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Nanking
Admin.
Board of Managers
1918-1920

Meeting of Building and Property Committee

January 28, 1918.

The Building and Property Committee met at the Kan Ho Yen Administration Building at 11:30 A. M., January 28, 1918.

Present: Messrs. Bowen, Wilson, Settlemyer, Small.

With regard to the Administration Building at that site, it was decided:

(1) That all the old floors ~~are to~~ be used as far as is possible from the standpoint of strength of the floors. As little is to be rebuilt as possible.

(2) That the roof ~~is to~~ be so applied as to take up as little as possible of the third floor space, with members of the trusses and the like.

(3) That the tower above the top of the second floor walls ~~to~~ be built of bricks laid in cement and sand mortar and that an seven-inch reinforced concrete floor be erected under the bell.

(4) That the windmill secured from Dr. Beebe's hospital compound ~~to~~ be stored and not ~~to~~ be erected on the well at the north of the Swasey building because of bad appearance beside that building.

A. G. Small, Secretary.

Meeting of the Executive Committee of the Board of Managers of
the University of Nanking. February 28, 1918.

The Executive Committee of the Board of Managers of the University of Nanking met in the home of President Bowen, Thursday afternoon, February 28, 1918, at four o'clock.

The meeting was called to order by President Bowen.

Present:- President Bowen, F. Garrett, J. C. Garritt, A.C.Hutcheson, J. T. Proctor, G. W. Sarvis, J. E. Williams and W. F. Wilson.

Frank Garrett led in prayer.

The question was raised in regard to the purchase of the house owned by Dr. S. L. Lasell. As he had been offered G.\$9,000 for the same by outside parties and would sell to the University only at that price, on motion it was agreed that we purchase the house at that price.

The question was raised in regard to the need of the Industrial Department for a printing press. On motion it was agreed that action be deferred till this evening, when Mr. Moss can be present, and that discussion be limited to twenty minutes.

The fact that it is proposed to secure a body of educational experts, through the China Continuation Committee, to make an educational survey in China was presented to the Executive Committee, and the following action was taken:-

Inasmuch as we believe that much good will result from such a survey of our work in China at this time both as regards the organization and the co-ordination of higher education on the field and, also, as regards a fuller knowledge such a survey will give to our constituency at home,

Therefore be it resolved that we extend to this commission, through the China Continuation Committee, our hearty invitation to include our work in their survey, and to assure the commission of our fullest co-operation in furthering their plans and in making their study helpful.

Mr. Keen and Mr. Gia being present, Mr. Keen reported on plans for the development of a Wu-dialect section in the Language School.

After discussion, on motion it was agreed that we approve of the training of teachers, as we have been doing, from the Wu-dialect district, but that we do not feel that it would be advisable to establish a school for the various Wu dialects at Nanking.

On motion it was agreed that hereafter the fees for students in the Language School from participating missions be increased \$10, or \$150 in all per year, to pay for extra cost in heating and lighting, and that those who come from non-participating missions pay \$200.

On motion it was agreed that we approve of the plans made for the rebuilding of the old Administration building at Kan Ho Yen as presented by the Superintendent of Construction.

At the request of President Bowen, Dr. Proctor gave a report of the meeting in Shanghai of the Committee for the Co-ordination of our Educational Work in East China.

On motion it was agreed that we ask the Committee on Co-operation to prepare a written report of the meeting of the Committee which was held in Shanghai February 8.

President Bowen reported as to the contract price on the new Chapel, Administration building and new Dormitory.

Dr. Williams followed with a general statement of the financial situation in reference to the Hospital.

It was moved to meet this evening at eight-fifteen.

The evening session convened at eight-fifteen.

Dr. Proctor led in prayer.

Inasmuch as Mr. Bullock's return to the field this fall is doubtful, the question of securing a man who will take his place for the Normal and Primary School work was referred to President Bowen and W. F. Wilson.

On motion it was agreed that we approve the plan of the faculty for a University Summer School.

On motion it was agreed that we authorize Dr. Williams to raise the sum of G.\$5,000 per year for the University Summer School.

On motion it was agreed that we emphasize the immediate need for a man as an educational secretary for the schools of this section, and request Dr. Williams to consider this one of the first items of our needs.

On motion it was agreed that we authorize Dr. Williams to endeavor to secure another man interested in secondary work to be associated in the work in the Middle School.

On motion it was also agreed that if it is possible to secure the Ing land, that the property along the main road between Dr. Williams' and Dr. Macklin's houses be used for an athletic field.

On motion it was agreed that a committee of four be appointed as a Committee on Language School, to work in co-operation with Mr. Keen. The following were appointed:- C. S. Keen, Chairman, J. L. Stuart, D. W. Lyon, A. J. Bowen and Mrs. W. R. Stewart.

Ex. Com. mtg. minutes, Feb. 28, 1918. Page 3.

On motion it was agreed that during the absence of Dr. Williams, Mr. Clemons be asked to take his place on the Hospital Committee.

On motion it was agreed that the question of a matron for the new Language School dormitory be referred to the Language School Committee.

On account of the fact that Dr. Williams and Mr. Settlemeyer are leaving Nanking, on Motion Mr. Moss was appointed on the Building and Property Committee during their absence.

On motion it was agreed that we enter upon our minutes an appreciation of the coming of Dr. Woodworth and that a copy of the same be sent to Dr. Woodworth.

It was decided that the following be sent in a letter to Dr. Woodworth: "Inasmuch as we have heard of the coming of Dr. C. W. Woodworth to be associated with the faculty of the University, we hereby wish to express to him our hearty appreciation of this fact, and to extend to him our warmest welcome. We trust that his stay with us may be of as much pleasure to him as we anticipate pleasure and profit to ourselves."

Mr. Moss was present and made a statement in regard to the need of developing the Industrial Department. On motion it was agreed that it does not seem best at the present time to develop the Industrial Department and that the disposition of the present industrial work be referred to Mr. Moss and Mr. Wilson.

On motion it was agreed that we approve of the budget for the different departments of the University.

On motion the approval of the minutes was left to the Chairman, Secretary and Mr. Sarvis.

The meeting adjourned at twelve o'clock.

W. F. WILSON,

Secretary.

Meeting of Building and Property Committee

April 4, 1918.

The Building and Property Committee met at Dr. Bowen's office, Swasey building, on April 4, 1918.

Present: Messrs. Bowen, Wilson, Moss and Small.

The following items of business were discussed and passed:

- (1) That Mex. \$75 be spent in the construction of the ~~construction of the Meteorological~~ Station in Mr. Williams' yard. Professor Woodworth's scheme of building is to be followed.
- (2) The pointing of the Kan Ho Yen building is to wait over until the building (Administration) is finished.
- (3) The blue wash of the Tao Yuan building now used for administrative and class-room work of that department is to be cleaned off.
- (4) The sleeping porch for Mr. Clemons at the Williams' house be built but with windows to correspond in height and type with the rest of the windows in the house. The old unused French windows in the basement of the Tao Yuan are to be used so far as is found practicable in this job.
- (5) The eaves pipes and cement pipes to carry water from the Tao Yuan classroom and administrative building to the cistern now being dug back of the women's dormitory be left until fall because economizing on finances. The only object in doing it now would be to insure there being a full cistern of water to open school with.
- (6) That sufficient small bricks for the Severance Administration Building, Chapel, Third Dormitory, and Dispensary be purchased at once. This is done in order to keep the kilns going full blast all summer.
- (7) That each member of the committee work out some rules and regulations regarding (a) electric lights, (b) repairs, (c) plumbing and other features regarding the residences. The object in view is to formulate a set of definite rules regarding the residences, their occupants, and the University, so that there will be a definite understanding regarding the responsibilities of the different parties concerned. These rules are to be approved by the Executive Committee before being enforced.

Meeting adjourned.

A. G. Small, Secretary.

Meeting of Building and Property Committee

May 8, 1918.

The Building and Property Committee met at ~~the~~ Dr. Bowen's office, Swasey building, at 11 A. M., May 8, 1918.

Present: Messrs. Bowen, Moss, Wilson and Small.

After some discussion it was decided to rent house No. 16, (Mr. Settlemyer's) to Dr. and Mrs. P. W. Kuo of the Government Normal School for the summer of 1918, at the rate of Mex. \$75 per month. Mr. Bowen was authorized to arrange for the period of time that the house was to be rented.

With regard to the books for the houses decided upon in the meeting of April 12, 1918, it was decided to have these rules type-written and pasted in each book:

(1) The Building and Property Committee assumes responsibility only for necessary structural repairs and painting necessary for the preservation of the woodwork, all of which shall be subject to the approval of the committee.

(2) The Committee is willing to consider suggestions similar to the above that may from time to time arise.

(3) All amounts spent by the occupants of the different houses are to be recorded in this book and the book turned over to the Chairman of the Building and Property Committee on December 1 and May 1 of each year.

(4) An annual charge of Mex. \$12 per year will be made against the occupant of each electric-lighted house to cover the cost of the electric lights in those houses. The payments are to be made semi-annually, June 1 and January 1, the first payment to be made June 1, 1918.

Mrs. Small was authorized to order the hardware necessary for the Severance Memorial Hall, Chapel, Third Dormitory, and the Dispensary just as soon as plans for the different buildings are developed so that the amounts can be determined.

Mr. Small was authorized to spend not more than Mex. \$15 for necessary changes in the waste pipes of House No. 17 (Lasell house) in order to remedy the present faulty plumbing system of the kitchen, the idea being to arrange with Gordon & co. men to do same when they are here doing the work for the Language School Dormitory.

It was further agreed that the contractor undertaking the work of painting the above roofs shall repair the leaks in the roofs and that no final payments be made until the roofs have been thoroughly tested for leaks by a hard rainstorm.

It was agreed that no plumbing or hot water system of any kind shall be installed in or removed from any University house without first securing the approval of the committee.

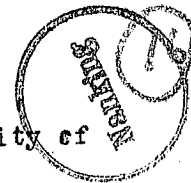
(OVER.)

The action regarding payment for electric light by occupants of houses so lighted (No. 4 of rules to be printed in books recording amounts spent by occupants of houses on repairs) makes the action taken on January 7 re rental of \$25 for lamps, void.

Meeting adjourned.

A. G. Small, Secretary.

The Fourteenth Meeting of the Board of Managers of the University of Nanking, October 18, 19, 1918.



TRANSFER

The fourteenth meeting of the Board of Managers of the University of Nanking convened at the University, in the office of the Suwan Christian School Board at 9 A. M., October 18, 1918.

Dr. R. C. Beebe led in prayer.

At the calling of the roll, the following members responded: R. C. Beebe, S. Cochran, C. H. Hamilton, J. V. Latimer, A. Y. Li, J. T. Proctor, F. J. White. Others present were H. Clemons, substituting for J. C. Garritt; H. W. Luce, substituting for F. D. Gamewell; W. T. Tao, substituting for P. W. Kuo; C. S. Keen, D. W. Richardson, and Mrs. M. R. Jones.

On motion it was voted that the substitutes be seated with the regular members of the Board.

Mr. Richardson and Mrs. Jones were present representing the Suwan Christian School Board.

On motion it was voted that, in view of the fact that Mr. Richardson and Mrs. Jones were unable to remain long at the meeting, we give Mr. Richardson the opportunity of stating the request of the Suwan Christian School Board.

After some explanation in regard to said Board, Mr. Richardson stated that the Board desired him to present the following resolution:

RESOLVED, that the Board of Managers of the University of Nanking recognize the Suwan Christian School Board as an affiliated organization and that the University agrees

- (1) To supply the services of an executive secretary.
- (2) To supply the services of a Chinese member of the Normal School for one-half his time, one-half of his salary to be paid by the Suwan Christian School Board.
- (3) To supply the Suwan Christian School Board with administration offices.
- (4) That the President of the University be a member ex-officio of the Suwan Christian School Board, and that any representations from the Suwan Christian School Board to the University Board of Managers, or vice versa be made through the President of the University and the Executive Secretary.

On motion it was voted that the Board of Managers agree to the resolution presented by Mr. Richardson.

On motion of J. T. Proctor, it was voted that such adjustments should be made of the work of W. F. Wilson as to make it possible for him to act at present as the Executive Secretary of the Suwan Christian School Board.

On motion it was voted that the Board of Managers accept the invitation of the matron of the Language School Dormitory to take tea at the new building this afternoon at half past four o'clock.

As the minutes of the last meeting of the Board of Managers and of the Executive Committee had already been printed and sent out to the members of the Board, on motion it was voted that they be taken as read.

President Bowen then called attention to certain items in his report and made some announcements.

C. S. Keen reported for the Department of Missionary Training.

Dr. Sloan was present and gave his report in regard to the Hospital.

On motion it was voted to extend an invitation to Dr. J. W. Wiltsie to become one of the staff of the University Hospital.

On motion it was voted that the following teachers be appointed to the faculty: Florence A. Brassted, Ch'en Chen, Chang Chien-hwa, Elizabeth H. Johnson, Len Lien-chiah, Li Kah-yuen, Thirza M. Pierce, Si Tsz-hen, C.S. Sie, M. Mabel Stearns, T. H. Ts'ien, C. P. Wang, Ph. D., Anne C. White.

On motion it was voted that we reaffirm our action of last year expressing the urgency of the need of going on immediately with our building programme, and that we ask the President to make special representation of this need by a covering letter.

On motion it was agreed that the Committee on Closer Cooperation between Colleges in East China be continued, with power to co-opt.

On motion it was voted to approve the report of the Building and Property Committee.

On motion it was voted to adjourn to meet at 2 P. M.

Afternoon Session.

The meeting was called to order at 2:10 P. M.

