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Board of Managers 1927 Aug-Nov

MEETING OF SPECIAL COMMITTEE APPOINTED BY
THE BOARD OF MANAGERS OF THE UNIVERSITY OF NANKING
TO CONSIDER MEANS FOR SPECIAL REPAIRS TO
THE UNIVERSITY MIDDLE SCHOOL

August 8, 1927, 10.00 A. M.
Room 526, 20 Museum Road, Shanghai

Present:- Messrs. T. C. Woo, G. A. Burch, and C. F. Liu of the special committee, and J. H. Reischer and Kung Tsen. Mr. E. H. Cressy was unable to be present.

Mr. C.F. Liu and Mr. Kung Tsen reported that officials of both the Army and the Foreign Affairs Office had been interviewed and that definite promises had been given that the property would be vacated on or before August 10. In view of these reports the following actions were taken:

1. That definite notice be given in the Chinese press and elsewhere that the University Middle School will open for the fall term on September 10, 1927.

2. That the Executive-Finance Committee of the Board of Managers of the University of Nanking be asked to provide at once the sum of \$5,000 for the absolute minimum of repairs and equipment to put the Middle School property in condition for the opening of work by September 10.

Both Mr. Liu and Mr. Kung Tsen feel that there is every prospect of clearing the compound of troops within the next few days. The committee is therefore of the opinion that for many reasons it is the duty of the Board of Managers of the University to make every possible effort to make it possible for the Middle School to open on the date set for the opening of the University.

G. A. Burch

Convener of Committee

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

August 31, 1927, 10 A. M.
Room 526, 20 Museum Road, Shanghai.

Present:- Messrs. E. H. Cressy, C. A. Burch, Chang Fang, J. H. Reisner, L. J. Birney (proxy for Handel Lee), Li Hou-fu (proxy for Li Ming-fu), and T. C. Woo (proxy for Sanford C. C. Chen), and G. F. Liu by special invitation.

The meeting was called to discuss the Middle School situation, and after careful consideration of the present situation and long discussion of the various factors involved, the following actions were taken:

MEF-374 VOTED that we delay final decision on the date of opening of the Middle School and refer it to a meeting to be called by the Chair not later than the end of September 1927.

MEF-375 VOTED that we send to the Middle School teachers a letter indicating our deep appreciation of their loyal and efficient services during the past years, and especially our appreciation of the way they have carried on during the past five months under exceptionally difficult conditions.

MEF-376 VOTED that in view of the fact that the Middle School is a self-supporting institution and has already a deficit due to the difficult situation of the past months, and because of the present uncertainties, the University will not be responsible for Middle School salaries and wages beyond the month of September.

MEF-377 VOTED that we take the opportunity of this meeting to express our high appreciation of the splendid work of the College Administrative Committee and faculty who remained in Nanking during the summer and have tried to keep the University as a going institution.

Respectfully submitted,

John H. Reisner, Secretary.

MEETING OF THE EXECUTIVE-FINANCE COMMITTEE OF THE BOARD OF
MANAGERS OF THE UNIVERSITY OF NANKING - Sept. 13, 1927

The Executive-Finance Committee of the Board of Managers of the University of Nanking met in room 526, 20 Museum Road, Shanghai China, on September 13, 1927, at 10.00 A. M. There were present Messrs. E. H. Cressy (vice chairman), S. T. Wen for Chang Fang, T. C. Woo for Sanford C. C. Chen, Li Hou-fu for Li Ming-fu, L. L. Hale for Handel Y. Y. Lee, C. A. Burch, and J. H. Reisner, and Miss Priest ex-officio and the Secretary. In the absence of Mr. Sanford C. C. Chen Mr. Cressy acted as chairman of the meeting. There were also present Dr. K. C. Liu and Mr. C. T. Gee, representing the College Administrative Committee, and Messrs. C. F. Liu and T. Kung of the Middle School Administrative Committee.

