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Nanking
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Meetings prior to formation of
Nanking University 1906-1909

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To the Mission Boards and Home Churches Represented in the Proposed Establishment of the Nanking Christian University

Dear Brethren in Christ:—

We come to you with a proposition to unite the three existing schools established by our several Missions in Nanking; namely, Nanking University, Nanking Christian College, and Nanking Presbyterian Academy. Our plan involves the using of these as a nucleus for the establishment of a large and thoroughly equipped University. We submit to you herewith the draft of a *Constitution* for the University, and the outlines of a *Plan of Federation* of elementary schools. We ask for this, what we must have in order to carry out any effective scheme of united educational work, your careful consideration of the plans, and ultimately your co-operation and help.

Our reasons for wanting to establish such an institution as that proposed are based on the following considerations:—

China is a very great country. Four hundred millions of most virile people, with forty centuries of almost unbroken national history, and more than that time of continuous racial existence; a people industrious, frugal, peace-loving; an intellectual race from the earliest period of its history, with a voluminous literature far exceeding, both in quantity and breadth of learning, the combined literature of the Western world up to the period of the Renaissance: her scholars have been her rulers. She was formerly able to sit in the splendid isolation of her great valleys, self-contained and self-sustained. And while she has been intensely conservative and self-satisfied, this period is now past beyond chance of return. China aspires to become one of the great nations of the world. She desires and intends that her race shall take an equal place with the other races of the world in future history. Like all great bodies she has been difficult to move; but now started on the road to progress, nothing will check her advance in attaining to what she deems to be her destiny.

China is fully committed to the new learning. A full educational program, beginning with the kindergarten and passing through all grades to the university, professional, and technical schools, has been mapped out. While this scheme is still far from perfect and will undoubtedly be greatly modified when it comes to be worked out in practice, this very fact gives Christian educational institutions the advantage. For we do not need to spend time and energy in experimenting, but can go forward in the use of those methods that have been found most successful in our home lands, and adapt them to the conditions that experience has shown to be vital with the race among whom we work. Here is our opportunity to make the *Church of Christ the leader in this great national educational movement*; to place before this people the object lesson of a thoroughly organized, fully equipped institution, operated upon the most approved modern methods; to prepare those who shall be leaders among their own people in developing their educational system, and extending it to every village and hamlet; and to mould the educational policy of the government. The opportunity of demonstrating the advantage of character building, as something differing from and superior to mere mental and physical training, is unique.

These opportunities are also *urgent*. We seem just at the present time to be at the strategic moment for pushing this work. This people is searching the earth for methods of development. They have sent some of their most honored and trusted men abroad to study Western methods and civilization. The development of their educational system is one of the things most sought after by these envoys. Why shall we not bring right here among them, in one of the greatest cities of the empire, the object lesson they seek? We are confident that we can offer them the very best in methods and training. There has never been such an opportunity before in the history of the world for the demonstration of the value and superiority of Christian education. The nations of the world are awakening in a marvelous way to the claims of Christian civilization. But up to the present the Christian schools established in non-Christian lands have been too limited in scope, plant, and staff to leave a very decided impress upon the races among which they have been established. Neither were their opportunities equal to those afforded at the present time in China.

But the necessity is upon us in another sense. The Chinese government is already building and equipping large educational institutions. It will not be long before Christian institutions will

be brought into active competition with these. If we are to maintain *Christian education in the empire, we must be able to not only meet but excel in this competition*. Else, not only will we be unable to reach the developing leaders of China, but we will be unable even to provide Christian training for the children of our Christian constituency. The native church of China is yet, and will probably for some time to come, be unable to provide educational institutions of a high order; and the children of Christian parents will be forced to go into government institutions for all advanced work. That the moral and religious influence of these institutions will be such as Christian parents would like to have surround their children, is scarcely to be hoped. So the Christian missionary organizations must help to supply this lack, else it cannot be supplied in the near future. What is needed at the present time is not the small college, however useful that may have been found to be in America. As a provision for the needs of our Christian population; as an object lesson to the Chinese of the best in educational methods and appliances; as a fulcrum of power for influencing the future life and national development of this race, we need to develop as rapidly as possible the different departments of a university.

WHY UNITE IN ESTABLISHING SUCH AN INSTITUTION?

1. Because in union there is strength.
2. Because in union there is economy in plant and equipment, enabling much more work to be done with the same expenditure that would be required in smaller schools.
3. Because of the urgent necessity of the work, and the fact that no one society will be willing or able to do all that ought to be done.
4. Because the tendency at the present time at home, and especially on the mission field, is towards union. This union will inevitably come sooner or later, and it would seem that this is the psychological moment here when union in educational work is not only advisable, but most urgently demanded.
5. The greatness of the work of the church demands it. However willing we may be to strengthen the evangelistic forces in China, it is utterly hopeless to multiply such forces sufficiently to evangelize the empire. We must depend upon training a *native*

Christian force, not only of ministers, but also of Christian workers in every employment of life; and for this purpose we must have strong educational institutions.

6. No one mission could begin to meet the educational demands and opportunities without giving all its energies to this work, and so getting out of sympathy with the other parts of the great work of establishing the Kingdom of Christ. While by combining, no undue prominence need be given to educational work in any of the co-operating missions, and by mutual interaction both educational and evangelistic work can be done much more efficiently.

7. Other missions and churches, not having educational work, will much more readily send their children to a union institution; thereby widening the influence of the school among the Chinese Christians beyond the membership of the co-operating societies.

8. It is thought by some that it will be easier to secure equipment and endowment for a union school than for that operated by any one society.

There is yet another commanding reason why we should advanced our Christian educational work as rapidly as possible, and yet another great end to be gained. With the eagerness of the Chinese for Western learning, they are a prey to the all too welcome materialism and agnosticism which is coming to them from certain sources. Christian nations should awake to the fact that this is a time to show the superiority of a fully Christian education. In this endeavor, no less than in the accomplishment, we will show ourselves the true friends of this great empire. The present and permanent friendly relations thus established would go far toward the protection of the interests of our citizens residing in China, and would greatly enhance our commercial interest and trade with nearly half the inhabitants of the earth.

So from whatever view-point it is considered, the establishment and maintenance of such an institution as the proposed Nanking Christian University commends itself for your approval and support.

The Committee of the three Missions.

Nanking, China, June 21, 1906.

PROPOSED CONSTITUTION OF THE NANKING CHRISTIAN UNIVERSITY

We, the members of the Central China Mission of the Methodist Episcopal Church, of the Central China Mission of the Christian Church, of the Nanking Mission of the Presbyterian Church, with the approval and co-operation of our several Missionary Societies and Boards, in order to educate men with a view of preparing them for the Gospel Ministry; to train men who shall become earnest, efficient, Christian teachers, evangelists, physicians, or other Christian leaders; to provide educational advantages for the children of our Christian constituencies; to bring under Christian influences the unconverted and lead them to Christ; and to promote higher education in China under Christian influences and in harmony with the teachings of the Bible as the infallible word of God, do found and establish

THE NANKING CHRISTIAN UNIVERSITY,

which shall be located in the city of Nanking, and shall be governed by the provisions of this Constitution.

ARTICLE I. THE BOARD OF TRUSTEES.

Section 1. How Constituted.

