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Ginling  
Administrative  
Board of Control  
Executive Committee  
1923-1927

GINLING COLLEGE

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Minutes of Meeting of the Executive Committee of the  
Board of Control.

March 21, 1923

Ginling College

Present: Miss Atkinson  
Dr. Bowen  
Miss Cogdal  
Mr. Hanson

Miss Lyon  
Miss Tang  
Mrs. Thurston  
Miss Vautrin

The meeting was called to order at 9:00 a.m. by the Chairman, Mrs. Thurston. Mr. Hanson led in prayer.

Secretary

Miss Vautrin was elected Secretary.

Miss Atkinson

VOTED: That Miss Atkinson be the representative of the Southern Methodist Mission, on the Executive Committee.

Miss Gundlach

asked

to  
return

The action of the Ginling College Committee, that Miss Gundlach's request for a second year in America first receive the sanction of the authorities on the field, was discussed. In view of the fact that we are moving into the new plant in the fall, and there will be great need of Miss Gundlach's services at that time, and that the following year, with its increased student body, will also be a time of great need, it was

VOTED: That it would be better for Miss Gundlach to return to China for the opening of College in September. After the formal opening in October it was felt that language study away from the College would be a possibility.

Miss Griest

do

The question of Miss Griest's being granted a second year for graduate study, in further preparation for her work in the History Department, was discussed. It was

VOTED: That we approve of her taking this additional year of work.

Miss Clark

do

After a discussion of Miss Clark's qualifications, the immediate needs in the History and English Departments, and the possible need in the Education Department during Miss Vautrin's furlough, it was

VOTED: That we approve of Miss Clark's appointment to meet the temporary needs in the Departments of History, English, and possibly Education.

Miss Mead  
and  
the  
possible  
Joint  
Committee

The question of Miss Mead's return to the College in September was considered in connection with the plan of a Joint Committee and Executive Secretary for the seven Oriental colleges, as mentioned in the Minutes of the last meeting of the Ginling College Committee, and the Board of Control actions of 1921 and 1922. Opinions were expressed questioning the wisdom of having one such committee serve all the colleges. It was the feeling that rather than have a joint committee serve all, we should form some plan whereby all the Christian institutions for higher education in China could be represented by some one home organization. Such action would also be in harmony with the recommendations of the Educational Commission. It was suggested that individual members of the Executive Committee correspond with their respective Boards with regard to the suggestion of having one joint committee.

No definite action concerning Miss Mead was taken at this time, it being thought best to defer action until after conference with Miss Robbins, of the English Department.

Miss Robbins appeared before the Committee and presented the needs and work of the English Department for the ensuing year.

Miss Mead  
urged  
to return

VOTED: That inasmuch as the Ginling College Committee does not yet see its way to appoint an Executive Secretary for Ginling College, we urge Miss Mead to return to China in September, if her health permit. We feel especially the need of having her here at that time, since none of the former members of the English Department will be in the College.

Dept. of  
Religion

The matter of the vacancy in the Department of Religion was carefully considered, with Miss Wild, Miss Wilcox and Miss Egbert as either temporary or permanent possibilities. It was decided that we should urge upon the Ginling College Committee consideration of the fact that there is no one in sight for the work in 1924-1925. If possible we should have a permanent appointee upon the field this fall, in order that she might have a year of language study before beginning her regular work.

Dept. of  
Sociology

In facing the Sociology vacancy, and the great need of a person well prepared for that work, it was

Miss  
Treadley

VOTED: To call attention again to the Board of Control action of November 1922. In view of Miss Treadley's desire for a term of service shorter than five years, the Committee felt that she should be sent in September, even though for a short term.

The Committee approved of the suggestion in Mrs. Thurston's recent letter to Miss Hodge, that after June first each year, the

Appointmts  
by Pres't  
on the  
Field

President, in consultation with the Executive Committee, be free to engage people on the field to fill vacancies. This referring to one year appointments of people in China, or known to be coming to China, for whose travel the College would not be responsible.

Adjourned until two p.m.

Suggesting  
Dr. Reeves  
as  
representa-  
tive of  
W.F.M.S.

At the opening of the afternoon session Mrs. Thurston led in prayer.

Miss Bender's reference to the fact that the W.F.M.S. has no official representative on the Ginling College staff, was read. It was

VOTED: That we ask the representatives of the W.F.M.S. in Nanking to request their Board at home to appoint Dr. Reeves as their official representative.

The matter of asking Mrs. Tsien of Wuchang to come as superintendent of residence was discussed. It was

Mrs. Tsien

VOTED: That the sum of \$50 per month be budgeted for a superintendent of residences, and that Mrs. Thurston write Mrs. Tsien inviting her to accept this position.

The completion of the present building program, and Mr. Carter's last financial statement, were considered. It was

Covered  
Ways

VOTED: That the construction of the platform of the covered way between all buildings where it is necessary to have it, and both the platform and the covered way connecting the two dormitories and the kitchen, be approved.

Building  
to  
Continue

VOTED: That the Building Committee be empowered to proceed immediately with the completion of the items in the building program, with the exception of the reservoir and Dormitory D; that the latter be begun as soon as money is made available.

Miss  
Watkins

VOTED: That Miss Watkins' resignation from the faculty be accepted, and that we express to her our sincere regret in having her leave the work of the College, and our appreciation of the work done during the past two years.

Adjourned.

Minnie Vautrin



GINLING COLLEGE

Please return to  
Miss Ben

Nanking, December 28, 1923

The Executive Committee of the Board of Control held at meeting at the College on this date. Present, Mrs. Thurston, Miss Cogdal, Dr. Bowen, Mr. Marx.

The meeting was called to order at ten a.m.

1. Mr. Marx was elected Secretary of the Executive Committee for the term of the present Committee.
2. The budget for 1924-1925 was presented and revised. The proposed expenditures exceeded the prospective receipts by \$4,750 Mex. The contingent items total \$6,800. The Committee approved the balancing of the budget, as in previous years, by submitting the difference of \$4,750 to the Ginling College Committee, as balance to be raised. *See March - 9 - p. 3 - Lett*
3. In accordance with the minutes of meeting of the Board of Control, November 1923 (I, 3 c), The Executive Committee approves the plan mutually agreed upon by Mrs. Thurston and Miss Vautrin, as follows: That passage be reserved for Mrs. Thurston to said for America on furlough in July 1924, and Miss Vautrin to go after Mrs. Thurston's return about March first, 1925.
4. The Committee approved of the opening of correspondence with Dr. Harriet Allyn with a view to ascertaining what possibility there might be of securing her services, either temporarily or permanently, in the Department of Biology.
5. The Committee approved the making of an effort to secure Miss Miriam Nieh for teaching in the Practice School, at a salary of not more than \$1,000 a year.

6. The Executive Committee approved the recommendation of those members of the faculty who were familiar with the case of Miss Dju Luh, that she be recommended as a candidate for the College degree.
7. Voted: To authorize the President to correspond with Miss Miriam Horrell of Changsha, with a view to securing her services as teacher of History and English in the College.
8. Voted: To authorize the President to secure on the field a teacher for one year in the Department of Physics and Mathematics.
9. Voted: To secure Mr. Small, if possible, for such supervision of buildings and grounds as may be needed after Mr. McKenzie leaves.
10. Voted: That the action of the Women's American Baptist Foreign Missionary Society in appointing Miss Anna R. Clark as their representative on the Ginling College faculty, be ratified.
11. Voted: To approve the following suggested changes in the building of Dormitory D.:
  - Omit slop-sinks in east rooms upstairs
  - Omit partitions
  - Add Glass and wood partition in center room upstairs
  - Omit slop-sink in southeast center room, substituting basin
  - Omit partitions
  - Omit doors and supply curtain-poles across door in dressing-room
  - Terrazzo floor in north-west center room, first floor.
  - Partition as in south-east room.

12. Voted: To defer the building of kitchen and bath building in the north quadrangle until there are more than fifty students in this quadrangle.
13. Voted: To approve the building of a gate, with two adjoining houses of the same general type as the servants' houses already constructed.
14. Voted: To express our gratitude to Mr. Mc Gregor for his interest and promise of help in connection with the development of the campus, and particularly to ask that he recommend a Chinese competent to take charge of planting trees and shrubs, under his direction.
15. Voted: To write to P.U.M.C. for the details of window screens used on their residences.
16. Voted: To add to the action of November 3d regarding screening, provision for screening offices where it may be desirable or necessary.

Adjourned.

Secretary

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Please return to Miss Bunker

GINLING COLLEGE

Minutes of Meeting of Executive Committee  
March 4, 1924

Board of Control

A regularly called meeting of the Executive Committee was held at the College on the above date, beginning at nine o'clock.

Members present: Mrs. Thurston, Miss Atkinson, Miss Dresser, Messrs Bowen, Hanson and Marx.

Prayer was offered by Dr. Bowen.

The docket was presented and adopted.

1. Voted: To approve immediate construction of an additional tennis court, and the extension, as may be practicable, of the athletic field in the southeast corner of the campus.

2. In view of recent references, in letters from New York, to memorial tablets, the naming of buildings for donors, and so on, which references are not complete or clear in meaning, it was

Voted: That the President be authorized to take up this whole question by correspondence with the Ginling College Committee, requesting particularly that final decisions be deferred until fuller discussion can be had with members of the Committee when Mrs. Thurston is in America the coming summer.

3. Voted: In addition to the actions of November 3d and December 28th in regard to screening, to approve the complete screening of all dormitories on the campus; the work to be done in the order in which approval has been given.

At twelve o'clock the meeting was adjourned for chapel and lunch, and reassembled at two. In addition to those present in the morning, Miss Hwang and Miss Vautrin were in attendance. Mrs. Thurston led in prayer.

4. Voted: That the Committee favor proceeding with plans for one large faculty house, to be finished by the summer of 1926, and that the members of the faculty be asked to present criticisms and suggestions regarding such plans, and the location of the house.
5. Voted: That in view of the improved provisions for women patients at the University Hospital, Dr. Merrow be asked to confer with Dr. Hutcheson, and to make recommendations as to plans for a College Infirmary, in accordance with the action of the Board of Control November 1st, 1923.
6. Voted: In view of the necessity for removing the present laundry and service building, to rescind the action (No. 12) of December 28th on this subject, and proceed with the construction of a combined bath-house and kitchen in the north quadrangle.
7. Voted: To arrange if possible for Mr. McKenzie to make inspection visits to supervise the finishing of Dormitory D.
8. Voted: To approve inviting Mr. Burgoyne Griffing to make occasional visits for inspection of the electric plant.

The problem of the installation of the gas plant was discussed.



