Miss Pedersen, formerly secretary to the President.

In regard to faculty leave of absence it was the sense of the Committee that the Ginling College Committee and the Board of Control should together consider this question and formulate a policy governing the granting of leave of absence to Chinese members of the staff and allowances during absence.

The question of increase in the salaries of foreign members of the faculty was considered, and it was

Voted, that in view of the recent increase in field salaries of the cooperating Boards, and in accordance with the principle that the salaries of the foreign staff of the Ginling College Committee shall be the average paid by the cooperating Boards, the Ginling College Committee increase the basic salary from \$750 to \$864 as of July 1, 1928.

Voted, to ratify the following ad interim actions of the Finance Committee:

To pay two-thirds of the medical bills of Miss Barber, amounting to \$224.64 up to September 1, 1927.

That we continue paying the medical bills of Miss Barber since September, 1927, and for the new period of treatment at Rockford on the same basis as before.

That Miss Bender be empowered to arrange the matter of salary with Miss Barber while at home with the assurance of regular furlough salary during the period, she is having special treatment at Rockford.

That the payment of expenses of members of the Ginling faculty in attendance at the meeting of the Ginling Committee in Atlantic City, be ratified.

That Dr. Yi-fang Wu be authorized to travel first-class in returning to China and that her expenses be borne by the Ginling Committee.

That regular travel allowance be given to Mrs. Thurston and that her furlough salary should be the regular amount allowed for a five year term, \$900.00.

That the Finance Committee of the Ginling College Committee approve the recommendation of the Ginling College Executive Committee that funds be advanced to Miss Hwang Wen-yu for her

return to China, with the understanding that this is to be a charge against her salary account on the field, also that we approve \$400 to be advanced.

Voted, to authorize the payment of two-thirds of the medical expenses of Miss Barber as presented, and salary to July 1, on the basis of the action of the Finance Committee, January 27, 1928.

The Secretary was authorized to confer with Miss Barber as to the continuance of aid after July 1, 1928.

Memorial Tablets:

The subject of memorial tablets was considered and questions raised about the possible need for Chinese tablets and the naming of buildings giving appropriate recognition of the gifts received.

FINANCIAL STATEMENT.

1927-1928.

CURRENT EXPENSE ACCOUNT.

RECEIPTS.

Cooperating Boards: Mexican.

Baptists—W.A.B.F.M.S. ..	\$ 3,202.50
Methodists, South—M.E.S. ..	3,763.38
American Church Mission—P.E. ..	2,668.75
Presbyterian, North—P.N. ..	5,337.50
Reformed Church, U. S. A.—	
R.C.U.S. ..	1,627.50
Disciples—U.C.M.S. ..	2,900.18
Methodists, North—W.F.M.S. ..	5,337.50

\$24,837.31

Pledged Contributions:

China Medical Board ..	\$ 3,453.57
Crescent Avenue Church, Plainfield ..	2,135.00
London Missionary Society ..	1,500.00
Smith College Alumnae Association ..	3,726.86
Smith College Students ..	8,400.00
Y.W.C.A.—National Committee ..	5,000.00

\$24,215.43

Maintenance Fund:

Balance, 1927: New York Treasurer ..	\$ 5,202.60
Interest and Exchange ..	\$14,133.71
Gifts—from New York ..	722.94
Received in China ..	\$ 5,631.02
..	2,213.50
..	7,844.52

Total from outside sources

\$76,956.51

Student Receipts:

Tuition ..	\$ 7,685.00
Board ..	8,625.00
Room ..	1,000.00

\$17,310.00

Fees:

Biology ..	\$ 329.00
Chemistry ..	200.00
Entrance ..	228.00
Graduation ..	276.00
Medical ..	500.00
Music ..	356.00
Practice School ..	2,010.00
Physics ..	247.00

\$ 4,146.00

Total from students

\$21,456.00

Total Receipts

\$98,412.51

EXPENDITURES.

Administration:

Salaries:

Mexican.

President and Treasurer ..	\$ 1,700.00
Secretary ..	1,798.77
Librarian ..	600.00
Library assistant ..	138.35
Recorder ..	360.00
Chinese secretary ..	340.00
Business office ..	489.00
Typists ..	85.20
Student aid ..	63.89
Dormitory director ..	700.00
Nurse ..	342.00
Travel—U.S.A. ..	1,347.71

\$ 7,964.92

Expenses:

Commencement and Founders Day ..	\$ 389.87
Educational fees ..	400.00
Entrance tests ..	348.58
General office ..	350.12
Hospitality ..	70.71
Medical attendance ..	1,400.68
New York office ..	143.37
Postage and stationery ..	352.45
Publicity and printing ..	697.90
Telegrams ..	235.03
Travel—Board of Control ..	123.61
—Faculty ..	63.37
—President ..	185.70