The several Mission Boards above named shall each, at the time of its formal approval of this Constitution, appoint three persons as its legal representatives in forming the corporation. One of the persons so appointed shall be expected to serve for one year from the first of the succeeding January, another for two years, and the third for three years. Thereafter each of the co-operating Boards shall at its last regular meeting preceding the close of each calendar year appoint some one to fill the vacancy occasioned by the expiration of term of service. Vacancies in the corporation occasioned by death or resignation may be filled at any regular meeting of the Mission Board whose representative has died or resigned.

The above nine persons shall, as soon possible after their appointment, incorporate under the laws of the State of New York, or such other State as the Mission Boards concerned may advise, to be known as "The Board of Trustees of the Nanking Christian University." Their articles of incorporation shall be framed in harmony with the spirit of this Constitution.

Section 2. Duties and Powers.

It shall be the duty of the Board of Trustees:—

(a) To hold all property of the University in trust for the use of the institution; to invest and control all endowment funds; to transmit to the Board of Managers hereinafter provided for, at stated times and in such manner as may be hereafter agreed upon by these two Boards, the income from all property in its possession, the interest of the endowment fund, and such other funds in whole or part as the trustees may deem expedient or as may have been donated for special purposes. Provided: that the Board of Trustees shall have power to withhold the payment of any aforementioned funds, in case there shall be a departure on the part of the Board of Managers from the principles enunciated in the preamble of this Constitution; and if such departure shall continue, after written notification by the Board of Trustees, for more than one complete academic year, such funds, including principal and undistributed interest, shall revert to such Mission Board or Boards as shall have provided the same.

(b) To approve or disapprove elections to membership on the Board of Managers.

(c) Upon the nomination of the Board of Managers, to appoint the President of the University.

(d) If they deem it advisable to do so, to appoint a Financial Agent, whose duty it shall be to solicit funds for the endowment and support of the University.

(e) If a President of the University, whether on account of inefficiency, maladministration, or for disseminating either publicly or privately views out of harmony with the spirit of the preamble to this Constitution, be impeached by either the Board of Trustees or the Board of Managers, these two Boards shall have power, by concurrent vote, to declare his place vacant, and to proceed in the ordinary manner to fill the vacancy so caused.

Section 3. Additions to the Corporation.

Any other Mission having, or that may hereafter have, educational work in this part of China may, with the approval of the above named founders, and upon complying with the provisions of this Constitution, be added to the Corporation and have the right to appoint members on the above named Board of Trustees. The representation upon this Board of Trustees shall be upon the basis of three members for each co-operating Missionary Society.

ARTICLE II. THE BOARD OF MANAGERS.

Section 1. How Constituted.

Each of the co-operating Missions on the field shall appoint four members of the Board of Managers, one for four years, one for three years, one for two years and one for one year; shall annually appoint a person to fill the place of the retiring member, and shall fill vacancies whenever they occur. The twelve persons so appointed, together with others who may be added as hereinafter provided, shall constitute the Board of Managers of the Nanking Christian University.

Section 2. Chairman.

The President of the University shall be ex-officio chairman of the Board of Managers without vote, except in case of a tie vote.

Section 3. Accountability.

The Board of Managers shall be accountable to the Board of Trustees for the safe keeping and disposition of all funds received by them from whatever source.

Section 4. Duties.

The Board of Managers shall administer all funds received from the Board of Trustees; shall fix, collect and disburse all tuition fees; shall establish departments and approve courses of study; except in the case of the President, shall appoint officers and instructors and determine the salaries of those who are not regular missionaries under appointment of these several Boards; shall in the first instance, and whenever a vacancy occurs, nominate a suitable person for President of the University; shall provide suitable buildings and appliances; shall confer degrees, and perform all other duties necessary to the general administration of the University.

Section 5. Executive Committee.

The Board of Managers shall annually appoint an Executive Committee from among its members to assist and advise the President. The President shall be chairman of this committee, but shall have no vote. In emergencies the committee shall have power to take immediate action in matters not affecting the policy of the institution, such as the temporary employment of teachers, or other matters connected with administration, but shall report such action at the next regular meeting of the Board of Managers.

Section 6. Meetings.

The Board of Managers shall hold at least one meeting each year, at which a full report of the operation and condition of the University, and a statement properly audited of all receipts and disbursements during the year shall be presented, a copy of which report and statement shall be forwarded to the Board of Trustees.

Section 7. Quorum.

Two-thirds of the Board of Managers shall constitute a quorum and all matters shall be decided by a majority vote, which shall in no case be less than half of all the members of the Board.

Section 8. Compensation.

No member of the Board of Managers shall receive any compensation for his services.

ARTICLE III. ADMINISTRATION.

Section 1. Constitution and Duties of Council.

(a) The University Council shall consist of the President of the University and the Deans of all Departments.

(b) It shall decide upon all matters of government or discipline referred to it by a Dean or Faculty.

(c) It shall pass upon the estimates of expenses presented by each department, and make its recommendations regarding the same to the Board of Managers.

(d) It shall have under its considerations and control all of the various departments of the University, may plan for their development and expansion, and may make recommendations to the Board of Managers regarding existing departments, or in regard to the establishing of new departments.

Section 2. Duties of the President.

The duties of the President shall be:—

(a) To superintend and guard the interests of all departments of the University.

(b) To be the official representative of the University.

(c) To exercise a general oversight of all the property and business of the University.

(d) To appoint and for sufficient cause, discharge all employees not otherwise provided for.

(e) To make an Annual Report of the University to the Board of Managers.

Section 3. Duties of Dean.

The duties of a Dean of a Department shall be:—

(a) In the absence of the President to preside at meetings of the faculty of his department.

(b) To superintend the teaching of his department.

(c) To receive, and upon consultation with the faculty, dismiss the students of his department.

(d) To maintain discipline and order.

(e) To inform the President of the University of all important matters relating to his department.

Section 4. The Faculty.

(a) The Faculty of a Department shall consist of the President of the University, the Dean of the Department, and all teachers regularly appointed by the Board of Managers.

(b) The Faculty of a Department shall be under the direction of the Board of Managers, and shall be responsible to that body for the faithful discharge of its duties.

(c) The Faculty of a Department shall suggest the course of study for its department and submit the same to the Board of Managers for its approval.

(d) The Faculty of a Department shall prepare annually a list of estimates of expenses and present it to the University Council for its approval.

(e) Any member of the Faculty may for sufficient cause and after due notice, be dismissed by the Board of Managers.

PROPOSED BASIS OF UNION

Section 1. Conditions of Entrance.

Clause I. In order to put the plan of organization of this University into effect, each of the three co-operating Missionary Societies or Boards agrees to provide at the outset, in property or funds, \$100,000, U. S. currency, as a nucleus for plant and endowment.

Note 1. In the case of property and funds at present owned by the several Boards, or that may in the future be contributed to be administered by either of the Boards, each Board may, at the time of incorporation of the institution, make such provision as it deems necessary for the safeguarding of its own interests.

Note 2. In case of property already owned by any of the Societies at Nanking and which it proposes to turn for the use of their institution, the valuation may be fixed by local appraisers appointed by the U. S. Consul for Nanking. The value of income producing property in the United States may be fixed by mutual agreement between the co-operating Boards.