Reports were heard from Dr. Liu and Mr. Gee, of which the following is a brief summary:

Report by Dr. K. C. Liu

About 300 students were enrolled in the Summer School and about thirty teachers were employed. The morale of the school was good and the results satisfactory to students and faculty. The school closed August 6, and on August 17 the buildings were occupied by soldiers. Toward the end of August the College Administrative Committee met several times to consider the question of opening the Colleges. Since the troops had promised to move out as soon as the buildings were needed, it was decided to go ahead with the opening, and if school were in session it might help to keep the soldiers out.

There were many difficulties to be faced. For a number of days the city was under bombardment by Sun Chuan-fang's troops. The military and political situation created a sense of uneasiness. Nevertheless it was thought best to proceed with entrance examinations on the scheduled date, September 5, registration on September 7, and to begin classes on September 9. Owing to interruptions in communications only thirty-five took entrance examinations, of whom twenty-one were admitted and four more were admitted under probation. These all lived in or near Nanking. About 160 old students had returned by Friday, September 9. More were reported to have arrived on Saturday, which was a holiday. It had been decided to hold another entrance examination on September 22. It is hoped that there will be an enrollment of 300 students, but even that falls below the estimated number, 480, so it will be necessary to make some adjustment in the budget and the Administrative Committee has already appointed a subcommittee to report on this question, as it does not wish to increase the burden of the foreign friends of the University and of the Trustees.

The most important thing to report in the internal administration of the Colleges has been the resignation of Mr. Li Han-seng, proctor and business manager. He handed in his resignation late in July, but before the Administrative Committee had had time to act on

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his resignation it was reported that he had left the city on business. At a meeting of the Administrative Committee toward the end of August the Committee took the liberty of accepting his resignation and appointed Mr. Charles T. Gee to take his place, with the help of an assistant, Mr. Ni Tsing-yuen, a graduate of the June 1927 Class. The Committee would ask the Board of Managers to ratify these appointments.

The College Administrative Committee had decided some time before that it would be all right to have certain foreign members of the faculty who were ready to return to Nanking to do so, but conditions had since changed and the uncertain political outlook made it seem wise that they postpone their return to Nanking. The Committee hopes that after the conference of leaders of different factions of the Kuomintang Party on September 15 the situation will become clearer and some form of government will be evolved, in which case the Committee will present definite plans for the return of the foreign members of the faculty at the earliest possible date.

The Administrative Committee wishes to present the problem of securing a Chinese president. It feels that the administration would be more efficient under a president than under a committee, and for registration it is necessary to have a Chinese president. Therefore the Committee earnestly requests the Board of Managers to appoint a Chinese president as soon as possible.

Deans Kuo and Chen presented the petition for registration, prepared by the Board of Managers, to the President of the Fourth Provincial Chung Shan University, but so far no reply had been received. The committee felt, however, that it was necessary to complete the process of registration at the earliest possible date.

The General Student Union took up its headquarters on the campus during the summer. At one time it caused some misunderstanding between the union and the students of the University, but the misunderstanding had been cleared up. There was still an office secretary staying in the University doing practically nothing. It had been reported that the Union had secured a place in the Political Bureau, but on account of the occupation of the Bureau by troops it could not move until the troops left.

There had been no direct contact between the University and the Political Bureau since the summer. Some of the students who left in the spring joined the Bureau, but since its disorganization the students have returned to school and it is hoped that the propaganda being carried on against the University will be less severe and active.