\$ 4,761.39

Total Administration

\$12,726.31

Emergency Expenses:

6,087.97

Instruction:

Salaries:

Biology ..	\$ 4,940.00
Chemistry ..	2,557.00
Chinese ..	3,738.75
Education and Psychology ..	4,719.50
English ..	2,813.36
History ..	1,794.00
Music ..	2,190.00
Mathematics and Physics ..	2,116.00
Physical Education ..	3,105.00
Physician ..	1,500.00
Religion ..	1,500.00
Sociology ..	1,750.00
Language Study ..	367.85
Travel—U.S.A. ..	2,030.93

\$35,122.39

Expenses :				
Biology	\$ 476.18
Chemistry	981.45
Chinese	352.49
Practice School	1,381.66
Lectures	22.97
Library	628.89
Music	414.07
Physical Education	284.50
Physics	155.57
				<u>\$ 4,697.78</u>
Total Instruction				\$39,820.17
Maintenance:				<i>Mexican.</i>
Care of grounds	\$ 528.28
School Heat	1,194.00
Janitors' supplies	219.11
Light and water	880.68
Servants' wages	1,485.76
Upkeep of buildings	732.31
				<u>\$ 5,040.14</u>
Total Maintenance				\$ 5,040.14
Boarding Department:				
Food and cook's wages	\$ 3,872.37
Dormitory heat	1,418.60
House supplies	305.97
Kitchen fuel	943.29
Laundry	83.99
Light and water	880.68
Wages	1,241.85
				<u>\$ 8,746.75</u>
Total Board Department				\$ 8,746.75

SUMMARY.

					<i>Mexican.</i>	
<i>Administration:</i>						\$ 7,964.92
Salaries	4,761.39
Expenses	<u>\$12,726.31</u>
						6,087.97
<i>Emergency</i>	
<i>Instruction:</i>						\$35,122.39
Salaries	4,697.78
Expenses	<u>\$39,820.17</u>
						5,040.14
<i>Maintenance</i>	\$ 5,040.14
<i>Boarding Department</i>	\$ 8,746.75
						<u>\$8,746.75</u>
						<u>\$72,421.34</u>
Total Expenditures	
						\$12,798.28
<i>Deficit, 1927</i>	126.25
Less error	<u>12,672.01</u>
						1,707.76
Less receipts not included 1927	<u>\$10,964.25</u>
						\$83,385.59
Balance, June 30, 1928	<u>15,026.92</u>
Total Receipts	<u>\$98,412.51</u>

PERMANENT EQUIPMENT

RECEIPTS.

					<i>Mexican.</i>	
Balance 1927	\$ 8,522.38	
Exchange account	17,174.37	
Loan Repaid, G.	\$3,500.00	6,324.21	
Sale of typewriter	25.00	\$32,045.96
					<hr/>	
Funds returned to New York						15,374.46
Balance receipts	..					\$16,671.50

EXPENDITURES.

Land	\$ 12.00	
Campus Improvement	1,851.68	
	<hr/>	\$ 1,863.68
Equipment:		
Biology	\$ 149.26	
College furniture	325.37	
Faculty furnishings	34.04	
Library books	2,541.70	
Physical education	170.37	
Physics	832.84	
	<hr/>	\$ 4,053.58
Total Expenditure		\$ 5,917.26
Balance Permanent Equipment		\$10,754.24

SPECIAL FUNDS BALANCES.

	Dr.	Cr.
Book room	\$ 1,144.37	
College organization		\$ 548.60
Faculty house	279.32	
Physical training loan		299.20
Scholarships	53.01	
Student bank		2,369.35
Loan fund		459.48
Suspense	470.13	
	<u>\$ 1,946.83</u>	<u>\$ 3,676.63</u>
Balance Special Funds	1,729.80	
	<u>\$ 3,676.63</u>	

PERMANENT EQUIPMENT

Land and Buildings

	<i>Mexican.</i> 1915-1927.	1927-1928.	1928-1929.	1929-1930.
Land	\$54,641.92			\$ 5,000.00
	30,215.16			
Campus	4,942.20	\$ 1,851.68	\$ 500.00	1,000.00
Buildings	770,842.70		2,000.00	5,000.00
	\$860,642.98	\$ 1,851.68	\$ 2,500.00	\$11,000.00

Equipment.