H. W. Luce led in prayer.

J. H. Reisner being present, he was asked to make a statement in regard to the work of the Agricultural Department.

On motion the following resolution in regard to the payment of gold appropriations at the rate of two to one was passed:

RESOLVED, that the Board of Managers calls the attention of the Mission Boards supporting the University to the serious crisis existing in our financial position as a result of the present rate of exchange. Practically all the Mission Boards have met the difficult situation created for their missionaries by establishing an exchange rate of two silver dollars for one gold. This has made it necessary and just that the University do the same for the members of the faculty supported by general University funds. The silver used in paying the Chinese members of the faculty and in the general University expenses must be bought at the present costly rate. Altogether it is absolutely impossible for the University to carry on its work with the former gold approp-

riations from the Boards and is incurring a rapidly growing deficit. We accordingly urgently request the Boards to grant a rate of two dollars for one on their regular appropriations to the University and make the rate retro-active, beginning on April 1, 1917.

On motion it was voted to take the Budget up seriatim.

On motion it was voted that we refer to the Language School Committee the necessity of having a full understanding with the home Boards as to the amount of fees to be paid by the Language School students; that we, through the Language School Committee, urge the Boards to establish a uniform method in paying the same; and, also, to make all these matters clear to any of their new candidates for the field.

It was also suggested that the Language School Committee prepare a booklet in which all that a new student ought to know about the Language School can be clearly stated, and that copies of this booklet be placed in the offices of the Boards in America.

After passing the Budget with certain alterations, on motion it was voted that the Budgets for Administration, College of Arts, Junior Colleges, College of Agriculture and Forestry, Middle School, Model School, Hospital and Language School be adopted as a whole.

On motion it was voted that we set Mr. Bailie free for colonization work and make Mr. Reisner Dean of the College of Agriculture and Forestry.

On motion it was agreed that L. B. Moss be appointed as Dean of the Junior College and continue as Acting Dean of the School of Education.

On motion it was voted that Mr. W. H. Weigel be appointed as Y. M. C. A. Secretary for the University.

On motion it was voted to adjourn, and, after taking tea at the Language School Dormitory, to meet again at 5:15 P. M.

The Board reconvened at 5:30 P. M.

On motion it was voted that A. Y. Li be appointed proctor of the Senior and Junior Colleges and that C. C. Liu be appointed proctor of the Middle and Model Schools.

On motion it was voted that we recommend to the Board of Trustees that the By-laws be changed as follows:

ARTICLE VIII. Section I. Composition. Paragraph No. 2 to read: "The Board of Managers may co-opt five Chinese and five foreigners as full members of the Board of Managers. Two of the Chinese shall be elected by the Alumni Association of the University of Nanking."

On motion it was voted that the Chairman and the Secretary be constituted a committee to prepare a suitable minute in regard to the work of Dr. Woodworth. That a copy of this minute be sent to Dr. Woodworth, and that it be entered on the minutes.

On motion it was voted that with the general approval of the Board, the question of providing outfit allowance for new comers be referred to the Executive Committee to work out.

On motion it was voted that a vote of thanks be given Mrs. M. R. Jones for her kindness in taking up the task of matron of the Language School Dormitory.

Also that we extend to the Presbyterian Mission our hearty thanks for loaning Mrs. Jones for this work for the month, and that we ask them, if possible, to let her continue this work at least until the end of the present Language School term.

On motion it was voted that we heartily agree with the principle of having a lecturer on Chinese religions and related subjects, living in China and dividing his time between the various language schools; and that we ask Mr. Lobenstine to represent us and do his best to secure the lecturer and raise in America his salary from the home base.

On motion it was agreed that the question of the name of the new Language School dormitory be referred to the Executive Committee.

On motion it was voted that a vote of thanks be given to Mr. Y. F. Hung for his careful and efficient work done in connection with the Chinese Library.

On motion it was voted that the question of the relation of the tuberculosis pavillion to the Christian Mission Girls' Schools be referred to the Executive Committee with power to act.

On motion it was voted that the Treasurer be instructed to pay the travel and other necessary expenses of the members of the Board of Managers and of the Executive Committee in attendance upon the meetings, after approval of such accounts by the Secretary of the Board.

On motion it was voted that the Executive Committee remain the same as last year, with the exception of G. W. Sarvis and A. V. Taylor whose names were omitted.

On motion it was voted that the Building and Property Committee remain as last year, with the exception of the appointment of A. G. Small as Chairman in place of W. F. Wilson.

On motion it was voted that the Finance Committee be as follows: R. C. Beebe, Chairman, A. J. Bowen, J. T. Proctor and J. E. Williams (F.D. Gamewell as alternate).

On motion it was voted that the Hospital Committee remain as it was last year.

On motion it was voted that the Language School Committee remain as last year.

On motion it was voted that the schedules for furloughs be referred to the Executive Committee.

On motion it was voted ~~to refer~~ to the heads of departments the question of a suitable plan for ascertaining the desirability of retaining men on the faculty after furlough, this plan to be reported to the Executive Committee, and from the Executive Committee, by correspondence, to the Board of Managers.

On motion it was voted to fix the date for the annual meeting of the Board of Managers of the University each year on the second Friday in October.

On motion it was voted that the Minutes of this Meeting be referred to Messrs. Bowen, Hamilton, Clemons and Wilson for confirmation.

After prayer by S. Cochran the meeting adjourned.

Report of the Building and Property Committee

October 18th, 1918.

Building Operations

The amount of building undertaken during the past year has not been as much as we had expected. However, the dormitory for the Language School and the old Administration Building at Kan Ho Yen are complete and in use. The Hospital Dispensary is now under construction. But the new Administration Buildings, dormitories and Chapel have been delayed for the present. Marble, tile, and a good deal of brick for these are now on the ground, so that when building operations are commenced we see no cause for any delay in construction.

Purchases of Residences

The residences of both Dr. Lasell and Mr. Settlemyer have been purchased within the year.

Rental of Property

After the purchase of the Lasell house arrangements were made to rent the house to the Y. M. C. A. for the present. This will help in part to reimburse us for the money spent on the purchase of the property.

The residence within the Kan Ho Yen property has also been rented during the year.

Numbering of Houses

Heretofore the houses have been called by the name of the man occupying the house, but when a member of the faculty moved from one house into another this method became confusing. The houses now have been numbered as nearly as possible in the order in which they were built.

Electric Lights.

After long delay, some of our buildings have had electric lights installed during the year. In all the dwelling houses where such installment has been made, it is understood that the occupant is to pay the University \$12.00 per year as a refund for installation. The occupant, of course, bears all of the cost of electricity.

It may be well to state here that it is entirely unsatisfactory to depend on the city for lights. The city plant is inadequate for its needs and even a high-power lamp gives but a dim light. The time must come when the University will have its own lighting plant.

Repairs

There have been during the year both the usual and unusual repairs. The house formerly occupied by Dr. Martin, now occupied by Professor Roys, ~~was~~ had a thorough overhauling and is now in good repair.

A number of new cisterns have been built and old ones repaired and in general the committee believe that the property is in a satisfactory condition.

October 17, 1918.

Statistics for Senior College of Arts and Junior College.

Applicants for admission Fall term 1918 ----- 128
 Number admitted ----- 108
 left since ----- 8
 Net Total of new students ----- 100
 Of the 20 who were not admitted 9 are in
 University Middle School

School represented by the 100 new students

| | | |
|--------------------|-----------|----|
| Mission Schools | 33 | |
| Government Schools | <u>20</u> | |
| Total | | 53 |

Percentage of students from Government Schools 49%
 " " " " Mission Schools 51%

The New Students are distributed as follows:

| | |
|----------------------------|-----------|
| Senior Agriculture | 1 |
| Senior Arts | 4 |
| Junior Agriculture 1st yr. | 8 |
| " " 2nd yr. | 10 |
| " Arts 1st yr. | 26 |
| 2nd yr. | 17 |
| Education | 4 |
| Forestry | 5 |
| Medicine | 4 |
| Special | 5 |
| Middle School | <u>16</u> |
| Total | ----- 100 |

Nanyang, Nankai, and the University Middle School have supplied the largest number of students, being ten, eleven and twelve respectively.

TOTALS OF STUDENTS IN THE COLLEGES Fall 1918.

| | | | | |
|--|------------|-----|-----------------|------------|
| Senior College of Agriculture & Forestry | 43 | | Middle School | 156 |
| Senior College of Arts | 47 | | Higher Primary | 114 |
| 1st year-26, 2nd year-14, 3rd year-7 | | | Lower Primary | 24 |
| Junior College of Agriculture | | | Kindergarten | <u>12</u> |
| 1st year | 16 | | | 306 |
| 2nd year | <u>19</u> | 35 | | <u>278</u> |
| Junior Arts | | | | 584 |
| 1st year | 66 | | | |
| 2nd year | <u>35</u> | 101 | | |
| Junior Education | | | | |
| 1st year | 5 | | Language School | |
| 2nd year | <u>6</u> | 11 | 1st year | 33 |
| Junior Forestry | | | | |
| 1st year | 6 | | 1st year last | 6 |
| 2nd year | <u>2</u> | 8 | | |
| Junior Medicine | | | | |
| 1st year | 4 | | 2nd year | <u>7</u> |
| 2nd year | <u>3</u> | 7 | | 46 |
| Junior Specials | | | | 584 |
| Junior (Middle School students) | | | | <u>630</u> |
| Total | <u>278</u> | | | 630 |
| | | | Duplicate | <u>15</u> |
| | | | Net Total | ----- 615 |

Table of TOTALS condensed shows:

| | |
|--|-----|
| Senior College of Agriculture and Forestry | 43 |
| Senior College of Arts | 47 |
| Junior College | 188 |
| Total ----- | 278 |

The Student body of the Senior Arts College and the Junior College have been drawn from 68 different institutions.

FIGURES REGARDING

CHURCH MEMBERSHIP

| | |
|---------------|-----|
| Non-Christian | 120 |
| New Students | 60 |
| Old " | 60 |
| Christian | 91 |
| New Students | 21 |
| Old " | 70 |

| | |
|----------------|------------|
| Non-Christian | 120 |
| Adventist | 1 |
| Baptist | 10 |
| C. I. M. | 2 |
| C. M. A. | 1 |
| Congregational | 3 |
| Disciples | 15 |
| Episcopalians | 2 |
| Independent | 4 |
| London Mission | 1 |
| Methodist | 31 |
| Presbyterian | 19 |
| Quaker | 2 |
| | <u>209</u> |

These figures not complete - but are all we have in hand. This does not include the 15 Middle School students.

Comparative figures for enrollment last year.

| | Autumn 17. | Spr. 18 | Aut. 18 |
|--|------------|---------|---------|
| Senior College of Agriculture & Forestry | 46 | 46 | 43 |
| Senior College of Arts | 40 | 39 | 47 |
| Junior College | 132 | 138 | 189 |

In the College of Arts and the Junior College we are holding this term 40 classes. Three of these are divided in two sections and at least four others ought to be if we had teachers enough. Our largest class has 71 students and our smallest class has 3.

The total registrations in classes is 957 making an average of 24 to the class.

In the first monthly examination out of the 957 registrants in classes 164 failed to secure a passing mark, or 17.1%. Last year the figure was 18%.

Some of the class rooms are necessarily in use seven hours during day. We have only 12 class rooms and three of these are used almost entirely by the College of Agriculture.

Building and Property Committee (2)

Inventory and Appraisement

During the time of the vacation caused by the plague an inventory and appraisement was made of all our property with the following result:

| | |
|---|----------------------|
| Value of all school buildings and out-houses | Mex. \$301,424.00 |
| Value of all residences, 17 | 133,844.00 |
| Value of all equipment and furnishings | 97,024.00 |
| Value of all hospital buildings | 43,389.00 |
| Value of all hospital equipment and furnishings | 12,150.00 |
| Value of all grounds, including walls | 116,861.00 |
| Grand total | <u>\$ 704,692.00</u> |

Respectfully submitted,

Building and Property Committee

W. F. Wilson, Chairman.

To be inserted after the minute regarding Dr. Woodworth on top of page 4:

(Minutes of Meeting of Board of Managers, Oct. 18, 1918)

8161 68 ADW
The following minute was prepared: "The members of the Board of Managers of the University of Nanking would express to Professor Charles W. Woodworth their deep appreciation of the services he is this year so generously rendering to the University. During the period of sabbatical release from his duties as Head of the Division of Entomology in the University of California he has been carrying a regular schedule of instruction in the University of Nanking, he has been instrumental in the inauguration of the Short Course in Sericulture and the Summer Course in Agriculture, he has been offering the first graduate courses that have been given in this Institution, and he has waged almost single-handed a remarkable campaign against mosquitoes in Nanking. His wide interests, his unusual experience, his expert knowledge, his quiet sympathy, and his ability to adapt himself to circumstances have not only been making his courses of exceptional value to the students but also of continual encouragement and inspiration to his colleagues. Professor Woodworth's contribution of work and thought and example will, we are confident, result in permanent advantage to the cause of Christian education in China."

READING REPORT
DEC 1 1918
READS DEPT

Meeting of the Executive Committee of the Board of Managers of
the University of Nanking, November 19, 1918.

The Executive Committee of the Board of Managers of the University of Nanking met in the office of the Suwan Christian School Board at the Middle School, Kan Ho Yen, at 4:30 P. M., November 19, 1918.

The following members were present:- President Bowen, Dr. P. W. Kao, Dr. F. Garrett and Mr. W. F. Wilson. Mr. A. Y. Lee was present by invitation.

Dr. Kao led in prayer.

The following action, on motion, was taken in regard to the outfit allowance for those newly appointed by the Board of Trustees, exclusive of those directly appointed by the mission boards and cared for by them:

That the Board of Trustees provide each with an outfit allowance of \$100 gold, and that furniture up to the amount of \$100, as needed, be provided by the Building and Property Committee in consultation with the person concerned.

On motion it was decided that the name of the new Language School dormitory should be, in Chinese, 陶陶園寄宿舍 and in English, Meigs Hall.

A letter was read from the Rev. Frank Garrett in behalf of the Christian Mission asking for the release of Mr. A. Y. Lee from the College for work in Nantungchow.