Note 3. In case any of the co-operating Boards does not desire to provide at once, in whole or in part, the \$100,000, it may annually in lieu thereof pay over to the Treasurer, of the Board of Trustees five per cent on the amount not provided for. This shall be counted as income and be available for the current expenses of the institution.

Clause II. Each of the co-operating Societies shall be entitled to representation on the teaching staff of the institution but its appointment shall be subject to confirmation by the Board of Managers. Until the school shall have secured an interest-bearing endowment of at least \$300,000 U. S. currency, each society agrees to furnish a foreign teacher and his salary to the institution.

Note. Of the \$300,000 provided for in Clause I, it is estimated that approximately \$100,000 will represent property and plant. The other \$200,000 may therefore be interest-bearing endowment. According to the provision of Clause II, an additional \$100,000 of interest-bearing endowment must be secured, before the Societies will be relieved of the necessity of furnishing a foreign teacher's salary and residence; it being understood that whenever either of the Societies has provided its proportion of the whole amount required, its obligation to furnish a teacher's salary and residence ceases.

Clause III. Any other Mission desiring to co-operate with this institution may do so upon securing the approval of the Board of Managers by a two-thirds vote together with the consent of the Board of Trustees, and upon complying with either one or both of the following conditions:

(a) It shall provide one foreign teacher approved by the Board of Managers, and a residence for the same. In which case such Mission shall be entitled to one representative upon the Board of Managers in addition to those already existing at the time of its entrance.

(b) Or, upon contributing to the endowment fund shall be entitled to one representative on the Board of Managers for each \$35,000, U. S. currency, so contributed; provided, that no Mission shall be entitled to more than four representatives on the Board of Managers.

SUGGESTED PLAN

FOR THE AFFILIATION OF PRIMARY AND PREPARATORY SCHOOLS.

The Board of Managers shall constitute a Registering Board for the registration and classification of elementary schools that may desire to affiliate with the University. All such schools shall use the courses of study approved by this Board, and carry on their work in harmony with the regulations adopted by it.

Primary Schools shall be operated by and under the control of the several Missions.

Preparatory Schools may be divided into four classes:

1. The Preparatory School of the University, which may be under the control of its Board of Managers.
2. Preparatory Schools operated by individual Missions, which shall use the University course of study, and be affiliated with the University.
3. Union Preparatory Schools in places where more than one of the co-operating Missions are represented.
4. Preparatory Schools which may be established by the Board of Managers in places where none of the co-operating Missions is represented.

Reports of all affiliated elementary schools shall be presented to the Board of Managers of the University annually for its approval.

The above proposed Constitution and Basis of Union was unanimously approved by the Central China Mission of the Methodist Episcopal Church, the Central China Mission of the Christian Church, and the Nanking Mission of the Presbyterian Church, at the Mission Meetings held during the summer of 1906.

Informal Conference on the Proposed Union.

At an informal conference of representatives of the three Boards and missionaries of the three Missions, held at the time of the China Centenary Conference in Shanghai, on May 1st, a free discussion of the proposed union was had. There were present at this conference, as representing the Methodist Episcopal Church: Bishop Cyrus D. Foss, Bishop Earl Cranston, Bishop J. W. Bashford, Dr. J. F. Goucher, Dr. A. B. Leonard, Dr. H. Loomis; and the following missionaries; Dr. Robert C. Beebe, J. R. Trindle, A. J. Bowen, Dr. E. H. Hart, Spencer Lewis, W. C. Longden, A. W. Martin, and Dr. Geo. A. Stuart. As representing the Presbyterian Church: L. W. Severance, Esq., Dr. John Fox, Rev. W. Henry Grant; and the following missionaries: J. E. Williams, W. J. Drummond, E. C. Lobenstine, and J. C. Garritt. As representing the Foreign Christian Missionary Society; the following missionaries: A. E. Cory, H. P. Shaw, F. E. Meigs, and Frank Garrett.

The question being asked as to the probable value of the property at present owned by the several missions, a rough estimate was given in following figures: Methodist Episcopal, \$35,000; Presbyterian, \$10,000; Foreign Christian Missionary Society, \$25,000, — all in gold. Number of students at present in each school: Methodist Episcopal, 200; Union school of Presbyterian and Disciples Missions, 100.

The following resolution was adopted by unanimous vote of missionaries present:

"Resolved; that we request those present who officially represent the three Home Boards concerned, to convey to those Boards the sense of this informal meeting, that it is highly desirable that the Nanking Christian University scheme should be carried out."

Action of the China Centenary Conference on Union Schools.

The Centenary Conference adopted the following resolution upon the subject of denominational union in school work.

"Resolved, that the attention of the different Missions be called to the necessity of union and co-operation between the Colleges of different Churches at the same centers, and that every effort should be made to avoid overlapping and reduplication in the further extension of the educational work."

The Methodist Episcopal Mission have the equivalent of \$100,000, in their buildings and men supported. The Disciples have nearly all. The Presbyterians need \$30,000 for land and buildings and \$3,500 annually for revenue.

Shanghai, May 4th, 1907.

MINUTES

of

Preliminary meetings to discuss the union of educational interests in Nanking which have resulted in the establishment of

THE UNIVERSITY OF NANKING

Nanking, March 15, 1906.

Representatives of the Methodist, Presbyterian and Disciples Missions met at Dr. Stuart's home to discuss the advisability of closer union in educational work.

After reading from the proposed basis of union in West China and a lengthy discussion, it was evident that there was a general and strong desire for union of our educational work.

Mr. Meigs moved that it is the sense of this meeting that union is desirable in our educational work, primary, intermediate and higher. This motion was carried.

Mr. Bowen moved that Mr. Meigs, Mr. Williams and Dr. Stuart be asked to draw up a plan of union. (It was understood that this committee was to include such members as may be appointed by other missions who may wish to join in the movement.) This motion was carried.

It was decided to talk a \$1,000,000 gold University. Woman's work was to be included in the plan.

Adjourned.

Frank Garrett, Secretary.

The Secretary wrote to Dr. R. H. Glover, Christian and Missionary Alliance; Rev. W. E. Crocker, Baptist; J. E. Stevensen, China Inland Mission; Rev. A. Sydenstricker, Southern Presbyterian; Bishop F. R. Graves, Episcopal, and spoke to the other missions in Nanking. All responded cordially, some hoping to affiliate in part but none ready to take an active part in establishing the University.

The Committee on Plan of Union wrote up a plan which was printed and a copy is on file with the secretary.

MINUTES OF A MEETING TO CONSIDER THE
ESTABLISHMENT OF A UNION UNIVERSITY IN NANKING

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A meeting was convened May 1st 1907 in the new Y.M.C.A. building in Shanghai to consider the advisability of establishing a Union University in Nanking.

The Methodist Episcopal Mission was represented by Bishop J. W. Bashford, Bishop Earl Cranston, Dr. J. W. F. Goucher, Dr. H. Loomis, Dr. A. B. Leonard and Bishop Cyrus D. Foss, and also the following missionaries:- Dr. Robert C. Beebe, J. R. Trindle, A. J. Bowen, Dr. E. H. Hart, Spencer Lewis, W. C. Longden, A. W. Martin and Dr. G. A. Stuart.

