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Nanking
Admin.
Board of Managers 1925-1926

MEETING OF THE EXECUTIVE-FINANCE COMMITTEE OF THE BOARD
OF MANAGERS OF THE UNIVERSITY OF NANKING

14 March 1925

The Executive-Finance Committee of the Board of Managers of the University of Nanking met in the President's office on the morning of Saturday, 14 March 1925, at nine o'clock. All the members of the committee were present, namely, Messrs. L. J. Bowen, chairman, L. J. Birney, F. Garrett, E. C. Lobanastine, L. J. Owen, and J. T. Proctor. Messrs. J. E. Williams, G. W. Jarvis, and S. J. Mills were present on invitation.

The meeting was opened with prayer by Dr. Proctor.

Mr. Owen was asked to act as secretary.

Language School Fees

Mr. Mills presented the new schedule of fees for the Language School, and it was

MEF-201 VOTED: That, while reaffirming our conviction that the mission boards sending pupils to the University of Nanking Language School should pay fees that would prevent the school from permanently becoming a charge to the University, nevertheless, in view of the falling off in the number of students attending the school be it

MEF-202 VOTED: That an annual grant be made from University funds to meet any deficit that may be incurred in the Language School during the next few years until it can be determined if the attendance in the Language School can be increased so that the fees received will be sufficient to meet expenditures, thereby making such a grant from University funds unnecessary.

MEF-203 VOTED: That the following schedule of fees be approved:

First year, Cooperating Boards:		
Tuition	\$210.00	
Rent	100.00	\$310.00
First year, Non-cooperating Boards:		
Tuition	\$270.00	
Rent	100.00	370.00

MEF-204 VOTED: That a committee of three be appointed to study the whole problem of meeting in a more adequate way the needs of the constituency, with instructions to approach the authorities of other language schools in the Yangtze valley with a view to finding out whether in the interest of economy some closer coordination or unification of the work of the schools can be attained.

Status of Mr. Mills as regards Presbyterian Mission.

MEF-205 VOTED: That in view of the service rendered by the Language School to the missions in China, and in view of the fact that the University is willing to substitute a man for the Language School in place of a man for the arts and science faculty, we request the Hankow Station of the Presbyterian Mission and through them the Executive Committee of the Kiangnan Mission and the China Council, to ask for the appointment of Mr. S. J. Mills as the sixth regularly appointed Presbyterian member of the University staff.

MEF-206 VOTED: That a copy of action MEF-205 be sent direct to the Presbyterian Board with the request that this appointment date from the beginning of the fiscal year of the Presbyterian Mission, i. e., 1 April 1925.

Temporary Gymnasium

In reconsidering action MEF-189 it was

MEF-207 VOTED: That we approve the releasing of \$2,600.00, unused budgeted salary for physical director in 1924-1925 budget, for use in the building of a temporary gymnasium.

MEF-208 VOTED: That \$1,000.00 be made available from the 1925-1926 budget for the College Athletic Department.

Increase in 1925-1926 Salaries

MEF-209 VOTED: That pending the revision of our salary scale we approve the increase budgeted for 1925-1926 for two of the Chinese staff in the College of Agriculture and Forestry.

Budget for 1925-1926

MEF-210 VOTED: To recommend to the Board of Managers the acceptance of the budget for 1925-1926 with the following revisions:

Income:

College of Arts and Science		
8 additional students @ \$104	832.00	
College of Agr. and Forestry		
2 additional students @ \$104	208.00	
Subfreshman		
5 additional students @ \$104	520.00	
	<u>1,560.00</u>	

Expense:

Substitute a graduate for a returned student in Economics and Political Science, saving	<u>1,320.00</u>	
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2,880.00

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MEF-211 VOTED: That we budget \$500.00 for possible proportion of travel to cover foreign secretary expected to be found on field.

MEF-212 VOTED: That the balance of additional income listed ^{in MEF-210} included as part of contingent fund for 1925-1926 budget. _{bc}

House for Mr. Small

MEF-213 VOTED: That the Treasurer be instructed to reserve any saving on contingents and any other items of 1925-1926 budget, up to \$2,000.00, to apply on reserve for providing house for Mr. Small.

Grading of Faculty Members

MEF-²¹⁴ VOTED: That we recommend to the Board of Managers that the Council on Higher Education of the China Christian Educational Association be requested to make a study of the grading of faculty members of colleges, including questions of salary of Chinese, and to report to the colleges the result of their investigation.

Respectfully submitted,

L. J. Owen, Treasurer.

TRANSFER



TWENTY-FIRST MEETING OF THE BOARD OF MANAGERS OF
THE UNIVERSITY OF NANKING. 16 March 1925.

The Board of Managers of the University of Nanking met on 16 March 1925 at 9 a. m. in the guest room of Severance Hall. The members whose names are starred were present.

Members of the Board

President *A. J. Bowen
Vice-President *J. E. Williams
Treasurer *L. J. Owen

Elected by Board of Managers:

Chang Po-ling, Hwang Hsi-chen, Chen-ting T. Wang.

Elected by Alumni:

Hwang Yung-liang, Ngan Han.

Life Member - R. C. Beebe, M. D.

	1925	1926	1927	1928
Baptist	*J. T. Proctor	*P. R. Bakeman	*F. J. White	
Disciples	Alex. Y. Lee	*G. W. Sarvis	*C. A. Burch	*F. Garrett
Methodist	#*H. F. Rowe	*J. C. Ferruson	*L. J. Birney	*W. F. Wilson
N. Presbyterian	*S. J. Mills	*Chang Pang	*J. C. Thomson	*E. C. Lobenstine
S. Presbyterian	*P. F. Price			

for F. D. Gamewell
' for S. T. Wen
" for G. C. Hood

By action of the Board Messrs. Chen Ching-chang and Li Han-seng were invited to attend the meeting as representatives of the Alumni. Mr. Reisner was also present by invitation.

Mr. Burch opened the meeting with prayer.

Mr. Owen was elected secretary for the meeting.

The minutes of the meeting of the Board of Trustees of 11 June 1924; of the Board of Managers of 18, 19 March 1924; and of the Executive-Finance Committee of 12 June 1924 and of 3 November 1924 were accepted as circulated.

Doctor Beebe's Seventieth Birthday

M-21b VOTED: That on behalf of the Board of Managers, Doctor Williams be asked to send a telegram of congratulation to Doctor Beebe on this his seventieth birthday.

The following telegram was sent: "Beebe, Shanghai. Loving greetings seventieth birthday from full annual meeting of Managers. Hao Ming wang lien hsiang."

President's Statement

In view of the actual fighting for a considerable part of the year in the territory from which most of our students come, we feel profoundly grateful to God for having suffered no losses of any kind to speak of, and being able to carry on our work as usual.

We are glad, also, that Dr. and Mrs. Williams have returned after an absence of over three years, and for the measure of success achieved in spite of many adverse circumstances. Doctor Williams will report on his work in the United States.

The printed Annual Report has been in your hands several weeks and will give the main lines of activity in all departments so we do not need now to review them.

Mr. Owen's report will show that our finances are in better condition than ever before, and the Board of Managers and the Trustees are under special obligation to Mr. Owen and Miss Priest for the most satisfactory way our accounts are kept, reports and summaries made, and all of the many and often annoying details of our new budget system are handled. Not only are the finances in excellent condition, but the quality of our faculty and student body has never been better. All have been cooperating most cordially and heartily in the various activities of the University and have cheerfully shared all burdens and responsibilities.

Probably our greatest need - which we are at this time and in this budget for the first time in our fifteen years of history beginning to meet - is in connection with the physical care of our students. We have lacked any sort of gymnasium, and until this past year any kind of field for the college students, and up to the present a physical director. We are glad that provisions are being made for a temporary gymnasium and for other advances.

Increasingly we are feeling the need of a library building and it must soon be provided.

Over half of our college students live in hotels or in private houses. We need three or four more dormitories to house these students.

We also need undesignated funds with which to secure outstanding Chinese teachers who will also share in the burden of administration. The step taken last year to secure two high-grade Chinese scholars has proved most beneficial and has brought forth widespread commendation from our alumni.

Vice-President's Statement

Doctor Williams summarized his efforts on behalf of the University during his three years' stay in the United States. His statement is attached to these minutes as Exhibit A.

Report of Building and Property Committee

The report of the Building and Property Committee was given by Mr. Wilson, the chairman, and was accepted by the Board. This report is attached to these minutes as Exhibit B.

Treasurer's Report

The Treasurer's report for 1923-1924 and statement of January 1, 1925 were accepted. (See Exhibit C.)

With reference to MEF-177 regarding the amount of the Trustees' financial report that should be printed, it was

M-216 VOTED: That the Treasurer make every effort to include all expenditures both in the New York office and on the field in the financial report and have the New York office report show its point of connection.

Medical Bills

M-217 VOTED: That we accept the actions of the Executive-Finance Committee, taken by correspondence, approving, on 23 September 1924, the payment of \$386.25, and on 15 January 1925, \$151.70, for medical bills of members of the University staff.

Names for University Buildings

M-218 VOTED: That the action taken by correspondence, to name the second science building Bailie Hall, be approved, and that the secretary be instructed to communicate the action of the Board to Mr. Joseph Bailie.

M-219 VOTED: That the recommendation of the Language School Committee that the new Language School administration and classroom building be called Keen Hall be accepted.

M-220 VOTED: That the President appoint a committee, with power, to name the buildings on the University campus with suitable Chinese names.

Cooperation of Southern Methodist Mission and London Missionary Society in the College of Agriculture and Forestry

With reference to M-149 in regard to cooperation of the China Mission of the Board of Missions of the Methodist Episcopal Church South in the College of Agriculture and Forestry, and M-165 in regard to cooperation of the London Missionary Society in the College of Agriculture and Forestry, Dean Reisner reported that no reply had as yet been received from the former, and that the London Missionary Society had reported that they were not able to cooperate in the College of Agriculture and Forestry of the University of Nanking.

Baptist Cooperation

M-221 VOTED: That with the approval of the Baptist Board, the funds now provided by them for the support of the Dean of the Language School be utilized as soon as possible for another teacher in the College of Agriculture and Forestry.

Coordination in Higher Education

With regard to MEF-167, Mr. Lobenstine reported that the Council on Higher Education of the China Christian Educational Association had not yet been able to deal with the question of teacher training for this area as covered and dealt with by the Educational Commission.

Language School Fees

M-122 VOTED: That the following schedule of Language School fees be accepted:

First year students:	
Tuition - cooperating boards	\$210.00
non-cooperating boards	270.00
Rent per student	100.00
Second year students:	
Tuition - cooperating boards	90.00
non-cooperating boards	120.00
Correspondence students:	
First year	20.00
Advanced	5.00
Rent of east or west cottage	225.00
Rent of west gatehouse	150.00

M-123 VOTED: That a committee of three, consisting of Messrs. Proctor, Garrett and Mills, study the whole problem of meeting in a more adequate way the needs of the constituency, with instructions to approach the authorities of other language schools in the Yangtze valley with a view to finding out whether, in the interest of economy, some closer coordination or unification of the work of the schools can be attained.

M-124 VOTED: That an annual grant be made from University funds to meet any deficit that may be incurred in the Language School during the next few years until it can be determined if the attendance in the Language School can be increased so that the fees received will be sufficient to meet expenditures, thereby making such a grant from the University funds unnecessary.

Status of Mr. Mills as regards the Presbyterian Mission

M-125 VOTED: That in view of the services rendered by the Language School to the missions in China, and in view of the fact that the University is willing to substitute a man for the Language School in place of a man for the arts and science faculty, we request the Nanking station of the Presbyterian Mission and through them the Executive Committee of the Kiangnan Mission and the China Council, to ask for the appointment of Mr. S. J. Mills as the sixth regularly appointed Presbyterian member of the University staff.

M-226 VOTED: That a copy of action M-225 be sent direct to the Presbyterian Board with the request that the appointment of Mr. S. J. Mills as the sixth regularly appointed Presbyterian member of the University staff date from the beginning of the fiscal year of the Presbyterian Board, i. e., April 1, 1925.

Resignation of Mrs. H. L. Goddard

M-227 VOTED: That we accept the resignation of Mrs. H. L. Goddard as preceptress of Meigs Hall, and that the secretary write on behalf of the Board of Managers a letter of appreciation and thanks for the excellent service rendered by Mrs. Goddard during the past six years.

Appointment of Mrs. G. A. Stuart

M-228 VOTED: That we accept the recommendation of the Language School Committee and appoint Mrs. George A. Stuart as preceptress of Meigs Hall on the basis of a single member of the staff of the University.

Appointment of Mr. J. K. San as Registrar of the Colleges

M-229 VOTED: That Mr. James K. San (San Ken-hsien) be appointed Registrar of the Colleges.

Grading of College Faculty

M-230 VOTED: That we request the Council on Higher Education of the China Christian Educational Association to make a study of the grading of faculty members of colleges, including questions of salary of Chinese, and to report to the colleges the result of their investigation.

Increase in 1925-1926 Salaries

M-231 VOTED: That pending the revision of our salary scale we approve the increase budgeted for 1925-1926 in the salaries of three of the Chinese members of the staff of the College of Agriculture and Forestry.

Temporary Gymnasium

M-232 VOTED: That we approve the releasing of \$2,600.00 unused budgeted salary for physical director in the 1924-1925 budget for use in the building of a temporary gymnasium for the colleges.

M-233 VOTED: That by reductions in present college budgets \$1,000.00 be released for additional athletic equipment for the colleges.

Budget for 1925-1926

M-234 VOTED: That we approve the budget for 1925-1926 as presented, with the following changes; (for budget see Exhibit D)

Increased income from fees:			
Arts and Science		\$832.00	
Agriculture and Forestry		208.00	
Subfreshmen		<u>520.00</u>	\$1,560.00
Substituting graduate in place of returned student in Arts and Science - difference in salary;			
			1,200.00
difference in rent allowance			
			120.00
Including as income budgeted expense for Dean of Language School - from Presbyterian Board			
			<u>5,800.00</u>
			<u>\$8,680.00</u>
Expense:			
Reduction of Language School income			
		\$ 346.00	
Proportion of travel for secretary			
		500.00	
Contingent			
		<u>3,834.00</u>	<u>\$8,680.00</u>

Residence for Mr. Small

M-235 VOTED: That the Treasurer be instructed to reserve any savings on contingent and any other items of 1925-1926 budget up to \$2,000.00 to apply on reserve for providing a residence for Mr. Small.