On motion it was voted that in view of the fact that Mr. Lee felt in duty bound to go to Nantungchow, we recommend that he be released after a suitable man has been found to take his place.

The question was raised as to the relation of the tuberculosis pavilion to Miss Lyon's school.

On motion it was voted that the Committee cannot see its way clear to give up the present compound now used for isolation wards, as it does not seem that the Hospital has any other place for such wards, but it is willing to recommend the adjustment of the location of the tuberculosis wards within the present compound to the satisfaction of Miss Lyon if it is possible to do so in accordance with the developing plans of the Hospital.

On motion the following schedule for furloughs was recommended:

| | | | |
|-------------|-------|--------------|-----------------------|
| Mr. Reisner | 1919, | Dr. Hamilton | 1920, |
| Mr. Clemons | 1921, | Mr. Moss | Dec. 1920-Sept. 1921, |
| Mr. Thomson | 1923, | Mr. Hamuel | 1924, |
| Mr. Roys | 1925, | Mr. Wilson | 1923. |

The recommendations as to how the decision should be reached in regard to the advisability of a man's returning after furlough having been brought to this Committee by the heads of departments, after discussion on motion it was voted

That the President of the University and the heads of departments should be the body which should pass on the advisability of the return of any teacher after furlough; the decision of the Committee should be practically unanimous, but in case of disagreement the minority shall have the privilege of stating its point of view before the

Executive Committee or the Board of Managers, and that the recommendation in regard to the return of any teacher shall be presented to the Board of Managers at its last meeting before his furlough.

It was decided also that this committee should also take the responsibility of keeping in touch with the work of each of the teachers and rendering such assistance and counsel as in any case may be necessary.

A suggestion was made by Dr. Woodworth to the Agricultural and Forestry Department that we organize our present field work of the College of Agriculture and Forestry into an experiment station.

This suggestion of Dr. Woodworth and his other recommendations in this connection were approved by the Committee, and J. H. Reisher was appointed as Director to work out the plans. A copy of these recommendations accompanies these minutes. (A.)

Dr. Woodworth also presented recommendations for carrying forward the work in sericulture which he has so effectually started, by the College of Agriculture and Forestry. A copy of these recommendations accompanies these minutes. (B.)

The recommendations were heartily approved by the Committee and on motion they were referred to the Department of Agriculture and Forestry to be carried out.

A vote of thanks was passed to Dr. Woodworth for his painstaking work in the preparation of these recommendations.

The Building and Property Committee presented the following recommendations which, on motion, were adopted:

With regard to the installation of hot-air, steam, all hot-water and cold-water equipments (including range, boiler, complete), bathroom equipments, in University houses at the expense of the occupant, the Building and Property Committee recommends

1. That written permission shall first be secured from the Building and Property Committee to install such a plant.

2. That a written contract shall be signed by the University and the man installing this equipment, agreeing that when he leaves the house the University will not buy any part of the apparatus or will not allow it to be removed from the house, in case the removal shall in any wise injure the house. The question of injury to the house shall be left to the Building and Property Committee for final decision.

3. Any person moving into a University house which has any of the above equipment is at liberty to make any payments to the person who has left the house, but in so doing he puts himself in the same position with the University on this question as the one who installed the apparatus.

4. That copies of these regulations be sent to all persons occupying University houses.

I. W. F. Wilson, Secretary.

A. RECOMMENDATIONS IN REGARD TO THE ORGANIZATION OF AN EXPERIMENT

STATION. By C. W. Woodworth.

I desire to urge the following development of the organization of the College of Agriculture and Forestry:

1st. That you organize an experiment station staff with yourself as Director and such members of the faculty of the College of Agriculture and Forestry as may be engaged in research work, each with a title to indicate the character of the work in hand, as Horticulturist, Entomologist, Chemist, etc.

2nd. That all publications issued by the University giving the results of such work be issued under the title "Report" or "Bulletin" of the Agricultural Experiment Station of the University of Nanking.

3rd. That each publication include title page with a resumé of the contents, in English, and that these bulletins and reports be sent as exchange to similar experiment stations in all parts of the world. This can be done without postage through the Smithsonian Institution.

These suggestions are made for the purpose (a) that the scientific work done has received recognition among scientific men and (b) that the library may receive regularly the publications from all parts of the world devoted to agricultural research, and (c) that this organization will bring your agricultural work into conformity with other similar institutions in the United States and other parts of the world.

B. RECOMMENDATIONS FOR WORK IN SERICULTURE TO BE UNDERTAKEN BY THE COLLEGE OF AGRICULTURE AND FORESTRY, UNIVERSITY OF NANKING.

By C. W. Woodworth.

In the matter of continuing the work in silk culture at the University of Nanking, I would like to make the following suggestions and recommendations:

1st. As to the importance of the industry, it is well to point out not only (a) that silk is at present China's most important export but that (b) it is the most suitable for export of all crops that can be grown in China because it occupies the least shipping space in proportion to its value and because (c) finally, unlike many agricultural crops its shipment does not tend to impoverish the soil; it will not enrich this generation at the expense of the future.

2nd. Silk culture can be improved. The silkworm has been grown in China for many centuries without attempting to improve either the breed or the methods. The countries of Southern Europe are success-

fully competing with China in silk production because they have made the raising of the insect more profitable. Europe's success has been secured by avoiding in a larger measure the losses due to diseases, particularly pebrine, and in the use of improved races.

3rd. Silk culture has been improved in the neighboring country, Japan, which under less favorable conditions has in the last few years exceeded China in silk exports, and this has all been due to Japan's enterprise in adopting European methods. Those interested in the advancement of China should endeavor to awaken the silk growers in China to the advantage of such progress.

4th. The fact that the government silk schools are attempting to introduce these methods does not relieve the Agricultural Department of the University of Nanking from also exerting itself in this direction. The difficulties of overcoming the inertia are so great that the combined effort of all forces is necessary to bring the much-needed improvement about within a reasonable time.

5th. The University of Nanking should consider that it had a peculiar service to perform in applying the scientific knowledge which has not yet reached and affected the silk world in any country, and in investigating the principles underlying the industry according to the methods developed in the American experiment stations. As far as I can learn none of the silk schools are attempting anything of this kind and have not and are not liable to obtain men specially qualified for work of this character.

6th. I would urge that funds be secured to hold Mr. Ts'ien as a permanent member of the staff of the University. He has interpreted for me during the progress of the two courses which I held the past summer and therefore is the man most fully acquainted with the facts I was able to bring to the study of the silk cultural problems of China. He is also specially qualified by his previous training to carry on some of the investigations which need to be undertaken.

7th. I would suggest also that provision be made to secure the services of one or two of the best students in the silk course to assist Mr. Ts'ien, each for one or more seasons, whereby these young men may become by further study competent to go to other schools as instructors to extend in the widest manner possible the teachings which will be developed through the work conducted at Nanking.

8th. The continuation of the silk course as started this spring would seem very desirable. Mr. Ts'ien with the assistants just suggested could easily care for these courses. They could easily begin about two weeks later than this year, since the weather was too cold this season to begin rearing at once. The plan of having each student raise a crop of silkworms should be by all means continued and if the numbers taking the course permit, the quantity raised by each should be larger.

9th. Another school beginning in September should also be organized particularly to demonstrate the utilization of the fall crop of leaves. This I am convinced will result in the greatest advance in

the amount of production of anything that can be done at present. These leaves serve no good purpose as they are about to ripen and fall and can be removed while still good and fed to the worms without loss or injury to the tree. Thus with the present trees nearly twice as much silk could be produced and the proceeds from the trees twice as much as at present.

10th. The experimental work Mr. Ts'ien is particularly competent to carry on is the breeding of new races in accordance with the recently developed science of Genetics. I would particularly urge that we do not simply introduce the European races of silkworms, but that we make the best possible use of the hereditary qualities of the Chinese races of worms. The quality of fiber and hardness of these races can be combined under skillful breeding with the desired qualities of the imported races, particularly size and quality of silk, and we can have every reason to expect better results ~~if~~ we discard native races for the foreign.

11th. All experimental work like that just referred to requires a long period of settled policy, and in arranging for Mr. Ts'ien's salary and expenses, this rather permanent character of the arrangement should be kept in mind. Some valuable results may come right away, but the full fruits of the work cannot be expected except after long-continued labor.

12th. I would recommend that either now or later provision be made for the employment of another man for the study of silkworm diseases in the same continuous and intensive way that is suggested for Mr. Ts'ien's study of breeding. The man should be selected who is thoroughly equipped by acquaintance with the latest knowledge of the physiology and pathology of animals and of animal parasites. No one since Pasteur has made any notable progress in the study of diseases, and knowledge is urgently needed in the non-parasitic diseases because such knowledge may materially affect our rearing practice and reduce the early mortality of the worms.

13th. I will not include in these suggestions the work you are doing with races of mulberries, which is certainly very important and promising of large returns, but should not neglect to urge that some attention be paid to substitute foods, which may be used in seasons of food shortage, and therefore the loss of large quantities of ~~the~~ fine, vigorous worms which now have to starve to death in seasons when the silkworm diseases are less prevalent.

14th. Finally, the plan should be considered to ultimately add to the staff a man competent to undertake research work upon the quality of fiber and its manipulation through the processes of reeling, dyeing and weaving. If such a man could be secured right away he could work with Mr. Ts'ien in his breeding work, enabling a more intelligent selection of the quality of the worms in the matter of fiber production.

These suggestions if carried out would lay the foundation upon which might ultimately develop a great silk school worthy of the great industry of this great country.

1918-1919

REPORT FOR THE PROPERTY COMMITTEE.

The work of the Property Committee during the past year (1918-1919) has been the usual meetings called from time to time to decide on such questions as are referred to the committee for action. Definite regulations have been drawn up to settle the questions arising through the installing of furnances, bath-room equipment with running water, by those who care to do so at their own expense.

Two new buildings, Meigs Hall and the Dispensary, have been completed during the year. Meigs Hall is a two story building with basement and unfinished attic and furnishes dormitory accomodation for 22 single women in the Language School. the exterior architecture is Chinese. Each student has an eleven by fourteen foot room to herself. There is a bathroom on each floor, each with two bath tubs, four wash bowls, a slop sink, and two comedes. Running water is supplied from a well and a cistern, by hand pump to tank in the attic. Each room is furnished with a chiffonier, desk, single bed, wash stand bookcase and closet. There is a dining and living room on the first floor and is furnished complete. The kitchen is in the basement. The building is heated by nine stoves in the basement each with drum bricked in in such a way that fresh air from the outside can circulate around them and pass on to the rooms.

The Dispensary is two story building with a basement and a finished attic. The building is in the shape of a horseshoe and is laid out symetrically about the center line. The exterior architecture is foreign. One side of the basement is used for servants quarters and is entirely separated from the other side which is used for eye, ear, nose and throat examination work. There are three furnaces in the basement for heating the building. One side of the first floor is for surgical patients and the other side for medical patients. Both have their own examination rooms waiting rooms and are on each side of the main vestibule and the drug room. One side of the second floor is for dormitory for the Chinese doctors. The other side offices, foreign doctor's reading room, and consultation rooms. The attic for the time being is used for storage.

The cubic contents of the Dispensary Building and of Meigs Hall, respectively is 242,838 and 154,020, and the cost of finished buildings is 1528 and 1427 cents Mex. per wubic foot.

The cost of orepon pine per 1000 ft B. M. of Meigs Hall, completed in August 1918 was \$116 Mex. while of the Dispensary, completed in Jan. 1919 was \$135, the floors of Meigs hall are oak while of the Dispensary are re-inforced concrete.

The above "Cost of Finished Building" includes constract cost, Hardware Steel for concretefloors, and such other necessities that make the buildings complete exclusive of heating, lighting, plumbing furniture etc. It is reasonable to suppose that if the ratio of the number of windows, doors, walls etc was the same all the way through as the ratio of the cubical contents, the cost per cu.ft. of the two buildings would remain the same in both cases. In the case of the Dispensary the accounts for furnishing the building were all kept by Dr. Sloan at the hospital and I do not have them at hand. As to Meigs Hall the furnishing accounts as I have them are as follows:

| | |
|--|-----------------------------|
| Furnaces and heating plant complete | M\$1056. ⁰⁰ 58 |
| 24100 gallon cistern at 0. ⁰² 453 per gal. | 591. ⁰⁰ 49 |
| Under ground waterpipes to cistern and drain pipes from bath rooms and kitchen etc. | 255. ⁰⁰ 29 |
| Plumbing (4 baths, 8 wash bowls, hot water equipment, tank etc. | 2530. ⁰⁰ 04 |
| Furniture outside of the kitchen | 2907. ⁰⁰ 81 |
| Kitchen and Pantry Furniture | 473. ⁰⁰ 00 |
| Electric Lights | 320. ⁰⁰ 65 |
| Total furnishings | <u>8134.⁰⁰86</u> |
| Other incidentals about the building are as follows: | |
| Road repairs and new road to the building M\$ on site | 131. ⁰⁰ 00 |
| Bricks and tiles for future Language School Buildings now | 984. ⁰⁰ 24 |

The Severance Administration was started in March and at this writing the walls are now nearly to the second floor. It is hoped that the building will be complete and ready for occupancy by August 15th, 1920. The estimated cost of that building is as follows:

| | |
|---|---------------------------------|
| Contract Price (not including bricks) | M\$47703. ⁰⁰ 00 |
| Furnaces | 2000. ⁰⁰ 00 |
| Incidentals | 300. ⁰⁰ 00 |
| Electric Lights | 1270. ⁰⁰ 00 |
| Hardware | 1500. ⁰⁰ 00 |
| Steel & Iron outside of concrete floors | 1000. ⁰⁰ 00 |
| Marble | 9570. ⁰⁰ 00 |
| Steel for Concrete Floors | 4800. ⁰⁰ 00 |
| Bricks (City Wall) | 9000. ⁰⁰ 00 |
| Total Estimated Cost of the Building | <u>M\$78343.⁰⁰00</u> |

The Severance Administration Building covers 115 fong of ground, will be a two-story building with re-inforced concrete floors, an unfinished basement and attic. The exterior architecture is to be Chinese throughout. The cubic contents of the building is 584000 cu.ft. The estimated cost per cubic foot is therefore M\$0.134.