The American Presbyterian Mission was represented by L. H. Severance, Esq., Dr. John Fox, Rev. W. Henry Grant, and the following missionaries:- J. E. Williams, W. J. Drummond, E. C. Lobenstine, and J. C. Garritt.

The Foreign Christian Missionary Society was represented by the following missionaries:- A. E. Cory, H. P. Shaw, F. E. Meigs and Frank Garrett.

Bishop Cyrus D. Foss was chosen chairman and led in the opening prayer. Frank Garrett was chosen secretary.

Dr. Stuart presented the proposed Constitution of the Nanking Christian University, and a proposed Basis of Union for the establishment of the proposed institution. These had been prepared, endorsed and printed by the members of the above named Societies working in Nanking.

After Dr. Stuart's explanation of the plans, Rev. F. E. Meigs and Dr. J. C. Garritt spoke heartily in favor of them.

Dr. Beebe asked regarding the holding of the property, whether it should be turned over to the trustees of the new University, or remain the property of the various Boards as at present.

Dr. Stuart replied that that was a point to be worked out by the incorporators.

The value of the various educational plants as now existing in Nanking was given as follows:- Methodist Episcopal Mission, \$35,000.00; American Presbyterian Mission, \$10,000.00; and Foreign Christian Missionary Society, \$25,000.00, all in Gold. The enrollment of students is: Methodist Episcopal Mission, 250; American Presbyterian Mission and Foreign Christian Missionary Society united, 100.

Mr. Lobenstine stated that he had presented this plan to the Presbyterian Board at home and that they were heartily in favor of the plan and of the raising of the money.

Dr. Stuart explained that it was the idea of the parties originating the plans not to ask the churches as such for funds, but to appeal to those individuals who are able to contribute in larger sums.

May 1, 1907 - page 2.

Mr. J. E. Williams spoke explaining and approving the plans.

Dr. Goucher spoke in favor of the plan and urged that an adequate presentation and explanation of the plan in detail be made to the Home Boards.

Mr. A. E. Cory spoke in favor and recounted his experience with monied men at home. He prophesied success in raising the money.

Rev. John Foss suggested that it would be well to delay until the report of the Committee on the National Union University, appointed by the Centennial Conference, should be made known. He also recommended that utmost care be taken to go into the details and difficulties fully. He also suggested that a Union Senate might be established to have some unifying influence over the Colleges now established and continuing under present management. Referring to the preamble of the constitution as now printed, he suggested that after the word "Bible" in the last line there be inserted the words "as the supreme and infallible word of God." This was accepted by all.

Bishop Cranston spoke favoring the idea, and pledging his support. He preferred the establishing of this Nanking Christian University rather than the National University as suggested in the Centenary Conference.

L. H. Severance, Esq., spoke commending the plan and rejoicing in the manifest union of heart and mind, and expressing his conviction that if we worked this plan out well it would be supported by the home churches.

Bishop Bashford spoke saying that he thought the proposed National University would not, if established, injure the Nanking Christian University now proposed. He added that while there will be difficulties, yet not to unite will bring greater ones, also business sagacity suggests the wisdom of union.

Rev. John Fox suggested that a Theological Department be not a part of the University.

Dr. Stuart answered that we were willing to leave that whole question fully with the Home Boards.

Dr. J. C. Garritt stated that the Northern and Southern Presbyterians in this territory have united in a Union Theological Seminary and they are not free to unite, in the near future, with the other missions in a Theological Seminary.

Dr. Goucher suggested that all could establish Bible Schools by the side of the University, as at Berkeley and elsewhere.

Spencer Lewis asked regarding the ultimate size proposed for the University. He suggested a \$1,000,000.00 University.

Bishop Foss favored the general plan, emphasizing two reasons:- 1st. It runs in line with the present trend toward indispensable union; 2nd. We will thus avoid present heartfelt waste

and reduplication. The proposed Basis of Union, Section 1, Clause II, was explained as follows:- "Until each of the co-operating societies shall have contributed to the interest bearing endowment at least \$100,000.00 U. S. Currency, it agrees to furnish a foreign teacher or the support of a teacher, to the institution."

Dr. Stuart expressed his conviction that the missionaries could well unite and launch the proposed enterprise if each Board would but agree to pay the proposed 5% on balance, as per Note 2.

Dr. J. C. Garritt presented the following resolution, which was adopted.

Resolved, that we request those present who officially represent the three Home Boards concerned, to convey to those Boards the sense of this informal meeting, that it is highly desirable that the Nanking Christian University scheme should be carried out.

The minutes were then read and approved.

Frank Garrett, Secretary.

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November 4, 1908.

Meeting called to order in Mr. Bowen's office
Wednesday, November 4, 1908, 4.30 P. M. Rev. Leaman led in
prayer.

Members present:- Bowen, Leaman, Garritt, Rowe, Cory,
Beebe and Garrett.

Dr. Beebe presented the position of the Methodist
Episcopal Mission on union of schools at the present time. The
property clause was the difficult proposition.

There was a committee consisting of Dr. Beebe,
Mr. Cory (acting until Mr. Meigs can take his place) and Dr.
Garritt who were instructed to work out a property holding
clause which would be satisfactory to all the missions if pos-
sible.

Mr. Bowen, Mr. Gray and Mr. Garrett were asked to act
as a committee on location to report at the next meeting.

Adjourned.

Dr. Garritt, Chairman.

Frank Garrett, Secretary.

Nanking, January 11, 1909.

Members of the various missions met at Nanking
University.

The meeting was called to order by Dr. Garritt. Mr.
Meigs led in prayer.

General discussion was called for.

Dr. Beebe made a full statement of the attitude of
the Methodist Episcopal Mission on the union movement. It
appears that the financial problem is the obstacle in the way of
establishing the Union University.

It was decided to fully prepare our plans and be ready
to make our plea for money as it is all we lack of being able to
accomplish our purpose.

The committee appointed on November 4, 1908, to
arrange a property clause reported as follows, and the report
was adopted:

The committee appointed to suggest changes that will meet the various Societies' requirements, in the Constitution for the Proposed Nanking Christian University, has faced many difficulties. The only changes they can make that they believe will preserve the original Nanking plan is to place the following Property Clause as Article I:

Article I - Property.

The Property of the University shall consist of two kinds of property, Owned and Loaned.

Property Loaned shall be such property owned by the Co-operating Societies and shall be turned over to the Board of Trustees for control and administration. The said societies retaining their title in same.

Property Owned shall be such Sums and Property as shall be contributed to the University.

The present Article I will become Article II.

The only other change that is suggested is that under the present Article I, which will then be Article II, Section 2 - Duties and Powers, under (a), after the clause "to hold all property" and "either owned or loaned."

It is suggested that it shall be later so specified that the loaned property shall only include that given at the beginning and that all architecture, land, etc., shall be wholly under the control of the Board of Trustees or Board of Managers.

J. C. Garritt.

Robt. C. Beebe.

A. E. Cory.

Dr. Garritt as chairman with Mr. Bowen and Mr. Meigs were appointed a committee to arrange for presenting our plans to Mr. Burton when he arrives. The same committee was asked to get up a plan for union course of study, union management and policy for the three missions.

The next meeting to convene at the call of Dr. Garritt.

7
February 23, 1909.

There were present Messrs. Settlemyer, Rowe, Martin, Meigs, Garritt, Gilbert, Bowen, Cory and Garrett.