Library Fee

M-236 VOTED: That the matter of a library fee be referred to the University Faculty Advisory Council with power.

Electric Light Plant

Upon recommendation of Mr. Reigner, who had studied the matter of the installation of an electric light plant, it was

M-237 VOTED: That the Board of Managers approve of-

- a. Steps being taken to secure an electric light plant for the University.
- b. The floating of a loan up to Mexican \$35,000.00, arrangements for which are to be referred to the Executive-Finance Committee for presentation to the Board of Trustees for their approval.
- c. Repayment of loan by savings between actual cost of electricity and present charge of 24c. per k. w. hour.

Chinese Representation on Board of Managers

M-238 VOTED: That, realizing the pressure upon the three Chinese members of the Board formerly elected by the Board of Managers, and the physical difficulties of sparing the time to attend meetings, the Board of Managers would like to retain the advisory counsel of these men and elect three other members who could regularly attend the meetings. In taking this action the Board of Managers would record its deep appreciation of the great services rendered by these members in the founding and development of the University.

M-239 VOTED: That the Board of Managers recommend to the cooperating missions the advisability of electing, either directly or through the church organization connected with the mission, one or more English-speaking Chinese as part of their quota of membership in this body.

M-240 RESOLVED: That the following motion be referred to the Executive-Finance Committee for consideration:

That the Board of Trustees be requested to adopt the two following by-laws:

1. That the Alumni of the University be authorized to elect four members of the Board of Managers, each to serve four years.

2. That this Board of Managers shall elect, directly or indirectly through its Executive-Finance Committee, five members in addition to those elected by the cooperating missions and by the alumni, each to serve a term of four years but eligible for re-election.

M-241 VOTED: That the chairman appoint a nominating committee to present names of Chinese for membership on the Board of Managers.

The nominating committee later presented the following names for nomination to the Board of Managers: Messrs. Chen Ching-chang, Hsu Yuan, and Tao Wen-tsing. These nominations were accepted.

Alternates

M-242 VOTED: That alternates be elected on the Board of Managers for each member of the Executive-Finance Committee.

Personnel of Standing Committees

M-243 VOTED: That the chairman appoint a nominating committee to make nominations for membership on standing committees.

The committee later brought in the following nominations, which were accepted:

Executive-Finance Committee:

Members

A. J. Bowen, chairman
L. J. Birney
Chen Ching-chang
F. Garrett
E. C. Lobenstine
J. T. Proctor
L. J. Owen (Finance)

Alternates

J. E. Williams
H. F. Rowe
Li Han-seng
C. A. Burch
G. C. Hood
F. J. White
Miss W. M. Priest

Building and Property Committee:

W. F. Wilson, chairman, A. J. Bowen, Chang Fang,
A. C. Hutcheson, Li Han-seng, S. J. Mills,
J. H. Reisner, A. G. Small, J. E. Williams.

Hospital Committee:

A. C. Hutcheson, chairman, A. J. Bowen, Chang
Shui-hung, C. H. Hamilton, J. E. Williams.

Language School Committee:

S. J. Mills, chairman, A. J. Bowen, Chia Fuh-tan,
Mrs. M. F. Keen, Miss Blanche Loucks,
J. H. Reisner, Wang Yao-ting.

Sub-committees to Represent
Administrative Units of the University

M-244 VOTED: That the appointing of sub-committees of the Board of Managers of the University to represent the various administrative units of the University be referred to the Executive-Finance Committee subject to review at the next meeting of the Board of Managers.

The meeting adjourned at 7 p. m. after prayer by Mr. Cheng
Fang.

Respectfully submitted,

L. J. Owen, Secretary.

Vice-President's Statement

President Bowen has referred very generously and appreciatively to our work in the United States and its outcome and our welcome to the work here.

Before reporting more in detail upon conditions in the United States, I cannot forego the opportunity of expressing again our great joy in returning to Nanking and the wonderful comradeship in this work. You have realized the joy of returning after a year's furlough. Few of you have experienced the joy of returning after three years' enforced furlough.

It is a great joy to note the development in the physical equipment of the Hospital, the College of Agriculture and Forestry, the residences, and now the Language School and second science building. Far more impressive has been the great body of students at this disturbed time, their fine spirit of loyalty and unity, the increased strength of the faculty and personnel, the improved quality of the teaching, which is the very heart of the University.

In reporting upon the past three years' development of the financial problems I realize the delicacy of dealing with any part of it in a personal way. I was acting as representative for the University in work and problems in which Doctor Bowen and the whole staff were engaged. Very little of it was accomplished by me directly or alone.

President Bowen's visit to the United States as delegate to the Methodist Episcopal Quadrennial Conference was most timely and effective for our work. The Trustees through his comprehensive report were enabled to feel the inspiration of the larger scope, quality and power of the work, which also placed our financial problems in their more rightful perspective.

You are all keenly aware of our financial problems three years ago when mounting deficits, owing to exchange and our forced development of property and teaching and some deferred payments, had risen above \$100,000 Mexican, and we were directed to return to the United States to find relief. Each of the cooperating missions and conferences had taken action, appealing to their Boards to pro-rate the deficit and appropriate amounts adequate to liquidate the obligations. One of the Boards took action approving and expressing its readiness to meet its share if the other cooperating Boards could do likewise. Two of the Boards replied that owing to cuts upon their own mission they could not undertake such an amount. This left the deficit to be found otherwise.

The unhappy outcome of the Interchurch Movement entailing very heavy obligations which the cooperating boards were compelled to meet through special effort in the churches had greatly prejudiced the situation for union efforts. Serious differences of thought in the churches, expressed in the extremes of fundamentalism and modernism, were disturbing the general support of the cooperating boards and were particularly evident in the attitude toward union institutions. The

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general slowness of business, coupled with the trend toward isolationism which tended to develop all things within and for America, were retarding tendencies against any larger support abroad. On top of all was the disturbed political condition of China which was given unusually great publicity in the United States. In face of these difficulties the loyalty of the Trustees of the University and of the cooperating boards was evidenced the more in not only continuing in full all previous support but increasing their annual grants by \$1,000.00 each.

The deficit was reduced in the following ways:

Payment of deferred interest on endowment of		
Methodist Episcopal Board		G. \$7,500.00
United Christian Missionary Society		2,000.00
Payment of all arrears in adjustment of salaries		2,000.00
Payment by Methodist Episcopal Board for chemical equipment		5,000.00
Famine Fund previously assigned for endowment:		
Methodist Episcopal Board		10,000.00
Presbyterian Board		10,000.00
Baptist Society		5,000.00
Mrs. Prentiss and Mr. Severance on Administration Building		14,000.00
Mr. E. R. Brown		5,000.00

The Methodist Episcopal Board definitely assigned the principal for the \$100,000.00 undertaken for endowment, upon which interest of \$5,000.00 per year had been paid since 1918, and transferred it from general endowment to Agriculture and Forestry.

The undertaking of \$40,000.00 for endowment by the Christian Church, upon which interest of \$2,000.00 had been paid regularly, was reduced by \$10,000.00 of the principal paid the Trustees.

Protection against further deficit was made in the gift of \$50,000.00 from the Hall Estate toward endowment of the Arts and Science.

Mr. Reisner's work in the United States not only secured \$21,000.00 pledged for the sericulture building, but he also conceived the idea and prepared the plans and statement for appeals for the Famine Fund. Doctor Speer, as chairman of the Trustees, presented and supported these plans in conferences with the committee appointed by the President of the United States and carried them through to a successful issue. This secured for the University \$675,000.00, which was placed in trust with the Washington Trust Company.

Residences were secured and some built, as follows:

Mr. Reisner from the Presbyterian Board		G. \$6,000.00
Famine Fund - three residences		18,000.00
Mr. W. H. Hoover - for Mr. Bates		5,000.00
Mr. E. M. Bowman - for Mr. Holroyd		5,000 or 6,000.00
West End Presbyterian Church - for a Chinese teacher		3,000.00
Residence from Day Fund - loan		5,000.00

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The residence situation is in the way of more adequate provision although there are still two or three very real needs.

The agreement with the China Medical Board for the support of the Hospital terminated at the end of 1921. A new agreement was made for another period of five years on terms more satisfactory to the Hospital. A sum of G.\$9,250.00 annually was given for current expense and not restricted to foreign doctors and nurses.

In addition to this annual support, the China Medical Board agreed to give Mexican \$45,000.00 or not more than G.\$27,000.00 towards equipment upon condition the Trustees found an equal amount. This was found as follows:

Mr. Harkness	G.\$5,000.00
Westminster Church	500.00
Friends of Dr. Hutcheson in Houston, Texas	14,000.00
Secured in China	Mex.\$ 5,000.00

The Famine Fund Committee, through work in China, provided toward the second science building Mex.\$50,000.00

The China Medical Board, on condition of \$25,000.00 more being provided by the Trustees " 25,000.00

For this purpose

Mr. Harkness gave	Gold \$ 5,000.00
Mrs. Frentiss and Mr. Severance	" 5,000.00
Mr. Vogelson	" 500.00
Bishop Birney's friend	" 1,000.00
Mr. Stitt	" 1,000.00
Other gifts	600.00

The China Medical Board also made a grant for better equipment in our Departments of Chemistry, Physics, and Biology, to improve the pre-medical work Mex.\$25,000.00
For gas plant " 5,000.00

The plans of the cooperation of Cornell University have been reported by President Bowen and Dean Reisner. A larger cooperation of the New York State College of Agriculture and Forestry, Department of Plant Breeding, will begin in April with the arrival of Professor H. H. Love, who will be succeeded next year by Professor Meyers. The plans contemplate the residence of one full professor of that department, on sabbatical leave, annually for the next five years in the development of plant breeding, then by a representative, a full professor, in alternate years. A part of the support for this enterprise comes from the International Board of Education, through its Director, Mr. Wyckliffe Rose, who is interested not only in this particular work, but in the larger plans of the University's College of Agriculture and Forestry, especially rural education.

The Hospital is provided with new and adequate equipment to meet the demands for some years of development, and its current support is guaranteed for the years 1925-1926.

The College of Arts and Science needs increased staff. Two professors have been asked by the cooperative missions of each co-

operating board. If these increases should be made, fairly adequate provision for teaching up to the limit of the enrolment set by the Board of Managers would be secured for the University. The boards will do this as soon as they are able, for they realize that they are contributing to the University of Nanking fewer teachers for a larger body of students with high grade instruction than they are providing in any other union institution in which they have a common interest.

What of future support! The outlook in the United States for business generally is vastly improved. It is probable that the country will be undergoing a period of real prosperity and boom within a year. Conditions also within the cooperating churches have greatly improved. The spirit that the Christian Church manifested in their convention in Cleveland was most encouraging. The United Christian Missions Board had not only succeeded in the Jubilee Fund of nearly \$1,000,000.00 for the Women's Board, but did this without decrease in the regular giving.

Last year the Presbyterian Board had a heavy deficit of \$657,000.00 and it was charged by the extreme fundamentalists that this was due to lack of confidence in the administration and the missionaries. The Church, however, responded by giving over \$1,000,000.00 more than the year before and this was not due to large gifts but came from all the members.

The Methodist Board had the greater obligation entailed from the Interchurch and is undergoing a period of transition, not due to theological difficulties so much as to administrative reorganization. While the Board is struggling at the present time with a very heavy deficit the missionaries are drawn from all parts of the Church and the whole church is loyal to them and is bound to respond adequately when the real facts of the situation and needs are known throughout the Church.

The church bodies are the real supporters of our work and the annual support and direct support of missionaries is even more vital than endowment, as much as we need the latter.

As we look back we take courage, more deeply assured that God has led us in our enterprise every step of the way and that He goes before us into every new problem. The University is in better financial condition than ever before. The work is better developed in organization. The Treasurer's department is so developed in its accounting and budget that the President and deans of departments are able to know at any time just where we stand. The teaching is better correlated and is done more effectively. We have never had as fine a student body nor was there ever a more earnest spirit of inquiry as to the deepest things of life than now obtains in the student body. Our needs have been met in troublous times and our present needs will have like help in time.

Respectfully submitted,

J. E. Williams.

16 March 1925.

EXHIBIT B

Report of the Building and Property Committee

The Building and Property Committee has no authorized report to make to the Board of Managers, but the chairman has been asked to present a brief statement in regard to the work of the committee during the last year.

The large addition to the Hospital has been completed at an approximate cost of \$69,000.00. The Chinese nurses' home has also been finished, costing about \$17,800.00. What was formerly known as the Foreign Hospital was sold to the Bible Teachers' Training School for Women and has been rebuilt on the University Hospital site. The cost of this when completed will be about \$31,500.00. The whole of this new hospital plant is about ready for use. Some of it has been in use for some time.

The new science building is now well under way and we hope will be ready for occupancy this coming fall. The total estimated cost of this building will be \$96,800.00.

The new administration and classroom building for the Language School is already up to the second storey and we hope will be ready for use this coming fall. It will cost about \$47,220.00.

Five new foreign residences have been completed during the year and are now being occupied. They are costing around Mex. \$10,000 each. The houses for the Chinese faculty have not been built, but the plans are well under way. The Women's Auxiliary are also anxious to put their earnings into smaller houses for members of the Chinese faculty. Their plans have not yet been formally before the Building and Property Committee, but they wish to put up a group of houses, as funds are available, which will cost for house alone between \$1,500 and \$2,000.

In addition to the building of these houses five wells have been dug during the year. Three of these have been driven and are supplying all the water needed even in this driest season. One of these was driven at the Hospital and cost about \$4,800.00. Another was driven at the Language School and cost about \$650.00. The third was driven on the grounds at Kan Ho Yen and cost about \$750.00. Any one visiting the site of the wells will see ample reason for the difference in the price between the first one and the other two. These wells have been a very great blessing to these departments during this exceedingly dry season.