Furniture-C	\$21,492.82	\$ 325.37	\$ 600.00	\$ 200.00
Furniture-F	3,410.39	34.04		100.00
Office	1,159.00			250.00
Books	16,120.55	2,541.80	3,000.00	3,000.00
Music	3,573.76			700.00
Biology	6,061.49	149.26	1,000.00	600.00
Chemistry	6,513.21		500.00	500.00
Physics	4,467.91	832.84	1,000.00	1,500.00
Physical Education	1,198.64	170.37	300.00	300.00
Medical	2,009.65		100.00	100.00
Miscellaneous	235.65			
	\$66,243.07	\$ 4,065.68	\$ 6,500.00	\$ 7,250.00

Toward the proposed budgets for 1928-1929 and 1929-1930 receipts may be counted on as follows:

RECEIPTS:

Balance P.E.	\$ 4,429.93	\$ 1,633.43
Balance P.P.U.F.	1,203.50	
Balance P.P.U.F.	5,000.00	5,000.00
Total	\$10,633.43	\$ 6,633.43
Funds Needed From New York		\$12,000.00

SCHOLARSHIP FUND

1927-1928

<i>Receipts.</i>		<i>Payments.</i>
Wood Scholarship, 1924-1925	\$ 93.83	Deficit, 1927 \$126.87
" " 1926-1927	110.08	Grants to students 680.00
" " 1927-1928	113.10	
	54.73	
Girls' Latin School	105.00	
Rollins College	52.50	
Mary L. James Fund	224.62	
Deficit	53.01	
	\$ 806.87	

LOAN FUND

1927-1928

<i>Receipts.</i>			<i>Payments.</i>
Ursula Spicer	\$ 428.00	Deficit, 1927	\$208.52
Bequest—Grace E. Lewis	1,050.00	Loans	760.00
		Balance, 1928	459.48
	\$1,428.00		\$1,428.00

EMERGENCY ACCOUNT

1927-1928

	<i>Mexican</i>
Salaries and Grant paid in New York	\$ 3,397.24
Faculty Expenses	1,160.47
Faculty Rent	518.00
Shanghai Office	614.66
Salary, Dr. Liu	312.50
Miscellaneous	89.60
Total Emergency	\$6,072.62
Less Refunds	4.50
	\$6,087.97

Gifts to Current Expenses

	<i>Gold.</i>	<i>Mexican.</i>
Received in China:		
Florence Sprague	\$ 25.00	\$ 54.11
Mrs. A. C. James	1,000.00	2,143.39
Smith Club in China		16.00
		\$2,213.50
Received in New York:		
A. A. Grabill	\$ 75.00	\$ 162.75
Emergency Fund	660.25	1,432.74
Cooperating Committee	1,921.68	4,035.53
		\$5,631.02
Total Gifts		\$7,844.52

NEW YORK RECEIPTS

1927-1928

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Grounds, Buildings and Equipment

July 1, 1928

Grounds	\$45,787.11
Buildings	385,421.85
Furniture	13,300.45
Apparatus	13,906.34
Library books	8,920.72
Museum	327.00
Total	\$467,663.47

Individual Cost of Buildings, June 30, 1926.

<i>Major Buildings:</i>						<i>Gold.</i>
Dormitory A (500)	\$ 49,355.00
Dormitory B (400)	46,603.00
Dormitory C (600)	46,119.00
Dormitory D (700)	33,521.00
Recitation Building	55,424.00
Science Building	58,558.00
Social and Athletic Buildings	54,222.00
Total cost seven major building	<u>\$343,802.00</u>

<i>Minor Buildings:</i>				
Kitchen and Bath Building (4)	13,846.00
Power house (including gas plant)	10,691.00
Water System	7,999.00
Gate Houses and Servants' Quarters	2,983.00
Covered Ways	3,827.00
Incidentals	704.00

Total cost minor buildings	G\$40,050.00
Total cost all buildings, June 30, 1926	G\$383,852.00
Exchange rate used G.\$100 = F142.85.				

GINLING COLLEGE COMMITTEE

TRIAL BALANCE

May 31st, 1928

<i>Debits.</i>		<i>Credits.</i>	
Cash	\$ 588.23	Smith College Alumnae Fund (Fredericka R. Mead)	\$ 322.49
Bankers' Trust Company	12,833.24	Special Endowment Fund	1,000.00
Securities	216,599.00	Library Equipment Account (Miss Greist)	213.03
Ginling College Board of Control Account	3,500.00	Miscellaneous Expense	32.93
		Income on Securities behind Permanent Building, Equipment and Up-keep Funds	3,558.84
		Permanent Building and Equipment Fund	169,799.73
		Permanent Property Up-keep Fund	54,343.41
		Permanent Equipment Advance	3,500.00
		Insurance Fund covering Equipment	750.00
	<u>\$233,520.47</u>		<u>\$233,520.47</u>

TENTATIVE BUDGET, 1929-1930

Current Expense

RECEIPTS:

Cooperating Boards:	Mexican.	Mexican.
Baptists—W.A.B.F.M.S.	\$ 3,000.00	
Methodists, South—M.E.S.	4,200.00	
American Church Mission—P.E.	2,500.00	
Presbyterian, North—P.N.	5,000.00	
Reformed Church, U.S.A.—R.C.U.S.	2,000.00	
Disciples—U.C.M.S.	3,000.00	
Methodists, North—W.F.M.S.	6,500.00	\$26,200.00

Pledged Contributions:		
China Medical Board	\$ 2,000.00	
Crescent Avenue Church, Plainfield	2,000.00	
London Missionary Society	1,728.00	
Smith College Alumnae Association	4,000.00	
Smith College Students	8,000.00	
Y.W.C.A.—National Committee	5,000.00	
Balance from current funds including exchange items	6,365.92	
Maintenance Fund	3,000.00	\$32,093.92

Field Receipts:		
Tuition, 150 at 75	\$11,250.00	
Board and Room, 150 at 85	12,750.00	
Fees:		
Biology	600.00	
Chemistry	350.00	
Entrance	200.00	
Graduation	240.00	
Medical	750.00	
Music	1,300.00	
Practice School	2,000.00	
Physics	400.00	\$29,840.00

Total Receipts	\$88,133.92
Balance to be raised	\$ 4,314.08

EXPENDITURES.

Administration:	Mexican.	Mexican.
Salaries:		
President	\$ 1,728.00	
Secretaries	2,128.00	
Librarian	1,728.00	
Library assistants	600.00	
Registrar	960.00	
Treasurer	600.00	
Business office	1,500.00	
Typists	100.00	
Student aid	100.00	
Dormitory director	800.00	
College physician	864.00	
Nurse	540.00	
Travel—U.S.A.	2,500.00	
Furlough salary	1,500.00	\$15,648.00

Expenses:

Commencement and Founder's Day	\$ 400.00
Education fees	400.00
Entrance tests	200.00
General office	400.00
Hospitality	100.00
Medical attendance	1,000.00
New York office	150.00
Postage and stationery	500.00
Publicity and printing	600.00
Telegrams and cables	200.00
Travel:	
Board of Control	\$ 300.00
Faculty	100.00
President	200.00
	\$ 4,550.00

Instruction:

Salaries:		
Art	\$ 300.00	
Astronomy	300.00	
Biology	6,228.00	
Chemistry	3,168.00	
Chinese	3,960.00	
Education and Psychology	4,128.00	
English	5,184.00	
History	2,400.00	
Music	3,528.00	
Music and Physics	3,720.00	
Physical education	4,848.00	
Religion	2,628.00	
Sociology	1,728.00	
Political Science	1,200.00	
Language Study	500.00	
Travel—U.S.A.	6,500.00	\$50,320.00

Expenses:

Biology	\$ 600.00
Chemistry	1,200.00
Chinese	210.00
Practice School and Education	1,245.00
English	100.00
Lectures	50.00
Library	700.00
Music	500.00
Physical Education	250.00
Physics	300.00
Religion	25.00
	\$ 5,180.00

Maintenance:

Care of grounds	\$ 600.00
School heat	1,400.00
Janitors' supplies	200.00
Light and water	850.00
Servants' wages	1,500.00
Upkeep of buildings	2,000.00
	\$ 6,550.00

Boarding Department:

Food and wages	\$ 6,000.00	
Heat	1,000.00	
House supplies	300.00	
Kitchen fuel	700.00	
Laundry	100.00	
Light and water	850.00	
Wages	1,250.00	\$10,200.00
Total Expenditures		\$92,448.00

PERMANENT EQUIPMENT.

LAND AND BUILDINGS.

Land	\$ 5,000.00	
Campus Improvement	1,000.00	
Buildings	5,000.00	\$11,000.00

EQUIPMENT.

Furniture—C	\$ 200.00	
Furniture—F	100.00	
Office	250.00	
Books	3,000.00	
Music	700.00	
Biology	600.00	
Chemistry	500.00	
Physics	1,500.00	
Physical Education	300.00	
Medical	100.00	\$ 7,250.00
Miscellaneous		

Total, Permanent Equipment \$18,250.00

GINLING COLLEGE

Student Statistics, September, 1928

Total number of students enrolled in College			132
Students from Government Schools	Former.	New.	Total.
Students from Mission Schools	2	2	4
Students from Private Schools	70	46	116
	6	6	12
	78	54	132

Students by class in College:

Freshmen	54	Sophomores	31
Juniors	22	Seniors	24
Graduate	1		

Non-church Members	Former.	New.	Total.
Church Members:	13	7	20
Baptists, North and South	65	47	112
China Christian Church	2	5	7
China Inland Mission	6	0	6
Congregational	1	0	1
Disciples of Christ	2	2	4
Episcopal	3	2	5
Lutheran	15	4	19
Methodist, North and South	1	2	3
Presbyterian, North and South	20	16	36
Other Societies	11	12	23
Professing Christian—not a church member	1	1	2
	3	3	6
Total	65	47	112

Provinces represented:	Former.	New.	Total.
Anhui	2	1	3
Chekiang	3	2	5
Fukien	6	7	13
Hopeh	1	0	1
Hunan	2	4	6
Hupeh	16	6	22
Kiangsi	7	3	10
Kiangsu	30	24	54
Kwangsi	1	0	1
Kwangtung	10	4	14
Shantung	0	2	2
Szechuen	0	1	1

Total number of provinces represented 10 10 12

Preparatory Schools represented:

	Former.	New.	Total.
Government	2	2	4
Mission	23	21	35
Private	1	5	6
Total	26	28	45

Schools represented at Ginling in September, 1928

	Former	New	Total	
Aikuo Girls' School—Shanghai	1	0	1	Gov't.
Amoy Girls' High School	0	1	1	Private
Amoy Girls' Middle School	1	0	1	Mission
Baldwin Memorial School—Nanchang	1	0	1	Mission
Bridgman Academy—Peiping	1	0	1	Mission
Bridgman Memorial School—Shanghai	2	1	3	Mission
C. C. C. Middle School—Canton	1	0	1	Mission
Chin Teh Girls' School—Changchow, Fu.	1	0	1	Mission
Chung Hwa Girls' School—Nanking	4	5	9	Mission
Chunking Girls' Normal School	0	1	1	Gov't.
Eliza Yates Girls' School—Shanghai	3	1	4	Mission
First Girls' Normal School of Ki.—Nanchang	1	0	1	Gov't.
Fuh Siang Girls' School—Changsha	4	1	5	Mission
Ginling College, Practice School	6	8	14	Mission
Great China University—Shanghai	0	1	1	Private
Hangchow Union Girls' School	0	3	3	Mission
Hwa Nang College—Foochow	0	3	3	Mission
Hwei Wen Girls' School—Nanking	7	3	10	Mission
I-Fang School—Changsha	0	2	2	Private
Nanking Girls' Middle School	0	1	1	Gov't.
Mary Farnham Girls' School—Shanghai	0	3	3	Mission
Mary St. Black Seminary—Shanghai	1	0	1	Mission
McTyeire School—Shanghai	1	0	1	Mission
Ming Deh Girls' School—Nanking	5	0	5	Mission
Moore Memorial School—Shanghai	0	1	1	Mission
Morning Star School—Shanghai	1	0	1	Mission
Olivet Memorial Girls' School—Chinkiang	3	0	3	Mission
Peui Ying School—Chuanchow, Fu.	1	0	1	Mission
Physical Training School—Shanghai	1	1	2	Mission
Riverside Academy—Ningpo	0	1	1	Mission
Rulison High School—Kiukiang	5	2	7	Mission
Shanghai College	0	1	1	Mission
Shanghai Girls' High School	0	1	1	Private
Shantung Christian University—Tsinan	0	1	1	Mission
St. Faith's School—Yangchow	1	0	1	Mission
St. Hilda's School—Wuchang	10	0	10	Mission
St. Paul's School—Hongkong	2	0	2	Mission
Trinity School—Shanghai	0	1	1	Private
True Light Middle School—Canton	8	4	12	Mission
Tsung Hua Girls' School—Soochow	6	0	6	Private
University of Nanking	0	1	1	Mission
Virginia School—Huchow	0	2	2	Mission
Wei Ling Girls' School—Soochow	0	2	2	Mission
Wen Deh School—Tsingtao	0	1	1	Mission
Wen Shan School—Foochow	0	1	1	Mission

Preparatory Schools represented:

	Former	New	Total different school
Government	2	2	4
Mission	23	21	35
Private	1	5	6
Total	26	28	45

GINLING COLLEGE FACULTY

1928—1929

Administration:

Wu Yi-fang	President.
Mrs. Lawrence Thurston	Adviser.
Elsie M. Priest	Treasurer.
Martha S. Phelps	Secretary.
Chen Er-chang	Assistant Treasurer.
Tsu Kwoh-chi	Registrar.
Mrs. Tsen Shui-fang	Dormitory Director.
Yu Shwen-dji	Librarian.
Margaret G. Smythe, M. D.	College Physician.
Wu Meh-hsiang	Nurse.