9. Voted: That the Budget for 1924-1925, as finally revised by the Executive Committee December 28, 1923, and the approval of the Treasurer's Report, passed at the same meeting, be printed in the minutes of the meeting of the Board of Control Nov. 1, 1923.
10. Voted: That in accordance with the recommendation of the faculty, Miss Chester and Miss Hoh Ying-ting be appointed representatives of Ginling College on the Board of Reference of the China Association of Christian Higher Education.
11. Voted: To recommend to the Ginling College Committee that each of the following organizations be invited to appoint a representative on the Board of Control: London Mission, Reformed Church, Protestant Episcopal Church, Smith College.
12. Voted: To approve inviting Professor Irving H. Wood, who is to visit China next year, to teach part time in the department of Religion.
13. Voted: That correspondence be opened with Miss Ethel Black and the Ginling College Committee, with a view to securing Miss Black for the Department of Education, on a three years' contract. This is to provide for the work of the department during two years that Miss Vautrin will be out of it, and the one year of Miss Hanawalt's furlough.
14. Voted: To approve the securing of a teacher of Physics and Chemistry on a three year contract, to supply the place of Miss McCoy during her furlough and language study, and Miss Chester during her furlough.

Mar. 4.  
p. 6

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15. Voted: That Mr. Owen, Treasurer of Nanking University, be asked whether it would be possible for him or for Miss Priest to help with the Treasurer's work and the book-keeping of Ginling College.

Adjourned:

(Signed) Edwin Marx,  
Secretary

Please return to  
E. R. B.

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Bowen Control

GINLING COLLEGE

Minutes of Executive Committee Meeting, May 13th, 1924

The meeting was called to order, and was opened with prayer by Miss Nagler. Members present: Mrs. Thurston, Miss Atkinson, Miss Dresser, Miss Nagler, Mr. Hanson, Mr. Marx.

1. In order to fill temporary vacancies in the membership of the Committee, it was

Voted: That Miss Nagler be appointed to act in the place of Dr. Bowen during his absence in America, and that Miss Dresser be appointed to act in the place of Miss Cogdal during her absence.

2. Mrs. Thurston gave certain information to the Committee regarding Miss Whitman.

3. Voted: To approve the continuing of Miss Chester's salary during her absence on sick leave, and the paying of her special expenses for medical care; the bills to be approved by

4. Voted: To express to Peking Union Medical College the thanks of Ginling for their courtesy in sending Miss Helen Downes to take up the work temporarily unprovided for by reason of Miss Chester's illness.

5. Voted: To approve the engagement of Miss Shippen for service in the College next year.

6. Voted: To approve a salary of \$720.00 a year for Miss Dju Ao as a full-time teacher in the practice school.

7. Voted: That it is the sense of the Committee that the Constitution is still under consideration and will not be ratified before the next meeting of the Board of Control.

It was requested that a revised copy of the Constitution with the changes recommended by the Executive Committee be mimeographed and sent to all members of the Board of Control.

Noon adjournment at 12:30.

The Committee re-assembled at 2:00 p.m. The afternoon session was opened with prayer.

8. Voted: That Mrs. W. G. Hiltner, a former member of the faculty and an alumna of Smith College, and Mr. N. Gist Gee, of Peking Union Medical College, be deo-opted as members of the Board of Control.

9. Voted: To invite the London Missionary Society, the American Church Mission and the German Reformed Mission, each to send a representative to the next meeting of the Board of Control.

At three o'clock the Committee entered into conference with Miss Mayhew and Miss Jervis concerning the proposal for cooperation between Ginling College and the Young Women's Christian Association in conducting a department of Physical Education and Hygiene. The following members of the faculty were also present and participated in the conference: Misses Butler, Case, Grabill, Hoh, Morrow, Treudley, Vautrin.

10. Voted: To ask the Ginling College Committee to make available through the Associated Mission Treasurers five thousand dollars (\$5,000) Gold to meet necessary expenditures in connection with the land and building program.

11.(a) Voted: To recommend that the following policy be adopted for the coming two years:

1. That the Y.W.C.A. be responsible for a sum equal to the salary of two foreign teachers.

2. That the present class of 1925 in the Physical Training School be transferred to Ginling College, all of their work, with the exception of Chinese, English and Singing, to be carried by the Association. It is understood that all fees are to be turned in to the College.

3. Prospective students wishing to major in Physical Education will be required to take the regular Ginling entrance tests, and if accepted will take the regular Freshman course.

4. All equipment that is transferred to the College will be credited to the Association Permanent Equipment Fund.



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[17]  
Rec'd March 23-

GINLING COLLEGE

Minutes of Executive Committee Meeting, January 6, 1925

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The meeting was called to order, and was opened with prayer by Dr. Bowen. Members present: Dr. Bowen, Miss Dresser, Mr. Marx, Miss Pyle and Miss Vautrin. Mr. Hanson was unable to be present because of the uncertainty of train service.

1. Voted: That in circulating the minutes of the Board of Control the college secure from each mission a list of the names of persons to whom minutes should be sent and send them direct to these persons.

The report of the Advisory Committee concerning the Physical Major was read and explained.

2. Voted: To section (d) of this report be added the words: "that the understanding is that the Y.W.C.A. is to provide the funds for this budget."

3. Voted: As an amendment to their action in motion 42 of the October 31, 1924 meeting, to recommend to the Board of Control that we ask the Y. W. C. A. to elect two members to the Board of Control with the understanding that they have the power to vote.

Miss Griest appeared before the Committee to explain the needs of the History Department.

4. Voted: That we ask the Ginling College Committee in co-operation with Mr. T. F. Carter of Columbia University to secure a Chinese woman as a permanent second person in the History

- 2 -

Department and that Miss Griest write and inform both Mr. Carter and the Committee of the requirements necessary for such a teacher.

5. Voted: That if a suitable person can be secured for History for the second semester Miss Griest be relieved for language study.

6. Voted: That although Mr. Loos is coming to take the position of business manager and ultimately of treasurer, there is still an urgent need for a person to be secretary to the president and registrar and we recommend that such a person be secured by September, although we do not know how this person is to be financed.

Miss Jervis and Miss Case were consulted by the Committee in regard to Physical Education.

7. Voted: That the Ginling College Committee be urged to take up with Mrs. Thurston the possibility of securing Miss Grace Zia as assistant in physical education.

8. Voted: That in addition to the list of additions to the faculty in motion 11 of the last Board of Control minutes, we call attention to the need of a college physician especially fitted to teach physical education to normal students.

Miss Carneross and Miss Wood came before the committee to consult about the English Department.

9. Voted: That the president of the college extend through the secretary of the Southern Methodist Mission, Women's Department, a request that Miss Sallie Lou McKinnon be assigned to the English Department of Ginling College, the request to be accompanied by a full statement of the qualifications and duties that would be expected in this position.

10. Voted: That Mr. Marx be invited to co-ordinate the suggestions of the faculty in regard to the faculty house or houses and that he recommend to the committee the plan of the houses, the site and time to start the buildings.

*Miss Shippin*

Ginling College  
Nanking  
Jan. 13, 1935

Members of the Ginling College Board of Control.

Dear friends -

Attached to this letter you will find the minutes of the January Meeting of the Executive Committee. The meeting lasted only one half day, since Dr. Bowen could not be present in the afternoon, and Miss Pyle had to leave early in order to take the afternoon train back to Shanghai. Prof. Wood sat with those members of the Committee who were able to be present in the afternoon.

In the main the actions of the Committee are self-explanatory, but several may be clearer if I add a few words of explanation.

(1) The purpose, in the distribution of the minutes is that every person in a mission who desires a copy should receive one. Miss Shippin will write to the Chairman or Secretary of each Mission for a list of names. If members of the Board of Control also desire to send in list of names, they should do so.

(2) When Miss Jervis and Miss Langer met with the Y. W. C. A. National Committee in December, it became evident that there was a desire on the part of some members of the Committee for a more definite statement of the plan of cooperation. In order to meet this need the College Advisory Committee very carefully formulated a plan which they thought would be acceptable to both the College and the Y. W. C. A. It has been submitted to the Y. W. and is satisfactory to them, and is now being submitted to you.

(3) Since the Y. W. C. A. will be contributing an amount equal to that of a regular mission it seemed that two voting members on the Board was the least they should have.

(4) Miss Grist feared that since the G. C. C. does not have the power to appoint Chinese members of the staff, that this plan would be an added safeguard for her language study in Sept. 1935. It would enable the G. C. C. to proceed in their search.

(5) This motion is probably needless now as the person whom we had in mind - a history professor touring China - is now sailing direct for America. The thought was that she might meet our needs, and could be persuaded to remain in China.

(6) Since the 1925-26 budget did not contain a salary for a business manager, it was feared that the coming of Mr. Loos to that position at Ginling, would mean that the salary budgeted for secretary to the president and treasurer would be allocated to him, and Mrs. Thurston would have to carry on her work without a secretary. The need of a registrar will also be a pressing one in Sept. 1925. I might add that a cable has recently come from Mrs. Thurston saying that the chances are good that Mr. George Loos, a graduate of Princeton, who has spent two years in Y. M. C. A. work in China will be appointed for business manager and that he probably will reach China in February.

(7) Same explanation as for (4)

(8) This is not a new asking - but merely filling a vacancy on the College staff. Miss Case has been asked to write out the qualifications necessary for the teaching of health education.

(9) Miss McKinnon, if she accepts the position, would be the third person in the English department voted in our last Board meeting.

(10) Mr. Hearn has since the above action secured many suggestions from the Faculty and it is being tabulated and sent to Mrs. Thurston. It seems clear to all that the houses should be started this spring if possible.

As a matter of interest I wish to say that we are deeply grateful that the work of the semester has not been unduly hindered by the wild rumors and the unrest in Hanking. The American Consul has been most thoughtful in sending us frequent letters which have allayed our fears and anxieties.

With best wishes to each of you,

Sincerely yours,

*Minnie Vautrin*  
 Minnie Vautrin



# MEETING OF THE EXECUTIVE COMMITTEE

June 4, 1925

Room 302

A meeting of the Executive Committee was held at Ginling College on the above date. Those present were Dr. Bowen, Miss Dresser, Miss Griest, Mrs. Sarvis, Miss Vautrin.

1. VOTED: that the minutes of the June 6th Executive Committee meeting be accepted without reading.

2. VOTED: that Mrs. Sarvis and Miss Dresser be asked to prepare a letter of appreciation for Miss Carnecross on behalf of the Executive Committee.

The Y. W. C. A. Revised Proposal in regard to physical education was read and discussed.

3. VOTED: that we approve and recommend to the Board of Control the Y. W. C. A. Revised Proposal and that a covering letter be sent to the Y.W.C.A. explaining our interpretation of Section f.