The committee which met Dr. Burton reported. But there was nothing at all definite as to assistance from that quarter.

Dr. Garritt suggested that the Drum Tower and University plant might be disposed of to the Medical School and urged that we consider Union with that in view.

Professors Settlemyer, Martin and Dr. Garritt were asked to draw up a plan of union, Dr. Garritt to give place to Mr. Williams when the latter arrives in Nanking.

June 11, 1909.

Met at the University at 8.00 P. M.

Present:- Cory, Meigs, Garritt, Bowen, Rowe, Martin, Settlemyer, Beebe, Gray, Macklin and Garrett.

Dr. Garritt called to order. Martin, Garrett and Dr. Garritt led in prayer.

After a few minutes of informal discussion Mr. Martin's last letter to Mr. Settlemyer was taken as an outline for the order of taking up the topics therein mentioned.

The question of using English as a medium of instruction in all the Western subjects was first discussed. Dr. Beebe spoke regarding the difficulty of tying the hands of the Board of Directors in any way and also the Methodist Episcopal Mission is strongly in favor of continuing the use of English as at present so successfully done.

Mr. Meigs said his mission as far as he could speak for them prefer to use less English than was proposed but could accept it if necessary to accomplish the union.

Dr. Garritt suggested a policy - conservative - no great or sudden changes to be made in policy.

The clause regarding the teaching staff was accepted as follows:-

"It is of the utmost importance to safeguard the efficiency of the teaching staff. Each individual teacher should be judged upon his own merit, with respect to the position, of

course, which he is expected to fill. And although he himself may be a good man, if the way can be found to secure a better man should certainly be secured. This policy ought to apply to both the foreign and Chinese staff, and be entirely independent of mission considerations."

The clause regarding fees was also received, as follows:-

"The policy shall be to increase fees to, probably, \$100.00 Mexican next year and higher from time to time as the conditions warrant. Special arrangements are to be made, of course, for worthy students, either by giving them opportunity to work or by giving them loans or scholarships."

The name in English was adopted as the University of Nanking. The name in Chinese:- Whei Wen Hung Ruh bing lih Chien Kang Da Hsioh Tang was adopted

The plant:- The present properties of the Methodist, Disciple and Presbyterian Missions used in the University or College shall be at the disposal of the Board of Managers of the Union Institution.

This Board shall decide on the nature of the use to which each shall be put, unless either mission shall prefer to retain its property for other uses and place the equivalent of money into the union. For the sake of economy, the Methodist University plant, as being the largest, shall be considered the central plant of the new institution.

Policy:- It is understood that no sudden or revolutionary change of policy will be made upon the inauguration of the union, unless by unanimous vote of the three missions as represented in the Board of Management. While there will be expansions in all departments, the aim will be to follow out present policies in a wise and conservative way; e. g., differences of view as to the use of English in teaching Western branches will for the present be waived and the present experiments along these lines will be given time to prove their utility or otherwise.

Courses in Chinese should be, however, presented to the students at the same time the contracting missions expect that all questions of policy, curriculum and management will be actually within the province of the Board of Managers when properly constituted according to the provision of the proposed constitution.

Dr. Garrit, Professor Martin and Professor Settlemyer were continued as a committee to work out details.

Adjourned.

Frank Garrett, Secretary.

October 1, 1909.

Meeting in President Bowen's office.

Present:- Messrs. Garritt, Williams, Bowen, Martin, Hummel, Settlemyer, Cory, Dr. Cochran and Garrett.

Dr. Cochran led in prayer.

Representatives of the various missions gave reports on the attitude of the various Boards on the union. The reports showed that all three Boards had accepted the plans in general and were ready to go ahead.

J. E. Williams, recently from home, reported success and his conviction that when we were actually working under the union we would have no trouble in securing needed funds.

It was decided to attempt to make the union effective by the first of the next Chinese New Year.

Messrs. Bowen, Williams and Garrett were appointed a committee to visit the American Consul and to ask him to appoint appraisers for the various properties offered to the union.

It was agreed that we should suggest to the Home Boards that they make provision in the constitution and bye-laws for amendment. This alteration to be first approved by three-fourths of the Board of Managers, and then forwarded to the Trustees for ratification.

Professors Martin, Williams and Settlemyer were appointed a committee on details incident to union.

Messrs. Cory, Garritt and Wilson were appointed a committee on land and buildings for enlargement.

Mr. Williams, Mr. Wilson and Miss Kelly were appointed a committee to see what could be done in the line of day schools and a normal school.

The printing press and industrial department were recommended for consideration to the committee on details.

Adjourned.

Frank Garrett, Secretary.

October 23, 1909.

Meeting called to order in President Bowen's office.

Present:- Messrs. Beebe, Garritt, Martin, Settlemyer, Williams, Gray, Cory, Hummel, Wilson, Garrett.

Dr. Garritt leaving early, President Bowen was called to the chair.

The committee on appraisements reported that the American Consul had appointed Dr. Garritt, Dr. Beebe and Mr. Cory as appraisers of properties offered to the union.

On motion all missions were requested to present to this Board of Appraisers, on or before the first of November, a full list of all properties offered to the union, with description of same.

The committee on immediate union reported no work done because of lack of sufficient instructions.

The committee on plans for development reported the two following plans, either -

1st. The Union University should look to building for the future entirely about the present site with the Gu Lou plant for eventual primary or academy. Or -

2nd. The University should build in the immediate future about the present plant, with a view to the final use of this for the academy, and the Gu Lou property to be either a medical or normal school. And that the Trustees be asked to enable us to purchase a new site, either about the Gu Lou rise or farther west, for the college and professional schools of the University. This to be purchased if possible in one large plot, and a finished architectural and landscape plan for the improvement of the same to be worked out as soon as possible.

Messrs. Bowen, Williams and Settlemyer were appointed a committee to report on plans for uniting all departments, including day-schools, as follows:- 1st- To consider day schools and the development of a large day school at Hu Beh Djai. 2nd- To consider using the Gu Lou property for the accommodation of the full Primary Department. 3rd- To approve the new dining room and to arrange for as many new students as possible at the University site. 4th- To consider the relationship of the present staff to the Union University. 5th- To consider the distribution of the work. 6th- To consider the question of new residences. This committee was requested to be ready to report by the first of November.

Adjourned.

Frank Garrett, Secretary.

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November 11, 1909.

Meeting called in President Bowen's office.

Present:- Garritt, Wilson, Bowen, Martin, Leaman, Williams, Beebe, Settlemyer, Cory and Garrett.

Mr. Wilson led in prayer.

The minutes of the meeting of October 1st and October 3rd were read and approved.

The committee on plans for immediate union reported as follows:-

1st. We recommend the two-story plan of dining room, with mansard roof and cement floor, detailed plans to be worked out and presented to representatives of the three missions. This building, together with buildings now standing at the University, to provide dormitory space for 350 students.

2nd. We recommend that the students now at Hu Beh Djai be arranged for at the other two places and that the building at Hu Beh Djai be used for a first-class day school under oversight of the University.

3rd. We recommend that a committee be appointed, composed of Mr. Gray, Mr. Wilson and Miss Kelly, to arrange courses of study for all our day schools.

4th. We recommend that the dormitory space at the Drum Tower plant be increased so as to accommodate 175 students and that the space be increased by the addition to the present square building.