Report of Mr. C. T. Gee

Mr. Gee said that he would report only on the occupation of the buildings by soldiers. On August 17 the Seventh Army sent their Chief Adviser with orders that Severance Hall, Bailie Hall, and Swasey Hall must be surrendered and the buildings were sealed. Much time was

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spent in trying to persuade the soldiers not to occupy the buildings. Finally it was suggested that they go into the gymnasium and the new dormitory, which was as-yet not completed. They did not like the new dormitory because it was not finished and wanted a better place. They were taken into Bailie Hall and shown the seeds, records, laboratory materials, offices, etc., and it was pointed out that difficulties would certainly arise if these rooms were occupied. They urged at least some space on the second floor. In Swasey Hall they did not like the smells from the chemistry laboratories, and seeing the great amount of physics and chemistry supplies and equipment they were more easily dissuaded from going into that building. At last it was agreed that they should have some classrooms, reading rooms, and offices in Severance Hall. It was rumoured that the Sz Tan Pu (Political Bureau) had sent a petition to General Li to take over the University property because the present staff were all anti-revolutionists. Fortunately General Li refused to accept their petition as it was only sealed and not signed by individuals. The Administrative Committee thought the matter over and decided to give a reception to the officials of the Seventh Army to clear up the misunderstanding between them and the faculty, so on September 8 the faculty held a reception at which a banner was presented to the officials and refreshments served and firecrackers set off, intimating that the faculty had backed up the officials and that they would back up the faculty. The chief officer said that they would move out in three days (i. e., September 12). It is difficult to tell what will happen, but it is hoped that the Military Committee can be persuaded to protect the campus by placing several members of their special guard at the University. It is not possible to foretell what kind of a government there will be after September 15, and while the government is undergoing change it is very difficult to approach individuals in it. General Chiang Kai-shek was always very friendly and gave some attention to every appeal.

In regard to residences, the question arises: what can be done to care for them. The plan for renting them is impracticable now. It is not out of place here to state that at present all members of the University faculty are cooperating most effectively and every time soldiers appear the members of the faculty are called together. The doctors' residences in the compound north of the Hospital are being used as part of the Hospital, which seems to be running. There are two or three soldiers at the gate, which is open, but no patients have been visible from the gatehouse.

When Dr. Wang Chung-hui, Minister of Justice, left Nanking for a visit to Shanghai, he stationed four policemen at the gate of the Language School, so that, although soldiers came into the city, they did not occupy the Language School buildings.

Mr. C. T. Gee Appointed in Place of
Mr. Li Han-seng on College Administrative Committee

Since Mr. Li Han-seng had sent in his resignation as proctor and business manager late in July, the College Administrative Committee asked the Executive-Finance Committee to approve of the appointment of Mr. Charles T. Gee as business manager, having as his assistant Mr. Ni Tsing-yuen, a graduate of the Class of 1927 (June), also that Mr. Gee be appointed to take the place of Mr. Li Han-seng on the College Administrative Committee. It was

MEF 378 VOTED that Mr. Charles T. Gee be appointed Business Manager of the Colleges in place of Mr. Li Han-seng, resigned, and that Mr. Ni Tsing-yuen, a graduate of June 1927, be appointed as his assistant; and that Mr. Gee be also appointed to take the place of Mr. Li Han-seng on the College Administrative Committee.

Religious Activities

In regard to religious activities, Dr. K. C. Liu said he did not know the general conditions in the city. He was told that the Drum Tower Church was able to hold Sunday services regularly, in spite of the fact that there are soldiers within the walls of the compound. In the University it is planned to follow the plan of last spring, namely, to have three required daily assemblies each week and on the other three days have religious meetings, having the Sunday service voluntary. It is hoped that this plan can be carried out, but so far nothing has been done as school has only just opened. Classes met for the first time on September 12, so we have no information as yet. The Rev. Hsiung Hsiang-hsu, of the Methodist Church, Kiukiang, has been engaged to head up the Department of Religion, of which Mr. Robson had been in charge. Mr. Hsiung will have charge of the religious activities of the students and will act as adviser of the Y. M. C. A. He will teach two courses in religion and is planning to give a course in religion on Sunday. The chapel was used frequently during the summer by other organizations, for meetings, and now the soldiers meet there at times, the soldiers of the Seventh Army gathering there when an officer wants to speak to them. No one is living in the chapel, however.