The attention of the chairman of the Building and Property Committee has been called to the fact that the deeds of all the land that has been purchased during the last few years have been only partly listed. It seems very important that every piece of land purchased for the University should be formally reported to the Building and Property Committee and a careful record kept of the details of the property. The chairman of the committee would suggest that the Board of Managers should take such action in regard to former and future purchases as will make the record of the property more complete. This has to do not primarily with the registering and stamping of the deeds, but with the reporting of all purchases to a head office where a full record of all purchases and their location shall be kept.

Respectfully submitted,

Wilbur F. Wilson, Chairman.

16 March 1925.

EXHIBIT C

Treasurer's ReportIncome and Expenditure AccountFor the Year Ending 30 June 1934

INCOME

Mission Boards:

Cash appropriations (page 52)*		\$27,000.00
Appropriated salaries (" 52)		61,826.90

Interest:

Methodist Endowment (G. \$5,000)	\$9,625.55	
U. C. M. S. " (G. \$2,000)	3,682.94	
Ambrose Swasey (G. \$2,485)	4,743.91	
General endowment	47.26	18,099.68

Gifts:

Dwight H. Day (G. \$851.45)	1,640.42	
Mrs. S. J. Bowen	724.93	2,365.35

Fees:

Matriculation	775.00	
College of Arts and Science	10,632.48	
College of Agriculture and Forestry	8,991.77	
Junior College	49,560.40	
Short Course in Agriculture	5,572.46	
Middle School	38,388.20	
Model School	30,849.01	144,769.32
Language School:		
Tuition	14,699.07	
Dormitory (Meigs Hall)	14,698.21	29,397.28

Miscellaneous:

Construction Department	11,680.25
University Hospital (on promotional)	4,000.00
Forestry Fund Committee	5,000.00
Language School - operation and maintenance	2,000.00
Alumni Fund - on current	169.34

Total income	\$306,308.12
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*Page numbers refer to pages in printed report.

Exhibit C - Sheet 2

Income and Expenditure Account
For the Year Ending 30 June 1924

EXPENDITURE

General Administration: (page 53)*

Salaries and allowances	12,940.55	
Office supplies	1,289.59	
General expense	<u>4,848.95</u>	\$19,079.09

Operation and Maintenance: (pages 53-54)

Salaries	1,624.15	
Wages	2,596.00	
General expense	<u>13,063.31</u>	17,283.46

Instructional:

College of Arts and Science (page 54)	21,135.36	
College of Agr. and Forestry (page 55)	36,526.41	
Junior College (page 55)	48,414.87	
Middle School (page 55)	29,115.22	
Model School (page 56)	13,231.37	
Language School (page 56)	11,595.40	
Library (page 56)	<u>12,860.11</u>	172,878.74

Non-educational: (page 56)

Refunds	3,508.28	
Miscellaneous	786.30	
Furlough reserves	3,997.50	
Athletics	5,094.86	
Uniforms	1,245.00	
Promotional office - N.Y.C. (page 57)	14,224.38	
Construction Department (" 57)	3,844.61	
Dormitories and Dining Halls (" 57)	40,394.71	
New Property (" 54)	<u>905.34</u>	74,000.98

Total Expenditures \$283,242.27

Sinking Funds:

Credits forwarded (pages 59, 60)	15,718.90
Applied on deficit (page 58)	<u>7,346.95</u>
	\$306,308.12

*Page numbers refer to pages in printed report.

Exhibit C - Sheet 3

Statement of Assets and Liabilities

1 January 1925

Liabilities

Accounts payable (U. C. M. S.)	\$2,111.16	
Cunninghamia grant funds	107.53	
Alumni funds	13,002.93	
Scholarships	5,982.47	
Student deposits, etc.	1,502.46	
Building funds	53,461.22	
Hospital funds	31,494.32	
Subscription periodical room	113.11	
Keen Memorial library	230.70	
Mrs. Keen's house account	225.07	
K. S. Liu memorial fund	229.09	
Vouchers payable; reserves	3,080.09	
Interest and exchange	1,627.49	
Unexpended budget income	<u>13,166.43</u>	\$124,334.07

Assets

Cash on hand and in banks	\$23,028.79	
Accounts receivable	9,280.30	
New York office; cash on hand	2,207.83	
Boston University account	10,089.11	
Agricultural experiment station	15,368.84	
Book store	108.20	
Deferred accounts	632.97	
Fixed deposits	<u>58,928.57</u>	<u>119,644.61</u>
Deficit expense account, 1 January 1925		\$ 4,689.46

Exhibit C - Sheet 4

Second Quarterly Financial Report

1 July 1924 to 1 January 1925

<u>Budget Accounts</u>	<u>Dr.</u>	<u>Cr.</u>
President's office	2,879.03	
Treasurer's office	3,004.21	
Registrar's office	1,092.75	
New York office	259.14	
Admissions office		508.94
Catalogues, reports and bulletins	32.47	
Commencement and public occasions	18.60	
University magazine		1,308.38
Y. M. C. A. - colleges	1.32	
Caps and gowns	471.50	
Travel, board of managers	43.20	
Educational associations	400.00	
Sundry	54.36	
Superintendent's office	850.00	
Kuleo buildings - colleges	4,017.35	
Kan Ho Yen buildings - lower schools	5,044.21	
Language School buildings	1,170.00	
Faculty residences	6,583.11	
College of Arts and Science	7,322.67	
College of Agriculture and Forestry	9,831.29	
Subfreshman year		2,642.49
Middle school		3,126.58
Model school		7,771.57
Language School		14.37
Library	4,031.33	
Summer school		1,000.38
Chemistry Department	711.27	
Medical, language study, etc., for staff	357.50	
Reserves for furloughs, etc.		9,309.91
Medical fees, students	223.75	
Athletics, varsity	550.82	
" " field		1,179.02
" Middle school	463.70	
" Model School		618.89
Dormitories - colleges	627.42	
" - lower schools		1,234.31
Meigs Hall		6,448.67
Dining halls, colleges	3,648.33	
" " lower schools	6,403.41	
Campaign office (to Oct. 1 only)	3,806.40	
Regents diplomas		40.97
Construction department		681.65
Undistributed budget income		41,178.97
	<hr/>	
	\$63,899.14	\$77,065.57
Budget income over expenditures, January 1, 1925	13,166.43	
	<hr/>	
	\$77,065.57	\$77,065.

EXHIBIT D

UNIVERSITY OF NANKING

BUDGET

July 1, 1925 to June 30, 1926

UNIVERSITY OF BANKING
BUDGET — 1935-1936

	<u>Pd. by Un.</u>	<u>Pd. by Ads.</u>	<u>Total</u>
11. Administration;			
111. President and Vice-president's offices;			
1111. Salaries of President's office staff;			
A.J. Bowen	2,400 00		
M. H. Purcell	1,775 00		
Li Han-seng	450 00		
Tao Ming-pei	360 00		
Writers and typists	200 00		
1112. Office expense and supplies	300 00		5,485 00
1115. Salaries of Vice-Pres. office staff;			
J. E. Williams		3,720 00	
Secretary - 1/2	800 00		
1116. Office expense and supplies	200 00		4,720 00
112. Treasurer's office;			
1121. Salaries of staff;			
L.J. Owen	3,400 00		
E. M/ Priest - 1/2	800 00		
Sie Ching-tsu	425 00		
Sie Hsiang	540 00		
Student assistants	100 00		
1122. Office expense and supplies	450 00		
1123. Audit expense	250 00		5,965 00
113. Registrar's office;			
1131. Salaries of staff;			
San Ken-hsien - 80o/o	768 00		
Assistants	320 00		
1132. Office expense and supplies	300 00		1,388 00
114. Office expense for New York Office			4,000 00
115. Admissions office;			
1151. Salaries of staff;			
Returned student - 30 o/o	540 00		
Student assistants	200 00		
1152. Office expense and supplies	200 00		940 00
12. GENERAL:			
121. Catalogs, reports and bulletins	2,000 00		
122. Commencement and public occasions	200 00		
123. Student activities;			
1231. University magazine	1,330 00		
1232. Kuleo Y.M.C.A.	150 00		
1233. Kanhoyen Y.M.C.A.	360 00		4,070 00
124. Miscellaneous;			
1241. Travel, Board of managers, etc.	200 00		
1242. Educational associations;			
N.A.Promotion of Ed.	200 00		
E.C.C. E.A.	600 00		
Church council	20 00		
Council Higher Ed.	50 00		
1243. Sundry	870 00		
1245. Museum	200 00		
	75 00		1,345 00
Total.....			\$ 27,913 00

11. OPERATION AND MAINTENANCE:

	<u>Pd by Cr.</u>	<u>Pd by Cds</u>	<u>Total</u>
211. Superintendent's office;			
2111. Salary of supt. and assts.			
A.G.Small - 1/3	1,700 00		
Assistants	200 00		
2112. Office expense and supplies	<u>100 00</u>		2,000 00
221. Kulec Buildings;			
2211. Wages of servants	1,000 00		
2212. Repairs, (Swasey, Sage, Severance and Bailie Halls)	300 00		
2213. Fuel	1,240 00		
2214. Light	3,000 00		
2215. Insurance	836 85		
2216. Materials supplies and expense	300 00		
2217. Campus	350 00		
2218. Building equipment	<u>150 00</u>		7,176 85
222. Kanhoyen Buildings;			
2221. Wages of servants	1,000 00		
2222. Repairs	800 00		
2223. Fuel	320 00		
2224. Light	2,400 00		
2225. Insurance	236 27		
2226. Materials supplies and expense	200 00		
2227. Building equipment	<u>150 00</u>		5,106 27
223. Language School Buildings;			
2231. Wages of servants	408 00		
2232. Repairs	200 00		
2233. Fuel	600 00		
2234. Insurance	68 00		
2236. Materials supplies and expense	<u>50 00</u>		1,326 00
224. Faculty Residences;			
2241. Repairs, 22 at 75.	1,650 00		
2242. Insurance	329 87		
2243. Rent	4,260 00		
2245. Equipment and changes (wire)	300 00		
2246. Rent for Chinese staff	<u>6,000 00</u>		12,539 87

Total\$ 28,148 99

	<u>Pd by Un</u>	<u>Pd by Eds</u>	<u>Total</u>
31. COLLEGE OF ARTS AND SCIENCE:			
3111. Salaries of Dean and assts.			
G.W. Sarvis		900 00	
Secretary - 1/2	800 00		
Assistants	100 00		
3112. Office expense and supplies	<u>100 00</u>		1,900 00
312. Salaries of instructors;			
Biology;			
J. T. Illick - 3/4		2,250 00	
Kwoh Yu-ming - 3/4	180 00		
1 graduate - 3/4	450 00		
	<u>630 00</u>		2,880 00
Chemistry;			
J.C. Thomson		3,060 00	
E. V. Jones	1,800 00		
C. O. Lee	466 67		
Hoh Hsi	480 00		
Jeu Kia-khwe	510 00		
Lo Tsz-tung	195 00		
Tai An-pan	150 00		
Li Shih-king	180 00		
Yang Shih-ming	133 20		
	<u>6,974 87</u>		6,974 87
Chinese;			
Hu Siao-shi	1,800 00		
Chen Chong-fan	1,200 00		
Fang Hai-kwan	480 00		
Ih Hsien-ting	360 00		
	<u>3,840 00</u>		3,840 00
Economics;			
Hung Chang	2,160 00		
Ko Seng	188 00		
G. W. Sarvis		1,800 00	
1 graduate - 70o/o	504 00		
	<u>4,652 00</u>		4,652 00
Education			
1 returned student (70 o/o)	1,260 00		
	<u>1,260 00</u>		1,260 00
English;			
A. J. Bowen	1,300 00		
A. Brede	2,800 00		
	<u>4,100 00</u>		4,100 00
History;			
M. S. Bates		3,000 00	
T. B. Liu	612 00		
	<u>3,612 00</u>		3,612 00
Mathematics;			
Chang Tsi-hwa			288 00
Philosophy and psychology;			
C. H. Hamilton		4,000 00	
1 student assistant	100 00		
	<u>4,100 00</u>		4,100 00
Political science;			
T. B. Liu	1,428 00		
1 graduate 30 o/o	216 00		
	<u>1,644 00</u>		1,644 00
Physical director			
			1,083 34
Physics;			
B. L. Griffing	1,820 00		
Swen Shu-fang	300 00		
Mao Teh-eng	105 00		
1 assistant	360 00		
	<u>2,585 00</u>		2,585 00
Religious education;			
H. G. Hobson			1,600 00
Sociology;			
G. W. Sarvis		1,800 00	1,800 00

	<u>Ed by Un.</u>	<u>Pd by Bds.</u>	<u>Total</u>
31. COLLEGE OF ARTS AND SCIENCE:			
316. DEPARTMENTAL SUPPLIES AND EXP/			
3160. General	400 00		
3161. Biology	200 00		
3162. Physics	400 00		
3163. Chemistry	1,800 00		
3164. Chinese	600 00		
3165. Mathematics	100 00		
	<hr/>		3,500 00
318. DEPARTMENTAL EQUIPMENT:			
3180. General	100 00		
3181. Biology			
3182. Physics	200 00		
" furnishing new lab.	200 00		
3183. History - see library budget			
3184. Chemistry	700 00		
" furnishing new lab.	250 00		
" upkeep of gas plant	215 00		
	<hr/>		1,665 00
Total			\$ 47,484 31