5th. We recommend that the present corps of teachers hired by the two schools be retained and that the salaries be increased where necessary. In the interests of uniformity the two school managements were recommended to confer in this matter.

This report was adopted as above.

The committee was continued to make up next year's budget.

Dr. Beebe, Garrett and Williams were appointed a committee to look over the hill property and report as to its future use.

Mr. Martin was appointed to secure information regarding power plants and the best means of heating and lighting.

It was also recommended that the main entrance to the Union College grounds be changed to the southwest corner and that a proper driveway be made into the compound between the buildings.

It was further recommended that all the land now secured at the Gu Lou west of the main road be reserved for the purposes of the University for a college site.

Adjourned.

Frank Garrett, Secretary.

Report of a conference held in Nanking June 3, 1909, with a view to the establishment of a Union Medical College for Eastern China.

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Meeting was organized by election of Dr. Woodbridge as Chairman and Dr. Shields as Secretary.

There were present:- Doctors George Stuart, Beebe, Macklin, Barlow, and Shields and Reverends Bowen and Woodbridge.

Meeting opened with prayer by Dr. Stuart. After an informal discussion the general sentiment expressed by the following resolution was unanimously approved and recommended to the Mission concerned for adoption:-

1. Whereas the Medical Missionary Association has recommended the establishment in Eastern China of a Union Medical College, teaching in the Chinese language as an integral part of a comprehensive plan for covering the Empire, and,

2. Whereas such a college under mission management would be of immense advantage to the Christian cause in this section, and

3. Whereas a properly equipped college can best be attained by union, and,

4. Whereas Nanking has the combined advantage of accessibility, its use of the Mandarin dialect, its position as both a government and mission educational centre, together with the fact that the medical students would be under exceptional moral and religious influences, therefore be it

Resolved:

1. That each mission interested take steps at the earliest opportunity for uniting in the establishment of a Union Medical College to be located in Nanking.

2. That the cost of erecting and equipping the plant and the annual expenses be equally shared by the constituent missions.

3. That the following be adopted as a tentative

CONSTITUTION

a. Name: East China Union Medical College.

b. Aim: To give thorough instruction in medicine and surgery to the Chinese in their own language and under Christian influence.

c. The College shall be owned by the Boards represented, the management being vested in a Board of Directors elected by the Missions.

d. The Board of Directors shall be composed of two members from each mission. A member shall hold office for two years. (At the first elections one member shall be elected for one year and one for two years. Therefore one new member shall be elected annually by each mission.)

e. There shall be at least one annual meeting, this to be held in Nanking. Special meetings may be called by the Chairman on request of any three members of the Board.

f. Officers of the Board shall be Chairman, Vice-chairman, and Secretary, and Treasurer, elected by the Board, and with the usual duties of these officers.

g. Duties of the Board shall be general supervision, the authorization of expenditures, election of professors, arrangement of scale of fees for students, etc.

This was sent to me by Dr. J. C. Garritt of Nanking. He adds they hope to begin this fall, with Dr. Shields of Southern Presbyterian Mission, as Dean.

TO THE MISSION BOARDS AND HOME CHURCHES
REPRESENTED IN THE PROPOSED ESTABLISH-
MENT OF THE UNIVERSITY OF NANKING.

August, 1909

DEAR BRETHREN IN CHRIST :

After further consultation and, as we hope, final agreement, we, the representatives of the Methodist Episcopal, Disciples of Christ and Presbyterian Churches in the city of Nanking, present the following plan of union of our higher educational institutions. The Christian College and the Presbyterian Academy have been united for two years; it is hoped that by the union of these with the Nanking University, and the help of those interested in the Christianization of China, a large and thoroughly equipped university may be inaugurated.

We submit to you, therefore, the subjoined draft of a *Constitution* for the university, in the hope that your speedy ratification of the plan may make the union effective at a very early date. If possible, we should wish the date to be the beginning of the Chinese New Year, February, 1910.

We quote again the reasons given in an earlier letter for our desire to establish such a university as is proposed :

China is a very great country. Four hundred millions of most virile people, with forty centuries of almost unbroken national history, and more than that time of continuous racial existence; a people industrious, frugal, peace-loving; an intellectual race from the earliest period of its history, with a voluminous literature far exceeding, both in quantity and breadth of learning, the combined literature of the Western world up to the period of the Renaissance; her scholars have been her rulers. She was formerly able to sit in the splendid isolation of her great valleys, self-contained and self-sustained. And while she has been intensely conservative and self-satisfied, this period is now past beyond chance of return. China aspires to become one of

the great nations of the world. She desires and intends that her race shall take an equal place with the other races of the world in future history. Like all great bodies, she has been difficult to move; but now started on the road to progress, nothing will check her advance in attaining to what she deems to be her destiny.

China is fully committed to the new learning. A full educational program, beginning with the kindergarten and passing through all grades to the university, professional and technical schools, has been mapped out. While this scheme is still far from perfect and will undoubtedly be greatly modified when it comes to be worked out in practice, this very fact gives Christian educational institutions the advantage. For we do not need to spend time and energy in experimenting, but can go forward in the use of those methods that have been found most successful in our home lands, and adapt them to the conditions that experience has shown to be vital with the race among whom we work. Here is an opportunity to make the Church of Christ the leader in this great national movement; to place before this people the object lesson of a thoroughly organized, fully equipped institution, operated upon the most improved modern methods; to prepare those who shall be leaders among their own people in developing their educational system, and extending it to every village and hamlet; and to contribute to the moulding of the educational policy of the government. The opportunity of demonstrating the advantage of character building, as something differing from and superior to mere mental and physical training, is unique.

These opportunities are also *urgent*. We seem just at the present time to be at the strategic moment for pushing this work. This people is searching the earth for methods of development. They have sent some of their most honored and trusted men abroad to study Western methods and civilization. The development of their educational system is one of the things most sought after by these envoys. Why shall we not bring right here among them, in one of the greatest cities of the empire, the object lesson they seek? We are confident that we can offer them the very best in methods and training. There has never been such an opportunity

before in the history of the world for the demonstration of the value and superiority of Christian education. The nations of the world are awakening in a marvelous way to the claims of Christian civilization. But up to the present the Christian schools established in non-Christian lands have been too limited in scope, plant and staff to leave a very decided impress upon the races among whom they have been established. Neither were their opportunities equal to those afforded at the present time in China.

But the necessity is upon us in another sense. The Chinese government is already building and equipping large educational institutions. It will not be long before Christian institutions will be brought into active competition with these. If we are to maintain Christian education in the empire, we must be able to not only meet but excel in this competition. Else, not only will we be unable to reach the developing leaders of China, but we will be unable even to provide Christian training for the children of our Christian constituency. The native church of China is yet, and will probably for some time to come, be unable to provide educational institutions of a high order; and the children of Christian parents will be forced to go into government institutions for all advanced work. That the moral and religious influence of these institutions will be such as Christian parents would like to have surround their children is scarcely to be hoped. So the Christian missionary organizations must help to supply this lack, else it cannot be supplied in the near future. What is needed at the present time is not the small college, however useful that may have been found to be in America. As a provision for the needs of our Christian population; as an object lesson to the Chinese of the best in educational methods and appliances; as a fulcrum of power for influencing the future life and national development of this race, we need to develop as rapidly as possible the different departments of a university.