The Chapel will be started shortly. Contractors are now working over their bids preparatory to handing them in. This will be a building that will accommodate an audience of 1000 persons. The exterior architecture is to be Chinese throughout.

A small foreign residence covering 8.8 fong of ground has been erected to the west of the center of the main campus. Dr. Machlin's old house near the new dispensary building has been torn down and the small house has been built largely from the material from the old house. In building this house effort has been made to utilise every possible cubic foot within the outside limits of the walls and the roof. It has worked out very well & should meet the demands of any ordinary small family very satisfactorily.

Respectively submitted.

Chairman Property Committee and
Superintendent of Construction.

Alex. G. Small.

REPORT FOR THE DEPARTMENT OF MISSIONARY TRAINING

1918 - 1919

June 12th marked the close of the eighth year of the department. As in the case of the previous year prevailing war conditions greatly reduced the number in attendance, especially the men, but no effort has been spared to maintain previous standards of thoroughness and efficiency.

Student
Personnel

The year opened Oct. 2nd with an enrolment of thirty-five in the beginning class, and twelve in the second year. This number was augmented January 1st by the opening of a new class of fourteen students, bringing the total enrolment up to sixty-one. Of the above total five students left for West China before February 1st, three were obliged to leave on account of illness, eleven withdrew for unavoidable reasons, and one was transferred to Japan. Thus on the date of closing the enrolment was reduced to forty-one, or by about 33%. These all took the final examinations and passed creditably.

Following the practice of previous reports it may be interesting, for purposes of comparison, to note that of the student body only 16, (26.3%) are men, while 45, (73.7) are women. This disparity is undoubtedly traceable to war conditions. A further distribution shows the number of single men to be only 2, (3.3%); single women, 32, (52.5%); married men, 13, (21.3%); married women, 14, (22.9%). From this it appears that, as in former years, single women constitute about one half of the total registrations.

The following table indicates the denominations or societies represented:

Baptist, 8; Christian, 7; Church Mission Society, 1; Church of God, 1; Free Methodist, 2; Ginling College, 2; Independent, 3; Methodist, North, 10; Methodist, South, 1; Presbyterian, North, 12; Seventh Day Adventist, 5; United Evangelical, 3; Y.M.C.A., 1; Y.W.C.A., 4.

The designations of so many of the students are, at this writing, so uncertain as to make any worth while classification by provinces impossible, but insofar as these designations are known the department will be represented in the provinces as follows:-

Anhui, 3; Chekiang, 8; Chihli, 1; Fukien, 2; Hunan, 9; Kiangsi, 5; Kiangsu, 24; Szechuan, 5; Yunnan, 1; It will be noted that while nine provinces receive students, at least forty per cent of them remain in the province of Kiangsu.

The
Faculty

The faculty, though slightly reduced in number, has done work of as high a grade as usual. Mr. Gia and his assistants have taught with their accustomed vigor and have justly won the admiration of the entire student body. A voluntary Bible Class from among the teachers has been conducted throughout the year by the head Chinese teacher, Mr. Gia, and it is a welcome innovation to see the newly-converted teachers appearing on the list of leaders of the daily devotional exercises. The faithfulness and loyalty of these teachers cannot be too highly commended. Despite the monotony necessarily incident to their daily routine they never display signs of weariness nor fail to take a personal interest in their pupils.

The new dormitory has done much to develop among the life in students an esprit de corps, and has brought about a feeling of the new unity and fellowship not hitherto possible when students were scattered in dormitory

tered throughout the city. The department prevailed upon Mrs. Maud R. Jones of the Presbyterian Mission, ~~the position of preceptress~~ and with their consent, to accept, much against her inclination, the position of preceptress, which responsibility she discharged with satisfaction.

In accordance with the understanding had with her Mission, Mrs. Jones is returning to her former work and we take this occasion to thank her for the splendid way she has managed anew and difficult situation, and her Mission for their generous response to our importunity. In canvassing the field for a permanent preceptress Mrs. J. R. Goddard, Baptist Mission, Shaohing, was approached, and after a visit to Hanking accepted contingent upon securing the consent of her Mission. This was later granted and Mrs. Goddard assumes responsibility in the autumn. Her Mission has generously volunteered, till further notice, to continue her support, a service for which we are, indeed, grateful.

Needs We conclude this report with the mention of two outstanding needs of the department, viz., a dormitory for married couples and for single men; and an assistant to the dean. We have been obliged from the first to throw ourselves upon the hospitality of a longsuffering community and be it said to their credit our demands have always been graciously met. It would be manifestly unfair, however, for the department to continue indefinitely to presume upon the generosity of missionary homes for the housing of its students, and the time has come when adequate provision for this need should be made.

The need for an assistant to the dean is no less urgent. Each successive class furnishes its quota of correspondence students who now number well over a hundred, and if the increasing bulk of correspondence which this department entails is to be cared for with

out detriment to the other phases of the work, the securing of an assistant should be considered an immediate necessity. The urgency of this request is heightened by the fact that the furlough of the dean occurs in 1921, and without such an assistant it will be exceedingly difficult to secure continuity of administration. If within a year a young woman with office experience could be secured who could take over the responsibility for the correspondence students, she together with the assistance of some local missionary of experience could carry on the work of the department without loss. Failing such provision it is difficult to see just how the work can be carried on.

Our closing paragraph is an acknowledgment of God's un-failing goodness and blessing which have been manifest in countless ways throughout the year. We commend to Him the work of the year with the consciousness of our failings and limitations and yet with the hope that the year has in some small measure contributed to the advance of His Kingdom and to His Glory.

Respectfully submitted,

Charles S. Keen,

Dean.

FIFTEENTH MEETING OF THE BOARD OF MANAGERS OF THE UNIVERSITY OF
NANKING - October 10, 1919.

The fifteenth meeting of the Board of Managers of the University of Nanking was held in Nanking on Friday, October 10, 1919, the morning session in the office of the Suwan Primary School Board at Kan Ho Yen, and the afternoon and evening sessions at Kuleo, in the reading room of the Swasey Hall branch of the University Library.

There were present President A. J. Bowen, and Messrs. H. Clemons, F. Garrett, C. H. Hamilton, V. Hanson, A. C. Hutcheson, P. W. Kuo, E. C. Lobenstine, E. I. Osgood, J. T. Proctor, F. J. White, and W. F. Wilson; also, by request, Dr. H. F. Rowe and Mr. A. G. Small.

Morning Session

Dr. E. I. Osgood opened the morning session with prayer.

It was voted that Dr. H. F. Rowe and Mr. A. G. Small be asked to take seats in place of Dr. F. D. Gamewell and Dr. J. E. Williams respectively.

It was voted that, as the minutes of the recent meetings of the Board of Trustees, the Board of Managers, and the Executive Committee of the Board of Managers had been mimeographed and circulated, they be accepted as read.

An invitation having been received from Mr. and Mrs. Clemons for the Board of Managers to take tea at four-thirty in the small-sized University residence, number eighteen, just completed for them, it was voted that the invitation be accepted with thanks.

Under the head of Reports of Standing Committees, Mr. C. S. Keen's report for the Department of Missionary Training was presented.

It was voted that the question of fees for students of co-operating missions be referred to the Standing Committee on the Department of Missionary Training, which is requested to see if it is not possible to reduce the rates, and, if this be possible, to make such reduction operative next term.

Mr. E. C. Lobenstine reported for the Finance Committee.

President Bowen then gave his report.

The following members were, on vote, appointed to the faculty:

Colleges: Mr. Chao Tsung-ting, Head Chinese Secretary
Mr. N. S. Chen, Biology
Mr. I. C. Folk, Chemistry
Mr. J. B. Griffing, Cotton Development
Mr. Hu Tien-tsing, Education

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Mr. Li Chuin-kang, Agriculture and Forestry
 Mr. Li Tai-fang, Agriculture and Forestry
 Mr. Li Tsih-hsing, Chemistry
 Mr. Li Kwoh-chuin, Assistant Librarian
 Mr. Liu Tsung-fang, Chinese
 Mr. Edwin Marx, English (Foreign Christian Mission)
 Mr. Muh I-han, Proctor, Kuleo
 Mr. Shen I-chien, Agriculture and Forestry
 Mr. Tsu Ao, Assistant Chinese Secretary
 Mr. P. D. Twinem, Mathematics and Astronomy
 Mr. Wang Liang-ch'en, Sericulture

Middle School: Mr. Ai Tsin-fah
 Mr. Chang Chien-tsu
 Mr. Chen Tsi-chi
 Mr. F. W. Dieterich
 Mr. Hung Chen-tao, Suwan Primary School Board
 Mr. Li Hung-teh
 Mr. C. S. Liu
 Mr. J. M. Speers, Jr.

Primary School: Mrs. N. F. Brewer
 Miss Chang Kyi-woo
 Mr. Keh Kwoh-ping
 Mrs. Leng Lien-chiah
 Miss Winifred P. Miller
 Mrs. Tai Pen-shan
 Miss Tsu Yao-na

Recommendations from the college faculty were then presented, as follows:

17 January 1919. "Voted, that we recommend to the Board of Managers of the University that Sunday morning Bible classes be made voluntary."

After discussion the Board of Managers voted disapproval of the recommendation.

16 June 1919. "Voted, that we recommend to the Board of Managers that they put themselves on record to the effect that the University will be glad to entertain any proposition Dr. Woodworth may have in mind to make to the University in connection with the establishment of any part of the industrial university he is working for."

It was voted that this recommendation of the college faculty regarding Professor Woodworth's industrial university be laid on the table.

9 October 1919. "Voted, that we recommend to the Board of Managers that provision be made for teaching modern languages other than English."

This recommendation was adopted.

The meeting adjourned at twelve-thirty for lunch.

Afternoon Session

The meeting reconvened at two o'clock.

Mr. E. C. Lobenstine opened the afternoon session with prayer.

Inasmuch as Mr. A. G. Small will by the summer of 1920 have been on the field eight years, and as his furlough is therefore due, it was voted

That the Board of Managers authorize the furlough of Mr. A. G. Small, beginning June 1920.

That the Board of Managers cable to the Board of Trustees to select and send out a construction engineer to be associated with Mr. Small, who will be able to take up Mr. Small's work when he goes on furlough.

The Board of Managers having learned with interest of plans now being proposed to request the mission Boards to establish in Shanghai a central bureau of mission architects, it was voted

That the Board of Managers recommend that the Trustees cooperate with the missionary Boards, making possible the establishment of such a bureau.

In view of the fact that there is an immediate need for the erection of at least seven houses for members of the faculty, it was voted

That the Board of Managers authorize the erection of these houses as fast as the money can be secured, at a cost not to exceed \$6,500 Mexican each, including everything except the purchase of the land.

Also, that the plans for these houses shall be provided by the Building and Property Committee and not by the individuals expecting to occupy the houses.

In regard to the suggestion that apartments be erected for the use of foreign teachers, the Board of Managers expressed the opinion that individual houses are very much to be preferred. Recent investigations made by a neighboring institution lead to the conviction that the saving is not sufficient to compensate for the disadvantages.

In regard to the building of teachers' houses for the members of the Chinese faculty, it was voted

That the Board of Managers approve of the apportionment of \$10,000 Mexican for the erection of houses costing approximately \$2,000 each, to be rented for about 10% of the cost.

In regard to various plans submitted for the extension of the dormitory group, it was voted

To approve plan number five (calling ultimately for thirty units), see Exhibit A, with the recommendation that due regard be given to light between the buildings, and that at present we request the Board of Trustees to permit us to proceed with the erection of

tories of three units each, one dormitory of two units, and a dining hall, at a cost of approximately \$11,000 Mexican per unit, to be completed within a period of three years.

In regard to the new library, it was voted that we request Mr. Small and Mr. Clemons to work out the plans for the same in conjunction with the University architects, Messrs. Perkins, Fellows, and Hamilton.

The Board of Managers having heard that the authorities of the Methodist Centenary Movement have proposed to erect as a memorial to Bishop J. W. Bashford, on the University campus, a library, it was voted

That the secretary draw up a suitable resolution of thanks and forward the same to the secretary of the Centenary Movement.

Also, that we request the secretary of the movement to make this fund, if possible, available in 1924. (See Resolution I, page 9.)

The Building and Property Committee having presented certain recommendations, the following actions were taken:

It was voted that, whenever the occupant of a house desires to install any hot-air or hot- or cold-water equipment at his own expense,

(1) written permission shall first be secured from the Building and Property Committee;

(2) a written contract shall be signed by the University and the person installing the equipment, agreeing that when he leaves the house the University will not buy any part of the apparatus and will not allow it to be removed from the house, in case the removal should in any wise injure the house; the question as to injury to the house shall be left to the Building and Property Committee for final decision;

(3) any person moving into a University house which has any of the above equipment is at liberty to make any payments to the person who has left the house, but in so doing he puts himself in the same position with the University on this question as the one who installed the apparatus.

In regard to the recommendation of the Building and Property Committee concerning the rental of houses, it was voted

That in the future all allocation or renting of University houses, and the renting of other houses not belonging to the University for the University staff, shall be done by the Building and Property Committee in conference with Dr. Bowen.

In regard to the permanent house for the President of the University, it was voted.

That when the present lease of the house number seventeen, formerly owned by Dr. S. L. Lasell, expires, this house be designated the President's House, and that the money received meantime from rent shall be spent in securing furnishings, which shall be in keeping with a house used for the President of the University.