Appreciation of Work and Spirit of
College Administrative Committee and Faculty

The Chairman said that on behalf of the Executive-Finance Committee he wished to state how very highly the Committee have valued the work that the Administrative Committee and faculty have been doing, and it was the desire of the Committee to back them up as strongly as the Committee knew how. The Committee realize that the situation is extremely difficult so the spirit of the men in Nanking merits very high praise. The Chairman asked that the representatives at the meeting make these facts known to the other members of the Administrative Committee and of the faculty on their return to Nanking.

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Welcome to Miss Priest

The Chairman stated that earlier in the year the Executive-Finance Committee had voted to request the Trustees to appoint Miss Priest Treasurer of the University and cabled asking that she return to China at once. Miss Priest responded very promptly to the request and is now in Shanghai, and since heretofore the Treasurer had been an ex-officio member of the Finance Committee, it was fitting that Miss Priest be asked to join the committee in their meeting. Miss Priest was called to the meeting and the Chairman expressed, on behalf of the Committee, the gratitude of all for her coming back to help on the problems of the University. He also expressed the appreciation of the Committee of the work Miss Priest had done in the past and of the confidence it gave the Committee to have her with them again.

Middle School

After discussion of problems that had arisen in connection with the University Middle School, the following actions were taken:

MEF-379 VOTED that a committee of five be appointed to investigate the situation in the University Middle School in relation to the following problems:

- (1) the amount of repairs necessary to buildings and equipment in order to provide sufficiently for reopening school;
- (2) a plan, if any, whereby the Middle School can be carried on without involving the Board of Managers in debt;
- (3) the problem of personnel and lack of unity within the staff.

It is requested that the Committee make a full report of their investigations to the Executive-Finance Committee on September 20, 1927.

MEF-380 VOTED that the following be appointed on the committee of five to investigate the situation in the University Middle School:- Pastor Handel Y. Y. Lee, Rev. Chang Fang, Pastor Li Yac-tung, and two members to be appointed by the College Administrative Committee.

Minnie H. Parcoll, Secretary.

MEETING OF THE EXECUTIVE-FINANCE COMMITTEE OF THE BOARD OF
MANAGERS OF THE UNIVERSITY OF NANKING - September 21, 1927 .

The Executive-Finance Committee of the Board of Managers of the University of Nanking met at lunch at the Navy Y, Shanghai, on September 21, 1927, to hear the report of the special committee appointed on September 13 to investigate the situation in the University Middle School. There were present Messrs. E. H. Cressy, C. A. Burch, Chang Fang, Li Hcu-fu for Li Ming-fu, J. H. Reisner, S. T. Wen, T. C. Woo for Sanford C. C. Chen, Miss Priest and the secretary.

Copies of the report of the special committee to investigate the situation in the University Middle School were circulated among the members of the Executive-Finance Committee. After considering this report the following actions were taken:

MEF-381 VOTED that we accept with appreciation the report and recommendations of the special committee appointed to investigate the situation in the Middle School, as follows:
"Nanking, September 18, 1927.

"To the Board of Managers
University of Nanking.

Dear Sirs:\

"In response to your appointment to investigate the Middle School question, we had a conference together yesterday afternoon at 4 P. M. in the home of Pastor Lee and another bigger meeting with seventeen Middle School teachers at the Middle School, 2 P. M., and have found in the said meeting the following sentiments unanimously expressed by all the teachers present:-

1. As the means of communication were broken the minutes of August 31, were delayed (not received until September 9) so they opened the Middle School on the proposed date, September 8. They have no idea whatever of disregarding the opinions of the Board of Managers.
2. By the plans which they have worked out, resolutions passed regarding salaries, personnel, committees and schedule of the class work, they have shown a spirit of cooperation and unity.
3. Definitely expressed time after time they have no other purpose except the continuation of the Middle School and upholding of the school morale.
4. Unanimously voted to ask Principal C. F. Liu's coming back immediately to resume his office chain in Nanking.
5. They do respect the actions of the Board of Managers under all circumstances.