WHY UNITE IN ESTABLISHING SUCH AN INSTITUTION?

1. Because in union there is strength.
2. Because in union there is economy in plant and equipment, enabling much more work to be done with the same expenditure that would be required in smaller schools.

3. Because of the urgent necessity of the work, and the fact that no one society will be willing or able to do all that ought to be done.

4. Because the tendency of the present time at home, and especially on the mission field, is towards union. This union will inevitably come sooner or later, and it would seem that this is the psychological moment here when union in educational work is not only advisable, but most urgently demanded.

5. The greatness of the work of the church demands it. However willing we may be to strengthen the evangelistic forces in China, it is utterly hopeless to multiply such forces sufficiently to evangelize the empire. We must depend upon training a native Christian force, not only of ministers, but also of Christian workers in every employment in life; and for this purpose we must have strong educational institutions.

6. No one mission could begin to meet the educational demands and opportunities without giving all its energies to this work, and so getting out of sympathy with the other parts of the great work of establishing the Kingdom of Christ. While by combining, no undue prominence need be given to educational work in any of the co-operating missions, and by mutual interaction both educational and evangelistic work can be done much more efficiently.

7. Other missions and churches not having educational work will much more readily send their children to a union institution; thereby widening the influence of the school among the Chinese Christians beyond the membership of the co-operating societies.

8. It is thought by some that it will be easier to secure equipment and endowment for a union school than for that operated by any one society.

9. There is yet another commanding reason why we should advance our Christian educational work as rapidly as possible, and yet another great end to be gained. With the eagerness of the Chinese for Western learning, they are a prey to the all too welcome materialism and agnosticism which is coming to them from certain sources. Christian nations should awake to the

fact that this is a time to show the superiority of a fully Christian education. In this endeavor, no less than in the accomplishment, we will show ourselves the true friends of this great empire. The present and permanent friendly relations thus established would go far toward the protection of the interests of our citizens residing in China, and would greatly enhance our commercial interests and trade with nearly half the inhabitants of the earth.

So from whatever view-point it is considered, the establishment and maintenance of such an institution as the University of Nanking commends itself for your approval and support.

The Committee of the Three Missions.

PROPOSED CONSTITUTION OF THE UNIVERSITY OF NANKING.

We, the members of the Central China Mission of the Methodist Episcopal Church, of the Central China Mission of the Disciples of Christ, and of the Kiangnan Mission of the Presbyterian Church in the United States of America, with the approval and co-operation of our several Missionary Societies and Boards, in order to educate men with a view of preparing them for the Gospel ministry; to train men who shall become earnest, efficient, Christian teachers, evangelists, physicians, or other Christian leaders; to provide educational advantages for the children of our Christian constituencies; to bring under Christian influences the unconverted and lead them to Christ; and to promote higher education in China under Christian influences and in harmony with the teachings of the Bible as the infallible word of God, do found and establish

THE UNIVERSITY OF NANKING,
which shall be located in the city of Nanking, and shall be governed by the provisions of this Constitution.

ARTICLE I.---NAME.

The name of this institution shall be, in English, "The University of Nanking." The Chinese name shall be a translation of the same, and at the inception of the union it shall be plainly indicated that it is a union of the Nanking University and the Union Christian College.

ARTICLE II.---PROPERTY.

Section 1.---Kinds of Property and Title to the same.

The property of the University shall consist of such lands, buildings, etc., as shall be loaned to the institution by the co-operating Missions, together with all land, buildings and endowment given to or acquired by the University after its inauguration. Property loaned to the University shall be turned over to the Board of Trustees or their representatives for control and administration; but each society entering the union shall, so long as it desires, retain its title to the said property.

Section 2.---Unification of Present Property.

The present properties of the Nanking University, and of the Union Christian College, owned by the Foreign Christian and Presbyterian Missions, shall be placed at the disposal of the new union institution; the Board of Managers hereinafter provided for to decide on the use to which the various properties shall be put: Provided, That either the Foreign Christian or the Presbyterian Mission, if it shall prefer, may retain its property for other uses and place its value in money into the union. For the sake of economy, the Nanking University plant, as being the largest, shall be made the central plant of the new institution.

ARTICLE III.---THE BOARD OF TRUSTEES.

Section 1.---How Constituted.

The several Mission Boards above named shall each, at the time of its formal approval of this Constitution, appoint three persons as its legal representatives in forming the corporation. One of the persons so appointed shall be expected to serve for one year from the first succeeding January, another for two years, and the third for three years. Thereafter each of the co-operating Boards shall at its last regular meeting preceding the close of each calendar year appoint some one to fill the vacancy occasioned by the expiration of the term of service. Vacancies in the corporation occasioned by death or resignation may be filled at any regular meeting of the Mission Board whose representative has died or resigned.

The above nine persons shall, as soon as possible after their appointment, incorporate under the laws of the state of New York or such other state as the Mission Boards concerned may advise, to be known as "The Board of Trustees of the University of Nanking." Their articles of incorporation shall be framed in harmony with the spirit of this constitution.

Section 2.---Duties and Powers.

It shall be the duty of the Board of Trustees:

(a) To hold all property owned by or loaned to the University, in trust for the use of the institution; to invest and control all endowment funds; to transmit to the Board of Managers hereinafter provided for, at stated times and in such manner as may be hereafter agreed upon by these two Boards, the income from all property in its possession, the interest of the endowment fund, and such other funds in whole or in part as the trustees may deem expedient or as may have been donated for special purposes. That the Board of Trustees shall have power to withhold the payment of any aforementioned funds, in case there shall be a departure on the part of the Board of Managers from the principles enunciated in the preamble of this Constitution; and if such departure shall continue, after written notification by the Board of Trustees, for more than one complete academic year, such funds, including principal and the undistributed interest, shall revert to such Mission Board or Boards as shall have provided the same.

(b) To approve or disapprove elections to membership on the Board of Managers.

(c) Upon the nomination of the Board of Managers, to appoint the President of the University.

(d) To take appropriate steps for increasing the endowment and equipment of the University.

(e) If the President of the University, whether on account of inefficiency, maladministration, or for disseminating, either publicly or privately, views out of the spirit of the preamble to this Constitution, be impeached by either the Board of Trustees

or the Board of Managers, these two Boards shall have power, by concurrent vote, to declare his place vacant, and to proceed in the ordinary manner to fill the vacancy so caused.

Section 3.---Additions to the Corporation.

Any other Mission hereafter desiring to join the corporation may, with the approval of the above named founders, and upon complying with the provisions of this Constitution, be added to the Corporation and have the right to appoint members on the above named Board of Trustees and shall enjoy all the rights and immunities of the original incorporators. The representation upon this Board of Trustees shall be upon the basis of three members for each co-operating Missionary Society.

ARTICLE IV.---THE BOARD OF MANAGERS.

Section 1.---How Constituted.

Each of the co-operating missions shall, upon meeting the conditions of representation described in Section 2 of this article, be entitled to appoint, from among its regular missionaries, four members of the Board of Managers. In the first instance one shall be appointed for four years, one for three years, one for two years, and one for one year; and the Missions shall annually appoint a person to fill the place of the retiring members and shall fill vacancies whenever they occur. The persons so appointed, the maximum representation of the three Missions combined being twelve, together with representatives of such other Missions as may enter the union under the provisions of this Constitution, shall form the Board of Managers of the University of Nanking.