Instruction:

Margaret Andrews	Physical Education.
A. Beatrice Buse	English.
Chang Hwei-lan	Physical Education.
Chen Mei-yu	Hygiene.
Ruth M. Chester	Chemistry.
Chu Hai-ju	Biology.
Chu Zia Ven-tsiu	Physical Education.
Djang Siao-sung	History.
Edith W. Fosdick	Sociology and History.
David S. Hsiung	Physics and Mathematics.
Hwang Li-ming	Physical Education.
Hwang Wen-yu	Religion.
Ellen Y. T. Koo	Music.
Lindsay Lieu	Chinese.
Loh Zung-nyi	Physics and Mathematics.
Liu En-lan	Practice School.
Cora D. Reeves	Biology.
Eva Dykes Spicer	Religion.
Sun Wang Kuo-sieu	History.
Catharine E. Sutherland	Music.
Tsu Li-o	Chinese.
Minnie Vautrin	Education.
Evelyn Walmsley	English.
Julia C. Warren	English.
Harriet M. Whitmer	Biology.
Wu Mou-i	Chemistry.
Yu Shwen-dji	Psychology.

Leave of Absence:

Harriet M. Cogswell	English.
Martha Hackett	College Physician.
Hoh Ying-ting	Chinese.
Z. H. Pan	Chemistry.
Mary B. Treudley	Sociology.
Wu Dzong-hsien	Biology.

GINLING COLLEGE BOARD OF CONTROL

A.B.F.M.S.:

Mrs. L. C. Hylbert	175 Route Dufour, Shanghai
Miss G. F. McCulloch	Union Girls' School, Hangchow
Mr. T. K. Van	Shanghai College, Shanghai

W.F.M.S.:

Miss Mary Kesler	Olivet Memorial School, Chinkiang
Dr. G. T. Liu	Tinghai Hospital, Tinghai, Chekiang
Miss Clara Merrill	Rulison School, Kiukiang

M.E.S.:

Miss Lelia J. Tuttle	Laura Haygood Normal School, Soochow
Miss A. E. Bradshaw	Laura Haygood Normal School, Soochow
Dr. Wang Zok-tsung	Margaret Williamson Hospital, West Gate, Shanghai.

P.N.:

Dr. O. C. Crawford	Presbyterian Mission, Soochow
Miss Mabel Hall	Presbyterian Mission, Soochow
Beulah Chang	Mary Farnham School, South Gate, Shanghai

U.C.M.S.:

Miss Mary Frances E. Kelly	23 Wha Shi, Ta Kai, South Gate, Nanking
Mrs. Shao Gin-shan	Christian Girls' School, Drum Tower, Nanking
Miss Chen Shi-ren	Christian Girls' School, Nanking

A.C.M.:

Mr. W. P. Roberts	American Church Mission, Nanking
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L.M.S.:

Miss Catharine Robertson	80 Chaoufoong Road, Shanghai
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Smith College, U.S.A.:

Mrs. J. C. Thomson	University of Nanking, Nanking
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Y.W.C.A.:

Miss Abby S. Mayhew	18 Yuen Ming Yuen Road, Shanghai
Mrs. C. L. Hsia	Bubbling Well Road, Shanghai