4. VOTED: that Mr. Hanson with Miss Pyle as alternate be the Executive Committee representative on the Advisory Council of the E.C.C.C. and U.

Miss Vautrin announced the following extension of terms:  
Miss Grabill to four years; Miss Wood to four years;  
Miss Treudley at least through 1925-26.

5. VOTED: that we express to Miss Grabill, Treudley and Wood our very warm appreciation and express the hope that the faculty members will make the regular term five years instead of the present arrangement. *three years.*

6. VOTED: that for the year 1925-26 (no one is to have the title of dean but) that the work of the dean be divided, the schedule and curriculum functions being taken over by the chairman of the Curriculum Committee, and the other functions of the dean being carried on by Mrs. Thurston. *and that the faculties in advance carefully work out the functions of these two officers.*

7. VOTED: that Helen Clark be appointed secretary and registrar and that this request be cabled to America.

8. VOTED: that we urge Mr. Tsh to remain *as assistant registrar* with us at least during the first semester of 1925-26 and longer if it can be so arranged.

9. VOTED: that we approve of securing Miss Yh for librarian if possible and that in so far as possible we cooperate with the University of Nanking library in organizing and planning the library. *Miss Yh*



10. VOTED: that we tell Mrs. Caldwell that we appreciate her offer of service in the library and hope that it will be arranged for her to come.
11. VOTED: that we secure more information with regard to Miss Kuai in connection with trying to secure her for history in 1926-27..
12. VOTED: that in case Miss Ho is not available as music assistant next year Miss Grabill have the power to secure Mrs. Feng, Mrs. Dong or anyone else.
13. VOTED: that we urge the acceptance of Miss Loh for mathematics.
14. VOTED: that Miss Cochran be considered as a candidate for English in 1925-26.
15. VOTED: that we approve of making the arrangement of securing Miss Darrow <sup>for next year</sup> and of exchanging part of her time ~~in psychology~~ for the equivalent in education from some member of the faculty of the University of Nanking.
16. VOTED: that the salary of Miss Liu En-lan who has agreed to take charge of the Practice School for the next two years be \$50 per month for twelve months during the first year.
17. VOTED: that we include in the cable to America that Miss Jones is desired for physical education if the Candidate Committee approves.

Miss Vautrin and Miss Griest spoke of the great need in the science departments.

- The Science Department of Ginling College*
18. VOTED: that ~~we~~ <sup>the Science Department of Ginling College</sup> cooperate with the University of Nanking for at least one year with a view to a permanent plan.
  19. VOTED: that we approve in general the plans submitted by the Advisory Committee of Ginling College and the representatives of the University of Nanking with regard to science faculty and budget for next year, the details to be worked out in further consultation.
  20. VOTED: that we urge a cable to America asking for the definite appointment of Miss Whitmer to Ginling.
  21. VOTED: that in the autumn of 1925 the Board of Control meeting be planned to last two days.
  22. VOTED: that we urge to the boards of control of the main girls' middle schools in Nanking that they consider seriously the possibility of a union middle school for girls to be worked out with the thought of Ginling College as a cooperating unit, the understanding being that this middle school should be entirely separate from the existing plants; that we ask the education faculty of of Ginling College to immediately take up the question.

23. VOTED: that we heartily approve of Miss Griest's taking her language study in Peking if it can be arranged.
24. VOTED: that the college loan Hwang Wen-yu \$200 Mex. without interest for travel to America provided that this sum cannot be obtained from other sources and that this be loaned under regular college loan conditions.
25. VOTED: that we have full confidence in the faculty in any action it ~~may~~ consider necessary to take to meet the present situation.
26. VOTED: that we ask the Baptist Mission, ~~if able~~, to bear one half of Miss <sup>Clark</sup> Clark's furlough salary.
27. VOTED: (a) that a letter be sent to the Ginling College Committee requesting that they send us a cablegram stating definitely the amount of money that can be expected by us this year. (b) that the Executive Committee and faculty make adjustments if necessary.
28. VOTED: that Dr. Bowen, Miss Kelly and Mr. Hanson be appointed as a finance committee.
29. VOTED: that we have approved the estimate of field receipts <sup>in 1925-26</sup> provided no unforeseen emergency arises to decrease this amount.
30. VOTED: that a grant of \$500 Mex. be paid to Miss Gibson for travel.
31. VOTED: that we recommend that candidates engaged in the future on the field for one year be paid no return travelling expenses and that this be made clear to them at the time they are engaged.
32. VOTED: that we recommend <sup>to the</sup> Board of Control that future appointees appointed for less than the five-year contract receive only a proportionate amount of travel and outfit expense.
33. VOTED: that when a board assumes the salary of a member of the Ginling staff it pay <sup>the</sup> \$10,000 which will cover actual expense.
34. VOTED: that we ask the Alumnae Association at their annual meeting in June to consider the possibility of an annual gift to the college, looking forward to the time when they can support in full a Chinese faculty member or <sup>the</sup> ~~can carry~~ <sup>the</sup> out any other project in which they would be interested.
35. VOTED: that we leave the matter of cabling Mrs. Thurston in regard to the Ah Hong case in the hands of Mr. Hanson and the college Advisory Committee.

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GINLING COLLEGE  
EXECUTIVE COMMITTEE MEETING

October 1st, 1925.

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Opened at 9 a.m. - Prayer by Miss Keady.

Voted: That Mrs. Sarvis act as secretary for the Committee Thru the year.

Voted: That the Executive Committee hold its next meeting on Saturday Oct. 31st, and the Board of Control Meeting be set for Monday and Tuesday November 2nd, and 3rd.

Discussion of the Docket.

Voted: That the Docket be made up on the basis of the 1924 Docket, and following the lines suggested in this meeting.

Miss Treudley reported for the Committee on the Curriculum Committee's findings to the present date.  
The Committee took up the condition of Finances. Mr. Loos read the report of the Finance Committee's Meeting of Sept. 30th.

Voted: To adopt this report which follows:

"Minutes of the Finance Committee of Ginling College Sept. 30, 1925.

Members present: Mrs. Thurston, Miss Kelley, Dr. Bowen,

Voted: That Mr. Loos be elected Chairman and Secretary of the Finance Committee.

Voted: That we recommend that the Ginling College Committee approve our present budget of Mex. \$75,479 (which has been reduced from \$4,725 since June 4th) on a basis of \$72,230 now assured receipts, plus some additional \$8,000 in gifts now practically assured, which would leave a balance for contingency of \$4,751, all of which would be applied toward liquidating our present deficit unless unforeseen emergencies arise.

Voted: That we recommend that the Executive Committee of the Board of Control cable the New York Treasurer asking for Gold \$9,400 for property funds and Gold \$7,600 for current expenses, to be cabled out at once.

Voted: That we recommend to the Board of Control that a general letter be sent to the cooperating Boards, asking each for the support (\$2500 Mex. per year) of one representative

On the Faculty in addition to their present support, said arrangement to be continued in case of change in personnel; and to further request that all cooperating Boards become equal contributing constituents.

Voted: That we instruct the Secretary to write a letter to the New York Treasurer explaining that we intend definitely to avoid future deficits and to liquidate the present deficit within three years.

Voted: That hereafter we make up a Permanent Equipment Budget separate and distinct from the Current Expense Budget, and that all items of a permanent nature be included in such a Permanent Equipment Budget.

Signed,

G. W. Loos, Jr.

Secretary."

Adjourned for luncheon.

Afternoon Session - 2 o'clock.

Prayer by Dr. Bowen

Discussion of Questions raised by Ginling College Committee.

In answer to Ginling College Committee's question as to what items are included in permanent equipment.

Voted: That Mr. Loos write to Mr. Carter explaining what it has been the practice to charge to this fund in the past, and to assure the Ginling College Committee that the Executive Committee is committed to the policy of keeping the Permanent Equipment and Current Expense accounts clearly separate.

In answer to the Ginling College Committee's request for a budget covering land, buildings, and permanent equipment, the following items were tentatively listed.

1. \$10,000 for new land - that in buying the four proposed pieces of land, we endeavor to secure in the following order; these pieces of land, lettered on the Land Map E, C, F and B, respectively

2. Faculty Residence	Mex. 80,000
3. North Kitchen and Dining room	6,000
4. Coal Storage	1,000
5. Laundry	1,000
6. Moving Practice School from Faculty Residence Site	1,000
7. Library and Administration	75,000
8. Chapel and Music Hall	75,000
9. Infirmary	5,000

\* Total 254,000  
Ex. @ \$1.75 = Gold \$ 145,000

\* Including 10,000 for land as in # 1 above.

Voted to authorize the Treasurer to spend up to the following for Immediate Equipment needs, while the Annual Permanent Equipment Budget for the Current year is in preparation -

Chemistry	Equipment	\$500	Mex.
Biology	"	500	"
Physics	"	200	"
Phys. Ed.	"	300	"
Office	"	500	"
*Library	" (Books)	2100	"
Furniture		400	" \$4,500 Mex.

\* This item covers annual budget which has been withdrawn from Current Expense Budget.

The meeting then adjourned at 5 P. M.

Respectfully submitted

Secretary.

Pearl Taylor Sarvis.

*This has not been passed upon by the Board of Control.*



17

GINLING COLLEGE  
EXECUTIVE COMMITTEE MEETING

October 1st, 1925.

- - - -

Opened at 9 a.m. - Prayer by Miss Kelly.

Voted: That Mrs. Sarvis act as secretary for the Committee thru the year.

Voted: That the Executive Committee hold its next meeting on Saturday Oct. 31st, and the Board of Control Meeting be set for Monday and Tuesday November 2nd, and 3rd.

Discussion of the Docket.

Voted: That the Docket be made up on the basis of the 1924 Docket, and following the lines suggested in this meeting.

Miss Treadley reported for the Committee on the Curriculum Committee's findings to the present date.  
The Committee took up the condition of Finances. Mr. Loos read the report of the Finance Committee's Meeting of Sept. 30th.

Voted: To adopt this report which follows:

"Minutes of the Finance Committee of Ginling College Sept. 30, 1925.

Members present: Mrs. Thurston, Miss Kelley, Dr. Bowen, Mr. Hanson & Mr. Loos.

Voted: That Mr. Loos be elected Chairman and Secretary of the Finance Committee.

Voted: That we recommend that the Ginling College Committee approve our present budget of Mex. \$75,479 (which has been reduced from \$84,725 since June 4th) on a basis of \$72,230 now assured receipts, plus some additional \$8,000 in gifts now practically assured, which would leave a balance for contingency of \$4,751, all of which would be applied toward liquidating our present deficit unless unforeseen emergencies arise.