"After the meeting we had another conference at 5 P. M. in Pastor Lee's home and decided to make the following recommendations for your consideration:

1. A minimum of \$1,000.00 to be provided by the Board for the repair of the school adequate to accommodate 150 to 200 boarding students.

2. That in view of such a unanimous request, Mr. C. F. Liu be asked to favourably consider his coming as the Principal as soon as possible.
3. That it is desirable to open the school for the situation will be more complicated if school is not open.
4. That Mr. Chang Fang be requested to report to the Board more fully or clearly the actual prospect of the question.

"Faithfully submitted,

(Signed) Handel Lee
Chen YH-gwan Yaotong C. Lee
Djang Fang Li Teh-i."

- MEF-382 VOTED that we refer to the Principal of the Middle School the report of the Middle School Administrative Committee on the present condition of the University Middle School from September 7 to September 17, 1927.
- MEF-383 VOTED that we express our appreciation of the loyalty ~~of~~ ^{to} the University and the spirit of service shown by the Middle School faculty, and that we accept with appreciation the letter signed by members of the Middle School faculty dated September 16, 1927, stating that they were willing to go on with the school work, accepting if necessary a reduction in salary if the income from tuition fees were insufficient to pay salaries at the regular rate.
- MEF-384 VOTED that we reaffirm the previous action of the Executive-Finance Committee (MEF-376) concerning Middle School salaries - that the University will not be responsible for these beyond the month of September 1927.
- MEF-385 VOTED that in view of the present financial situation in the Middle School, the Board of Managers be responsible for the wages of the servants and for such other incidentals as are not covered by special fees from students, to the extent of \$50.00 a month if required, and that whenever the income from tuition fees is greater than is required to cover salaries, wages, and incidentals and other necessary current expenses the surplus shall be applied on the Middle School deficit for the first quarter of 1927-1928.
- MEF-386 VOTED that we request the Principal of the Middle School to prepare a budget for the autumn semester of 1927, and submit it as soon as possible to the Executive-Finance Committee.
- MEF-387 VOTED that all receipts and expenditures for the Middle School, including salaries, shall be handled by the University Treasurer in the usual way.
- MEF-388 VOTED that \$1,000.00 be borrowed from the rent received for the Language School buildings, to be used in repairs on the Middle School buildings, as recommended by the special committee appointed to investigate the situation in the Middle School.

Minnie H. Purcell, Secretary.

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MEETING OF COMMITTEE ON REORGANIZATION AND REGISTRATION,
BOARD OF MANAGERS OF THE UNIVERSITY OF NANKING

October 31, 1927.

The Committee on Reorganization and Registration of the Board of Managers of the University of Nanking met at 10.00 A. M. on October 31, 1927, in room 526, 20 Museum Road, Shanghai. The following members were present: Messrs. E. H. Cressy, chairman, Sanford C. C. Chen, Y. C. Chen, T. C. Woo, C. A. Burch (alternate for Li Ming-fu), T. S. Kuo and J. H. Reisner.

Mr. Burch led in prayer.

The meeting was called to consider the actions taken by the Board of Trustees at their meeting on September 14, 1927, with reference to Documents A, B, and E of the proposed reorganization of the University presented by the Board of Managers. Detailed consideration was given to the suggested changes in these documents as prepared by a subcommittee of the Board of Trustees, and the following actions were taken:

Document A

Article 3 - Declaration of purpose. The Trustees suggested that the word 'Christian' be restored in the last clause of the declaration and suggested several alternate clauses. After full discussion it was voted to change the last clause to read 'and develop character in accordance with the Christian ideals of the institution.' The Declaration of Purpose, with amendments made by the Board of Managers and by the Committee on Reorganization and Registration at the suggestion of the Trustees now reads as follows:

'The purpose of the Board of Directors of the University of Nanking is to maintain in Nanking a private institution of learning under Christian auspices with full religious liberty, which shall conform to the highest standards of educational efficiency, promote social welfare and high ideals of citizenship and service, and develop character in accordance with the Christian ideals of the institution.'