In regard to houses now occupied, or hereafter to be occupied, by Chinese members of the faculty, it was voted

That when the time seems best for such action, we charge rent for the houses at a price not to exceed 10% of the cost of the house.

The meeting adjourned for tea at four-thirty and reconvened at five-thirty.

The Budget for the year 1920 was taken up. It was voted That the Budget as presented be adopted.

Certain questions having been brought up in regard to the report of the Department of Missionary Training, the following action was taken:

Voted, that we authorize Mr. Keen and Mr. Chia, at such time as they deem best, to visit the Language School in Peking at the expense of the University.

In regard to the possibility of establishing in the Language School a department for the Wu dialects, it was voted

That we authorize the Language School to take definite steps for the opening of a class for the students from Soochow, Shanghai, and cities of kindred dialects, in the fall of 1920.

Also, that we proceed immediately to secure another foreigner to be associated with Mr. Keen in this work.

Under New Business the President read the following letter, dated Nanking, October 9, 1919:

"President A. J. Bowen,
Nanking.

Dear Dr. Bowen:

In view of the approach of the meeting of the Board of Managers, we wish to set forth a few facts for the consideration of the Board relating to the proposed Department of Commerce.

As you know, the campaign started last year for raising money for this department has been going very satisfactorily. The amount of money pledged up to date is over \$40,000. Before long we hope to bring it up to the desired sum, namely, \$50,000. It is the understanding on the part of the alumni that the money will be devoted to the erection of the Alumni Hall which will be used for the Department of Commerce and that whatever remains may be used for its initial equipment. This implies that the University is to bear the running expenses.

The object of this department will be to train all-round business men - men who will be dominated not simply by the economic motive but also by a spirit of public service as well. It is hoped that thus we can help to Christianize the Chinese business world.

It is hardly necessary to say that there is an urgent demand for such a department. It is estimated that fully sixty-five per cent of our alumni are now in business.

And with this special department added we believe that not only will there be an even greater number of men graduated, but their efficiency will also be greatly augmented with the mastery of the needed technique. In our opinion this will produce good results on the missionary propaganda in which we take an active interest. For the success of this work among other things the financial support of Chinese Christian business men is needed.

Very sincerely yours,

University of Nanking Alumni Association."

It was voted that the secretary be requested to draw up a suitable resolution thanking the alumni for their evident interest in the development of the University.

That we request the Trustees to authorize the establishment of such a department when a sufficient amount of funds is in hand for the same. (See Resolution II, page 9;)

The meeting adjourned for supper at seven and reconvened at seven forty-five.

Evening Session

The following standing committees were appointed:

Executive: Messrs. A. J. Bowen (chairman), R. C. Beebe, H. Clemons, F. Garrett, C. H. Hamilton, A. C. Hutcheson, P. W. Kuo, J. T. Proctor, C. T. Wang, J. E. Williams, W. F. Wilson.

Building and Property: Messrs. A. G. Small (chairman), A. J. Bowen, L. B. Moss, J. E. Williams, W. F. Wilson.

Finance: Messrs. E. C. Lobenstine (chairman), A. J. Bowen, F. D. Gamewell, J. T. Proctor, J. E. Williams.

Hospital: Messrs. A. C. Hutcheson (chairman), A. J. Bowen, H. Clemons, C. H. Hamilton, J. E. Williams.

Language School: Mr. C. S. Keen (chairman), Miss Ruth M. Brittain, Messrs. A. J. Bowen, J. W. Crofoot, D. Willard Lyon, J. E. Williams, W. F. Wilson.

In regard to the action of the authorities of Boston University organizing a Boston University Nanking Association, it was voted

That the secretary draw up a suitable resolution thanking them for their interest. (See Resolution IV, page 10.)

It was voted that it be arranged to release Dr. K. S. Liu to act as exchange professor in 1920 or 1921.

It was voted that the question of increasing the students' fees be referred to the Executive Committee with power to increase as the conditions require.

It was voted that we approve of the following scale of salaries:

Returned Students

| | Married | Single |
|-------------------------|---------|---------|
| 1st year | \$1,800 | \$1,200 |
| 2nd year | 1,920 | 1,260 |
| 3rd year | 2,040 | 1,320 |
| 4th year | 2,160 | 1,380 |
| 5th year | 2,280 | 1,440 |
| 6th year and thereafter | 2,400 | 1,500 |

China Graduates

| | |
|-------------------------|-------|
| 1st year | \$540 |
| 2nd year | 600 |
| 3rd year | 660 |
| 4th year | 720 |
| 5th year | 780 |
| 6th year | 780 |
| 7th year | 780 |
| 8th year and thereafter | 840 |

Classics Teachers

College in general not more than \$60.00 per month
 Middle School, in general not more than \$40.00 per month
 Primary School, in general not more than \$30.00 per month .

Foreigners

| Married | | Single | |
|-----------------|---------|-----------------|---------------------------------|
| 1st- 5th years | \$2,400 | 1st- 3rd years | \$1,400 |
| 6th-10th years | 2,600 | 4th-10th years | 1,500 |
| 11th-15th years | 2,800 | 11th-15th years | 1,600 |
| thereafter | 3,000 | thereafter | 1,700 (Gold \$850 at 2 to 1) |

Foreigners' Children

Mex. \$200 per year till they leave home for boarding school, then
 G. \$150 per year till they graduate from college or leave college.

It was voted that we view with favor the general idea of the granting of leave of absence for further study for members of the Chinese faculty, and that the question be referred to the Executive Committee for further investigation and report.

It was voted that, in accordance with the action of the Board of Trustees, we urge the co-operating missions to request each co-operating Board to appoint an additional man to the Department of Agriculture and Forestry.

It was voted that we approve the general plan for Interchurch askings and refer the same to the Executive Committee for final adjustment.

It was voted that we accept the resignation of Mr. Baillie, and that a suitable letter be drawn up expressing appreciation of the work which he has done for the University. (See Resolution III, page 9.)

Dr. Frank Garrett reported an action of the Foreign Christian Mission requesting its representatives on the Seminary and University Boards of Managers to work for the establishment in the University of a department of high-grade ministerial training. The Board of Managers, after full discussion, in which the extreme urgency of a thorough investigation of the whole situation was pointed out, voted

That a committee of three be appointed to take up this whole question of theological education with the authorities of the Seminary and the Missions concerned and report at the next meeting of the Board of Managers.

The following committee was appointed: Dr. F. Garrett (chairman), Mr. E. C. Lobenstine, and Mr. W. F. Wilson.

It was voted that the minutes of the meetings of the Board of Managers and of the Board of Trustees, from 1918 to date, be printed.

It was voted that the minutes of the present meeting be passed on by the President, Secretary, and Mr. Clemens.

The meeting then adjourned.

W. F. WILSON, Secretary.

Resolutions drawn up at the request of the Board of Managers of the University of Nanking at their annual meeting, October 10, 1919.

I

President Bowen having reported the gift of \$50,000, United States gold currency, from the Methodist Centenary through Bishop Lewis, to be used in the erection of a library building in memory of Bishop James W. Bashford, the Board of Managers wish to express to the authorities of the Methodist Episcopal Church and to those directly connected with the Centenary movement their most hearty appreciation of this splendid gift. It is their opinion that this memorial will be especially appropriate in keeping before the minds of the young men of China the life and work of this great missionary scholar, statesman, and lover of China. The Board of Managers therefore take very great pleasure in accepting this gift to the University.

They would respectfully request that this fund be made available by June 1, 1921, if this can be effected in harmony with the other plans of the Church.

II

The Board of Managers of the University of Nanking, having heard through President Bowen of the very practical interest being shown by the alumni in the work and life of the University in raising \$50,000 for a Department of Commerce and Business Administration, wish to express their most hearty appreciation. It is a matter of very profound gratification to the Board of Managers and the friends of the institution both in China and in America to have this substantial evidence of continued interest and effective loyalty on the part of our alumni. We believe it marks a new era in the development of the University.

The proposition of the alumni to provide means for the establishing of a Department of Commerce and Business Administration meets with the full approval of the Board of Managers and we are now recommending to the Board of Trustees that they grant us permission to establish such a department. A committee has been appointed which will work out the details necessary for such a plan with the committee appointed by the alumni.

III.

The Board of Managers of the University of Nanking, having received through President Bowen the resignation of Professor Joseph Bailie, in accepting this wish to place on record both our regret that this action seems necessary and also our heartfelt appreciation of Professor Bailie's great services to the University.

We understand that the work to which Professor Bailie now feels himself called takes him away from the district where the University is practically interested, and as others nearer to his work are ready to support him, we feel it only fair to Professor Bailie to make it possible for him to associate himself with them.

On the other hand, in view of the long years of service which he has given the University, in view of the very practical and

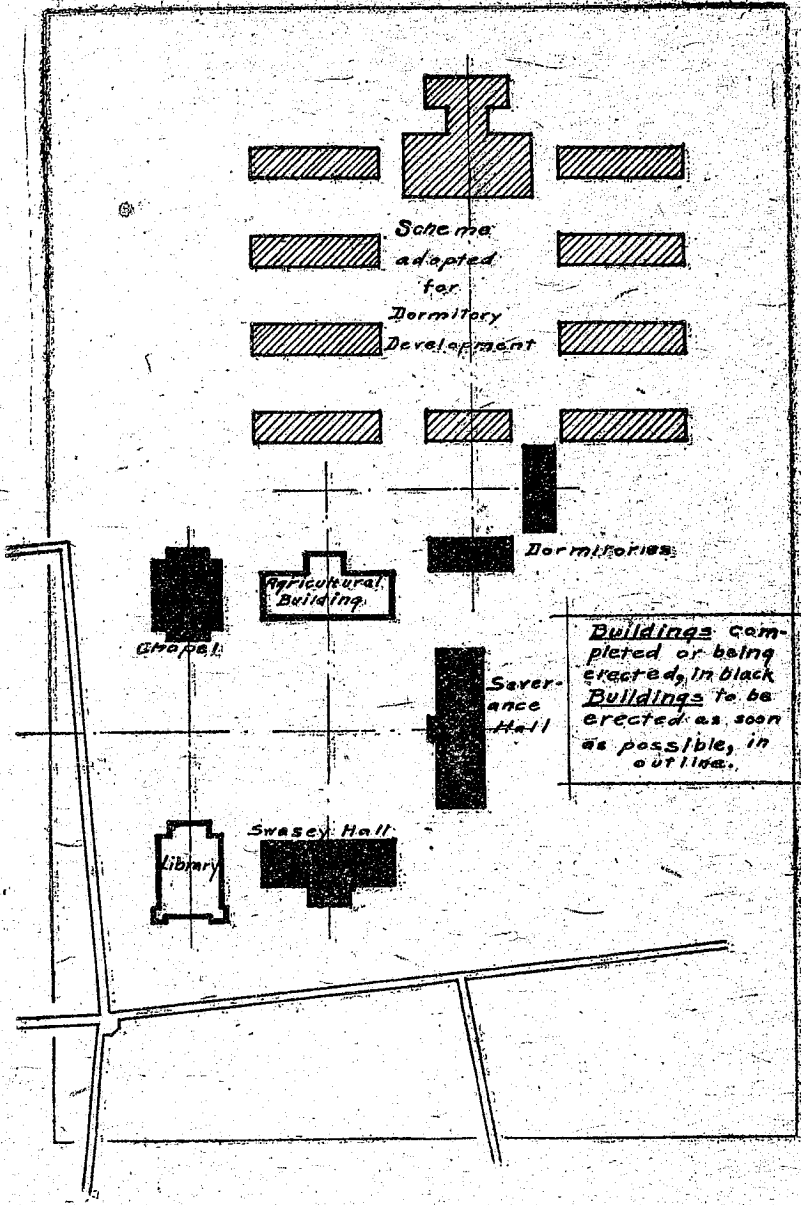
effective way in which he organized the College of Agriculture and Forestry of the University, as well as the work of colonization in this part of China, and in view of the fact that he not only made this work well known throughout China but gained large support, both financial and otherwise, from provincial and national authorities, we cannot accept this resignation without expressing sincere and heartfelt gratitude for the unselfish and painstaking way in which he started and conducted these activities for several years, and for the very practical and material help which he has given to the University.

We wish for him also similar or even greater success in the work which he is now undertaking.

IV

President Bowen having reported the action of the Boston University in forming a Boston University Banking Association, the Board of Managers, assembled in regular annual meeting, October 10, 1919, wish to express to Boston University their very great appreciation of this action. They wish also to express to this Association their earnest desire to co-operate in every possible way and to further the objects of the Association to the best of their ability.

October 10, 1919



Buildings completed or being erected, in black.
Buildings to be erected as soon as possible, in outline.

THE SIXTEENTH MEETING OF THE BOARD OF MANAGERS OF
THE UNIVERSITY OF NANKING - 25 June 1920

A meeting of the Board of Managers of the University of Nanking was held on 25 June 1920, at nine o'clock in the morning, at Swasey Hall.

Those present were as follows: Acting President J. E. Williams, presiding; Mr. H. Clemens, alternate for Dr. Samuel Cochran; Mr. E. H. Cressy, representing Mr. V. Hanson; Mr. F. W. Dieterich, representing Dr. F. D. Gamswell; Dr. C. H. Hamilton; Dr. E. I. Osgood; Mr. L. J. Owen, treasurer of the Board; Mr. H. C. Roys, representing Dr. J. G. Ferguson; Mr. A. G. Small, representing Mr. E. C. Lobenstine; and Mr. W. F. Wilson, secretary.

Because it was impossible for them to attend the meeting, regrets were received from the following: Dr. R. C. Beebe; Dr. Chang Po-ling; Dr. J. G. Ferguson; Dr. A. G. Hutcheson; Mr. P. W. Kuo; Dr. W. H. Park; Dr. C. T. Wang; and Dr. F. J. White.

Mr. L. B. Moss, Mr. C. S. Keen, and Dr. M. L. Perrin were also present during part of the meeting, by request.