Voted: That we recommend that the Executive committee of the Board of Control cable the New York Treasurer asking for Gold \$9,400 for property funds and Gold \$7,600 for current expenses, to be called out at once.

Voted: That we recommend to the Board of Control that a general letter be sent to the cooperating Boards, asking each for the support ( Mex. \$2500 per year) of one representative on the Faculty in addition to their present

support, said arrangement to be continued in case of change in personnel; and to further request that all cooperating Boards become equal contributing constituents.

*no previous work affected by the increase given by the City*

Voted: That we instruct the Secretary to write a letter to the New York Treasurer explaining that we intend definitely to avoid future deficits and to liquidate the present deficit within three years.

Voted: That hereafter we make up a Permanent Equipment Budget separate and distinct from the Current Expense Budget, such a Permanent Equipment Budget.

Signed,

G. W. Loose, Jr.  
Secretary."

Adjourned for luncheon.

Afternoon Session - 2 o'clock. Prayer by Dr. Bowen.

Discussion of questions raised by Ginling College Committee.

In answer to Ginling College Committee's question as to what items are included in permanent equipment.

*not an answer to the question*

Voted: That Mr. Loos write to Mr. Carter explaining what it has been the practice to charge to this fund in the past, and to assure the Ginling College Committee that the Executive Committee is committed to the policy of keeping the Permanent Equipment and Current Expense accounts clearly separate.

*answer to the question*

In answer to the Ginling College Committees request for a budget covering land, buildings, and permanent equipment, the following items were tentatively listed.

1. \$10,000 for new land - that in buying the four proposed pieces of land, we endeavor to secure in the following order. these pieces of land lettered on the Land Map, E, C, F and B. respectively.

2. Faculty Residence	80,000
3. North Kitchen and Dining Room	6,000
4. Coal Storage	1,000
5. Laundry	1,000
6. Moving practice school from Faculty Residence Site	1,000
7. Library and Administration	75,000
8. Chapel and Music Hall	75,000
9. Infirmary	5,000

\*Total 254,000

Ex. @\$1.75 = 145,000

\* Including 10,000 for land as in #1 above.

Voted to authorize the Treasurer to spent up to the following for Immediate Equipment needs, while the Annual Permanent Equipment Budget for the Current Year is in preparation-

Chemistry	Equipment	\$5000	Mex.
Biology	"	500	"
Physics	"	200	"
Phys. Ed.	"	300	"
Office	"	500	"
*Library	" (Books)	2100	"
Furniture		400	" \$4,500 Mex.

\*This item covers annual budget which has been withdrawn from Current Expense Budget.

The Meeting then adjourned at 5 P. M.

Respectfully submitted

Secretary.

Pearl Taylor Sarvis.

*was the  
minutes  
included in  
our minutes when  
in authorized 72 on May*

學大子女陵金  
GINLING COLLEGE  
NANKING, CHINA

RECEIVED

October 7, 1925.

NOV 6 1925

TREASURERS OFFICE

Mr. Russell Carter,  
156 Fifth Ave.,  
New York City.

Dear Mr. Carter:

Covering letter with Minutes of Executive Com.,  
October 1, 1925.

It seems rather presumptuous of me to write a covering letter with the Minutes of the Executive Committee Meeting, but as the main item dealt with was the report of the Finance Committee Meeting of the day before, I may be pardoned for my presumption.

I am enclosing a copy of the Budget as revised and approved by the Finance Committee and the Executive Committee of September 30th and October 1st respectively.

Budget

The committees felt that having cut down our Budget Expenditures to rock bottom in accordance with the vote of the Finance Committee in New York (approving Mex. \$72,000) to Mex. \$75,479, we would be perfectly safe in counting on at least Mex. 3,249 out of the total of Mex. \$8,000 hoped for additional receipts. (See last page of Budget). We trust this will meet with your approval.

Deficit

As I wrote in my letter to you of October 2nd, the Committee asked me to inform you that we intend definitely to avoid future deficits and to liquidate the present deficit within three years. It was unanimously agreed that it would be the part of wisdom to carry the present deficit as a loan from our Building Funds in New York rather than to have to carry continued overdrafts at 8 % while we are trying to liquidate same. You will note that it was also voted to recommend to the Board of Control that requests be made to the cooperating Boards, asking them to increase their annual appropriations to Ginling by at least the cost of supporting one representative on the Faculty in addition to their present support. This would quite considerably increase our current receipts, the idea being that with increased receipts, we would be able to set aside annually one third of the present current deficit until complete liquidation be accomplished. At that time, costs of instruction and operation may very probably be increased to such an extent that we shall continue to need all of the additional funds here requested.

Permanent Equipment Budget.

Such a budget for the current year will be submitted to the Executive Committee at their meeting on or about November 1st, at which time we hope also to have completed a tentative Permanent Equipment Budget for 1926- 1927. Meanwhile the Executive Committee voted to approve the Expenditure of Mex. \$4500 as listed on page 3 of the Minutes for immediate Permanent Equipment Needs.

on basis  
of what  
receipts?

Mr. Russell Carter,  
October 7, 1925

Inclusion of items under Permanent Equipment head.

In response to the request of the Finance Committee in New York, the Executive Committee asked me to explain to you what has been our practice in this matter in the past, and to assure you that we are committed to the policy of keeping Current Expense and Permanent Equipment clearly separated. They felt that all you wished to know was that only items of a strictly permanent nature have been and are being included under that head. We try to follow Arnett's "College and University Finance" in this distinction. If this does not satisfactorily answer the question you had in mind, I shall be glad to try to go into more detail upon request.

1924- 1925 <sup>t</sup> Statements

I am enclosing copies of the statements for the past fiscal year with a few changes which will I think make them more intelligible. The Current Expense Statement has been audited and found correct according to the book balances which are themselves still in process of being audited by our busy friend, Mr. Owen.

Your cabled funds for Building accounts are at hand, and we are hoping that the Committee in New York will soon authorize you to send out funds sufficient to cover the current deficit in accordance with the request of the Field.

Very sincerely yours,

*George W. Loos, Jr.*



567

學 大 子 女 陵 金  
GINLING COLLEGE  
NANKING, CHINA

Explanation of Receipts on Current Expense statement of June 30, '25.

Some invoices are paid directly by the New York Treasurer and deducted from our quarterly statements from Mr. Carter; hence our account in the Ledger labelled "Ginling College Committee" contains as receipts in Mexican items which have actually been paid for in Gold. Therefore I list below the actual receipts in Gold for Ginling College not deducting any items paid in New York. These figures are taken directly from the quarterly statements of the New York Treasurer.

Statement April 28, 1924 to June 30, 1924.

Appropriation 3rd quarter	2500.00	
Gift of Girls' Latin School	50.00	2550.00

Statement of June 30, 1924 to Oct. 31, 1924.

Gift of Lancaster Mem'l S.S.	100.00	
Christian Mission (Exchange Loss)	16.87	
Appropriation 4th Quarter	2500.00	2616.87
Bal in Approp. Acct. Dec 31, '24	1829.53	1829.53

Statement of Oct. 31, 1924 to Jan. 27, 1925

Appropriation 1st Quarter	2500.00	
Gift Crescent Ave. Ch., Plainfld	1000.00	
Christian Mission (Exchange loss)	54.37	
M.E. Board " "	150.00	
Income from Meth. Scholarship	52.13	3756.50

Statement of Jan. 27, 1925 to Apr. 14, 1925

Christian Mission (Exchange Loss)	60.46	
Presby. Board " "	150.00	
Meth. Bd. South " "	105.00	
Gift Maine Smith Club (Portland)	10.00	
China Medical Bd.	1320.00	
Appropriation 2nd Quarter	2500.00	4145.46

June 2nd Supplementary gifts (Listed on statement) Total	2018.75	
June 17th Supplementary gifts (Listed on Statement) Total	1420.83	3439.58

Total Gold	\$ 18,337.94
Equivalent Mexican	\$ 34,856.70

Statement items included in above Mex total:

17,953.33...Ginling Col. Com. Net Drafts  
2,390.77...China Medical Board Grant  
6,128.79...Gifts listed on page 4 of our statement  
88.71...Gift for Clinic (Gold \$50.00 from Lancaster S.S.)  
8,295.10...Payments made in New York

34,856.70 Total Mex. as above.

*Return to New Books* 517  
MEETING OF EXECUTIVE COMMITTEE OF GINLING COLLEGE, DEC. 12, 1925.

The meeting opened at 9:00 A.M. with prayer by Mrs. Thurston.

1. Voted: That we invite the following members of the faculty to meet with the Executive Committee after 11 o'clock: Miss Hanawalt, Dr. Reeves, Miss Hoh, Dr. Treudley, Miss Grabill, Miss Spicer, Miss Zia and Miss Griest.

The matter of the Constitution was taken up and discussed. The amendments proposed by the Committee on the Constitution of 1923 were reviewed in detail and changes suggested. No final action was taken.\*

At 11.00 A.M. in joint session with the above-mentioned faculty members, the matter of Campus planning was considered.

2. Voted: That the Campus Planning Committee consist of Dr. Reeves, Miss Zia, Miss Dresser, Dr. Jones and Mrs. Thurston, and that this Committee prepare plans, including the location of new buildings, and present same to a called meeting of the Executive Committee not later than February 1st, 1926.

The matter of the Practice School was taken up.

3. Voted: That the following compose the membership of the Committee on Plans for a Practice School under the auspices of the College: Miss Hanawalt (Miss Vautrin, alternate), Miss Liu En-lan, Miss Bradshaw, Miss Bao-Dji-lih and Mr. Holroyd.

Adjourned for luncheon.

AFTERNOON SESSION 2.00 P.M.

4. Voted: That it be recommended that as soon as possible, one of the three representatives of the various missions on the Board of Control be Chinese.

5. Voted: That the Executive Committee request the members of the Board of Control to send in names of Chinese who would be available for Chinese members at large and co-opted members of the Board of Control.

6. Voted: That we appoint a small committee to work out plans and estimates of total cost for two small faculty houses, one for Chinese and one for foreigners; and to secure estimates of the total cost including plumbing and lighting of the proposed larger faculty house.

7. Voted: (a) That we appoint Dr. Reeves, Mr. Kelsey and Miss Spicer to draw up tentative plans for the small foreign house, and the Chinese members of the faculty for the Chinese house, the latter group also to appoint one of their number to serve on the general committee. (b) That these committees report to a called meeting of the Executive committee not later than February 1st, 1926.