Article 4 - Composition of the Board of Directors. The Trustees felt it desirable to make the distinction between Chinese members and American members a little less sharp and suggested that at least the five co-opted members elected directly by the Board of Directors should not be limited in nationality. After considerable discussion, the Committee on Reorganization and Registration voted to leave the composition of the Board of Directors as it stood, feeling that the government regulations especially made it desirable to have the composition of the Board as clearcut as possible. The Trustees also

suggested that as a substitute for the clause 'All members shall be Christians,' which the Board of Managers voted deleted, the inclusion of an additional clause to read, 'All members shall be in cordial sympathy with the above stated purpose of the University.' This was passed, so that the paragraph now reads: 'No member of the faculty or other person in the employ of the University or student shall be a member of the Board of Directors. All members shall be in cordial sympathy with the above stated purpose of the University.'

Article 5 - Duties of the Board of Directors. The Trustees suggested the addition of the clause 'shall have full responsibility for the adequate staffing and financing of the institution' to the summary of the duties of the Board, this clause to be placed next to the last clause in the second paragraph of Article 5 as passed by the Board of Managers on July 12, 1927.

With reference to conflict in power to confer degrees, it was voted that further information be secured from Mr. Chung Kung-kwan, President of Lingnam University, and from the Central Educational Committee in Nanking and that recommendations be brought before the Board of Managers at their next meeting. Lingnam University was faced with the same problem so it was thought advisable to secure the above information before taking action.

Article 6 - Meetings of the Board of Directors. The Trustees suggested that two meetings annually might not be necessary. After full discussion it was voted that no change be made in the original article but that the secretary be instructed to write the Trustees expressing the feeling of the committee that the original action was wise and the reasons therefor.

Article 8 - Executive Committee. The Trustees suggested the addition of the phrase, 'from their own members,' after the clause, 'The Board of Directors shall elect annually.' This suggestion was voted upon favourably.

It was voted that the Executive Committee be enlarged from five to seven members, and that the different actions shall become effective only on approval by four members.

It was voted that the words 'ad interim' be inserted between the words 'all' and 'matters' in the first sentence in Article 8, which is as follows: 'The Board of Directors shall elect annually from their own members an Executive Committee of seven, which shall deal with all ad interim matters ordinarily handled by the Board of Directors, with the exception of changes of policy and matters of unusual importance.'

Article 10 - It was voted that in reply to the suggestion from the Board of Trustees regarding Article 10, we propose the addition of the following sentence to Section 2 of Document B: 'It is agreed that any amendments to the constitution of the Board of Directors should be approved by the Board of Founders before they become operative.'

We think it sufficient for this statement to appear in the legal agreement between the two parties (Document B) and not in the Constitution of the Board of Directors, as to place it in the latter document might invalidate that instrument in the minds of the educational authorities when it is submitted to them accompanying our request to register the Board of Directors.

Document B

General comment. It was the feeling of the Trustees that the whole of this Proposed Agreement Between the Board of Founders and the Board of Directors should be entered into on a five-year trial basis. As at present stated, it appears that this five-year agreement applies only to the lease of the property. The suggestion raised many questions and much discussion. It was voted that it is the feeling of the Committee on Reorganization and Registration that Document B limits the lease only to a five-year period, but that if the Board of Trustees feel strongly on the matter the understanding should apply to Section (Staff) and Section 6 (Finance) also.

~~Section 2 - See comment under Document A, Article 10.~~

~~Section 3, paragraph 5 - It was re~~

It was pointed out that it would be difficult to register the University for a limited period, say of five years, on the basis of the above action, and if approved by the Managers it would be necessary to request the Trustees to reconsider the wording of paragraph 5 in their action T-351.