Mr. E. H. Cressy led in prayer.

The minutes of the meeting of the Board of Managers of October 10, 1919, having been circulated, were accepted as read.

The minutes of the meeting of the Board of Trustees of 5 November 1919, and notes sent by President A. J. Bowen on the meeting of 23 April 1920, were also read.

This being the completion of ten years of the life of the University of Nanking as a union university, Dr. Williams then addressed the Board and presented comparative statistics.

The following were reported as now acting as new members on the faculty, and it was voted that their appointments be approved by the Board of Managers: Messrs. J. Lossing Buck, Chang Li-shao, Chee P'an, Chia Nien-tseng, Ch'ien Sung-shu, Hwang Tsung, Li Siao-yuen, Marshall Livingston Perrin, Ran Ying-hwa, George E. Ritchey, Shao Teh-hsing, Charles Wade Jones, Yang Tai-heo, and Miss Ella V. Clemens. (For notes regarding these members of the faculty, see Exhibit A.)

Mr. Clemens then reported certain actions recommended by the faculty.

Voted, that steps be taken towards securing an athletic director, the ground needed for an athletic field, and a gymnasium.

The question was raised as to the granting of honorary degrees. The committee formerly appointed made the following recommendations:

For the degree of Doctor of Laws: Chang Chien, Chang Po-ling, Hwang Yen-peí; and Chengting T. Wang.

For the degree of Doctor of Divinity: Rev. Cheng Ching-yi.

Voted, that the Board of Managers agree to the above recommendations.

Voted, that a special request be sent to Dr. J. H. Finley, Chancellor of the Board of Regents of the University of the State of New York, or some other representative, to come out for the tenth anniversary celebration of the University of Nanking, to be held during the fall at a date to be fixed.

In regard to the reorganization of the courses of the Seminary and the relation of the University to the same, Dr. Williams gave the following report:

"Two meetings of the directors of the Theological Seminary have been held since the last meeting of the Board of Managers. At the second meeting a plan of reorganization was adopted that would seem to meet the desire of the Managers which led to the appointment of the committee of conference on Theological Seminary. By unanimous vote it was decided to drop the lower course of lay training and to extend the theological course from three to four years after middle school. It was decided to offer a senior college course in theology requiring junior college graduation for entrance, leading to the degree of B. A., to be given by the University of Nanking, a part of this work to be taken in the classes of the University. In the case of students from Soochow University, they will receive the B. A. degree from Soochow University. This would become the main course of the Theological Seminary and would prepare men with university ideals and standards.

"In order ^{to be better} to fit our courses into those of the Theological Seminary, adjustments have been made in the courses of the Junior College by grouping all courses under the following heads: Science, Arts, and Education, so that students taking any one of these three courses in Junior College might enter the Senior College Theological Course."

Voted, that we express our approval of the adjustment of courses as planned between the College and Seminary faculties.

Dr. Williams also reported in regard to the Alumni Fund and Building plans.

The plan of the alumni is to provide for a business course of middle school and junior college grade.

Voted, that we approve the development of such courses, with the understanding that the educational standards be kept up to the middle school and junior college grade.

Voted, that we approve of the general plan of the building for the business course, following the lines of Meigs Hall, to be built just south of the road running up to Dr. Williams' home and the library site.

Certain actions which had been passed on by the Executive Committee of the Board of Managers by correspondence were presented:

1. Owing to a vacancy on the Language School Committee caused by the absence of Dr. Lyon, Mr. Clemons was proposed to fill the vacancy. The matter was taken up by correspondence with the Executive Committee of the Board of Managers on March 11, 1920, and the following members voted in favor of Mr. Clemons's election to the Committee, the other members not having been heard from: Messrs. F. Garrett, G. H. Hamilton, A. G. Hutcheson, P. W. Kuo, J. T. Proctor, G. T. Wang, W. F. Wilson.

2. It having been recommended that Mr. Sie Kia-shen be

made Associate Dean of the College of Agriculture and Forestry, Dr. Williams took up the matter by correspondence with the Executive Committee of the Board of Managers, and the following members voted approval of Mr. Sie's appointment as Associate Dean: Messrs. Beebe, Clemons, Hutcheson, Garrett, C. T. Wang and Wilson. It was voted that we approve of these appointments.

Mr. A. G. Small, superintendent of construction and chairman of the Building and Property Committee, gave his report, which was accepted. (See Exhibit B.)

Voted, that the Board of Managers request the co-operating boards, when they approve of the appointing of additional men to the University, that they also make provision to house them.

In view of the great need for houses for members of the present faculty of the University, it was

Voted, that when we estimate salary for any one appointed by an organization to the staff of the University, we should estimate in his salary sufficient to provide for rent at the current rate.

Voted also, that in making any list of needs of the University we place the need of housing first.

In regard to the securing of a practical builder to take Mr. Small's place during his absence, it was

Voted, that inasmuch as no one has come so as to become acquainted with the work while Mr. Small is here, we deem it inadvisable that any one should take up his work during his absence.

In regard to the recommendation of the Building and Property Committee that Mr. Marx be asked to take the place of Mr. Small during his absence, and that Mr. Wilson act as chairman, it was

Voted, that we approve the same.

Mr. C. S. Keen at this point came in and presented the report of the Language School Committee, which was accepted. (See Exhibit C.)

Voted to adjourn to meet at two o'clock.

The meeting reconvened at two-fifteen in the afternoon.

Dr. E. I. Osgood led in prayer.

In regard to the question of housing the Language School students, it was

Voted, that we ask from the co-operating missions \$40,000, and from the non-co-operating missions another \$40,000 for dormitories for the Language School.

That we submit the question of pro-rating the amounts for the non-co-operating boards to the Language School Committee.

That the number of new Language School students in the fall of 1920 shall be limited to sixty-five, with a total of eighty, and that preference be given to participating boards.

That a cable be sent home bearing this information, and that a letter follow explaining the whole situation.

The meeting adjourned for tea.

The meeting reconvened at five o'clock.

Voted, that the Board of Managers express their hearty thanks to Mr. A. G. Small for the work which he has done in carrying out the buildings designs for the University buildings.

Dr. Williams, in the absence of Dr. Hutcheson, gave a report for the Hospital from Miss Elizabeth Walker, (See Exhibit D.)

Mr. L. J. Owen, treasurer of the University, gave a brief financial report. (See Exhibit E.)

Mr. E. Clemons, secretary of the committee, reported for the University Faculty Executive Committee. Certain changes made in school fees, and the division of the school year were presented. (See Exhibit F.)

Mr. L. B. Moss made the following recommendations for degrees of B. A.:— Chang Li-ch'ao, Chang Sing-fu, Ch'en Hsioh-i, Chao Hsiao-ch'en, Chu Chia-ch'ang, Chu Pao-ts'ao, Fang Tsi-yuin (deceased), Feng Hsui, Lan Pao-liu, Li Kwoh-tung, Ling Chen-shan, Liu Kwoh-chuin, Teng Pan-suen, Tsai Mo-seng, Tsiang Lien, Tang Ch'ang-hsioh, Wang Ch'en-fang, Wang K'an-heo, Wu Sh'ei-shui, and the following for the degree of B. S.:— Chang Hai-shwan, Fang I-chang, Feng Rui, Hwa Peh-hsiung, Kw'ang Sung-ling, Lai Yuh-hsui, Li Lu-han, Li Yung, Lu P'ei-chang, Mao Yung, P'an Wen-fuh, Tai Tsung-yuen, Tang Ch'i-yü, Ts'ia Tsing, Wang Kwoh-ting, Wen Wen-kwan, Wu Wen-an, Wu Choh-ming, Yang Hwei.

Voted, that the above graduates be recommended to the Board of Trustees for the degrees specified.

A long, informal discussion was then held, led by Mr. E. H. Cressy, in regard to the correlation of graduate work in East China. Upon Mr. Cressy's suggestion no action was taken.

Mr. H. Clemons led in a closing prayer.

The meeting then adjourned.

W. F. WILSON, Secretary.

Exhibit A.

- J. Lossing Buck**, B. S. Cornell University. March 1914-September 1915 Farm Instructor New Hampton Farms (Reformatory), New York; December 1915-January 1920 agriculturist for American Presbyterian Mission, Nanhsuchou, Anhwei. Appointed Acting Dean of the College of Agriculture and Forestry in Mr. Reisner's absence.
- Chang Li-ch'ao**, B. A. University of Nanking. Completed college work February 1920. Assistant Registrar.
- Cheo P'an**, student from Nanyang Institute of Technology. Teacher of new government system of phonetics in the Government Teachers' College, Nanking. Student and teacher in the University of Nanking.
- Chia Nien-tseng**, B. S. Peking University. Taught in Agricultural School in Nanking. Joined University faculty in the Department of Chemistry, February 23, 1920.
- Ch'ien Sung-shu**, B. S. University of Illinois. Graduate work in University of Chicago and Harvard University. Taught in First Provincial Agricultural School, Nanking. January 1920 began teaching Botany in the College of Agriculture and Forestry.
- Hwang Tsung**, University of Nanking. Working in the Agricultural Gardens.
- Li Siao-yuen**, B. A. University of Nanking. Completed college work February 1920. Assistant in Library.
- Marshall Livingston Perrin**, A. B. Harvard 1874, A. M. Harvard, 1876; Ph. D. Göttingen 1888. Teacher in Stone's School, Boston, 1879-1883; lecturer at Göttingen University 1885-1888; Boston University 1888- Professor of Germanic languages and Sanskrit. Teaching in the University and Ginling College French, German, and English.
- Ran Ying-hwa**, graduate of Government Agricultural School in Hupeh, and University short course in Sericulture. Assistant in Sericulture.
- George E. Ritchey**, B. S. of Agricultural Education, Iowa State College of Agriculture. Teacher for two years in government schools in the Philippine Islands; one year Superintendent of Schools, Amherst, Nebraska; two years in charge of agricultural work at Cornell College, Mr. Vernon, Iowa. Teaching in the University in the College of Agriculture and Forestry.

Shao Teh-hsing, student in the University and assistant in the College of Agriculture and Forestry.

Charles Wade Jones, B. A. Northwestern University, also graduate work in Northwestern. High school teacher, and principal, Northwestern University Preparatory School, War Camp Community Service, Settlement Work, Chicago. February 1920 joined the Junior College of the University of Nanking, teaching English and Economics.

Yang Tsi-heo, teacher in the First Normal School of Anhwei. Teacher of Chinese History of Philosophy and classics, University of Nanking, February 1920.

Miss Ella V. Clemans. Teacher in the Primary School.

Exhibit B

Report of the Building and Property Committee 25 June 1920

The work of the Building and Property Committee during the past year has been along the usual lines. The Sage Chapel and Severance Administration building have been completed during the past year. Constant pressure has been necessary at every point to get these buildings completed on time and even now there are some few things left undone. The Sage Chapel will be first used for the Commencement exercises of the Class of 1920. The cost of these buildings is itemized below.

The Building and Property Committee has spent a great deal of time in assignment of our small number of houses to our rapidly increasing faculties. Our house facilities are so inadequate that recommendations to the Board of Managers are now in the hands of Acting President Williams.

A four-foot diameter well has been sunk to a depth of 70 ft. near the Kan Ho Yen kitchen at a cost of Mex. \$525.00. Water comes to within 16 in. to 25 in. of the surface of the ground. It has more than met all the demands for water at the compound.

Cost of Severance Administration Building

| | Actual Completed Cost | Estimated Cost June 1919 |
|---|-----------------------|--------------------------|
| Contract | \$46,987.50 | \$47,703.00 |
| Furnaces and heating | 1,998.53 | 2,000.00 |
| Incidentals | 741.45 | 300.00 |
| Electric lights | 1,854.44 | 1,270.00 |
| Vault | 857.48 | |
| Hardware | 587.43 | 1,500.00 |
| Steel and iron outside of concrete floors | 1,285.26 | 1,000.00 |
| Marble | 9,971.55 | 9,570.00 |
| Steel for concrete floors | 4,837.74 | 4,800.00 |
| City wall bricks | 9,035.04 | 9,000.00 |
| Grading east of Swasey (1917) | 294.25 | |
| Library stack room (additional) | 304.00 | |
| Mr. Fellows' fees | 2,047.50 | |
| Additions through Chen Ah Ming | 1,106.25 | |
| Total Cost of building Mex. \$ | 81,908.42 | Mex. \$77,143.00 |

In addition to the above there is an item of Mex. \$3,800.76 that has been spent for furniture for the building.

With the cubic contents of the building estimated at 584,000 cu. ft. this makes a cost of M. \$0.1401 (furniture excluded) per cubic foot.

Cost of Sage Chapel

| | Actual Cost | Estimated Cost August 1919 |
|----------------------------------|-------------|----------------------------|
| Contract | \$22,075.23 | \$21,639.00 |
| City wall bricks | 1,300.39 | 1,300.00 |
| Interior painting | 1,502.21 | 1,200.00 |
| Marble trim | 1,847.80 | 1,690.00 |
| Steel and iron | 1,415.73 | 1,500.00 |
| Electric lights | 515.20 | 1,000.00 |
| Incidentals | 508.72 | 150.00 |
| Hardware | 324.37 | 600.00 |
| Furniture | 3,754.23 | 4,000.00 |
| Grading | | 1,800.00 |
| Grading and drains | 1,958.13 | |
| Furnaces and heating plant | 1,033.41 | 1,000.00 |
| Mr. Fellows' fees | 877.50 | |
| Additions through contractor | 1,836.15 | |
| Total cost of building - Mex. \$ | 38,949.07 | Mex. \$35,879.00 |

With the cubical contents of the building estimated at 252,350 cu. ft. the cost per cubic foot is Mex. \$0.1543.