## Executive Committee Minutes, Dec. 12, 1925.

8. Voted: That we appoint a Building Committee composed of Mrs. Thurston, Mr. Hanson, Miss Kelly and Mr. Kelsey.
9. Voted: That we notify Dr. Jones, that, in accordance with the action of the Board of Control (No. 39, Nov. 2 & 3 Minutes), he succeeds Miss Pyle on the Executive Committee, Miss Pyle having resigned.
10. Voted: That we refer the question of insuring the smaller buildings at Ginling to the Building Committee.
11. Voted: That we adjourn until January 16, 1926 or thereabouts.

Respectfully submitted,

Pearl Taylor Sarvis.

Secretary.

Note: In regard to the Constitution, it should be noted that although no final action was taken, yet the Committee approved in principle of the new set of amendments, and that the matter was merely laid on the table pending the editing of these amendments.

Return to  
Miss Bender

Ginling College.  
January 23, 1926.

The Executive Committee of the Board of Control met at Ginling College at nine A.M. on the above date. The meeting opened with prayer by Mrs. Thurston.

Miss Hanawalt was called before the Committee for a discussion of the Practice School.

1. Voted: That as our first choice we heartily approve of cooperation with the Presbyterian Girls' School for the Ginling Practice School, and that if this is not possible, that we approve of the proposed plan for Ginling's own Practice School as outlined in the report of the Practice School Committee dated January 15th, 1926. The said report follows

" Practice School Committee

January 15, 1926. 2:00 P.M.  
Ginling College

The Practice School Committee met on January 15, 1926 at 2.00 P.M. at Ginling College. Members present: Miss Bao Dji-lih, Miss Hanawalt; coopted: Mr. C. F. Liu, Miss Carrie Allman, Miss Miriam Hull, Mrs. Thurston.

The Meeting was opened with prayer by Miss Bao.

Miss Hanawalt made a brief statement of the history of plans for providing practice teaching which have been under consideration during the past five years, of the work in practice teaching as it has been and is being done, and of the necessity of more adequate provision for the larger need of the future.

The Committee voted (subject to the approval of the absent members) that a permanent practice school be established -- if possible in co-operation with the Presbyterian Girls' School; if not, a school of our own - as follows:

1. Student Body

- a. Provision for 60 pupils.
- b. Provision for increase in number of pupils as need arises if the school is established in cooperation with the Presbyterian Girls' School.

2. Teaching Staff

- a. That there be a teaching staff of four full-time teachers - one foreigner to teach English and three Chinese teachers.

- b. That the principal of the school be trained in the field of secondary education.

### 3. Building

- a. Either one L-shaped building or two separate building as follows:

#### 1. Recitation building or wing to include

- 1 classroom for 25 pupils
- 1 classroom for 20 pupils
- 1 classroom for 15 pupils
- 4 small classrooms
- 5 teachers' offices and studies
- 1 laboratory
- 1 assembly room
- 1 library
- 1 teachers' rest room
- 1 supply room
- 1 reception room
- 1 teachers' toilet room
- 1 pupils' toilet room
- 1 bookroom
- Janitor's quarters

#### 2. Dormitory building or wing to include

- 20 sleeping rooms for 5 girls each
- 1 social room
- 1 dining room
- 1 kitchen
- storerooms, fuel room, etc.
- 1 laundry
- 1 bath room
- 1 dressing room
- 1 toilet room
- 1 infirmary
- closets
- 3 teachers' suites each containing 2 rooms and bath between
- 3 music rooms
- 1 teachers' guest room
- Servants' quarters.

#### 3. Gymnasium

Respectfully submitted,  
Ella M. Hanawalt  
Chairman.

2. Voted: That the Executive Committee approve the above report and ask the Practice School Committee to continue their work and report later on details and costs of the plan.

The future of the Chinese Department was discussed and it was decided to approve authorization of a salary of as much as \$180 a month.



for a head of the Chinese Department, if necessary to secure the right person. It was also the consensus of opinion that Miss Hoh should be given a leave of absence of a year and a half for travel and study, with a year's salary for and during the same.

The following report of the Campus Planning Committee read by Dr. Jones, was taken up.

January 8, 1926.

Voted to recommend for the two larger faculty houses:

1. The larger with an eastern exposure on the level of the peach orchard below the tennis court (North of the Present Recitation Building).
2. The second one with a southern exposure either on the southwest of the above mentioned house at a little higher level, or on the northeast at a little lower level.

Voted to recommend that the third faculty house for five persons to be a one and a half story house located on the high ground back of the South kitchen and Dormitory "400".

Voted to strongly urge the buying of the plot of ground southwest of the athletic field for the third faculty house or other small residences.

Voted to recommend the locating of the Practice School on the plot east of the power house or on the higher level west and south of Dormitory "600".

Voted (after Miss Dresser left the meeting) to recommend that a small infirmary be located west of the present Practice School."

Dr. Reeves read the following report of the Committee on Small Residences:

January 23, 1926.

The Chinese teachers through Miss Zia report that in a house for seven persons they think that:

9x15 or 14    8 bed-rooms would be needed -- also they would like clothes closets in part of them.

12 x 15    4 studies, some to be shared by two persons.

15 x 18    1 living room) these they should like to have open to-  
9 x 15    1 dining room) gether.

1 kitchen

2 bath-rooms or 1a bath-room and 1 downstairs lavatory.

Space in the attice for the amah.

If ceilings are low, 8½ feet for lower floor, upper floor not less than that, the 6 cubic feet would be about 30 x 44 x 8½ x 2. Mr. Small states that building by a local contractor averages from 20 to 25 cents per cubic foot, which would make the total cost of such a building from \$5980 to \$7300. This includes the estimate which Chen Ah Ming made from rough drawings, and which was not a final figure, of \$6,800. I believe this does not include plaster outside, but does include a basement of 22 x 14 under the living and dining-rooms."

3. Voted: That the Executive Committee approve the above reports of these two committees and ask them to continue their work on the two small houses.

Dr. Reeves reported on the Campus Planting needed this spring.

4. Voted: That this report be approved and that Dr. Reeves be asked to make a statement in writing and have copies to send out with the minutes of this meeting; and that Dr. Reeves go on with buying and planting plans up to the limit of the budget for the same.

Mrs. Thurston presented Chen Ah Ming's estimates on the cost of the large faculty house based on the plans drawn by Mr. Murphy and revised by Mrs. Rogers. The estimates follow:

" Large Faculty House Estimates

Foundations lime concrete - outside 3' x 2'; inside 2'6" x 2'

Walls - basement 20" outside 15" inside 1 & 2 floor 15"  
- bricks Ningpo style 10" brick walls.  
5" lath walls 3rd floor 10"

Floors - Cement in basement, first and second floors; pine 2" x 10" joint attic

Roof - Chinese open tiles; No. 3 tar paper Chinese Shannu rafters

Chimneys - 3 Mantels 19

Stairways reinforced cement

Windows 164; screens, no blinds; doors 108 single; 3 double

Picture moldings:

	Estimate	\$ 32,500.
	Heating	6,000.
	Plumbing	3,000.
	Lighting	1,600.
	Hardware	1,200.
Additional		<u>Max \$ 44,300.</u>

Providing for

First floor	4 suites - 8 rooms - 4 persons
Second "	4 " 8 " 4 "
also	9 " 74 "
Third "	6 " 6 "
	<hr/>
	31 " 214 "
Guest rooms	4 " 4 "
Permanent	<hr/>
	27 " 17 "

Permanent	27 rooms	-	17 persons
No 3rd Floor rooms	6	"	6
Reducing number to	21	"	11

Can this plan be reduced or must new plan be worked out? Should rooms be larger? or smaller?"

5. Voted: That Mrs. Thurston be instructed to go on with plans for the larger faculty house, empowered to consult the architect, and to keep within a budget of \$50,000 Mex for the same, and to plan for it on the lower level if possible.

The meeting adjourned to meet again at the call of the President of the College.

Respectfully submitted,

(Signed) Pearl Taylor Sarvis, Sec'y.

EXECUTIVE COMMITTEE.

(MARCH 26, 27, 1926)

FRIDAY EVENING.

The Executive Committee and Building Committee met in a special joint session at 8:00 P.M. On March 26, 1926, at Ginling College. Those present were:

Mrs. Thurston, Miss Kelly, Miss Bao Dji Lih, Mrs. Mills, Dr. Bowen Mr. Hanson and Dr. Jones.

The meeting was opened with prayer by Miss Kelly. Miss Dresser's resignation from the Executive Committee was noted with regret, and announcement of Mrs. Mills' election as her successor was made.

A report was heard of the Building Committee meeting of the morning of March 26, when this committee met with Mr. Murphy, the architect. This report was explained in detail as it was read.

Mrs. Thurston reported on her conferences with Mr. Murphy during the three days of his stay at Ginling.

Mr. Hanson reported for the Building Committee that although some members of the Campus Planning Committee feel that the lower site is preferable for a large Faculty Residence, still Mr. Murphy feels strongly that the higher location is the one which should be chosen. No action was taken.

Respectfully submitted,

(signed) Mary B.S. Mills.

Secretary Pro-tem.

SATURDAY MORNING SESSION.

The meeting was opened with prayer by Mrs. Thurston. Present were Miss Bao Dji Lih, Mr. Hanson, Dr. Bowen, Dr. Jones, Mrs. Mills, Mrs. Sarvis and Mrs. Thurston.

Extracts from the January Minutes of the Ginling College Committee were read and discussed. It was noted that an amount of approximately Fourteen Thousand Dollars had been cut out of the budget; that covering letter from Mr. Carter which might explain the basis of this cut had not been received; that an appropriation from the Protestant Episcopal Board of Mexican \$2,500 toward Miss Buse's salary would reduce the amount, which was probably so large because the Ginling College Committee did not accept as pledged income all the items which we had included in our receipt budget on page 28 of the Minutes of the Board of Control.

VOTED: I. That the matter of the cut in the 1926-27 budget made by the Ginling College Committee be referred to the Finance Committee on the field.

VOTED: II. That the Building Committee be authorized to proceed with the architect, Mr. Murphy, in planning the Chapel-Music and Library-administration Buildings and Large Faculty Residence, and to secure accurate estimates covering all possible items for these buildings, keeping within the estimates of the Ginling College Committee as made in their January 16th meeting.

VOTED: III. THAT the Small-House-Planning Committee and Mrs. Thurston be instructed to confer with Mr. Bergamini concerning the small faculty residences, and to secure estimates as soon as possible and to submit the same to the Building Committee.

VOTED: IV. That the Building Committee be instructed to proceed with the building of the two small faculty houses as soon as plans and estimates are approved.

Dr. Reeves came before the Committee with a report and plans for a small faculty house for foreigners, and much time was spent in discussion of the location, type of house and the desirability of a uniform type for the smaller houses whether to be used for foreign or Chinese members of the faculty.