32. COLLEGE OF AGRICULTURE AND FORESTRY:			
3211. Salaries of dean and assistants;			
J. H. Reisner		4,080 00	
D. DeGroff - 1/2	800 00		
Typists	300 00		
3212. Office expense and supplies	400 00		
3213. Printing	400 00		
3214. Travel - local	200 00		
3215. Ent. of guests	50 00		
	<hr/>		6,230 00
322. Salaries of instructors;			
Agronomy;			
G. E. Ritchey		3,300 00	
Heh Ching-ming	890 00		
Chemist - analysis of soils	400 00		
1 returned student	1,800 00		
	<hr/>		6,290 00
Animal Husbandry;			
1 foreigner			1,500 00
BIOLOGY:			
Bacteriology;			
Miss Gless for all sections	320 00		
C. S. Gibbs		2,700 00	
Chen Ken	840 00		
Botany;			
A. N. Steward		3,400 00	
Chiao Chi-yuen	820 00		
1 collector	96 00		
Zoology;			
J. T. Illick		750 00	
Kwoh Yu-ming	60 00		
1 graduate	150 00		
	<hr/>		9,156 00

	Pd by Un.	Pd by Sds.	Total
32. COLLEGE OF AGRICULTURE AND FORESTRY:			
322. Salaries of instructors cont.			
Chemistry;			
J. C. Thomson		1,020 00	
E. V. Jones	450 00		
Hoh Hsi	240 00		
Lo Tsz tung	195 00		
Li Shih-king	180 00		
Yang Shih-ming	88 80		
Student assts.	100 00		3,273 80
English;			
Miss Wilkinson - 1/2			800 00
Physical director			300 00
Rural Economics;			
J. L. Buck		3,280 00	
Hwa Peh-hsiung	1,200 00		
Chiao Chi-ming	820 00		5,300 00
Horticulture;			
M. L. Hancock			780 00

326. DEPARTMENTAL SUPPLIES AND EXPENSE:

3261. Agronomy	350 00		
3262. Bacteriology	100 00		
3263. Botany	250 00		
3264. Chemistry	800 00		
3265. Rural economics	200 00		
3267. Zoology	100 00		
3268. Herbarium	300 00		
3269. Physiology of plants and Ent	100 00		2,200 00

328. DEPARTMENTAL EQUIPMENT:

3281. Agronomy	500 00		
3282. Bacteriology	200 00		
3283. Botany	380 00		
3284. Rural economics	100 00		
3285. Zoology	450 00		
3286. Science dept. (gas plant)	175 00		1,805 00

Total for instructional budget.....\$36,614 80

COLLEGE OF AGRICULTURE AND FORESTRY CONTINUED: FAMINE FUNDS BUDGET

F1. ADMINISTRATION AND PUBLICITY:

F11. Salaries of staff;			
J.H. Reisner		2,500 00	
E.M. Priest		400 00	
D. Degroff		800 00	
Writers and asst.		364 00	
112. Printing		250 00	
113. Office expense and supplies		100 00	
115. Travel (Committee meetings, etc.)		400 00	4,814 00

COLLEGE OF AGRICULTURE AND FORESTRY CONT: FALLING FUNDS BUDGET

F12. AGRICULTURAL EDUCATION:

121. Salaries of staff;		
J. B. Griffing	4,000	00
Li Ying-hwei	1,001	00
Swen Fang	924	00
Chang Yuen-wei	924	00
Li Chiài-chia	550	00
3 practice school teachers & writers	1,000	00
122. Printing	100	00
123. Materials supplies and expense	300	00
125. Short course in Agriculture (inc. Chang Chi Wen's salary)	2,800	00
126. Demonstration schools (3)	200	00
128. Normal School expense	1,400	00
	<u>12,979</u>	00

F13. AGRICULTURAL EXTENSION:

131. Salaries of staff;		
Chen Yen-shan	1,320	00
Chow Ming-t	1,452	00
Shao Teh-hsing	435	60
Lo I-ko	324	00
Writers and assts.	200	00
132. Printing	250	00
133. Office supplies and expense	202	40
134. Equipment	200	00
135. Travel	800	00
137. Films and supplies for moving pictures	500	00
138. Newspaper	1,000	00
	<u>6,624</u>	00

F14. BACTERIOLOGY RESEARCH:

141. Salaries of staff;		
assistants	200	00
142. Printing	100	00
143. Materials supplies and expense	100	00
144. Travel	300	00
145. Rinderpest serum projects;		
1451. Stable and compound	500	00
1452. Laboratory equipment	200	00
1453. Operating expense	500	00
1454. Field equipment	100	00
	<u>2,000</u>	00

F15. COOPERATIVE EXTENSION:

151. Kaifeng Baptist College	1,455	00
152. Nansuchow (Agr. Dept. N. Pres. Mission)	1,400	00
153. Yih sien (S. Shantung Agr. & Indus. School)	915	00
154. Wuchang (Central China Teachers College)	1,250	00
155. Contingent	500	00
156. Travel	350	00
157. Cooperative scholarships	800	00
	<u>6,650</u>	00

COLLEGE OF AGRICULTURE AND FORESTRY CONT: FAMINE FUNDS BUDG - I

F16. ECONOMICS AND FARM MANAGEMENT:

161. Salaries of staff;		
J. L. Buck	2,500 00	
Hsu Chen	1,452 00	
Sven Wen-yuh	968 00	
Miss Gless	320 00	
Regular assistants	2,000 00	
162. Printing	800 00	
163. Supplies and expense	200 00	
165. Travel	800 00	9,040 00

F17. FARM CROPS IMPROVEMENT AND SEED FARMS:

171. Salaries of staff;		
1 foreigner	5,000 00	
Wang Sheo	924 00	
Miss Gless	320 00	
Ren Sha and Chen Sz yuen(cotton breeding)	540 00	
Sung Fung-tien	324 00	
Liu Ching-chuen	324 00	
Wu Lien-seng	324 00	
Assistants and writers	364 00	
172. Printing	200 00	
173. Materials supplies and expense	500 00	
174. Equipment	500 00	
185. Travel	200 00	
176. Labor	1,200 00	10,620 00

F18. FORESTRY:

181. Salaries of staff;		
W. K. Ip	2,419 00	
L. H. Caldwell - 1/2	1,500 00	
W. C. Lowdermilk	2,800 00	
Li Teh-i	934 00	
Ling Kan	1,166 00	
Shen Hsich-li	1,001 00	
Ren Chen-tung	924 00	
Wu Chen-tsuen	847 00	
Li Tsi-tung	1,980 00	
Miss Gless	320 00	
Writers and typists	414 00	
182. Printing	500 00	
183. Supplies and expense	500 00	
184. Equipment	700 00	
185. Travel and extension	700 00	
187. Research		
1872. Projects	800 00	
1873. Materials supplies and expense	300 00	
1874. Travel	800 00	18,608 00

F20. PLANT DISEASE CONTROL:

201. Salaries of staff;		
R.H.Porter	2,800 00	
Yu Tah-fu	847 00	
Assistants	100 00	
202. Printing	200 00	
203. Materials supplies and expense	400 00	
204. Equipment	400 00	
205. Travel	300 00	5,047 00

COLLEGE OF AGRICULTURE AND FORESTRY CONT/ FAMINE FUNDS BUDGET

F21. RESEARCH LIBRARY:

211. Salaries of staff;		
Wang Kwoh-ting	1,254 00	
Chen Tsu-kwei	880 00	
Liu Shen-pu	624 00	
Ho Han san- 1/2	213 00	
Sung and writers	200 00	
212. Supplies	300 00	
213. Travel and expense	200 00	
214. Chinese books	2,000 00	
215. Foreign books	1,000 00	6,671 00

F22. SCHOLARSHIPS FOR AGR AND FORESTRY STUDENTS 1,000 00

III. Miscellaneous;

F31. FURLOUGHS, ALLOWANCES ETC.

311. Furloughs	2,250 00	
312. Contingent for allowances	1,000 00	
313. Medical and dental for staff	600 00	3,850 00

Total Famine Funds budget\$ 87,960 00

GRAND TOTAL FOR COLLEGE OF AGRICULTURE AND FORESTRY....\$124,574 80

33. SUB-FRESHMAN YEAR;

332. Salaries of instructors;

Chemistry;

	<u>Pd by Un.</u>	<u>Pd by Bds</u>	<u>Total</u>
E. V. Jones	750 00		
Hoh Hsi	240 00		
Jeu Kia khwe	510 00		
Lo Tsz tung	390 00		
Tai An pan	450 00		
Li Shih-king	240 00		
Yang Shih ming	133 20		
Student assistants	500 00		3,213 20

Chinese;

Hu Siao-chi	840 00		
Chen Chong-fan	1,200 00		
Fang Hai kwan	720 00		
Ih Hsien ting	840 00		
Su Tien ming	720 00		
Asst. to distribute outlines	40 00		4,360 00

English;

B. Holroyd		3,300 00	
M. Hedrich	1,600 00		
M. Wilkinson	800 00		5,700 00

Mathematics;

1 returned student	1,800 00		
Chang Tai hwa	672 00		2,472 00

Physical director

Physics;

1,000 00

33. SUB FRESHMAN YEAR CONTINUED:

Pd by Un. Pd by Bds Total

332. Salaries of instruction:

Physics;

E. L. Griffing	780 00	
L. H. Caldwell	1,500 00	
Liu Chen-yu	840 00	
Wang Keh-ho	96 00	
Mao Geh en	195 00	
Assts.	400 00	

Religious education;

H. G. Robson	1,600 00	
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W. F. Hummel

Student assistants

3,225 00

Sociology;

Ko Seng

50 00

3,811 00

4,875 00

752 00

336. DEPARTMENTAL SUPPLIES AND EXPENSE:

3360. General	200 00
3362. Physics	950 00
3363. Chemistry	1,600 00
3364. Mathematics	240 00
3365. Chinese	400 00

2,390 00

338. DEPARTMENTAL EQUIPMENT:

3381. Chemistry - equipment new lab	400 00
3382. Physics	500 00
" equipment new lab.	100 00
" upkeep gas plant	210 00
3383. Mathematics	55 00

3384. Religion (see under library)

1,265 00

Total.....\$30,838 20

34. MIDDLE SCHOOL:

3411. Salaries of principal and assts;

W. F. Wilson	2,300 00
C. F. Liu	900 00
Li Hung Teh	510 00
Assts.	250 00

3412. Office expense and supplies

250 00

4,210 00

342. Salaries of instructors;

W. F. Wilson	2,300 00
Louise Woodbridge (6 mos)	900 00
" sub.	1,396 62
Katharyn Blair	1,600 00
F. W. Dieterich	3,400 00
J. M. Speers	4,080 00
W. F. Hummel	537 50

San Ken Hsien 192 00

Tai An Pan 300 00

C. F. Liu 900 00

Li Hung Teh 510 00

Al Tsing Fah 168 00

Chen Shwen Ho 960 00

Chang Wen Ching - 1/2 240 00

Hsu Shi Hsien 60 00

Liu Ching Chen 348 00

Chi Kwoh Ping 840 00

Shi Shu Tung 540 00

	Pd by Un.	Pd by Ads	Total
34. MIDDLE SCHOOL T:			
342. Salaries of instructors continued;			
Leng Lien Chiah	840 00		
Tao Tung Pu	98 00		
Tsu Ming Kao	840 00		
Tsai Wei Fang	880 00		
Liu Chi Hsiun	873 00		
Wu Yah Peh	720 00		
Cheo Chi Shan	660 00		
Shen En Yung	210 00		
Cooper Hall asst. (see Library)			24,394 12

346. DEPARTMENTAL SUPPLIES AND EXPENSE:	500 00		500 00
3460. General			
348. DEPARTMENTAL EQUIPMENT:			
3480. Library (see library budget)			

Total Middle School.....\$ 29,104 31

35. MODEL SCHOOL:			
3511. Salaries of principal and assts.		2,100 00	
A.M. Nixon (furlough 1st semester)	160 00		
Assts.	50 00		2,310 00

3512. Office expense and supplies			
352. SALARIES OF INSTRUCTORS:			
Mary N. Mills (furlough 1st semester)	1,700 00	537 50	

W. F. Hummel	240 00		
Chang Wen Ching - 1/2	600 00		
Kwoh Pei	60 00		
C. C. Liu	360 00		
Ling Chien Pu	360 00		
Chi Wen Ling	840 00		
Chen Shui I	840 00		
Kung Tseng	960 00		
Li Shu Shen	300 00		
Fu Pao Chen	840 00		
Tai Pen Shan	360 00		
Yen Hung Nan	420 00		
Chen Hsiao Hsu	50 00		
Chu Shu	90 00		
Fu Lien Seng	180 00		
Miss Hang Ih Sung	360 00		
Chen Chen Nan	420 00		
Yen Chi Nan	234 00		
Wu Shen Djen	240 00		
Tsu Wen Lao	210 00		
Shen En Yung	800 00		11,031 50
Substitute for Miss Mills - 1 semester			

355. DEPARTMENTAL SUPPLIES AND EXPENSE:	220 00		
3550. General	400 00		
3551. Manual Training			
358. DEPARTMENTAL EQUIPMENT:	200 00		820 00
3580. Equipment			
3585. Library (see library budget)			

Total\$14,161 50

	Pd by Un.	Pd by Bds	Total
36. LANGUAGE SCHOOL:			
3611. Salaries of dean and assts;			
S. J. Mills		4,080 00	
B. C. Smith	1,600 00		
3612. Office expense and supplies	150 00		
3621. Salaries of staff	7,230 00		
3651. Supplies and expense	425 00		
3671. General equipment	175 00		
3681. Overhead account	2,000 00		
3691. Reserves for staff;			
(Trave 450. Medical 100.)	550 00		16,510 00
37. LIBRARY:			
3711. Salary of H. Clemons librarian	3,600 00		
3712. Salaries of regular assts.			
Liu Kwoh Chuin	1,800 00		
Li Siao Yuen	1,800 00		
Chen Chang wei	960 00		
Tso Tsu-ping	300 00		
Pamphlet assistant	240 00		
Ho Han San - 1/2	195 00		
Shen Hsioh Chi	140 00		
Janitor	95 00		
3713. Salary of student assistants	1,100 00		
3714. Office expense and supplies	100 00		
3721. Binding	200 00		
3722. Cataloging	250 00		
3723. Supplies	200 00		
3724. Equipment	100 00		
3741. Chinese periodicals	400 00		
3742. Foreign periodicals	600 00		
3743. Chinese books	800 00		
3744. Foreign books	1,200 00		
	<u>14,080 00</u>		
3745. Middle School Books	300 00		
* " Asst.	<u>300 00</u>	600 00	
3746. Model school books		100 00	
3748. History		310 00	
3749. Religious education		100 00	15,190 00
* * * * *			
509. Language study for staff		250 00	
Medical for staff		<u>1,000 00</u>	1,250 00
510. Contingent for all departments			2,914 00
5101. Reserve to reduce deficit of Boston University			
and promotional office expense			4,625 00
FURLOUGHS AND ALLOWANCES:			
511. Administration		1,500 00	
514. Sub freshman year;			
Miss Wilkinson		800 00	
515. Middle School;			
Miss Woodbridge's successor		1,500 00	
516. Model School;			
Miss Mills' return		<u>1,000 00</u>	4,800 00