Section 2 - See comment under Document A, Article 10.

Section 3 - Property Lease. It was voted that the Trustees suggestion be accepted, that the phrase 'during this period' be added after the word 'always' in the last clause of the first paragraph, so that the clause would read: 'said lease to be subject always during this period to the following conditions:'

Section 3, paragraph 2 - It was voted that the Trustees' suggestion to delete the word 'present' in the first line of the paragraph, and to add the phrase 'in the opinion of the Founders' after the word 'cease' be accepted, so that the first part of this paragraph shall read: 'If for any reason the Board of Directors should cease in the opinion of the Founders to function as the responsible administrators of the University....'

Section 3, paragraph 3 - It was voted to accept the Trustees' suggestion to add the phrase 'in the opinion of the Founders' after the word 'cease' so that the clause would read: 'Should the property so leased or any substantial part of it cease in the opinion of the Founders to be used for the proper purposes.....'

Section 3, paragraph 7 - The Trustees suggested that the clause 'owned by the University' be added after 'All residences' at the beginning of the paragraph. This suggestion was accepted as was also their suggestion that a revised reading of the latter part of the para-

graph be as follows: 'according to rent schedule to be mutually approved on the understanding that previous occupants shall have first claim, and then that rank and length of service shall be the basis of determining priority of choice.' (deleting the remainder of the sentence). The whole of this seventh paragraph now reads: 'All residences owned by the University shall be rented by the Board of Directors to the members of the staff according to rent schedule to be mutually approved on the understanding that previous occupants shall have first claim, and then that rank and length of service shall be the basis of determining priority of choice.'

Section 3, last paragraph - The Trustees suggested that the word 'and' in the last clause of the paragraph be changed to 'or'. This suggestion was accepted, so that the last clause now reads: 'or if need be by arbitration.'

Section 4 - Staff. The Trustees suggested that the words 'or approval' be added after the word 'request' in the first paragraph. This suggestion was accepted and the paragraph as approved reads as follows: 'The Board of Founders shall continue to support missionaries as members of the staff of the University of Nanking subject to request or approval of the Board of Directors.'

Section 5 - Representative of the Board of Founders. It was voted that the suggestion of the Trustees be approved, that as substitute for the first paragraph of the Board of Managers' original recommendation, the following wording be used: 'The President of the University shall be the official representative of the Board of Founders, but he may, if he so desire, appoint an American on the faculty or the Board of Directors as his assistant representative.'

It was then voted to reword the second paragraph of Section 5 of the original document presented by the Board of Managers as follows: 'The duties of the President's assistant representative of the Board of Founders shall be to assist the President in such matters concerning the staff maintained by the Board of Founders as the President may desire or the Board of Directors may direct.'

Section 6 - In accordance with the suggestion of the Trustees it was voted that the first part of the second paragraph of Section 6 be revised as follows: 'The Board of Founders shall continue to make such annual cash appropriation as they may find possible, which, unless otherwise specifically designated by the Founders, shall be applied by the Board of Directors as follows:'

With reference to the question raised by the Trustees in regard to procedure in handling the annual rental of the property leased to the Board of Directors by the Board of Founders,

it was decided to refer this matter to the next full meeting of the Board of Managers, on account of lack of time to go into the question.

Document E

Article 4 - Representative of the Founders. The Trustees felt that since they had recommended a change in Document B, Section 5. (Representative of the Board of Founders), the third section of Article 4 (Representative of the Founders) should be deleted. The Committee accepted this suggestion of the Trustees.

The Trustees suggested that Section 1 of Article 4 should be more clearly indicate that the President is officially the representative of the Board of Founders. The Committee therefore voted that the phrase 'and shall be their official representative in China' be added after the first clause of the first paragraph of Article 4, so that the first part of this paragraph would read: 'The President of the University shall be a member of the Board of Founders, ex-officio, and shall be their official representative in China, and ex-officio President of the Board of Directors, and shall be head of all educational departments of the University.....'