There was no report from the Practice School Committee in regard to costs of program presented in the January meeting. An informal discussion of the relation to Ming Deh in the proposed Practice School followed a statement by Mrs. Mills. No action was taken awaiting a report from the Practice School Committee.

The candidate situation was taken up and the absence of provision for a music teacher on the list of candidates authorized for the coming year by the Ginling College Committee was noted. It was

VOTED: V. That the Committee regards provision for music teaching during Miss Grabill's absence as urgent, and asks the Curriculum Committee to consider possible adjustments in program to meet this need.

The following Communication from the Faculty in regard to registration was received:

"Voted that the faculty wish to express appreciation of steps already taken by the Board of Control which would come under regulation 4, and they desire to see further advance toward meeting this regulation as quickly as possible, even though the revision of our constitution be involved."

VOTED: VI. That the suggestion of the Faculty be approved and a committee be appointed to bring in definite recommendations for revision of the Constitution and suggestions as to how the composition of the Board of Control be altered to include more Chinese members. (Dr. Bowen, Mrs. Thurston, Miss Treadley).

We hear with interested and pleasure of the invitation of Miss Phoebe Hoh to join the Education Mission to Japan, and in view of the same it was:



VOTED: VII. That Miss Hoh be appointed official representative of Ginling College on this Mission.

VOTED: VIII. That we ask for a report of the Faculty discussion on the question of registration, which shall be prepared for circulation to members of the Executive Committee.

It was reported from the Advisory Committee of the Faculty that it was their judgement that Miss Vautrin be relieved of Administrative work in view of her heavier teaching in the Education Department. This was in line with a previous action of the Board of Control that the Dean's work be otherwise provided for.

VOTED: IX. That the President and two others elected by the Faculty be the Ginling College representatives on the Council of Christian Higher Education.

The resignation of Miss Dresser from the Executive Committee having been accepted by correspondence, and Mrs. Mills having been likewise elected as her successor, the Secretary was instructed to express our regret at Miss Dresser's resignation.

The Meeting adjourned at 12:45 P.M.

Respectfully submitted,

(signed) Pearl Taylor Sarvis.  
Secretary.

GINLING COLLEGE

EXECUTIVE COMMITTEE MEETING

MAY 29, 1926.

Present: Miss Bao, Dr. Bowen, Mr. Hanson, Dr. Jones, Mrs. Mills and Mrs. Thurston.

Mrs. Mills opened the meeting with prayer after which it was:

Voted (1): That Mr. Isaac be asked to serve as secretary for the session in the absence of Mrs. Sarvis.

Dr. Trendley was asked to report for the Committee on Revision of the Ginling College Constitution. The following changes were discussed point by point and it was:

Voted (2): That we approve the changes which follow:

Article III. Section 2 h. to read: "To appoint foreign members of the faculty."

Article IV. Section 1 to read: "There shall be a Board of Control in China composed of three members representing each Mission Board in full cooperation, at least one of whom shall be Chinese, three members elected by the Alumnae Association, and not more than seven persons elected by the Board of Control. All members of the Board shall be professing Christians."

Article IV. Section 2 to read: "New members of the Board of Control shall assume office July 1st following their election."

Article IV. Section 2 f. to read: "To confirm all appointments to the faculty, to appoint voting members of the faculty, to approve the organization of the faculty into departments, etc."

Article IV. Section 4 g. to read: "Foreign members of the faculty" instead of "American members."

Article IV. Section 4 i. Delete.

Article V. Section 1 to read: "The Board of Control shall elect annually an Executive Committee of six members from its own membership."

Article V. Section 4 to read: "The first meeting shall be held early in October."

Article VI. Section 1. Delete.

Article VI. Section 2 c. to read: "To determine entrance requirements, subject to the approval of the Board of Control, to examine all candidates, etc."  
(Change section numbers.)

Article VII. Section 1 to read: "on recommendation of" instead of "after consultation with."

Article VII. Section 2 to read: "The powers and duties" instead of "duties" only.

Article VII. Section 2 f. to read: "All appointments in China and short term appointments to emergency vacancies shall be made by the President subject to the approval of the Executive Committee. Such appointments shall be reported to the Trustees for confirmation. (Change section numbers consistently)

Voted (3): That the appointment of Miss Yu Shwen Dji for 1926-1927 be approved.

Voted (4): That the appointment of Miss Nyl Feng-gh to the Department of History for 1926-1927 be approved.

Voted (5): That the appointment of Miss Sutherland and Miss Koo to the Music Department for 1926-1927 be approved.

Voted (6): That Miss Case's special trip to America this summer be approved, allowing her 2nd class passage for the round trip, and 2nd class passage to America at the end of one or two years.

Voted (7): That the appointment of Miss Radley to the Physical Education Department be approved if it is possible to secure her.

Note was made that we have reasonable assurance that the University of Nanking can provide for our advanced Physics Course during the year of 1926-1927 in case no further appointment be made for this department.

Voted (8): That the revised current budget for 1926-1927 totalling Mex. \$87,100.00 be approved in view of the small amount needed to balance same, and the strong probability of raising this necessary sum.

Voted (9): That the Executive Committee recommend that in case added gifts are received, the Education and Psychology budget be restored to \$5,460 as before this revision.

Voted (10): That the Treasurer of the College be instructed to save as much as possible toward liquidation than the \$4,000 budgeted for the deficit account.

After considerable discussion in the joint meeting of the Executive and Finance Committee, it was unanimously felt that in view of the increasing difficulty of raising funds both for current and permanent needs, a salaried representative of Ginling in America is now indispensable for the promotion of the interests of the college and the raising of funds in excess of the amounts now annually pledged by our supporters.

Voted (11): That the attention of the Alumnae be called to the increased need for current funds, with the hope that they may be able to increase their annual gift to the College, and with an expression of appreciation for what they have already done for Ginling.

Mrs. Thurston presented the need for additional dormitory space in the year 1927-1928 and it was

Voted (12): That in case the necessary land can be purchased, we approve of the early building of the North Kitchen and Dining Halls, and that we authorize the securing of plans for same at once.

Respectfully submitted,

(signed) George W. Loos, Jr.  
Acting Secretary.

February 11, 1927. 17

MEMBERS OF THE BOARD OF CONTROL OF GINLING COLLEGE:

We are submitting you herewith the Minutes of the Executive Committee meeting of January 29th. The following comments are offered in connection with some points on which you may need or wish further information.

Item 1. It has been understood for some time that the participating missions would elect enough Chinese members in their representation on the Board of Control to give the Board a majority of Chinese members. It is of pressing importance that this result be achieved without delay. If the organizations await the normal process of expiration of the terms of present members, the gaining of a Chinese majority may be delayed for a year or two. It is our purpose to make some calculations in the near future and try to see just what would be involved for the various missions. If it is necessary for some foreign members to resign and allow Chinese members to be elected in their place this spring, suggestions to that effect will be offered for the guidance of the missions in electing their representatives. The terms of new members are supposed to begin July first.

Item 2. The recommendations that Miss Hoh Ying-tsing ( ) be elected vice-president is made in harmony with the efforts which the college is putting forth to bring its policies and administration more under Chinese control and direction. This action would be taken in the normal course of events but this, as well as Item number ~~one~~, is made more urgent because of the rapid development of nationalistic sentiment and the demand for immediate readjustments in harmony with that sentiment.

Item 4. Some months ago the Treasurer of the College, after securing approval from the Treasurer of the Ginling College Committee, entered into a contract in Shanghai to sell U.S. \$1000,000 at a fixed exchange rate of 2:35. The sales were to be consummated in three installments.

A recent cable from Mr. Carter indicates that the sales are not to be made unless the Mexican proceeds are to be used for building this year. Since we cannot be sure that the building will take place this year, the question of what is to be done with the contract will need to await more explicit correspondence and instructions between the Treasurer of the College and the Treasurer of the Ginling College Committee. This is the reason for Item number 4 of the Minutes.

I do not believe there is anything else in the Minutes that requires particular explanation. The other items have all arisen in the ordinary process of the college activities and the occasion for them and the meaning of the action should be evident from the Minutes themselves. However, if any member of the Board has questions or suggestions, he or she is urged to send them in. It is also understood that the president, Mrs. Thurston, or any other individuals who may be interested in particular items may write such fuller explanations as they deem advisable, either to the Board of Control members or to the Ginling College Committee.

Yours truly,

Edwin Marx,  
Secretary Executive Committee



MINUTES  
GINLING COLLEGE EXECUTIVE COMMITTEE  
January 29, 1927.

The meeting was called to order at 9:15 A.M.

Present: Dr. Bowen, Chairman, Miss Bao, Mr. Jones, Mr. Loos, Mr. Marx, Mrs. Thurston, Mrs. Thomson. (Miss Vautrin and Dr. Reeves sat with the Committee.)

The docket was presented and adopted.

ORGANIZATION AND ADMINISTRATION

1. Voted: To ask each participating mission to make such changes in their representation on the Board of Control as will bring about a Chinese majority in the membership of the Board by July 1, 1927. And voted further, that until this result is consummated, any business which would require to be transacted by a Board so constituted may be administered by the present Chinese members, together with such foreign members as they may invite.
2. Voted: To recommend to the Board of Control that Miss Hoh Ying-tsing ( ) be elected vice-president.
3. Voted: That the following are tentative understandings as to duties of the officers named herewith:
  - a. That the Chairman of the Executive Committee will call meetings and preside at meetings.
  - b. That the secretary of the Committee will keep records of meetings and send announcements for and minutes of meetings; and in general carry on correspondence for the Executive Committee and Board of Control.
  - c. The Chairman and the Secretary of the Executive Committee and the President of the College shall prepare the docket for all meetings, gather information regarding items of business, (formulate recommendations), and in general make all necessary preparations to facilitate the transaction of business by the Executive Committee and Board of Control when these bodies meet.

FINANCE

4. Voted: With regard to the contract to see U.S. Gold \$100,000 at exchange rate 2.35,--to await further instructions from Mr. Carter; and in the absence of any instructions from him, not to sell any gold, but to seal the contract for the first installment.
5. Voted: To approve paying the hospital bill of \$144.75 for Mrs. Loos.
6. Voted: To approve of paying child's allowance to Mr. and Mrs. Loos on the following basis:

Per yr.	Birth to 6th Birthday	Gold \$100	or Mex. \$200
	6th Birthday to 14th Birthday	Gold \$200	or Mex. \$400
	14th " to College Entrance "	\$250	or Mex. \$500
	During College (4 years)	" \$300	or Mex.

1/29/27

7. Voted: To approve printing in Chinese and in English, for general circulation, the Financial Statement (condensed), dated January, 1927.