NON-EDUCATIONAL:

General;

611. Medical Clinics;		
Kueleo	500 00	
Kanhoyen	555 00	1,055 00
615. Athletics, varsity	2,310 00	
616. " reserve for gymnasium	1,000 00	
617. " Middle School	1,500 00	
618. " Model School	940 00	5,750 00

DORMITORIES:

Kueleo;		
621. Wages of servants	450 00	
622. Repairs	500 00	
624. Light	100 00	
625. Insurance	135 63	
626. Materials supplies and expense	150 00	
627. Hot water	720 00	
628. Salary of Li Han Seng	450 00	2,505 63

Kanhoyen;

641. Wages of servants	300 00	
642. Repairs	150 00	
643. Light	200 00	
644. Insurance	116.55	
645. Salary of C. C. Liu	396 00	
646. Materials supplies and expense	250 00	
647. Equipment	1,200 00	2,612 55

Meigs Hall

661. Wages of servants	1,120 00	
662. Repairs	200 00	
663. Fuel	1,200 00	
664. Light	196 00	
665. Insurance	96 00	
666. Materials supplies and expense	450 00	
668. Salary of matron	1,600 00	
669. Equipment	200 00	
670. Board	3,038 00	8,100 00

DINING HALLS:

Kuleo;

681. Board	5,350 00	
682. Materials supplies and expense	150 00	
683. Salary of Li Han Seng	300 00	5,800 00

Kanhoyen;

701. Board	17,540 00	
702. Wages of servants	144 00	
703. Materials supplies and expense	100 00	
704. Salary of C. C. Liu	396 00	18,180 00

77. CONSTRUCTION DEPARTMENT:

7711. Salaries;

A. G. Small - 1/2	1,700 00	
Charles T. Gee	2,400 00	
Chu Pao Tsu and assts.	1,310 00	
Yang Shih ming - storeroom	88 80	

7712. Office expense and supplies	300 00	
7721. Dept. supplies and expense	400 00	6,198 80

784. AGRICULTURAL EXPERIMENT STATION:

781. Gardens;		2,000 00	
7811. Purchases, - U S A		1,500 00	
7812. Tree seed collection		900 00	
7813. Seed room		300 00	
7814. Nursery		1,200 00	
7815. Labor		500 00	
7816. Materials supplies and expense			
7818. Salaries;		1,820 00	
M. L. Hancock		400 00	
E.M. Priest		320 00	
B. M. Gless		1,017 00	
Shao Teh-hsing		960 00	
Hwang Tsung		240 00	
Ching Tsung seng		480 00	
Teng Ting Chang		400 00	
7819. Printing and sta.		1,000 00	
7820. Building repairs etc.		150 00	
7821. Mulberry production		150 00	
7822. Mulberry orchard			13,337 00

784. Sericulture;			
7841. Salaries;		1,694 00	
Koo Ying		420 00	
Ma Chien		276 00	
Li Ling		144 00	
Chu Yu Hsing		240 00	
Mou Shao tsung		4,000 00	
7842. Egg production		400 00	
7843. Materials supplies and expense		1,000 00	8,174 00
7844. Labor			

786. Cotton;		4,000 00	
7862. Labor and ginning		1,000 00	
7863. Station work		500 00	5,500 00
7864. Expense and supplies			

Total\$27,011 00

UNIVERSITY HOSPITAL

ADMINISTRATION:		4,000 00	
Salaries		800 00	
Stationary and printing		125 00	
Postage		600 00	
Insurance			
OPERATION AND MAINTENANCE:		1,500 00	
Repairs		3,000 00	
Fuel		1,000 00	
Light		85 00	
Telephone		4,200 00	
Wages (Chinese nurses, servants etc)		150 00	
Carriages, etc.		600 00	
Materials, supplies and expense			

UNIVERSITY HOSPITAL continued;-

PROFESSIONAL:

Salaries (foreign staff)	12,100 00	
" (board supported staff)	13,380 00	
" (Chinese staff)	15,200 00	
Library	350 00	
Fees;		
Laboratory expense	350 00	
X ray	400 00	
Supplies;		
General	7,000 00	
Food	3,000 00	
Drugs	3,500 00	
Surgical supplies	6,000 00	
Optical	4,000 00	
Equipment	50000	
Memorial Unit	9,000 00	
Dental Dept.	8,000 00	
STAFF RESERVE FUNDS:		
Travel	2,000 00	
Study	450 00	
Contingent	1,000 00	109,390 00

GRAND TOTAL OF ALL EXPENDITURES \$ 534,016 00

EXPENSES:

College of Arts and Science;

Tuition (241)	31,690 00	
Graduation 40	400 00	
Laboratory fees;		
Biology	275 00	
Chemistry	1,944 00	
Physics	360 00	
Materials fees;		
Mathematics	75 00	
Chinese	500 00	
Psychology	20 00	
Incidentals	1,873 00	
Library fees	466 00	27,603 00

College of Agriculture and Forestry;

Tuition (69)	6,310 00	
Graduation 12	120 00	
Laboratory fees;		
Agronomy	70 00	
Biology - Botany	72 00	
Chemistry	800 00	
Materials fees;		
Physiology and Ent. of plants	100 00	
Horticulture	25 00	
Incidentals	966 00	
Library fees	134 00	8,497 00

Sub-freshman;

Matriculation	2,000 00	
Tuition (180)	16,200 00	
Laboratory fees;		
Chemistry	2,000 00	
Physics	1,190 00	
Materials fees;		
Chinese	450 00	
Sociology	150 00	
Mathematics	300 00	
Incidentals	1,295 00	
Library fees	350 00	23,935 00

Middle School;

Matriculation	300 00	
Tuition (260)	31,480 00	
Incidentals	2,600 00	24,320 00

Model School;

Matriculation	200 00	
Tuition	14,990 00	
Manual training	400 00	
Incidentals	2,000 00	17,590 00

INCOME -- continued;

From students;

Medical fees;

Kuleo - Colleges		500 00	
Kanhoyen - Middle School	315 00		
" Model School	<u>240 00</u>	555 00	1,055 00

Magazine fees;

College of Arts and Science		386 00	
College of Agr. and Forestry		134 00	
Sub freshman year		340 00	
Middle School		<u>500 00</u>	1,360 00

Athletics;

College of Arts and Science		1,398 00	
College of Agr. and Forestry		402 00	
Sub-freshman year		510 00	
Middle School		1,500 00	
Model School		<u>940 00</u>	4,750 00

Language School;

25 coop. students at 210.		5,250 00	
25 Non coop " 270.		6,750 00	
22 students rent		2,200 00	
3 2d year coop. 90.		270 00	
2 Non coop 120.		240 00	
20 2d year corres. 20.		400 00	
20 Adv. cor. course 5.		100 00	
Rent of cottages 225.		450 00	
" of west gatehouse		<u>150 00</u>	15,810 00

Board fees;

College of Arts and Science		3,000 00	
College of Agr. and Forestry		1,000 00	
Sub-freshman year		1,800 00	
Middle School		10,120 00	
Model School		8,060 00	
Meigs Hall		<u>8,100 00</u>	32,080 00

Dormitories;

College of Arts and Science		2,600 00	
College of Agr. and Forestry		800 00	
Sub Freshman year		1,000 00	
Middle School		2,000 00	
Model School		<u>1,920 00</u>	8,720 00

Total income from students,.....\$ 165,720 00

Endowment interest;		
Unrestricted;		
Swasey Fund	4,325 00	
U.C.M.S.	<u>3,700 00</u>	8,025 00
Restricted;		
Methodist (Agr. and For)	9,250 00	
Hall Fund (Reserved for deficit)	<u>4,625 00</u>	13,875 00
Grants from Missio ⁿ Boards;		
Unrestricted;		
Methodist	8,000 00	
Presbyterian	8,000 00	
U.C.M.S.	<u>8,000 00</u>	24,000 00
Restricted;		
Baptist) College of Agr. and For)	3,000 00	
) in lieu of man	<u>4,500 00</u>	7,500 00
Personnel - restricted;		
Baptist board;		
Gibbs		2,700 00
Methodist board;		
Cieterich	3,400 00	
Hummel	4,300 00	
Illick	3,000 00	
Steward	3,400 00	
Wilson	<u>4,600 00</u>	18,700 00
Presbyterian Board;		
Buck	3,800 00	
Mills	4,080 00	
Reisner	4,080 00	
Speers	4,080 00	
Thomson	4,080 00	
Williams	<u>3,720 00</u>	23,320 00
U. C. M. S.		
Bates	3,000 00	
Hamilton	4,000 00	
Holroyd	3,300 00	
Ritchey	3,200 00	
Sarvis	<u>4,500 00</u>	18,000 00
Gifts, grants, etc. - restricted;		
Famine Funds (Agr. and Forestry)	7,000 00	
Agr. and For. experiment station	27,011 00	
D.H. Day (LJO)	1,100 00	
Methodist Centenary AMW	2,100 00	
Herbarium sales	200 00	
Alumni fund - int. for Chinese Dept.	<u>1,040 00</u>	38,451 00
Miscellaneous;		
Construction dept. income	11,500 00	
Language School overhead	2,000 00	
Electric lights, Kanhoyen	500 00	
Manual training sales	500 00	
Income from staff rents	2,400 00	
Hospital share of NY office	<u>175 00</u>	13,175 00
Total		538,733 00

Forestry Fund Committee for Forestry work	5,000 00	
Farm Crops, sales	200 00	
Forestry, correspondence school tuitions	200 00	
Newspaper subscriptions	500 00	
Extension; contributions toward expense	100 00	
Agr. education;		
Summer School teaching	200 00	
Fees from Normal School students	1,200 00	
Fees from Short course students	2,800 00	
Trust funds - gold 38,880 00	77,760 00	87,960 00

UNIVERSITY HOSPITAL:

From patients;			
Contract practice		2,550 00	
Private practice		5,500 00	
Registration		2,300 00	
Rent from patients		14,500 00	
Operations		7,400 00	
Refractions		1,000 00	
Laboratory		1,500 00	
X ray		300 00	
Special - examinations, etc.		200 00	
Supplies;			
General		600 00	
Drugs		4,500 00	
Surgical supplies		400 00	
Optical		6,660 00	
Medicine and dressings		7,000 00	
Memorial Unit;			
Gifts and donations		1,300 00	
Patients		8,200 00	
Dental dept.			
Patients		8,000 00	
From all other sources;			
China Medical board		17,100 00	
Gifts - (miscellaneous)		800 00	
Mission Boards;			
Methodist	1,500 00		
Presbyterian	1,500 00		
U.C.M.S.	1,500 00		
Baptist	1,000 00	5,500 00	
Mission Board supported personnel;			
Methodist - Trimmer	2,600 00		
Presbyterian - Daniels	3,680 00		
S. " - Hutcheson	4,000 00		
U.C.M.S. - Wilmet	3,700 00	13,980 00	109,290 00

GRAND TOTAL INCOME FROM ALL SOURCES \$ 534,016 00

EXPENDITURES

I. Administration;

Salaries	16,598 00	
General expense	<u>11,315 00</u>	27,913 00

II. Operation and Maintenance;

Salaries and wages	4,308 00	
General expense	<u>23,840 99</u>	28,148 99

III. Instruction;

College of Arts and Science		47,484 21
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College of Agr. and Forestry;

Instruction	36,614 80	
Famine Funds	<u>87,960 00</u>	124,574 80

Sub freshman year		30,838 20
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Middle School		29,104 12
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Model School		14,161 50
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Language School		16,510 00
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IV. General;

Library		15,100 00
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Allowances and furloughs		6,030 00
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Athletics and medical clinics		6,805 00
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Dormitories and dining halls		37,198 18
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Construction department		6,198 00
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Agr. experiment station		27,011 00
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Hospital		109,390 00
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V. Reserves;

Reserve for reducing deficits		4,625 00
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" for contingent		3,914 00
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Total.....	M\$	<u>234,016 00</u>
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INCOME

I. Administration - special items;		
Day Gift, L.J.O.	1,700 00	
Board supported personnel	3,700 00	
Magazine fees	<u>1,800 00</u>	6,180 00
II. Operation and Maintenance;		
Lights, Kanhoyen	50 00	
Income from staff rents	<u>2,400 00</u>	2,450 00
III. Instruction;		
College of Arts and Science;		
Tuition fees, etc.	27,603 00	
Mission personnel	<u>16,810 00</u>	44,413 00
College of Agr. and Forestry;		
Tuition fees, etc.	8,497 00	
Mission personnel	18,430 00	
" grant, Baptist	3,000 00	
" endowment Meth	9,250 00	
Herbarium sales	200 00	
Special famine funds income	7,000 00	
Forestry fund	5,000 00	
Short course fees, sales etc.	5,200 00	
Trustee, Famine Funds	<u>77,760 00</u>	134,337 00
Sub freshman year;		
Tuition fees, etc.	23,935 00	
Mission personnel	<u>6,525 00</u>	30,460 00
Middle School;		
Tuition fees, etc.	24,320 00	
Mission personnel	<u>12,517 50</u>	36,937 50
Model School;		
Tuition fees, etc.	17,530 00	
Mission personnel	2,837 50	
Manual training fees	<u>50 00</u>	20,277 50
Language School;		
Tuition, etc.	15,810 00	
Mission personnel	<u>4,080 00</u>	19,890 00
IV. General;		
Mission remittances	34,000 00	
Endowment interest	8,325 00	
Baptist board, - in lieu of man	4,500 00	
Overhead, Language School	2,000 00	
" Hospital (NY office)	175 00	
Alumni fund interest	<u>1,040 00</u>	40,040 00
Miscellaneous;		
Student fees, Athletics and medical	5,805 00	
Dormitories and dining halls	40,800 00	
Construction department	11,500 00	
Agr. experiment station	27,011 00	
Hospital	<u>109,290 00</u>	194,406 00
V. Reserves;		
Hall fund-endowment	4,625 00	<u>4,625 00</u>
Total income	M\$	534,016 00