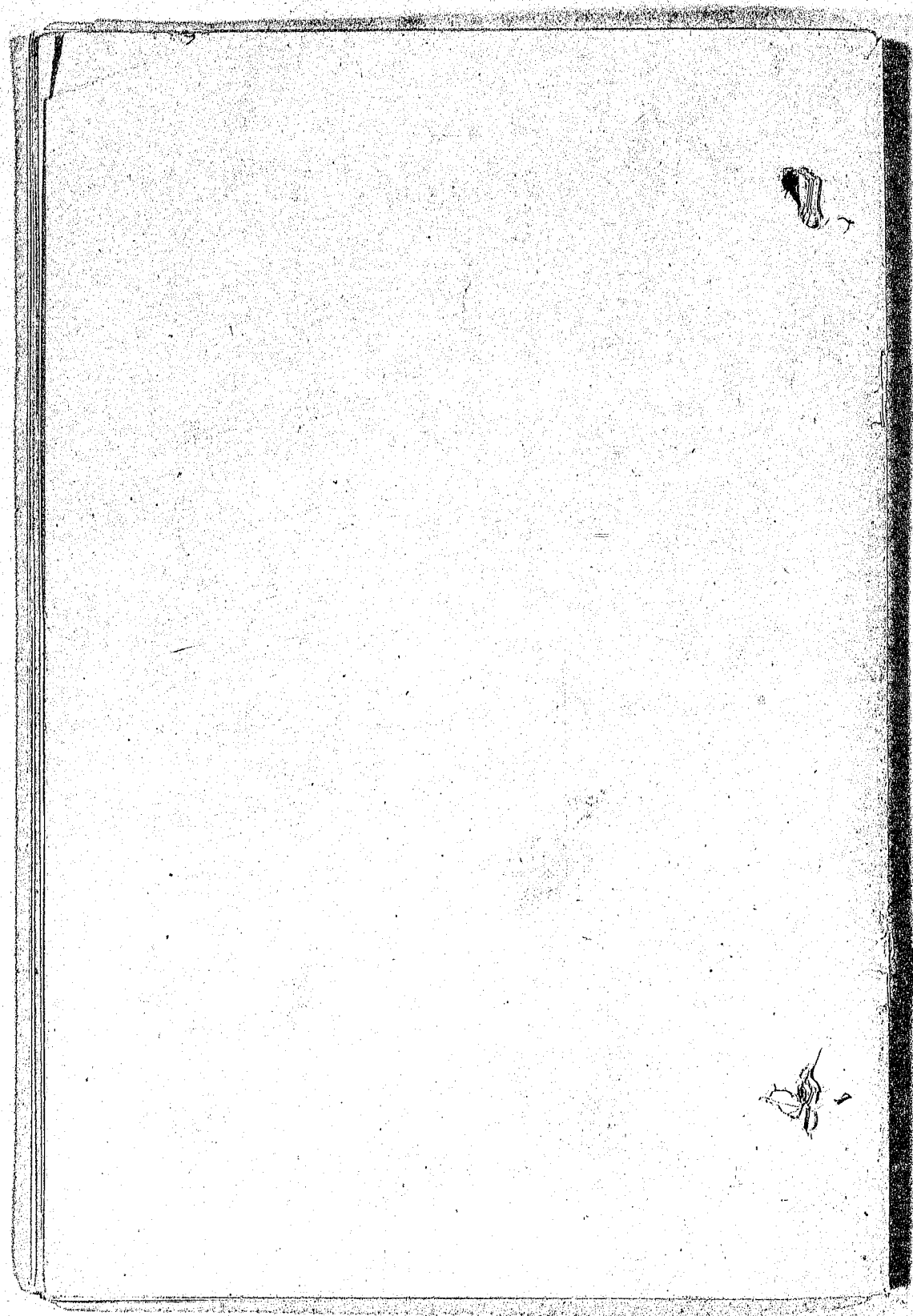
Alumnae:

Miss Wu Ming-ying	345 Avenue August Bonne, Shanghai
Miss Yang Ging-hsioh	Bridgman School, West Gate, Shanghai
Miss Wang Mei-o	Wei-ling Academy, Soochow

Coopted:

Dr. Chen Yu-gwan	University of Nanking, Nanking
Miss Chiu Li-ying	38 Quinsan Road, Shanghai
Rev. Djang Fang	310 Missions Building, Shanghai
Mrs. W. S. New	236 Seymour Road, Shanghai
Mrs. S. J. Mills	Nanking
Mr. Edwin Marx	20 Museum Road, Shanghai

Ex-officio: President Yi-fang Wu, Ginling College, Nanking.
Mrs. Lawrence M. Thurston, Ginling College, Nanking.
Miss Elsie M. Priest, Acting Treasurer, Ginling College, Nanking.



Covering Constitution & B.C.

學大子女陵金

GINLING COLLEGE

NANKING, CHINA

RECEIVED

JAN 5 1929

OFFICE OF THE PRESIDENT

December 13, 1928

Miss Elizabeth Bender,
Room 715,
150 Fifth Avenue,
New York City.

Dear Miss Bender:

I sent you some time ago the Minutes of the meetings of the Board of Control of November 1 and 2, 1928, and now wish to add a few words regarding some points which may require explanation.

Constitution:

Purpose
I
Action 4: The statement of purpose is a very important point to be considered by the Ministry of Education. From the experience of the other Christian colleges that have applied for registration and from my own conversations with men in the Ministry, it is quite clear that any mention of the word "Christian" in the purpose will not meet with the approval of the Ministry. The University of Nanking completed their registration with a statement of purpose which embodied the spirit of Christianity but did not contain the word "Christian". President Y.C. Yang of Soochow, himself a student of law and a strong Christian, had said last July that the statement of a Christian purpose could not be turned down on legal grounds, but he has now had to make changes in his statement after his application had been rejected. I have secured from him the revised form of statement which seems to me to guarantee the maintenance of the Christian character of the institution no less than did the original one containing the word "Christian". I had a long talk with the new Vice-Minister on this point last week and he too expressed the opinion that any statement with Christian purpose expressed in plain words could not be accepted by the Ministry. (This gentleman had the highest degree in the old examination system, became a Christian about fifteen years ago and was the Vice-President of Yenching University for the past three or four years). He is of the opinion that, as a State Department, the Ministry of Education can recognize a school or college only as an educational institution, and that we Christians should not insist on the wording but emphasize the actual carrying out of the Christian ideal and spirit.