LAND AND BUILDINGS

8. Voted: To authorize the Building Committee to engage an architect for the small faculty residence and a small infirmary.

FACULTY AND CURRICULUM

9. Voted: To recommend to the Board of Control that power be delegated to the faculty to decide curriculum requirements to be printed in the 1927 Bulletin of the college.
10. Voted: That the Advisory Committee of the faculty be asked to submit for approval a list of persons who are to act as heads or chairmen of departments.
11. Voted: To approve of securing Dr. Paul Kwei for work in physics providing the expense can be covered within the science budget.
12. Voted: To approve of engaging a school nurse for one term.

MISCELLANEOUS

13. Voted: That it is the judgment of this committee that the publishing of the College Bulletin be postponed, and in the meantime an Announcement in briefer form be issued.
14. Voted: To hold the next meeting of this committee on March 12.

Edwin Marx

Secretary.

May 5, 1927.

The minutes of a special meeting which was held in Shanghai on May 4th, 1927, are enclosed and will report for themselves the discussion and the action taken.

I am enclosing also a copy of the minutes of the Executive Committee held on April 6th, at which time we faced the questions which were pressing upon us because of the necessity of planning for members of the foreign faculty who had been forced to leave the college and were living under congested conditions here in Shanghai. These minutes, through a misunderstanding, were not sent out earlier to members of the Board. The faculty have disposed themselves as follows:

Misses Andrews, Buse, Hackett and Sutherland are waiting in Manila until definite decision is reached as to next year. Miss Cogswell, who went down with them, has finally decided to return to America. She will hold herself in readiness there to return if needed, but felt that for her family's sake, it was better that she should return home.

Miss Pederson left on April 4th with Dr. Hackett's advice that she should do so.

Mr. and Mrs. Loos sailed on Saturday, April 23rd. They are prepared to return after the six months furlough which was assumed in Mr. Loos's original contract.

Miss Spicer left for England via America on the 18th. Miss Spicer is also ready to return if needed.

Miss Whitmer has gone to Korea and is to do some teaching there at Seoul.

Miss Treadly came over to Japan and is waiting in Kobe, planning at the present time to come over to Shanghai sometime during the middle of May, and confer with us here about the whole question of her connection with the college and what she should do during this time of waiting.

Miss Griest had planned to go to America this summer. She is still here but will probably leave early in June.

Miss Case, Miss Chester, Dr. Reeves, Miss Vautrin are in Shanghai waiting and watching and keeping in close touch with those who come and go between Nanking and Shanghai.



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In regard to action No. 3, in the April minutes, I had a talk with Mr. Davis. He was very pessimistic about any protection effected through his dealing with Chinese authorities. At the time, he had not been able to get in touch with any really responsible authorities in Nanking and there does not seem to be very much value in the declarations posted on buildings in Nanking. Our protection, up to the present time, has been by the group of faculty and students who have remained on at the college. At the present time, about 30 students are still there, and the Chinese faculty. Further report of that will be sent you in a separate statement.

The action taken in April and again in the recent meeting in May makes clear that the Board of Control cannot assume responsibility for the plan on the part of the group who are remaining in Nanking. Their action has been entirely voluntary and the groups meeting in Shanghai have not felt that they could interfere in any way except by frankly expressing their opinions. There would always be a division on the question of how far one is justified in taking risks. Those who are actually on the ground are the best judges as to the amount of risk that is involved at any particular time, and confidence in their judgment is expressed by all those who know in detail the brave story of their carrying on through these very trying weeks.

We are sending you a statement of the situation at Ginling previous to March 24th. We know that there was a good deal of criticism as to the position which the Ginling Faculty took. We are glad to give all the reasons which influenced us and it is a part of the history of Ginling of which none of us are ashamed. Miss Spicer prepared the statement for the faculty group.

Sincerely yours,

Mrs. Lawrence Thurston

Meeting of Ginling College Executive Committee,  
Room 518, Missions Building, Shanghai, April 6, 1927.

Present: Dr. Bowen, Mr. Hanson, Mr. Marx, Mrs. Thurston,  
Mr. Loos, Phoebe Hoh, Dr. Reeves. Voted that  
Miss Bradshaw be invited to represent the  
Southern Methodist Mission on the Executive  
Committee.

The attached docket was presented.

1. Voted that the treasurer furnish travel funds as follows:
  - a. Travel to Korea (Whitmer) and Philippines (Andrews, Buse, Hackett and Sutherland).
  - b. Travel to U.S.A. (Pederson and Loos, Case, Cogswell, Griest and Spicer).
  - c. Voted that emergency expenses in Shanghai be furnished as follows:
    1. Board -- Individual pay \$2.00 per day and college pay the balance.
    2. Room -- College pay.
  - d. Voted that a temporary loan for personal outfitting be furnished as requested by individuals, up to a maximum of Mex. \$500. adjustment to be made later as determined by the Ginling College Committee.
2. Voted that salaries of all members of the faculty be paid monthly till June 30th. This same rule shall apply to servants of the college and to the personal language teachers of the foreign members of the faculty.
3. Voted in regard to protection of property, personal effects, etc., that the American Consul be asked to take such steps as may be possible with Chinese authorities for the security of same.
4. Voted that Mrs. Thurston act as treasurer in the absence of Mr. Loos.
5. Voted in regard to refund of fees to students, as follows:  
To approve of a uniform refund on board account, to all students who registered for the term, not to exceed the actual amount saved on board due to closing of the school.
6. Voted that we appreciate the splendid spirit of self-sacrifice on the part of the students, but we cannot advise any student to remain longer at Ginling in view of the present situation.
7. Voted that the college carry the regular current expenses of the budget through June 30th and that thereafter arrangements be made in communication with New York.

Edwin Marx  
Secretary

A. J. Brown  
Chairman

Brown



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GINLING COLLEGE  
EXECUTIVE COMMITTEE  
May 11th and May 13th.  
1927.

Members of the Executive Committee; Miss Bao Dji lib, Miss A. E. Bradshaw, Dr. Chen Yu-gwan, Mr. Victor Hanson, Dr. Liu Cien-tsui, Mr. Marx, Mrs. W. S. New, Mrs. Thurston.

All members except Dr. Chen Yu-gwan attended the meeting. Mr. Hanson was absent Wednesday morning; Miss Bradshaw left for Soochow at the end of the Wednesday morning session. Miss Bao was elected chairman for the meeting. Miss Vautrin and Miss Dang were invited to sit with the committee.

The committee met Wednesday morning and afternoon, and Friday evening.

ADMINISTRATION The question of changes in Administration had been referred to the Executive Committee and the discussion of the Board of Control meeting was continued.

Mrs. New moved that the form of internal administration of the college which has heretofore been in operation, with its division of duties, be retained, with such changes or modifications as the new situation required--and with necessary changes in the personnel of the staff. The motion was carried. The above motion applies to the following administrative officers:

President, Dean, Registrar, Treasurer and Business Manager.

Moved to recommend to the Board of Control, and through them to the Ginling College Committee, that Miss Wu I Pang be invited to become President of Ginling College. The motion regarding Miss Wu was later voted on and carried.

Voted, to ask Dr. Liu to go to Hanking for four months as a member of the Administrative Committee.

Voted, that a committee of three be appointed to make nominations to the Executive Committee for Acting President. Mrs. New, Dr. Liu and Miss Vautrin were appointed as this committee.

Voted, that a committee be appointed to interview representatives of the various cooperating missions, as to the best means of getting their organizations represented by an increased number of Chinese members on the Board of Control. The committee appointed was Mrs. New, Mrs. Thurston, Mr. Marx.

FACULTY

A letter was received from six foreign members of the faculty expressing their readiness to cooperate in any plans or readjustments that seemed best to the Executive Committee, even to the extent of offering their own resignations.

To the Executive Committee  
of the Board of Control of  
Ginling College.

In order that the Committee may feel free to go ahead with adjustments for the present and plans for the future, we, the undersigned members of the foreign faculty now in Shanghai, hereby offer our resignations, to be considered at whatever time seems best to the

Executive Committee. We wish it understood, that we are not doing this because we are unwilling to continue our work for Ginling, and that we stand ready to cooperate in any way, and for any length of time that the Committee deems best.

Respectfully, yours,

Sgd. Matilda C. Thurston  
Minnie Vantrien  
Ruth M. Chester  
Emily I. Case  
Rebecca Walton Griest  
Cora D. Reeves

May 11th, 1927.

Voted, that the secretary of the committee send a letter to those who signed the letter, expressing the committee's appreciation of the spirit of cooperation thus manifested.

Voted, in view of the uncertainty of the present situation and the probability of the college having to operate with a greatly reduced staff the coming year, to release the following from their contracts with the college and allow their travel to destination in the United States; Miss Case, Miss Buse, Dr. Hackett

Voted, to request the Curriculum Committee to plan four years of work with a minimum program of courses, and a teaching staff of not more than 12 Chinese teachers.

Mrs. New presented a letter from the students of the college now residing in Shanghai. The letter was addressed to the Administrative Committee and the synopsis of it follows:

"The Ginling students in Shanghai wish to ask the Committee to do the following things for them:-

1. They wish to know whether it will be possible for Ginling girls to attend classes in the University of Nanking and receive credit as usual.
  - a. To continue the courses already begun in Ginling.
  - b. To take other courses as substitutes.
  - c. Will it be possible for us to make up the work missed?
  - d. If possible, we wish to be informed of all courses offered there.
2. They wish to know about the courses in Ginling that may be made up by ourselves and receive credits just as well.
3. They wish to receive a statement about the work each girl has done in Ginling with the number of credits already fulfilled. Such papers are to be given to each student for either transferring or as an introduction for work. These are expected before the end of June.
4. They wish to be informed of the plans of the summer school.

Referring to the letter from the students:

Voted:

1. That Mrs. Thurston take up with Dean Chen Yu-Gwan, of the University of Nanking, the matter of cooperation between Ginling and the University.
2. That the other points raised in the letter be referred to the Curriculum Committee of the College.

FINANCE

Voted, to authorize Mrs. Thurston to make suitable reimbursement to the Margaret Williamson Hospital to enable them to provide a substitute for Dr. Liu, and to make similar arrangements with the Y.W.C.A. with regard to a substitute for Miss Deng.

Voted, to express the thanks of the Executive Committee to the Shanghai Branch of the Alumnae for their gift of \$50.00 toward the Emergency Budget and for paying the expenses of three Alumnae Delegates who went to Nanking in the interests of the college.

Voted, to approve the expenses involved in the rental of the Shanghai office for the college (\$27.67) per month.

Voted, to authorize the payment of \$200.00 plus daily carfare for stenographic help in the college office during the months of May, June, July and August.