No. of house	Name of occupant	Source from which house or funds for it were secured	Cost in Mexican dollars	Remarks
1	Ritchey	Meth., orig. basis		M. E. \$69,000 including 4 houses.
3	'The Meigs house' (Steward, Gibbs)	Xian, " "		Xian \$31,000 + \$900, incl. 1 house.
4	'The Molland house' (Speers)	Univ. purchased in the original \$40,000 basis (Cash)		In the \$27,000 for hospital purpose.
5	Chang Sing-fu (Gibbs)	" "	\$3,500	
6	Dieterich	Meth., orig. basis		
7	Wilson	about Mex. \$4,000 and built by Dr. Wilmot's house.		
8	Mills	" " "		
9	Williams	Pres., " "		Built from \$40,000 cash.
10	Buck	Bapt., medical basis		
11	Hutcheson	So. Bapt. " "		Bought by Hutcheson.
12	Hummel	Pres., orig. basis		Built from \$40,000.
13	Nurses' home	Pres., " "		Built from \$40,000 for old Macklin house.
14	Daniels	Pres., medical basis		
15	Thomson	Baptist, orig. " "		
16	Sarvis	Pres. gift, Mrs. Turner		Purchased from Settlementmyer with Pres. gift.
17	Bowen	Methodist gift	12,000	Univ. traded 'The Meigs house' for the Lasell house as house for medical man.
18	Clemons	G. \$4,625 or M. \$4,095 from Xian Church; \$431 cash from Univ.; hand material from old Macklin house.		Old Macklin house material.
19	Wixon	Baptist mission		Centenary funds.
20	Illiek	house on original \$10,000 basis (Property)		"
21	Hamilton	" "		"
22	Wilmot	house on Xian up to G. \$5,000 on medical basis, equal	M5,328	
23	Reisner	Pres. gift		
24	Caldwell	Pres. Women's Auxiliary gift		plus \$1,005.34 Univ. funds.
25	Bates	Xian gift - Hoover		
26	Lowdermilk	Univ. Famine Funds		
27	Porter	" " "		
28	Griffing	" " "		
29	Owen	" Day Fund		A loan to be replaced.
30	Mrs. Keen	Her own funds		Mrs. Keen owns house; Univ. owns land.
31	Holroyd	Xian gift - Bowman	\$40,000 as they had	
32	Ip	Univ. Famine Funds		
33	Ku and Hsu	" " "		Double house.
34	Cheo and Shao	" " "		" "
35	Mrs. Meigs	Her own funds		
36	Speers	Pres. gift		To be built spring 1926; funds in hand.

December 23, 1925

Christian Church

- 1 house in the original \$40,000 basis (Property \$31,000 gold;
Cash 900 gold.)
- 1 house on medical basis
(G.\$5,000, or Mex. \$5,328. The Hospital put in
about Mex.\$4,000 and built Dr. Wilmot's house.)
- 2 houses by subsequent gifts.

Presbyterian Church

- *3 houses in the original \$40,000 basis (No property;
G.\$40,000 cash.)
- 1 house on the medical basis.
- 3 houses by subsequent gifts.

Methodist Church

- 4 houses on original \$40,000 basis (Property \$69,000 gold
and no cash)
- 1 house on medical basis - G.\$9,000.
- 3 houses by subsequent gift.

Baptist Mission

- 1 house on original \$10,000 basis (Property \$9,100 gold;
Cash 900 gold.)
- 1 house on medical basis.

Southern Presbyterian Church

- 1 house given by Dr. Hutcheson.

*All built from the G.\$40,000 as they had
no property to contribute.

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MEETING OF THE EXECUTIVE-FINANCE COMMITTEE OF
THE BOARD OF MANAGERS OF THE UNIVERSITY OF NANKING

March 17, 1926.

The Executive-Finance Committee of the Board of Managers of the University of Nanking met in the Vice-President's office on Wednesday, March 17, at 9 A. M. The following members whose names are starred were present:

*A. J. Bowen, chairman		*L. J. Cwen
L. J. Birney	*F. Garrett	*J. T. Proctor
*C. C. Chen	*E. C. Lobenstine	*J. E. Williams

The meeting was called to order by Dr. Bowen.

Dr. Proctor led in prayer.

The committee approved of making the following recommendations to the Board of Managers:

Graduate Study

MEF-245 That the Committee on Graduate Study be authorized to submit the list of courses in detail, with the complete method of admission, to the Commissioner of Education, Albany, New York, with a view to granting the M. S., M. S. A., and M. F. degrees.

Budget for 1926-1927

MEF-246 That the budget as presented for 1926-1927 be approved.

Gymnasium for the Lower Schools

MEF-247 That the item of 'gymnasium building for the Middle and Model Schools' be eliminated from the supplementary budget and added to our list of property needs.

Supplementary Budget for 1926-1927

MEF-248 That the other items on the supplementary budget be approved and authorized in the following order:

1. Library	\$2,000
2. Half-time secretary for dean of College of Arts and Science	800
3. Chemistry	1,108
4. Physics	500
5. Physical Education Department	840
6. College of Agriculture and Forestry	13,533
	<u>\$18,781</u>

as additional funds for the purpose are secured outside of the budget.

Chinese Leadership

MEF-249 That the matter of Chinese leadership be referred to an informal committee, with Mr. C. C. Chen as convener, to report to the Board of Managers at their meeting on Thursday, March 18, 1926.

Policy of Salary Increases

MEF-250 That the report of Dr. Williams' committee on the policy of salary increases be approved in principle and that it be referred to the Executive Committee of the Advisory Council of the University Faculty with power.

Half-tuition Fees for Children of Members of University Staff

MEF-251 That half-tuition fees in any department of the University be remitted to children of members of the University staff receiving a monthly salary of \$100 or less.

Pensions

MEF-252 That a committee consisting of Messrs. Cressy, C. C. Chen, and Owen be appointed to consider the matter of 'pensions' with a view to making up to university-supported members of the staff the benefits they would have if they were mission-board appointees instead of university appointees.

Classification of Fees

MEF-253 That we approve of the dividing of fees under four heads: tuition, room rent, laboratory fees, and all other fees to come under the head of 'incidentals.'

Sale of Dr. Earl's Furniture

MEF-254 THAT The Secretary write to Dr. L. D. Earl, stating that, in view of the fact that he was obliged to leave the field before the expiration of his first term, we feel it would be just if the money received from the sale of his household furniture were turned over to the Hospital.

Rental of Houses for Chinese Staff

MEF-255 That we approve of the action of the Building and Property Committee in fixing rentals: 'In accordance with MF-107 of March 17, 1924, meeting of the Board of Managers the monthly rental charge for faculty members living in university houses be 10% of their monthly salary.'

Executive-Finance Committee - March 17, 1926 - page 3

Construction Department Fee for
Mrs. Meigs' House

MEF-256 That the Construction Department fee for the erection of Mrs. Meigs' residence be remitted.

Voting power of Proxies

MEF-257 That the Board of Managers will recognize and give full voting power to duly appointed proxies, such proxies in every instance being appointed by the electing bodies; that in the case of members co-opted by the Board of Managers, the members shall appoint their own proxies.

Sub-committees to Represent
Administrative Units of the University

MEF-258 That we approve of the proposal to appoint sub-committees of the Board of Managers for the Middle School and the College of Agriculture and Forestry.

Respectfully submitted,

L. J. Owen, Secretary.

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TWENTY-SECOND MEETING OF THE BOARD OF MANAGERS OF
THE UNIVERSITY OF NANKING

March 18, 1926.

The Board of Managers of the University of Nanking met on March 18, 1926, at 9 A. M. in the office of the Vice-President. The members whose names are starred were present:

Members of the Board

President *A. J. Bowen
Vice-President *J. E. Williams
Treasurer *L. J. Owen

Elected by the Board of Managers:

*Chen Chin-chang
Hsu Yuan (*Li Han-seng, proxy)
Tao Chi-hsing (*Chao Chung-ting, proxy)

Elected by the Alumni:

Han Ngan (*Tsu Tseh-ling, proxy)
Hwang Yung-liang (*Chao Si-fa, proxy)

Life Member - R. C. Beebe, M. D.

	<u>1926</u>	<u>1927</u>	<u>1928</u>	<u>1929</u>
Baptist	*E. H. Cressy	*F. J. White	*J. T. Proctor	
Disciples	Li Ming-fu	*C. A. Burch	*F. Garrett	*Li Yao-tung
Methodist	*H. F. Rowe	*Li Yu-yung	*J. C. Ferguson	*D. F. Dold#
N. Presby.	*Chen Yu-gwan	*L. S. Ruland##	*E. C. Lobenstine	*Chang Fang
S. Presby.	*F. R. Crawford			

proxy for L. J. Birney
" alternate for Wen Shih-tsen
proxy for G. C. Hood.

The meeting was called to order at 9.15 A. M.

Mr. Li Yao-tung led in the opening prayer.

The following minutes having been circulated since the last meeting of the Board were accepted as circulated: meeting of the Board of Trustees of February 25, 1925, June 10, 1925, December 16, 1925; of the Board of Managers of March 16, 1925; and of the Executive-Finance Committee of the Board of Managers of March 14, 1925.

Proxies

M-259 VOTED that full voting power be given to all proxies duly appointed by the electing bodies, and that in the case of members co-opted by the Board of Managers the members shall appoint, in writing, their own proxies. (M-257)

M-260 VOTED that in this meeting all proxies be given full privileges.

President's Report

The President gave the following report:

'The printed reports of the President and the Treasurer for the year 1924-1925, and of the College of Agriculture and Forestry and Experiment Station for 1925 have just been issued and are now before you. I shall not take the time to review them but trust that at your leisure you may do so, as they give a fairly complete summary of the year's work of the University. I wish to devote the few minutes I have available to several other items. There are a rather large number of important matters to come before us through the Executive-Finance Committee, but these we shall discuss in detail a little later.

'I want to report first on the student enrollment for this semester. We were rather widely advertised to lose 100 to 120 students to Southeastern University this semester, as a result of the anti-Christian agitations. There is no doubt that there was a movement of the more radical students in several of the schools of the city and of the University to draw off a large number of students. However, it failed to materialize. Just why, we do not know, but one factor was the very friendly attitude of the authorities of Southeastern. They let it be known that they did not sympathize with such a move, and that, no doubt, had a good effect. Only about our normal number of students transferred over to Southeastern - twenty-eight last semester and thirty, this. Probably a few more advanced students left than usual, but this was largely due to lack of funds and our not having enough advanced elective courses. We feel we are fortunate this semester in having eliminated, peacefully, the three or four radical leaders that were here last fall. The total enrollment last fall was 1,243, and this spring it is 1,253. There were 510 regular students in the Colleges last semester and seventeen irregular (specials, visitors, etc.) This semester there are 511 regular students and thirty-eight irregular. In this connection you may be interested in the college enrollment for the past five years. The total number of different students for these years is as follows:

Twenty-second Meeting of Board of Managers - page 3

1920-1921	242
1921-1922	294
1922-1923	438
1923-1924	509
1924-1925	542
1925-1926	565

We cannot and should not take in very many more students under present conditions, for we are able to house only 277 out of a total of 511 regular students and thirty-eight irregular ones.

'During these same five years our tuition receipts, excluding the Language School - straight tuition fees, not including laboratory or other fees - have been as follows:

1920-1921	\$34,133.00
1921-1922	43,563.00
1922-1923	64,752.00
1923-1924	73,178.00
1924-1925	77,264.00
1925-1926	83,400.00

'There are three more sets of statistics I wish to give, all having a bearing on an observation I want to make in a few minutes.

'We now have in the regular work of the University, not including the Language School, or the Hospital, or the work carried on with the Famine Funds,

63 Chinese teaching full time

35 other Chinese who do not teach, many of whom are China college graduates.

Among the sixty-three who are teaching full time are nine returned students. We now have

21 Americans teaching full time

6 Americans teaching part time

11 Americans who do no teaching.

We have, therefore, a total of ninety-eight Chinese and thirty-eight Americans. Under the Famine Funds we have

3 returned students

41 other Chinese - 18 of them China college graduates

3 Americans.

So, altogether, we have 142 Chinese and 41 Americans.

'Our monthly pay roll is today \$15,622, of which \$5,062.00 is paid monthly by the mission boards, and 10,560 is paid monthly by the University.

'Our total budget for 1926-1927 is \$349,239.00.

'We are criticized - and perhaps justly - by some for employing so many China graduates for college instructional work. We have eighteen on Famine Funds budget and thirty-five on other budgets.

Twenty-second Meeting of Board of Managers - page 4

'Mr. Sarvis has worked out some interesting figures on our 'human budget.' Taking the item of instruction only, we find that of all the instruction given in the colleges and in the lower schools the following number of persons are engaged in teaching:

- 25.4 Americans
- 6.55 Returned students
- 23.65 China college graduates
- 28.4 Middle school graduates with a little more advanced education
- 2.35 Student assistants, helping in instruction.

In the colleges we find the following are teaching:

- 16.35 Americans
- 6. Returned students
- 9.45 China college graduates
- 4.40 Middle school graduates with some education above middle school
- 2.35 Student assistants, helping in instruction.

So, for college work, we seem to be depending too much on China college graduates.

'It would seem clear that we must secure more funds that can be used as we see best for the College of Arts and Science. We have not replaced several men who have dropped out from this college, and we are operating on an absolutely minimum budget and below standard efficiency. We greatly need several more well-qualified teachers for this college.