Exhibit C.
**A Statement to the Board of Managers of the University
of Nanking.**

On June 2, 1920, there was held in the Language School building a meeting attended by the Dean of the Language School, by members of the Language School Committee appointed by the Board of Managers, and by representatives from several families which had presented a signed statement that they would be unable hereafter to provide living quarters for language students. The following is a statement of the situation which is hereby presented to the Board of Managers in order that they may take action if it is deemed wise.

At the request of the twenty-seven societies which conducted a temporary Language School in Shanghai during the Revolution of 1911, the University undertook in 1912 to furnish class rooms and faculty for what has become the Department of Missionary Training of the University. The growth and increase in the Department have been rapid, showing that the mission boards recognize its importance and value.

The missionary families have been practically unanimously cordial and responsive in meeting the requests made by the Dean of the Department for living quarters for the continually increasing number of students. The addition of Meigs Hall - the dormitory for single women erected in 1918 - temporarily relieved the pressure of the growing numbers. This last year the attendance has been largely increased following the cessation of the war.

For a year or two past there have been indications of weariness, if not of protest, on the part of some, over the ever-increasing tax upon a community which is already more than comfortably crowded. Under this stress, and because there has been no evidence on the part of the mission boards up to this time to attempt to deal with the situation, this feeling of weariness has broken into an open protest and revolt, in which a number of families express the conviction that they cannot in justice to their work or themselves submit to the demands put upon them by the congregating of large numbers of language students in the city.

This "uprising" has not occurred because these people who come into the community are not heartily welcome to Nanking, but because of several facts:

1. The missionary community, especially including the University, is short in living accommodations. The University alone needs six houses at least for its immediate needs.

2. The new members of the University staff must be cared for as they come, and from year to year these will probably take up all the readily available room in the University houses.

3. Under present conditions there are exceedingly few homes where any guests can be accommodated without actual discomfort.

4. From the side of the University staff, the crowded houses have made it absolutely impossible in a number of cases to entertain the Chinese in the homes. The influence of this on the future development of the University is a most serious consideration.

5. The overcrowded condition has meant a nervous and physical strain, especially on the women of the community, that is costly beyond measure. Some are greatly concerned lest the result in a few years be most disastrous both to the permanent health of the missionaries involved, and to the progress of the work for which they are responsible.

For these reasons the feeling of protest has made itself manifest at this time in a statement which asks that some definite steps be taken immediately to make arrangements for meeting the situation this fall. There is no personal animus in this matter at all. The burden is now greater than can be borne without great detriment to the missionary cause in Nanking, and it gives every evidence of becoming even more burdensome. These people - though very reluctant to take so decided and determined a stand - are convinced that further delay in putting the matter in the most emphatic way possible will result only in a prolonged continuance of these conditions which can only bring about disaster.

We have tried to present the feeling of a very considerable part of the community who, from dire necessity and not because of any ill-will, have made this protest. It would seem to be unwise to allow this feeling to grow into one of resentment or ill-feeling against the Language School, for this would tend not only to break down the general spirit of union, but would be most disturbing to the general community life.

Respectfully submitted,

The Committee appointed to draw up this statement:
L. B. Moss
Charles S. Keen
Harry Clemens

Nanking, June 7, 1920.

Board of Managers of
The University of Nanking,
Nanking.

On behalf of the students of the Department of Missionary Training of the University of Nanking we wish to lay before the Board of Managers a matter which we as students believe to be of vital importance to the welfare of the Nanking missionary community and the future of this Department.

We appreciate sincerely the hospitality we have enjoyed in the homes of the Nanking missionaries. We are not insensible, however, to the inconveniences which the present arrangement inevitably entails year after year to an already overcrowded community. We are also conscious of the growing sentiment of the community against the continuation of the present system. This is becoming a distinct embarrassment to us.

It should be realized that most homes have from two to seven boarders which in some cases includes two families with children. This makes privacy of the home impossible, places a heavy burden upon the housewife, interferes with the discipline of children and adds to the danger of infectious diseases among the children, all of which we feel must seriously impair the effectiveness of the work of the missionaries and their wives who are entertaining us.

The drawbacks of this situation affect not only our hosts but also apply in varying degrees to the students as well.

We, therefore, recommend that the Board of Managers take immediate action to relieve this situation.

This action of the class is not due to any feeling of complaint on the part of the student body, although there have been instances of dissatisfaction. It is a protest against the system which we feel is unfair to the Nanking residents. We realize that following the cessation of the war and as a result of the financial campaign carried on by the different denominations, individually and as a whole in the Interchurch World Movement, there will undoubtedly be a great increase in the numbers coming here in these next few years for language study. The capacity, and, we believe, the willingness of the community to absorb any more has already been overreached. We feel, therefore, that steps should be taken at once to remedy the situation before things come to a point when the community makes definite refusal to further assume this burden.

This recommendation ~~Respectfully~~ carries with it the unanimous approval of the student body.

Respectfully submitted,

In behalf of the members of the
Department of Missionary Training?

(Signed) John H. Foster,
Yale Mission,
George Randolph Snyder,
Reformed Church in
the U. S.
Maxwell Chaplin,
Presbyterian Mission,
North.

Exhibit D.
Summary of Hospital Statistics for 1919

| | | | |
|-------------------------------|-------|---------------|---------------|
| Total number of in-patients | - men | 1,450 | |
| | women | <u>297</u> | 1,747 |
| Total number of out-patients | - men | 6,866 | |
| | women | <u>1,490</u> | 8,356 |
| Return visits of out-patients | - men | <u>14,434</u> | 16,919 |
| | women | <u>8,485</u> | <u>25,275</u> |

I would like to call attention to the difference in number of dispensary patients for the last three years:

In 1917 there were 12,989
In 1918 there were 16,050
In 1919 there were 25,275

| | |
|--|-----|
| Total number of operations under general anaesthetic | 477 |
| Total number of operations under local anaesthetic | 147 |
| Total number of operations under no anaesthetic | 201 |
| Total number of operations on the eye | 108 |

Financial Summary

| | | |
|---------------------------------|------------------|-------------|
| Balance on hand January 1, 1919 | \$26,423.76 | \$67,672.18 |
| Receipts from all sources, 1919 | <u>41,248.42</u> | |
| Total expenditures, 1919 | \$36,949.32 | \$67,672.18 |
| Cash on hand December 31, 1919 | <u>30,722.86</u> | |

(Signed) Elizabeth Walker.

Exhibit E

| Departments | Tuition | Board | Incid'l | Athletics | Lab s. | Maga- zine | Uniform | Manual Training | Total |
|-----------------|----------|----------|---------|-----------|---------|---------------|---------|--------------------|----------|
| Senior College | 770.00 | 513.00 | 265.25 | 55.50 | 47.00 | 18.50 | | | 1669.25 |
| Agr. & Forestry | 720.00 | 480.00 | 192.00 | 36.00 | 118.00 | 12.00 | | | 1558.00 |
| Junior College | 3930.00 | 2777.92 | 1217.00 | 247.50 | 744.00 | 82.50 | 42.00 | | 9040.92 |
| Middle School | 4618.00 | 3010.00 | 907.00 | 196.50 | | .50 | 290.00 | | 9022.00 |
| Higher Primary | 3016.00 | 2189.00 | 913.00 | 153.00 | | | 266.00 | 151.00 | 6688.00 |
| Lower Primary | 183.00 | 58.50 | 14.00 | 2.00 | | | 6.00 | | 263.50 |
| Sericulture | 78.00 | 408.00 | 117.00 | 76.00 | | | | | 679.00 |
| Language Sch. | 9481.94 | | | | | | | | 9481.94 |
| Meigs Hall | | 6505.52 | | | | | | | 6505.52 |
| TOTALS | 22796.94 | 15941.94 | 3625.25 | 690.50 | 9985.00 | 113.50 | 604.00 | 151.00 | 44908.13 |

Severance Building

| Expenditures | | Receipts | Mex. |
|--------------------|----------------|----------|--------------------|
| \$67,516.58 | 1917 Allen, G. | \$5,000 | \$5,850.00 |
| | Severance | 5,000 | 5,850.00 |
| | 1919 | 20,000 | 22,148.76 |
| | | 20,000 | 21,744.91 |
| | Transfers | | 481.58 |
| <u>\$67,516.58</u> | | | <u>\$56,075.25</u> |

Sage Chapel

| | | | |
|--------------------|------------------|----------|--------------------|
| \$35,459.54 | 1916 | \$5,000 | \$9,219.92 |
| | 1919 Women's Bd. | \$25,000 | 26,040.81 |
| | Transfers | | 459.67 |
| <u>\$35,459.54</u> | | | <u>\$35,720.40</u> |

Exhibit G

Two important changes for year 1920-1921

I. The school year, in the future, will be divided into three terms of twelve weeks each instead of two semesters. There will be a few minor changes in the courses of study as outlined in the catalogue but the content of the courses will remain essentially as here stated though that content will be differently divided.

Plans are being made to develop a science course in the Senior College which will provide a continuation of the Junior College science course, which is offered this autumn for the first time.

CALENDAR 1920-1921

Autumn Term

Entrance applications must be in Registrar's office - August 31, Tuesday.

Registration - September 7-9 inclusive

Classes begin - September 10, Friday

Term closes - December 3, Friday

Winter Term

Registration - December 11, Saturday

Classes begin - December 13, Monday

Term closes - March 11, Friday

Spring Term

Registration - March 23, Wednesday

Classes begin - March 24, Thursday

Term closes - Commencement Day - June 20, Monday

II. It has become necessary to increase the fees so that they will be more commensurate with the expenses involved and the opportunities provided. The following schedule will be in force beginning with September 1920.

The Colleges

| | Per Term | Per Year |
|--|----------|-------------|
| Tuition | \$30.00 | \$90.00 |
| Special students per course | 15.00 | 45.00 |
| Board, room, and incidentals | 35.00 | 105.00 |
| Day students | 5.00 | 15.00 |
| Laboratory fees - as formerly \$3.00.- | 5.00 | each course |
| Key and breakage deposit | 1.00 | 3.00 |
| For new students | | |
| Matriculation fee | \$5.00 | |
| Uniforms | 6.00 | |

The Middle School

| | | |
|------------------------------|---------|---------|
| Tuition | \$30.00 | \$90.00 |
| Board, room, and incidentals | 25.00 | 75.00 |
| Day students | 5.00 | 15.00 |
| Key and breakage deposit | 1.00 | 3.00 |
| For new students | | |
| Matriculation fee | \$1.00 | |
| Uniforms | 6.00 | |

Extra to former Minutes of the

THE SEVENTEENTH MEETING OF THE BOARD OF MANAGERS OF
THE UNIVERSITY OF NANKING. 13 October 1920.

The seventeenth meeting of the Board of Managers of the University of Nanking was held on 13 October 1920 at nine o'clock in room C 7 Severance Hall.

Those present were as follows: President A. J. Bowen, Messrs. J. C. Ferguson, F. D. Gamewell, F. Garrett, P. W. Kuo, E. C. Lobenstine, L. B. Moss (for E. H. Cressy), E. I. Osgood, J. T. Proctor, H. F. Rowe (for Dr. R. C. Beebe), G. W. Sarvis (for C. H. Hamilton), T. D. Sloan (for Dr. Samuel Cochran), C. T. Wang, F. J. White, J. E. Williams, W. F. Wilson and M. R. Young.

Bishop L. J. Birney was also present.

Dr. C. T. Wang led in prayer.

On motion, it was voted to ask Bishop Birney to sit with the Board of Managers and at his pleasure to take part in the discussions.

The minutes of the last meeting of the Board of Managers (25 June 1920) having been circulated, they were taken as read.

The President then gave his report.

Acting President Williams then gave additional reports.

After these reports a long discussion was held in regard to the development of the theological courses and the relation of the University to them.

On motion, the following were appointed on the faculties of our schools: Messrs. Miner Searle Bates, John Theron Illick, and Liu Kwoh-chain to the College of Arts; Messrs. Chun Woon-young, Feng Rui, Hwa Peh-hsiung, Lai Yuh-hsain and Wang Kwoh-ting to the College of Agriculture and Forestry; Miss Margaret Adadourian, Mr. Ma Chen-kw'en, Miss Vera McC. Pool and Miss Louise Woodbridge to the Middle School; Misses Ella V. Clemans and Daisy Swen to the Model School; Miss Marguerite Sloan to be secretary of the Hospital, and Mr. Chow Ming-i to be acting proctor for the Colleges. (For notes regarding these members of the faculty, see Exhibit A.)

President Bowen reported for the Alumni Fund and plans for the Business course. (See Exhibit B.)

On motion of Dr. Wang it was voted that the Board of Managers place on record their hearty approval of the plan of the Alumni for the development of a Department of Business covering two years of the Middle School and two years of the Junior College, and their appreciation of the splendid efforts of the alumni in securing financial support for the same.

Extracts from Minutes of the

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Seventeenth Meeting of the Board of Managers (2)

On motion, it was voted that a committee be appointed by the President to consider the best means of cooperation with other mission and government schools in plans for an advanced business course in Shanghai. The following committee was appointed: Drs. J. E. Williams, P. W. Kuo, F. J. White.

On motion, it was voted that the Board of Managers express its great appreciation of the cordial attitude between the government and mission schools in general, as expressed by Dr. Kuo, and in particular his special suggestion of cooperation between the Government Teachers' College and the University.

On motion of Dr. Williams, it was voted that we accept Dr. Kuo's invitation to enter the New Educational Union (新教育 共進社) and that we provide the annual fee of \$100, and appoint the three members on the Board of Directors. The following were appointed: Dr. C. F. Wang, Dr. A. J. Bowen and Mr. K. S. Sie.

The meeting then adjourned, to meet at 2:00 P. M.

After the adjournment of the morning session the Board of Managers visited Swasey Hall to hear a statement by Mr. J. B. Griffing in regard to the development of the cotton improvement work being carried on by the Agricultural Department of the University. A very interesting demonstration was given and the members of the Board were much impressed with the great progress which had already been made.