Voted, to authorize the Treasurer to collect the profit involved in the remaining two instalments of the contract to sell \$100,000.

Voted, to appoint Miss Bao Dji-lih to the Finance committee in the place of Mrs. Thomson who has left China.

The meeting adjourned at 9.30 P.M.

Edwin Marx,

Secretary.

JAN 21 1928

TREASURERS

May 20, 1927.

The Executive Committee, as constituted by the Board of Control meeting on May 4th, met for the first time on Wednesday, May 11, in the Ginling Office, Room 409 of the Missions Building. Effort had been made to get Dr. Chen Yu-Gwan down from Nanking, but the slowness of communication had interfered and he was not able to be present. However, in spite of this, we had a Chinese majority and it was distinctly helpful to have Dr. Liu Gien-Tsiu who is now one of the official representatives of the W.F.M.S., and Mrs. New making with Miss Bao, three Alumnae members. The Committee met in three sessions -- morning and afternoon of Wednesday, and the evening of Friday, the 13th. The matters considered fall under three heads; administration, faculty and finance and will be discussed accordingly.

ADMINISTRATION The question of changes in administration was discussed with the Board of Control meeting, and certain opinions were expressed which guided somewhat the thinking of the Executive Committee to whom the whole matter was referred. The merits of the Committee system were considered along with its disadvantages. As a temporary method, nearly all of the institutions are substituting committees for administrative officers. The division of duties may still allow for individuals carrying out the ordinary work of these officers, but the responsibility, is divided by having a committee. At the same time, the necessity for calling together even a small committee to decide matters which are very often only slight departures from routine is cumbersome, and the advantage of continuing the more regular system which has so far worked without special difficulties at Ginling and which is officially approved in all the government regulations with which we have so far had to deal, made us take the action of approving of this rather than a new and so far untried system of college administration. There was, however, a general approval of the present Administrative Committee in which the Alumnae, Faculty and Students are cooperating. Dr. Liu and Miss Deng have represented the Alumnae and are planning now to return to the college to remain there for some time helping to carry some of the special administrative duties. Arrangements were made with the Womens Union Medical School to release Dr. Liu for four months and the Y.W.C.A. is also releasing Miss Deng to help meet this emergency in Ginling.

The Executive Committee in discussing the question of administrative officers more or less assumed the necessity of installing a Chinese President. There was a good deal of discussion as to whether the person chosen should necessarily be a member of the Alumnae. The reasons for and against a Chinese man were considered, but realizing the advantages of having someone who would be familiar with the beginning of Ginling and with its ideals, the choice of Miss Wu I Fang was unanimously approved. Miss Wu was a member of the class of 1919. Before going to Ginling College, she

taught English in the Higher Normal for Girls in Peking. She has a very good background of knowledge of Chinese culture and good training in Chinese. For three years after leaving Ginling, she taught at the Higher Normal in Peking which was, at that time, raised to the rank of collegiate institutions, and Miss Wu was the head of the English Department there. She was very highly regarded by both faculty and students in that institution. She went to America in the summer of 1922, and has since that time been at the University of Michigan where she is completing the work of Ph.D. in Biology, having specialized in Entomology. She has been the President of the Chinese Students Organization in America and is very well known to the group of American returned students. We had counted upon Miss Wu returning to the College for work in the Department of Biology for some time, but the great need now to have a Chinese Administrative officer makes this other appointment seem urgent. It will be a great advantage to a person in such a position to have the reputation for scholarship and the training which Miss Wu has received in connection with her work in America. She is planning to return to China some time before the end of the year 1927, and it is hoped that during these months she may have opportunities to study some of the problems connected with the education of women and to become acquainted with some of the members of the Ginling constituency in America.

The urgency of having a larger proportion of Chinese members on the Board of Control is felt by the Executive Committee and it is hoped that at further conferences with the official representatives of the differing cooperating missions, steps may be taken to replace some of the foreign mission representatives, or to appoint, when their term expires, suitable Chinese members. The importance of having the Chinese members represent the Church organizations is urged by some members of the Executive Committee. The different cooperating missions are so differently organized in relation to their respective church organizations that no common procedure is possible but the principle is generally approved.

FACULTY The covering letter for the May 4th meeting of the Board of Control reported the movements of the foreign faculty. Since May 4th, the following changes have been decided.

Miss Case has decided that she must return to America. The decision has been reached with real regret both on her part and on ours. She is one of the most helpful and in every way strongest members of the group who have been working together at Ginling for the last four years. If we could be certain of carrying on work at the college next Fall, Miss Case might be persuaded to remain but under all the circumstances, it seems best now to let her go.

Miss Andrews, who has been in the Philippines since the middle of April, will probably return to Shanghai in the near future and be on the ground to consult in regard to the planning for the work in physical education which we feel must go on.

Miss Griest has planned all along to spend the summer in America, but she has not wished to leave until, at least, the possibilities of next year had been considered by the group, here in Shanghai. She has also been carrying on some teaching work, with members of her history class who are in Shanghai. She has, however, decided to leave for home early in June. The question of her return is one which will have to be decided later when plans for next year are finally determined. Again, there is the sense of regret in the thought of losing one of those who has



lived through this experience in the life of Ginling and who has been since 1919 one of the most valued members of the foreign staff.

The same uncertainty as to next year's work has made it seem wise to release Miss Buse and Dr. Hackett who have been in the Philippines since the middle of April, who are planning in any case to spend the summer in Java and will probably return to America via Suez. It is fairer to them to let this release become effective early enough to make plans for next year possible, and of course, the college budget has to be considered. And if funds are to be available for Chinese staff, it is necessary to release some members of the foreign staff. Both Miss Buse and Dr. Hackett are willing to be considered if the college needs them in the future.

Miss Treadley, who was in Peking for the year studying Chinese, went to Japan when Peking missionaries were advised to evacuate after the Nanking affair. She is due in Shanghai on Saturday and will be with us for, at least, three weeks, possibly remaining over and being ready to go to Nanking if we are able to do so in the Fall. Miss Treadley will be able to give very valuable help in planning for the work which may be done whether she is able to take part in it or not.

Summer plans for the group who will be left in China are still rather vague. At least, two of us will be here for the summer, Miss Vautrin and myself alternating and having with us one other person will share the responsibility for decisions which will have to be made. It is impossible to plan ahead in this situation. Miss Chester will probably go over to Unzen for July and August. We are hoping to have a house through July and August in which we shall have some sense of independence of having our own home and near enough to the office to be able to keep in touch with the people who are constantly coming and going between Nanking and Shanghai.

The foreign faculty here in Shanghai stated to the Executive Committee their willingness to resign at whatever time it would be deemed advisable, not because there is any loss of enthusiasm for work at Ginling, or unwillingness to work under new conditions, but only to simplify the whole question of any necessary reorganization of the teaching staff.

The plans for 1927-1928 can only be tentative. At the same time, the Executive Committee authorized the planning of a minimum program of work, with a faculty not to exceed 12 and with the possibility of this group being entirely Chinese. This, because it is still quite uncertain whether foreigners will be able to return to Nanking in September. If they are able to do so, it will mean conditions which will be favorable to a larger enrolment of students, and their return will provide the margin of extra courses which could then be offered, and the possibility of something like a normal college program of work. With a reduced enrolment of students, the necessity for a cut in the Faculty budget becomes clear since approximately one-third of our total income is from student fees. The planning of this program is referred to the Curriculum Committee who are working on it and working also on plans for a summer session which is advised by the group in Nanking, and also by the faculty group in Shanghai. The Summer session is planned primarily to enable students to make up work which has been lost because of the break in the college year. All the students are anxious to make up credits so that they may secure the reward of the college degree at the end of their course. For the seniors, the time is altogether too short to make up all the work which has been lost, and it is hoped that some special action may be taken by the Regents

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allowing this group who have been caught by the whirlpool of war to get what they have so nearly earned. The problem is also a more serious one for the Juniors than it is for the Underclass students and special efforts should be made to help them make up the work which was interrupted when the faculty was disorganized on March 24th.

There is also being considered the possibility of admitting some of the freshmen to the summer session, particularly the group whose school work has been interrupted, in several institutions in different parts of China. The teaching of this group would be largely in the hands of our own Alumnae who, as teachers in some of these schools, have also had their work interrupted.

The residence of a group of Alumnae faculty and students during the summer is more or less generally approved as the best way to keep the campus free from occupation by other groups, and the situation at Hanking seems now to be sufficiently stable so that this can be done without any serious risk to those who would live at Ginling during the summer.

#### FINANCE

The work necessary to be done on budgets for the summer school and for the year 1927-1928 will have to wait until the work of the Curriculum Committee is finished. It is very important that we should know as soon as possible what income can be assured us for the year 1927-1928. We most certainly hope that the regular appropriations from our supporting groups will not fail.

I fear we shall have to forfeit the China Medical Board's grant, even for the year 1926-1927, because we have not fulfilled our part of the bargain, and it is almost certain that the program of work planned for the year 1927-1928 will not satisfy them. A letter received from Dr. Houghton just after I reached Shanghai, stated quite positively that unless we brought our total science expenditures for the year up to \$17,510, no part of the China Medical Board's grant of \$4,000 for the year would be available. The China Medical Board seems to think it is a question of our securing additional money. It has, all along, been a question of securing people and the failure to appoint anyone for Physics this year, along with the resignation of Miss Clark. This is a problem which will have to be handled by the Ginling College Committee. We hope very much that we can carry on the work in physical education and satisfy the Y.W.C.A. group who are cooperating in this.

The emergency items are considerably smaller than might have been expected. The problem, however, is that such items as are now being met, are all in the Current Expense, rather than in the Permanent Equipment account. The possibility of using some of the interest which has accumulated on the Building and Equipment Fund to meet some of these emergency items is one which should be considered by the Ginling College Committee. We are having a good deal of difficulty getting the bookkeeping and general financial management arranged for at the college. Probably, it will be necessary to bring the books down after June 30th and have an auditing and preparation of statements done here in July. In the meantime, I am sure those who are using the money up at the college will be able to account for all monies received and that the whole thing can be straightened out in time.

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The securing of the office in the Missions Building was absolutely necessary to the carrying on of the work which had to be done by the group here. The office is a very busy place. We are constantly seeing students who are on their way through Shanghai. A large number are asking for transfer records for the Tsing Hua examinations which are being given this Spring, or for study abroad which is a happy escape from the confusion which prevails so generally in China.

I have been most fortunate in securing the help of Mrs. R. R. Berger who makes possible the carrying through of the work which is planned, and I hope that we shall be able to do during these summer months, the work of reporting on the year which has passed and the planning for the year which is to come.