'You will see from this how very serious is our financial problem. I now come to one that is more serious; namely, the matter of Chinese leadership. We all know the very urgent need of this and the strong feeling on the part of China and on the part of our mission boards for an advance step in this direction. The time has come when we must, as Mr. Reisner has said, work less for China and more with China - do less for people and more in cooperation with them. With a view to giving the Board of Managers an unhampered opportunity to consider the problem, those of us whose names appear below present the following statement:

"(March 17, 1926) We believe the time has come for more Chinese representation in administrative positions in the University and that the matter should receive the serious consideration of this meeting of the Board of Managers.

'To the end that the Board of Managers may be unembarrassed in their deliberations and in such recommendations as they deem wise to make in order to put the administration of the University on a more cooperative basis, we wish to state our willingness to resign from our administrative positions and to be used in any way the Board of Managers may desire or deem wise.

Twenty-second Meeting of Board of Managers - page 5

(Signed) A. J. Bowen, President
 John F. Williams, Vice-President
 Guy W. Sarvis, Dean of the College of
 Arts and Science
 J. H. Reisner, Co-Dean of the College of
 Agriculture and Forestry
 Harry Clemons, Librarian
 A. C. Hutcheson, Superintendent of the
 Hospital."

'In closing I wish to express our gratitude for uninter-
 rupted work, for the peaceful situation here, and especially
 for the splendid cooperation of all of our staff and for the whole-
 hearted and loyal support of the administration by all.'

Chinese Leadership

The statement signed by the administrative officers,
 which is quoted above in the President's report, having been handed
 in to the Executive-Finance Committee and considered by them the
 day before (March 17), a committee was appointed to make a report
 to the Board of Managers. (MEF-249.)

Mr. C. C. Chen reported for the committee. After discus-
 sion the matter was recommitted and the question made the order of
 the day for 2 P. M.

When the Board of Managers met again at 2 P. M., the
 Committee on Chinese Leadership reported a desire to throw this ques-
 tion into an executive session of the Board of Managers for discus-
 sion. This was approved and all teachers and administrative officers
 withdrew from the meeting. The executive session reported later to
 the Board of Managers as follows:

- M-261 RESOLVED: I. That we express our appreciation of the action
 of the administrative officers of the Univer-
 sity in offering to tender their resignations
 as soon as their positions can be filled by
 Chinese.
- II. That it is declared to be the policy of this
 Board of Managers to select Chinese for admin-
 istrative positions whenever such can be se-
 cured who will render efficient service to the
 University and to the community.
- III. That a committee of five be appointed to give
 full consideration to the steps necessary to
 be taken in this direction. This committee
 shall report to the Executive-Finance Committee,
 which is authorized to call a special session
 of the Board of Managers if deemed necessary.

The report was accepted and the following committee was appointed to carry out its import:- Messrs. A. J. Bowen, Chao Chung-ting, Chang Fang, Y. Y. Li, E. C. Lobenstine.

Report of the Treasurer

The report of the Treasurer was presented by Mr. Owen. A unanimous vote of appreciation was given Mr. Owen and Miss Priest for the excellent form of this report.

Report of the Building and Property Committee

The report of the Building and Property Committee was given by Dr. Williams. For report see Exhibit A.

Report of the Hospital Committee

The report of the Hospital Committee was presented by Dr. Hutcheson. For report see Exhibit B.

Report of the Language School Committee

The report of this committee is attached to these minutes as Exhibit C.

Appointment of T. S. Kuo and J. H. Reisner as
Co-Deans of the College of Agriculture and Forestry

A letter having been sent to the Board of Managers on June 30, 1925, by President Bowen, asking for their vote in the matter of appointing Mr. T. S. Kuo and Mr. J. H. Reisner Co-Deans of the College of Agriculture and Forestry, it was

M-262 VOTED That we approve of the appointment of Messrs. T. S. Kuo and J. H. Reisner as Co-Deans of the College of Agriculture and Forestry and Co-Directors of the Experiment Stations; as recommended in a circular letter from the President to the Board, dated June 30, 1925.

The Board expressed its pleasure at having Co-Dean Kuo present at the meeting.

Gas Plant

The Executive-Finance Committee, having approved by correspondence of the installation of a gas plant, as requested by the President in a letter dated November 13, 1925, it was

M-263 VOTED that we approve of the recommendation of the Executive-Finance Committee to establish a gas plant for the University, it being understood that funds for the same are in hand.

Tuition Fees for Children of Members of
The University Staff.

The question of reduction of tuition for children of members of the University staff was referred back to the Executive-Finance Committee for further consideration, with power to act. (MEF-251.)

Policy of Salary Increases

The report of the committee appointed by the President to consider the matter of increases in salaries was approved in principle and referred back to the Executive-Finance Committee for further consideration, with power to act. (MEF-250.) For report see Exhibit D.

Pensions

A committee, consisting of Messrs. Cressy, C. C. Guen, and Owen, was appointed to consider the matter of 'pensions' with a view to making up to the university-supported foreign members of the staff the benefits they would have if they were mission-board appointees instead of university appointees. (MEF-252.)

Rental of Houses for Chinese Teachers

The question of rental of houses for Chinese teachers was referred back to the Executive-Finance Committee. (MEF-255.)

Classification of Fees

M-264 VOTED that our fees in the colleges be divided under four heads: tuition, room rent, laboratory fees, and incidentals. (MEF-253.)

(Note was made of the fact that board fees are no longer collected by the University for the colleges.)

Budget for 1926-1927

The proposed budget for 1926-1927, as presented by the Executive-Finance Committee, was approved, with the request that the committee budget the full amount (\$600) for the East China Christian Educational Association, the same as last year.

Sale of Dr. Parl's Furniture

M-265 VOTED that the Secretary be asked to write to Dr. L. D. Parl, stating that, as he was obliged to leave China before the end of his first term, we feel it would be just that the money received from the sale of his household furniture be turned over to the Hospital as it was purchased with funds furnished by the Hospital. (MEF-254.)

Twenty-second Meeting of the Board of Managers - page 8

Graduate Work

- M-266 VOTED that the recommendations of the Committee on Graduate Study, as presented to the Executive-Finance Committee on March 17, 1926, be approved, with the understanding that such graduate study be strictly on the fellowship basis; and
- M-267 VOTED that the committee be authorized to present courses and request the Regents of the University of the State of New York to grant the M. S., M. S. A., and M. F. degrees to those completing these courses. (MEF-245.)

Appreciation of the Work of Prof. H. H. Love

- M-268 VOTED that the Board of Managers express its very great appreciation of the fine work and inspiring influence of Prof. H. H. Love, the first representative under the triangular cooperative undertaking between Cornell University, the International Education Board, and the University of Nanking, in connection with the plant improvement project of the Plant Disease Prevention Programme of the College of Agriculture and Forestry; and that the President of the University, on behalf of the Board of Managers, be requested to forward this minute to Professor Love.

Extension of Dr. Whitman's Term with the University

- M-269 VOTED that the President be asked, upon the urgent request of the science men of the University, to arrange, if possible, for Professor Whitman to remain at least another semester with the University, if this can be financed with funds at present available from the China Medical Board.

Construction Department Fee for Mrs. Meigs' House

- M-270 VOTED that, in consideration of the long and faithful service of Mr. F. E. Meigs in the University, the usual fee of the Construction Department for the erection of Mrs. Meigs' private residence be remitted. (MEF-256.)

Relation of Mr. S. J. Mills to Presbyterian Mission

President Bowen reported that Mr. S. J. Mills would retain his personal relationship with the Northern Presbyterian Mission but that his salary would be paid by the University.

Mrs. Annetta T. Mills Appointed Matron of Meigs Hall

- M-271 VOTED that Mrs. Annetta T. Mills be appointed matron of Meigs Hall.

Successor to Dr. Gamewell on the Advisory Council of the East China Christian Colleges and Universities.

Mr. Tsu Tseh-ling was elected to represent the Board of Managers on the Advisory Council of the East China Christian Colleges and Universities, in succession to Dr. F. D. Gamewell.

Sub-committees to Represent Administrative Units of the University

M-272 VOTED that we approve of the appointment of sub-committees of the Board of Managers for the Middle School and the College of Agriculture and Forestry. (M-244, M-258.)

(The sub-committees are as follows:

- College of Agriculture and Forestry:- Messrs. Chang Fang, C. C. Chen, C. A. Burch, J. T. Proctor.
- Middle School:- Messrs. C. C. Chen, Chao Si-fa, Tsu Tseh-ling.

Committee on Registration

The President was asked to appoint a committee to study the whole question of the registration of the University and to report back to the Executive-Finance Committee.

The committee is composed of Messrs. C. T. Chao, chairman, C. A. Burch, T. S. Kuo, Li Han-seng, J. E. Williams.

Committee on Religious Education

The President was asked also to appoint a committee to go into the whole question of religious education in the University.

The following were appointed on this committee:- Messrs. Chang Fang, chairman, Y. G. Chen, Y. Y. Li, H. G. Robson, G. W. Jarvis.

Personnel of standing Committees for 1926-1927

The following standing committees of the Board of Managers were appointed for the coming year:

Executive-Finance Committee:

<u>Members</u>	<u>Alternates</u>
A. J. Bowen, chairman (ex-officio)	J. E. Williams
Chang Fang	Y. G. Chen
C. T. Chao	Y. Y. Li
C. C. Chen	Li Han-seng
F. Garrett	C. A. Burch
E. C. Lobenstine	L. S. Ruland
J. T. Proctor	F. J. White
L. J. Owen (Finance)	Miss E. H. Priest

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Building and Property Committee:

J. E. Williams, chairman, B. Holroyd, A. C. Hutcheson,
Li Han-seng, Li Yao-tung, J. J. Mills, A. G. Small.

Hospital Committee:

A. C. Hutcheson, chairman, Chang Feng-i, Chang Shui-hung,
C. H. Hamilton, J. E. Williams, Chao Chung-ting.

Language School Committee:

S. J. Mills, chairman, Chia Fuh-tang, Mrs. Keen, Miss Anna E.
Moffet, J. H. Reisner, Wang Yao-ting.

Respectfully submitted,

F. Garrett, Secretary.

EXHIBIT A.

18 March 1926

REPORT OF THE BUILDING AND PROPERTY COMMITTEE.

The main items of property development during the year have been the erection of the Memorial Unit of the Hospital at a cost of Mex.\$30,116.75; Bailie Hall, the new building for agriculture, forestry, and science, at a cost, including equipment, of Mex.\$100,000; Keen Hall, the new administration and classroom building for the Language School, at a cost of \$56,100; a residence for Mr. Holroyd, at a cost of Mex.\$9,450; one single and two double houses for five of the Chinese staff, at a cost of \$20,000; and a very satisfactory farm building on our farm outside of the Taiping Gate. Details concerning these may be found in the printed report of the President for 1924-1925, pages 14, 15; and still further details in regard to Bailie Hall may be found in the Report of the College of Agriculture and Forestry and Experiment Station, 1924-1925, pages 12, 13.

In addition to the buildings just mentioned, a gymnasium was completed and ready for the use of the college students by the beginning of the spring semester. Mr. Small gives the following notes on this building: 'The building is 58 ft. x 90 ft. in the clear inside. It is 18 ft. to the underside of the trusses from the floor. There are four small rooms on the south side for office, apparatus, caretaker, etc. The floor is of Singapore redwood and is working out satisfactorily. The roof is of galvanized iron so that it is as light as possible for the span. The total cost of the building is M.\$7,560. It is intended for a temporary gymnasium only until a larger one can be built.' It may be added that this temporary gymnasium is attractive in appearance, and Mr. Chang, our physical director, thinks it is more useful in some respects than many larger ones.

Doctor Hutcheson's report on the Hospital will contain a description of the addition to the old hospital building of a third floor with fourteen dormer windows, which provides attractive quarters for thirty nurses.

Funds have been made available, by a loan from Dr. Frank Garrett, for a residence for Mr. and Mrs. Ritchey. Funds have also been specially given for a residence for Mr. and Mrs. James Speers, Jr.

The routine of assignment of houses has been facilitated by a plan based on seniority.

Respectfully submitted,

J. E. Williams, chairman,
Building and Property Committee.

March 18, 1926.

EXHIBIT B

Report of the Hospital Committee 1925 - 1926

The past year has been very satisfactory in the growth and development of the University Hospital. The most outstanding feature during the year was the completion and occupation of the new building called the 'Memorial Unit' of the University Hospital. This building was constructed with funds received from the Board of Managers of the old Foreign Hospital. It is directly connected with the main building of the Hospital and is open to patients of all nationalities.

A departure has been made this year in the opening of a Training School for Women Nurses. Heretofore the nursing in the women's department has been conducted by graduate women nurses, but in the future the large part of this responsibility will fall upon the pupil nurses of the training school. In this connection it is well to call attention to the provision which has been made for the housing of the pupil nurses.

This was accomplished by putting in dormer windows in the attic of the old hospital building now called the Women's Building. With the addition of these fourteen dormer windows, this attic has been converted into very livable quarters for the women nurses. The total cost of this remodeling was a little over \$5,000, and having the nurses live in the same building with the women patients is most satisfactory.

The religious work of the Hospital has been conducted with more efficiency than ever before, and we are glad to report the deep interest taken by the student nurses in the spiritual welfare of the patients. They have not only conducted regular services in the wards each morning, but have taken wide interest in night classes for the employees of the institution. This latter work has been very valuable in creating an esprit de corps even among such humble servants as the coolies.

The addition to the staff of Doctor Peterson last year has greatly strengthened the Eye, Ear, Nose, and Throat Department. Doctor Wilmo has resigned permanently but we understand the Christian Mission is to replace him with a new representative during the fall of this year.

The enforced departure of Doctor Earl has been a great loss to the Dental Department. Dr. Chang Cheng-ya is at present taking full responsibility for the conduct of this department.

Respectfully submitted,

Allen C. Hutcheson

March 18, 1926.