Afternoon Session

The meeting was called to order at 2:10 P. M.

Bishop Birney led in prayer.

The Budget for the year 1920-1921 was presented by President Bowen.

On motion, it was voted that the Budget for the coming year be approved.

The question of medical education was brought up by President Bowen, and after full discussion it was decided to take no action at this time.

Seventeenth Meeting of the Board of Managers (3)

On motion, it was voted that a committee be appointed to look into the advisability of planning for an engineering department in the University, as suggested by Dr. C. T. Wang. The following committee was appointed: Dr. Bowen, Dr. C. T. Wang, Dr. Williams.

The meeting then adjourned, to attend a reception given by the Alumni, and to convene afterwards at 8:00 P. M.

After the adjournment of the afternoon session the Board of Managers visited the tower above Severance Hall, where a very excellent view was had of the city and of the surrounding country.

At the reception which immediately followed, addresses were made by Mr. Tse Tseh-ling, President of the University Alumni, and also by Dr. C. T. Wang, Bishop Birney, Dr. Ferguson and Dr. Kuo.

Evening Session

The meeting reconvened at 8:10 P. M.

Dr. Proctor led in prayer.

Dr. Williams reported for the committee appointed to consider the question of a summer school.

On motion, it was voted that we hold a summer school in the summer of 1921, due consideration being given to the needs of summer vacation for members of the University staff.

Dr. Sloan gave the report for the University Hospital, which, on motion, was accepted. (See Exhibit C.)

Mr. Wilson gave the report for the Building and Property Committee, which, on motion, was accepted. (See Exhibit D.)

President Bowen presented the report for the Language School Committee, which, on motion, was accepted, with the understanding that the Language School Committee be authorized to secure a foreign assistant for Mr. Keen. (For this report see Exhibit E.)

Attention was called to the request made by the Chairman of the Board of Trustees, that the different missions on the field make representation to their respective mission boards in regard to the need of new dormitories for the Language School.

Seventeenth Meeting of the Board of Managers (4)

The question of receiving members of the Seventh Day Adventist Mission into the Language School was raised. On motion the question was referred to Messrs. Keen and Lobenstine for consultation with the head of the Seventh Day Adventist Mission.

On motion, Mr. Sarvis was appointed Acting Dean and Registrar of the Junior College, and Dr. C. P. Wang was appointed Associate Dean of the School of Education.

On motion it was voted that the President appoint the standing committees for the coming year.

The following appointments were subsequently made:

Executive Committee: Messrs. Bowen (chairman), Clemons, Gamewell, Garrett, Kuo, Proctor, Sarvis, Wang, Williams, Wilson, Young.

Building and Property Committee: Messrs. Wilson (chairman), Bowen, Marx, Thomson, Williams.

Finance Committee: Messrs. Lobenstine (chairman), Bowen, Gamewell, Proctor, Williams.

Hospital Committee: Messrs. Sloan (chairman), Bowen, Sarvis, Williams.

Language School Committee: Messrs. Keen (chairman), Bowen, Clemons, ^{J.W.} Crofoot, Williams, Wilson.

After prayer by Dr. Osgood the meeting adjourned.

W. F. Wilson, Secretary.

Seventeenth Meeting of the Board of Managers

APPENDIX A

New Faculty Members

College of Arts

Miner Searle Bates, B. A. Hiram College, B. A. (with distinction), M. A. Oxford; Rhodes Scholar. Subjects:- History and Political Science. This year in language study.

John Theron Illick, A. B. Taylor University, 1910, M. A. Syracuse 1913. Member of Sigma Xi (science) and Theta Beta Phi (Philosophy). Taught:- Rust University 1910-1911, Syracuse University 1912-1913, West Virginia University 1913-1916, Nanchang Academy 1917-1919, Kiukiang 1919-1920.

Liu Kwoh-chuin, B. A. University of Nanking, 1920. Assistant Librarian.

College of Agriculture and Forestry

Chun Woon-young, Graduate of New York State College of Forestry; Master of Forestry, and Sheldon Fellow, Harvard Forest School, Harvard University. Assistant in Botany, Syracuse University; teacher, Hillcrest Farm School; Botanical Exploration in Hainan. Subjects:- Dendrology and Entomology.

Feng Rui, B. S. University of Nanking 1920. Cotton Assistant.

Hwa Peh-hsiung, B. S. University of Nanking 1920. Rural lecturer on Agriculture.

Lai Yuh-hsuein, B. S. University of Nanking 1920. Cotton Assistant.

Wang Kwoh-ting, B. S. University of Nanking 1920. Agriculture.

Middle School

Margaret Adadourian, attended Boston University. Taught in suburbs of Boston. Subject:- English.

Ma Chen-kw'en, Graduate of Wuchang Higher Normal School. Taught in government normal schools. Subject:- Chinese.

Vera McC. Pool, B. A. University of Nebraska, attended University of Washington. Taught:- 3 years in Friend, Nebraska, English, Latin and Spanish; 2 years, Port Angeles, Wash., English and Latin. Subjects:- English and History.

Louise Woodbridge, degree with honors from New England Conservatory of Music, Boston, Mass. Taught:- 3 years in China, English; 4 years in America, Music. Subjects:- English and Music.

all
Seventeenth Meeting of the Board of Managers.

Exhibit A (cont.)

Model School

Ella V. Clemans, A. B. Kent Normal College. Graduate work in Journalism at Columbia University. Phi Beta Kappa. Taught:- 2 years high school in America. Subject:- English.

Daisy Swen, Graduate of Methodist Girls' School, Nanking. Taught in other schools. First and second grades.

Hospital

Marguerite Sloan, Graduate of Lewisburg Seminary, Virginia. Attended summer sessions at University of Tennessee, University of Virginia, and Columbia. Normal Course at Marshall College. Attended Booth Business College, Huntington, W. Va. Taught in mission schools in Kentucky and North Carolina, and in public schools in West Virginia. One year in secretarial work. To be Secretary of the Hospital. This year in language study.

Acting Proctor for the Colleges

Chow Ming-i, Student in the University. Two years in Y. M. C. A. work in France.

Seventeenth Meeting of the Board of Managers.

EXHIBIT B

Alumni Fund and Plans for Business Course

all

A small committee representing the faculty and the Alumni Association met on October 7, 1920, to consider plans for the development of the commercial department and are still working on the curriculum and plans for the completion of the alumni canvass and collections, and for the courses of study. Mr. Small has drawn up a suggested plan for the Alumni Hall. In general there seems to be consensus of opinion on the following points:

1. The Senior College of Business Administration and Commerce should be in Shanghai, and a part of the University, so that graduates of our Junior College could go on and get our Regents degrees as for other departments.
2. Our courses should begin with the third year of the Middle School and cover four years - two in the Middle School and two in the Junior College, but one continuous course, The emphasis in the Middle School being on Business English, Bookkeeping, Typing, Stenography, Commercial Geography, etc., so that students who cannot continue in the Junior College will have a practical training that will help directly on their life work, and that those who go on to two years or five years more advanced business and commercial studies will, when they go out after graduation and begin at the bottom in company or office, have some slight practical ability with typewriter, accounts, etc.
3. Entrance requirements for Middle School grade will be the first two years of our Middle School or equivalent. Entrance requirements to the Junior College are still under consideration, but it is felt that students should here be required to have the practical subjects taught in the two years of Middle School - Business English, Typewriting, Stenography, Bookkeeping, as they would not be taught in the Junior College.
4. It is hoped that as Dean or Head of this Department we might put one of our alumni. We have two or three who have specialized in the United States, in Commerce and Business.

All plans are as yet somewhat indefinite, but the alumni and we are thinking and working in general along these lines.

all
Seventeenth Meeting of the Board of Managers.

EXHIBIT C.

Report of the University Hospital Committee.

There have been the following additions to the foreign staff during the year:

Supported by the Foreign Christian Missionary Society: Dr. Frank Wilnot, who will have charge of our eye, ear, nose and throat department.

Supported by Hospital funds: Miss Margaret Dieter, who completes our staff of four foreign nurses.

The Dental Department, under Dr. MacC. Fellows, is now in full operation and is meeting a very evident need.

Dr. Daniels is also temporarily appointed to the Hospital for one year, which gives us an active staff of three foreign physicians, in addition to Dr. Wilnot still in the Language School.

The Committee wish to place on record their sense of deep appreciation of the very exceptional service which Dr. Ewers, now of Wehsien, has rendered to the Hospital and community during the absence of Dr. Slean on furlough. We also wish to thank Dr. Charles for the great assistance given to Dr. Hatcheson during the months prior to Dr. Ewers' arrival.

The following changes in the Chinese staff are noted: Dr. Li Chi-yuen and Dr. Chao Ru-noh have been added to the staff of the Hospital. The resignations of Dr. Ying Siu-tang and Dr. Kiang Wen-po have been accepted.

There are now thirty male Chinese nurses in training. The number of both in- and out-patients is constantly increasing and even this early in the year the totals are about equal to last year's figures, with still two and one-half months of the present year remaining.

There are now two resident Chinese evangelists, one for men and one for women. The religious work of the institution is being emphasized as never before.

Seventeenth Meeting of the Board of Managers

EXHIBIT D

Report of the Building and Property Committee

all

Since the last meeting of the Board of Managers, Mr. A. G. Small has completed his first term of service on the field and has returned to America. However, before his return, he remained to see the completion of the Severance Hall, our new administration building, and Sage Chapel, our new University Church. Both these buildings are ready for inspection, the Chapel having been completed in time for the Commencement exercises last June, and Severance Hall in time for the opening of school this fall. It is unnecessary in this report to give any description of these buildings; you can see them for yourselves. Severance Hall, in addition to class rooms, provides space for many offices, the treasurer's department, and the library. The outlook from the tower is by far the finest in the city.

The grounds have also been fitted up and sodded, so that the whole appearance of the new campus is very attractive.

It was decided, I believe by the Board of Managers, that no large building enterprises should be undertaken during Mr. Small's absence, but the plans for two new houses for members of the faculty are now in the hands of the contractor and we hope to soon get them under way.

A good deal of additional land has been secured for the Agricultural Department, and we are glad to report that the land much needed to complete our dormitories has already been secured. Part of the money for these is now in hand, but they will not be started until Mr. Small's return.

President Bowen upon his return has moved to the College site and is living in the house recently purchased from Dr. Lasell.

Our imperative need at present is for more houses for members of the faculty. There are at present nine members of the faculty for whom no houses have yet been provided; some of these are families with children.

According to the request of the Board, which met last June, very strong representation has been made to the home boards in regard to the need of new dormitories for the Language School. The last reports from home show that the boards are beginning to understand the situation, and it is expected that before the year is past, something definite can be done.

Two small houses have been built and two more are being planned for Chinese teachers in connection with the Kan Ho Yen schools. This is making it more possible for teachers to be close to the school, and this in every way will be a great help. These houses are being built at a cost not to exceed \$1,500, and yet they are very comfortable.

Call
Seventeenth Meeting of the Board of Managers

EXHIBIT E

Report of the Committee of Management of
The Department of Missionary Training

The Committee has held two important meetings during the year and taken several actions by correspondence. The most important item discussed was the housing situation. As a result of this discussion it was decided to recommend to the Board of Managers that strong representations be made to the Board of Trustees setting forth the urgency and immediacy of our problem and request them to secure for us the needed dormitories.

At the June meeting the Board of Managers called the Trustees limiting the number of new students to sixty-five, by way of impressing upon the home boards the lack of accommodations.

Attention has already been called in the Annual Report to the authorization of the Committee to the Dean to secure the services of an assistant.

Seventeenth Meeting of the Board of Managers
13 October 1920

EXHIBIT D

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EXHIBIT F

13 October 1921

REPORT OF BUILDING AND PROPERTY COMMITTEE

UNIVERSITY OF NANKING

1921

With the exception of three dwelling houses no building operations have been undertaken by the University this past year. On account of the great demand for more houses for members of our faculty it was felt that in spite of the fact that Mr. Small was on furlough it would be best to go ahead with such houses as had already been provided for by gifts from home.

Three houses are now practically finished and are being occupied. Miss Wixon, and Mr. and Mrs. Steward with two children, are occupying one, Mr. and Mrs. Illick another, and Dr. and Mrs. Hamilton the third.

In order to provide for additional housing it was decided to take the offer of our mason contractor to put up two houses and rent them to us at a reasonable rent if we would loan him \$5,000. We thought his agreement eminently fair. We were to loan him \$5,000. He was to pay us 9% on such of our money as he had in hand at the end of each half year. He was to build two houses and keep them insured, and we were to pay no rent until the loan was fully repaid.

These houses which probably cost the contractor about \$5,000 a piece are now finished and are being occupied by the families of Mr. Akerstrom and Mr. Wado-Jones.

Mr. Dieterich and family have returned and are living in the house formerly occupied by Mr. Marx; while Mr. and Mrs. Marx are to occupy the house not yet completed, to be rented from Miss Thirza Pierce.

The rest of the work of the Committee has been looking after the general repairs on the University property during the summer.

It is with a great deal of pleasure that we anticipate the early return of Mr. Small who will as formerly be the executive head of this committee.

Respectfully submitted

W. F. Wilson

MANUSCRIPT
13 October 1921

REPORT OF BUILDING AND PROPERTY COMMITTEE
UNIVERSITY OF NANKING

1921

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These houses which probably cost the contractor about \$5,000 a piece are now finished and are being occupied by the families of Mr. Akerstrom and Mr. Wade-Jones.

Mr. Dieterich and family have returned and are living in the house formerly occupied by Mr. Marx; while Mr. and Mrs. Marx are to occupy the house not yet completed, to be rented from Miss Thirza Pierce.

The rest of the work of the Committee has been looking after the general repairs on the University property during the summer.

It is with a great deal of pleasure that we anticipate the early return of Mr. Small who will as formerly be the executive head of this committee.

Respectfully submitted
W. F. Wilson