Section 2.---Basis of Representation.

A. Each Mission entering the union shall be entitled to full representation (i.e., by four members) on the Board of Managers, upon meeting the following conditions:

- (1) Funds or property shall be provided of a minimum value of \$40,000 gold.
- (2) Three regularly appointed missionaries who may become members of the faculty upon appointment by the Board of Managers.

(3) An annual cash guarantee, toward current expenses, of not less than \$2400 gold, until such time as these expenses together with those arising from development, etc., are so amply covered by endowment that those funds are no longer required for the maintenance and proper development of the University.

B. Any mission which cannot meet all of the conditions for full representation as stated in Clause A of this section may secure partial representation as follows:---By providing \$10,000 gold in money or available property, one instructor and \$600 gold for current expenses, a mission may secure one representative on the Board of Managers. For \$20,000 gold, two instructors and \$1200 gold for current expenses a mission may have two representatives. For \$30,000 gold, three instructors, and \$1800 gold for current expenses, a mission may have three representatives. (*)

Section 3.---Chairman.

The President of the University shall be ex-officio chairman of the Board of Managers, without vote, except in case of a tie vote.

Section 4.---Accountability.

The Board of Managers shall be accountable to the Board of Trustees for the safe keeping and disposition of all funds received by them from whatever source.

Section 5.---Duties.

The Board of Managers shall administer all funds received from the Board of Trustees; shall establish departments and approve courses of study; except in the case of the President, shall appoint officers and instructors and determine the salaries of those who are not regular missionaries under appointment of the several Boards; shall in the first instance, and whenever a vacancy occurs, nominate a suitable person for President of the University; shall provide suitable buildings and appliances; shall through the administrative officers of the University, fix, collect, and disburse

(*) NOTE:---This basis of representation is fixed upon both as being equitable, and as ensuring the speedy enlargement and growing efficiency of the institution, which is the great incentive to this union.

all tuition fees; shall confer degrees, and perform all other duties necessary to the general administration of the University.

Section 6.---Executive Committee.

The Board of Managers shall annually appoint an Executive Committee from among its members to assist and advise the President. The President shall be chairman of this committee, but shall have no vote. In emergencies the committee shall have power to take immediate action in matters affecting the policy of the institution, such as the temporary employment of teachers, or other matters connected with administration, but shall report such action at the next regular meeting of the Board of Managers.

Section 7.---Meetings.

The Board of Managers shall hold at least one meeting each year, at which a full report of the operation and condition of the University, and a statement properly audited of all receipts and disbursements during the year shall be presented, and a copy of which report and statement shall be forwarded, with the minutes of the Board of Managers, to the Board of Trustees.

Section 8.---Quorum.

Two-thirds of the Board of Managers, at least three Missions being represented, shall constitute a quorum. All matters shall be decided by a majority vote (*) which shall in no case be less than half of all the members of the Board.

Section 9.---Compensation.

No members of the Board of Managers shall receive compensation for his services.

(*) It is understood by the contracting missions that no sudden or revolutionary change of policy shall be made upon inauguration of the union, by a technical majority in which representatives of two missions outvote the representatives of the third; hence, in such questions there must be practical unanimity among the representatives of all the Missions. While there will be expansion in all departments, the aim shall be to follow out present policies in a wise and conservative way, e. g., differences as to view as to the use of English in teaching Western branches will for the present be waived and present experiments along these lines will be given time to prove their utility or the reverse; while at the same time courses in Chinese upon the same subjects shall be provided for the students.

The contracting Missions expect, however, that all questions of policy, curriculum and management shall be actually under the control of the Board of Managers, when properly constituted under the provisions of the constitution.

ARTICLE V.---AFFILIATED SCHOOLS.

The University will entertain proposals for the affiliation of professional or other schools under Missionary auspices, giving credits for work done and receiving their students in available courses. The enrollment of affiliated schools shall be made at the discretion of the Board of Managers in consultation with the University Council. (See Art. VI.)

ARTICLE VI.---ADMINISTRATION OF THE UNIVERSITY.

Section 1.---Constitution and Duties of Council.

(a) The University Council shall consist of the President of the University and the Deans of all Departments.

(b) It shall decide upon all matters of government or discipline referred to it by a Dean or Faculty.

(c) It shall pass upon the estimates of expenses presented by each department, and make its recommendations regarding the same to the Board of Managers.

(d) It shall have under its consideration and control all of the various departments of the University, may plan for their development and expansion, and may make recommendations to the Board of Managers regarding existing departments, or in regard to the establishment of new departments.

Section 2.---Duties of the President.

The duties of the President shall be:

(a) To superintend and guard the interests of all departments of the University.

(b) To be the official representative of the University.

(c) To exercise a general oversight of all the property and business of the University.

(d) To appoint and, for sufficient cause, discharge all employees not otherwise provided for.

(e) To make an annual report of the University to the Board of Managers.

Section 3.---Duties of a Dean.

The duties of a Dean of a Department shall be:

(a) In the absence of the President to preside at meetings of the faculty of his department.

- (b) To superintend the teaching of his department.
- (c) To receive, and upon consultation with the faculty, dismiss the students of his department.
- (d) To maintain discipline and order.
- (e) To inform the President of the University of all important matters relating to his department.

Section 4.---The Faculty.

(a) The Faculty of a department shall consist of the President of the University, the Dean of the Department, and all teachers regularly appointed by the Board of Managers.

(b) The Faculty of the department shall be under the direction of the Board of Managers, and shall be responsible to that body for the faithful discharge of its duties.

(c) The Faculty of a department shall suggest the course of study for its department, and submit the same to the Board of Managers for its approval.

(d) The Faculty of a department shall prepare annually a list of estimates of expenses and present it to the University Council for its approval.

(e) Any member of the faculty may, for sufficient cause and after due notice, be dismissed by the Board of Managers.

(The above Constitution, in its original form, was unanimously approved by the Central China Mission of the Methodist Episcopal Church, the Central China Mission of the Disciples of Christ, and the Kiangnan Mission of the Presbyterian Church in the United States of America, at their annual mission meetings of 1906. Subsequent conferences have resulted in a number of changes being made in the provisions of the Constitution and it is believed by the representatives of the Missions in Nanking that any difficulties which seemed to our friends and advisors to lie in the way of union have been successfully overcome. It remains now for our Boards and our friends at home to make the union immediately effective, and, as we earnestly believe, thus to confer untold benefit upon this great people now turning to us for knowledge.)

Presented to the three Missions for adoption and transmission to their respective Boards. It is highly desirable that by prompt action the union may be made effective February, 1910.

Nanking Sub-Committee	{	J. C. GARRITT, Presbyterian Mission,
	{	A. W. MARTIN, Methodist Mission,
	{	CHAS. S. SETTLEMYER, Foreign Christian Mission.

Action of the China Centenary Conference on Union Schools.

The Centenary Conference adopted the following resolution upon the subject of denominational union in school work:

"Resolved, That the attention of the different Missions be called to the necessity of union and co-operation between the Colleges of different Churches at the same centers, and that every effort should be made to avoid overlapping and reduplication in the further extension of the educational work."