EXHIBIT C

REPORT OF THE LANGUAGE SCHOOL, 1925 - 1926.

In making the report for the current school year, it is with the greatest satisfaction that we record the increase in the student body. While this fact is not the most important in the recording of a year's work, still, when the Department is supposed to be self-supporting, the added income from this increase is most gratifying. The total of those who have enrolled for at least half a day's work - there being but four in that class - is seventy-three. The division according to missions is as follows:-

American Church Mission	10	
Seventh Day Adventist	10	
Southern Presbyterian	8	
Northern Presbyterian	6	
Methodist Women's Board	6	
Reformed Church in the U. S.	4	
Evangelical	3	
American Board	3	
Ginling College	3	
Northern Baptists	3	
Southern Methodist	3	
Church Missionary Society	3	
Friends	3	
Non-missionary	3	
Norwegian Missionary Society	2	
Christian	1	
Methodist General Board	1	
Children's Special Service Mission	<u>1</u>	73

Of the above total but 11 are from Boards cooperating in the University of Nanking, the remaining 62 paying the higher tuition charged to the non-cooperating Boards.

In order to carry on the work of instruction, we have had a staff of thirty-eight Chinese teachers, which, with Miss Bertha C. Smith and myself, brings the total staff up to forty.

Correspondence work, covering the second to fifth years, has been carried on as usual. During the school year, 1924-1925, there were eighty-six new registrations for correspondence work. This year, from July 1, 1925, to April 1, 1926, there have been thirty-two new registrations. The proportional decrease is accounted for by the small class taking first-year work in 1924-1925.

A total of 120 certificates were issued during 1924-1925, divided as follows:-

First year	68	
Second year	19	
Third year	17	
Fourth year	8	
Fifth year	<u>8</u>	120

Exhibit C (cont.)

From July 1, 1925, to April 1, 1926, sixty-one certificates have been issued, divided as follows:-

First year	26	
Second year	24	
Third year	4	
Fourth year	4	
Fifth year	<u>3</u>	61

The new building, Keen Hall, completed last summer, has been wonderfully appreciated. The arrangement of the classrooms has helped to make the work of the year more satisfactory in many respects. In passing, mention should be made of the Teachers' Library, a bright, sunny room on the third floor, where the teachers spend a great deal of their spare time and are encouraged to read the magazines and books found there.

The Keen Memorial Library is now appropriately housed in a suitable room on the second floor. There are approximately 600 books on the shelves with \$1,000 placed in orders, which books have not as yet arrived. Cash collected for this Library, together with pledges outstanding amounts to about \$11,000, of which approximately \$10,000 has been collected.

Mrs. George A. Stuart, who was to have taken Mrs. Goddard's place as Preceptress in Meigs Hall, cabled that she would be unable to leave America. Mrs. A. T. Mills is now in Meigs Hall and seems to be fitting into the work there.

According to the action of the Board of Managers at the 1925 meeting, Dr. J. T. Proctor, Dr. F. Garrett, and the Dean were appointed a committee to approach the other language schools in the Yangtze Valley with a view to coming to some agreement whereby amalgamation could be effected. The Soochow Language School has definitely declined to move to Nanking, although we agreed to have Soochow teachers. Negotiations are now under way by which members of the London and Wesleyan Missions will probably come to Nanking next fall in the Hupoh Dialect School, with teachers from Hankow or Wuchang. The Changsha School, in all probability, will not continue this coming fall. The change from the strict Nankingese sounds in the classroom and a larger emphasis on outside reading and the lecture course has, no doubt, appealed to those interested in language study in these districts.

There has been a splendid spirit of cooperation, both among the staff and the student body, for which we are most grateful.

Respectfully submitted,

Samuel J. Mills, Dean.

March 18, 1926.

EXHIBIT D

SUGGESTED CHANGES IN SALARY SCALE

Reasons necessitating a change

- (a) Rate of increase is too fast and too large.
- (b) Present schedule is inelastic and does not take into account sufficiently the real value of different individuals, nor financial abilities of the University to meet the increases.
- (c) Increases come at the beginning before efficiency has been developed or individual worth has been proved; also before family needs are developed and leaves no prospect for increase after five years.
- (d) Recommendations for increase should be on basis of work done, and made by the President upon recommendation of the Dean.

Recommendations for 1927-1928 on basis of new policy

I. For China graduates.

- (a) Rate of increases \$5.00 per month for three years (automatic).
- (b) Further increases based upon recommendations of Dean to President and normally not oftener than once in two years - dependent upon character of work done and upon financial condition of the University.

II. Returned students.

- (a) Salaries rated according to training and real value.
- (b) An increase of \$10.00 per year for three years (automatic).
- (c) Further increases based upon recommendation of Dean to President, and normally not oftener than once in two years, dependent upon work done and financial condition of the University.

III. Non-graduates.

Salaries to be determined by services, with annual increases of 10% for three years, then any advance to be made as II (b).

Recommendation of the Committee on Graduate
Study
to the University Board of Managers.
March 17, 1926.

I. Historical

On September 28, 1922 the New York Board of Regents took formal action granting to the University of Nanking the permission to submit to the Board candidates for the degrees of Master of Arts (M.A.) and Master of Science (M.S.) under the following conditions:

1. That the courses of study leading to these degrees be submitted in detail by the University of Nanking for approval by the Commissioner of Education.
2. That in the case of each candidate for the M.A. or M.S. degree, evidence be submitted that such candidate has only been admitted to the course leading to either of these degrees after having satisfactorily completed the required course and received the degree of B.A. or B.S.
3. That the application for a degree for any applicant be accompanied by a detailed statement of the work which he completed leading to such degree."

At the time this permission was granted the various departments of the University were not immediately ready to avail themselves of it and until recently no statement of courses was worked out to present to the Commissioner of Education. A faculty Committee on Graduate Study was appointed, however, to study into the matter and prepared the statement when circumstances matured for it.

II. Recommendation.

It is now the judgment of the Committee that while it is still impracticable to offer courses leading to the degree of Master of Arts the institution is, on its science side, possessed of sufficient resources in staff and equipment to offer graduate instruction leading to the degree of Master of Science without calling for any appreciable increase in budget for either staff or equipment. Such instruction can now be given in the Departments of Agriculture, Forestry, Biology, Physics and Chemistry. The list of courses is accordingly drawn up and submitted herewith to the Board of Managers with the recommendation that we be authorized to submit it in detailed form and with a complete statement of the method of administering such instruction to the New York Commissioner of Education for his approval in accordance with the requirement of the Board of Regents.

III. General Plan of Conducting Graduate Instruction.

The plan for this graduate instruction does not contemplate the multiplication of recitation periods and classes as most

of it will be handled in the form of projects and directed research through conferences with instructors in the departments concerned. In cases where graduate students are in courses open to undergraduates the instructors will assign them extra work but without adding to the total lecture hours. In practically all cases, moreover, graduate students will be required to assist the instructors in conducting routine undergraduate work. These arrangements together with the fact that the contemplated number of graduate students which the departments expect to carry is very small will make possible the provision of graduate work of the proper quality without overburdening the instructors and without detracting from the regular tasks of undergraduate instruction.

Reasons for offering graduate instruction.

The advantages to be gained are obvious:

1. Graduate training in subject matter and teaching experience will be provided without sending student abroad.
2. In working at their projects the students will be collecting data indigenous to China which will not only serve their future teaching purposes but also be useful for the later production of a body of Chinese scientific literature.
3. Opportunity for research in specifically Chinese problems will be afforded for the professors in science.
4. Instructors will be stimulated to make their courses more Chinese in subject matter, thus strengthening undergraduate instruction in both interest and value.

How it can be done in Physics and Chemistry.

As an instance of how the proposed plan works out in detail we cite the statement of the Departments of Chemistry and Physics.

1. For the present, graduate study would be on the fellowship basis only, - the fellowship to pay less than half the regular salary rate.
2. The graduate fellows would study half time and assist in laboratories or in instruction (during the second year) for a period of two years. No credit would be given for assisting but the fellow would have to "make good" there or drop out and this experience would be one of the most valuable parts of his whole training.
3. The major courses would be laboratory problems running over two years for which half or more of the total credits would be given. These problems could be "set up" by the instructor for this work. The fellow would be put on his own resources and expected to get results. The instructor would only need to drop in a few minutes at unexpected times to keep a line on the quality of work being done. This with occasional conferences over difficulties would keep the work running. The time required would not be more than each of the instructors should give to research to keep alive in his subjects.

As to costs:

- 4. The plans do not contemplate any additions to the present staff in Chemistry; and only the return of Mr. Wei Hsioh-ren (at present doing graduate work in Physics at the University of Chicago) or some one else to give two well-trained teachers of Physics, both of whom are needed for the present program. Until the second Physics teacher is secured, graduate study in that subject will be limited to minors for students majoring in Chemistry or other groups.
- 5. The plans do not call for the expenditure of any large sums for equipment. Investigational problems can be arranged so as to involve no special equipment beyond that provided by local manufacture at nominal costs. ("In our experience at Soochow University over a period of five years during which time we granted four Master's degrees we did not spend \$ 100 gold for special equipment for graduate work." H.V. Jones)

Group of several groups of investigators of vertebrate animals.

The courses proposed.

The list of courses proposed by the departments of Biology, Chemistry, Physics, Agriculture and Forestry will be found on the attached sheets.

Respectfully submitted,

Clarence H. Hamilton

for the Committee on Graduate Study.

MEMORANDUM FOR THE CHAIRMAN OF THE COMMITTEE ON GRADUATE STUDY

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GRADUATE COURSES IN THE UNIVERSITY OF NANKING

Biology

- 160 ECOLOGY*. A study of the modifications in the form and structure of plants in connection with environment and of their adaptations to the conditions under which they live. This is done partly through seminar reports by members of the class.
Autumn semester. Prerequisites, Biology 132, 134.
Class 2, laboratory 1, hours credit 3.
- 161 IMMUNOLOGY*. Instruction in immunology, vaccine therapy and antitoxin treatments.
Spring semester. Prerequisite Biology 148.
Class 3, laboratory 2, hours credit 5.
- 162 ADVANCED ZOOLOGY*. A laboratory course with individual conferences, dealing with the morphology and embryology of some group or several groups of invertebrate or vertebrate animals.
Given on demand. Prerequisites Biology 144, 145.
Conference 1, laboratory 1 or 2, hours credit 2 or 3.
- 163 ADVANCED PLANT PATHOLOGY*. Laboratory technic consisting of practice in isolation of parasites, germination, inoculation and carrying of stock cultures.
Fall semester on demand. Prerequisite Biology 154.
Class 1, laboratory 2, hours credit 3.
- 164 DISEASES OF SPECIAL CROPS. Includes special study of the diseases pertaining to the field in which the student is specializing.
Fall or spring semester. Prerequisite Biology 154.
Class 2, laboratory 2, hours credit 4.
- 165 PEST CONTROL. Discussion of exclusion, quarantine, protection, eradication and methods of selection for disease resistance. Also the preparation of fungicides and insecticides and their application.
Fall or spring semester. Prerequisite Biology 154.
Class 2, and laboratory 1, hours credit 3.
- 166 SPECIFIC PROBLEMS IN PLANT PATHOLOGY. Consists of research and investigation of some special disease or problem in disease control.
Should continue at least for one year. Prerequisites Biology 154, 163.
Hours credit 3 to 10.
- 167 SPECIFIC PROBLEMS IN BOTANY. Consists of investigation of problems in plant ecology or taxonomy.
Prerequisites Biology 141, 143, 160.
Hours to be arranged.

168 ADVANCED BACTERIOLOGY AND ANIMAL PATHOLOGY*. A survey of the principal historical periods in biology from Aristotle to the present time, with especial reference to evolution and factors underlying this theory. Spring semester. Prerequisite Biology Class 2, hours credit 2.

170 MORPHOLOGY OF VERTEBRATE ANIMALS. An advanced study of the comparative morphology and development of the vertebrate animals. Spring semester. Prerequisites Biology 144, 145. Class 3, laboratory 1, hours credit 4.

SEMINAR. Required of all graduate students of the Department of Biology. Both semesters. Weekly.

THESIS. Required of all graduate students of the Department of Biology. The thesis is to be done under the direction of the instructor with whom the student is pursuing his major study. The student must show some ability to do independent work.

*Starred courses are open to undergraduates. Graduate students will be required to do extra work which will be determined by the instructor in charge. All laboratory periods are at least 3 hours in length.

Chemistry

	Credits
181-182 Seminars - Organic and Inorganic	2 1/2
180 Special Problems: Thesis Investigations	5 to 25?
"179 Organic Chemistry, Advanced Laboratory Course, Synthetic	2 1/2 to 5
177-178 Advanced Organic Chemistry	each 2 1/2
176 Advanced Physical Chemistry	5
175 Physiological Chemistry	5
174 Forest Products	5
"173 Organic Chemistry, Advanced Laboratory Course, (Combustions) Analytical	5
172 Organic Analysis, Cereals, Oils, Sugars, etc.	5
171 Organic Qualitative Analysis	5
"170 Advanced Quantitative Analysis, Inorganic	5

" Courses marked " are new ones.

Physics

	Credits
170 Advanced Electrical Measurements	5
172 Advanced Optics	5
173 Experimental Problems	2 1/2 or more
174 Modern Physics	5

Agriculture

Botany

Plant Genetics	5 or 6
Principles of Plant Breeding (laboratory and lecture)	4
Experimental Methods	4 or 5
Laboratory Course in Plant Improvement Research	4
	By arrangement
Rural Organization	3
Agricultural Statistics	3
Advanced Farm Management	to be arranged
" " "	4
Seminar: Farm Management Marketing Prices	1 per semester
	3

Forestry

Field Silvics	2
Advanced Silvics	5
Research Methods in Silviculture	5
Statistical Methods in Forest Investigation Work	2
Forest Management 162	3
Forest Management 163	2
Dendrology 160, 161, 162	3
Dendrological studies of timber trees	1
Forest Problems 160	1
Forest Policy	4
Forest Administration	1
Wood using Industry	5
Forest By-products	3