In the statement passed by the Board, the word "Christian" in the phrase "develop Christian character" will most likely call for disapproval, and may have to be changed into "the highest type of character", as President Yang did in their statement. Personally, I do not attach so much weight to this one word as to the following phrase, "in accordance with the original ideals of the founders". This guarantees the maintenance of the Christian character of the College and we should fight for its retention in the statement.

Miss Elizabeth R. Bender
December 13, 1928

-2-

According to Mr. Yang, whom I saw in Shanghai about two weeks ago, the authorities were willing to accept such an expression. Since the Board did not take any further action on this point in November, I should like to ask that you consider and grant the request of the last Board meeting, i.e. that authority be given the Board on the field to decide on the final wording of the statement at the time of registration.

Composition of B.D.
Action 5: The report of the special committee was adopted. The new composition of the Board provides for a well-balanced representation and a Chinese majority and reduces the total membership to a more workable number.

Meetings
Action 7: The number of stated meetings was changed from two to one because for normal years one meeting is sufficient and the provision for special meetings takes care of urgent or special business.

Constitution effective
Action 17: A few words may be necessary to explain this motion, which was discussed thoroughly before it was passed. The new constitution is of course not effective until it has been duly approved by the Ginling College Committee. The reason for taking it as a provisional constitution is to enable me to have preliminary consideration with the Ministry of Education and also to enable the Mission Boards to elect their representatives at convenient meetings or conferences. The time limit for registration is July first, 1929, so the Board voted to set May first as the date for the constitution to become effective.

If the Committee should move to adopt the constitution without major changes, will you please send me a cable message? If there are important issues to be reconsidered by the Board, then we must await a letter. We should like to hear the final action of the Committee at your earliest convenience.

Faculty Program:

Mrs. Thurston
Action 18: As the Report from the Special Committee shows, there is a real need for Mrs. Thurston to return after her year of furlough. If we look forward to Ginling's continuing her growth and development we must count on Mrs. Thurston's continued service. Besides her general contribution, the Curriculum Committee wish her to give part-time to teaching Religion or Astronomy. We are very glad that the list presented by the Special Committee was satisfactory to Mrs. Thurston.

Miss Elizabeth R. Bender
December 13, 1928.

-3-

Y.W.C.A.

Action 20: This special course was in the agreement between Ginling College and the Y.W.C.A. Since the demand for physical education teachers is really large and only a few girls could afford to take the regular four-year college course, the Board voted to give the one-year course next year and Miss Mayhew was strongly in favor of it. No mention was made of plans beyond that time - i.e. after the expiration of the five-year contract in the summer of 1930.

Miss Treudley

Action 21: I notice now that the Board failed to consider the recommendation from the Curriculum Committee that Miss Treudley be given opportunity for study or other preparation for her work as academic Dean. If she should make plans for some such work, I trust the Committee may find it possible to provide travelling expenses for the purpose.

Miss Vautrin

Action 25: It is a real family problem which led Miss Vautrin to resign. Mr. Marx has written to their Mission in Indianapolis to see whether any arrangement might be made that would enable her father to leave his old home and go to live with his son. I also have written to the secretary of her mission board telling of our need for Miss Vautrin here. I earnestly hope that she can stay, not only for the Education Department and the Practice School, but also for her invaluable service to the College in general.

English

Action 30: There was considerable discussion as to whether or not the third member of the English Department should be a Chinese. The consensus of opinion is that there are very few Chinese who are qualified to teach advanced courses in English literature, and we would therefore ask you to look for candidates in America.

Finance:

Action 39: The fund for buildings is needed now because of the special course in Recreation and Hygiene. The present dormitories have no accommodations for this group, so we propose to build another set of Chinese houses like those now occupied by the men teachers. The cottage for the Practice School girls is getting into bad repair, so after this special course is completed, those buildings could be used for the Practice School. Therefore the investment of the Mex.\$5,000. is for permanent buildings.

We ask for the sum of Mex.\$5,000 for land because there may be an opportunity to buy advantageously at any time and we should have the funds on hand. The price of land has gone up very much lately and there are many small pieces we need in order to straighten our boundary lines. The government has taken measures to check the "land boom" and we may have need of this fund on short notice. Should no real opportunities arise this amount would of course be kept apart.

Miss Elizabeth R. Bender,
December 13, 1928

-4-

I wish to acknowledge the receipt of your letter of November 2nd. The copies of the Constitution and Minutes of the Board meetings have been sent directly to the Committee members.

With best wishes for a successful committee meeting - also for a Happy New Year, I am

Most sincerely yours,

Y. F. Wang

YFW:p

encl.-1 Student statistics,
corrected copy.