John H. Reizner, Secretary.

MEETING OF THE EXECUTIVE-FINANCE COMMITTEE OF THE BOARD OF MANAGERS
OF THE UNIVERSITY OF NANKING - November 10, 1927

The Executive-Finance Committee of the Board of Managers of the University of Nanking met at luncheon on November 10, 1927, at the Great China Restaurant at 12.30. There were present: Messrs. E. H. Cressy, Y. G. Chen, King Chu, T. C. Woo, J. H. Reisner and Miss Priest.

The meeting was called to consider the problems in connection with the Financial Report presented to the Board of Managers on the morning of November 10. After discussion it was voted

1. To recommend the transfer of the following reserved special funds to be applied against the deficit for the Middle School for the first quarter of 1927-1928:

Model School athletics	\$1,150.14	
Middle " "	485.35	
Medical clinics	<u>271.07</u>	\$1,906.56

2. To recommend that the remainder of the Middle School deficit, amounting to approximately \$3,500.00, be carried in the current Middle School account and cleared from Middle School income as soon as possible.

3. To recommend that the question of the contribution of \$10,000.00 from the Alumni Association already budgeted for 1927-1928 be referred to the Alumni Association through Mr. T. C. Woo, together with a financial statement.

4. To recommend that, in order to provide for the necessary funds required for current expenses during December and January, the Treasurer shall be authorized to arrange for an overdraft at the bank, not to exceed \$15,000.00, which amount shall be repaid by March 15, 1927, from tuition fees or other available income, and that Mr. T. C. Woo be appointed to cooperate with the Treasurer in making necessary arrangements at the bank.

5. To recommend that the Executive-Finance Committee be given power to authorize the Treasurer to use fixed deposits of special funds as collateral for a loan, or to secure our overdraft, should such an arrangement be required by the bank.

6. To recommend that in view of the past experience with a separate Finance Committee, the present Executive-Finance Committee shall continue to handle all matters pertaining to the finances of the University.

Elsie M. Priest, Secretary.

NOTE: These actions are embodied in the minutes of the meeting of the Board of Managers of November 9-11, 1927 (Actions M-396-401), and so have not been given numbers here.

TWENTY-SIXTH MEETING OF THE BOARD OF MANAGERS OF
THE UNIVERSITY OF NANKING
November 9 - 11, 1927

The twenty-sixth meeting of the Board of Managers of the University of Nanking was held November 9-11, 1927, the sessions lasting all day November 9 and 10 and ending at noon on November 11. The Board met in room 305 of The Missions Building, 23 Yuen Ming Yuen Road, Shanghai.

Members of the Board

Elected by the Board of Managers:

Sanford C. C. Chen
*T. C. Woo (proxy for Hsu Yuan)
Tao Chi-hsing
*King Chu
Sie Kia-shen

Elected by the Alumni:

Han Ngan
Hwang Yung-liang

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

	<u>1927</u>	<u>1928</u>	<u>1929</u>	<u>1930</u>
Baptist	*T. C. Wu	J. T. Proctor	*E. H. Cressy	
Disciples	*C. A. Burch	*Miss E. Lyon (proxy for F. Garrett)	*Li Yao-tung	*Li Hou-fu (proxy for Li Ming-fu)
Methodist	Li Yu-yung	*L. L. Hale (proxy for J.C. Ferguson)	*J. H. Reisner (proxy for L.W. Birney)	Tsu Yu-ho
N. Presb'n	*C. S. Smith (alternate for F.S. Niles)	*E. C. Lobenstine	Chang Feng	*Chen Yu-gwan

The members whose names are starred were present. Mr. Reisner, Executive-Secretary, acted as proxy for Bishop Birney. In addition there were present Miss E. H. Priest, Treasurer; Mr. T. S. Kuo, Chairman of the College Administrative Committee; Dr. L. C. Liu, Secretary of the College Administrative Committee; and the Secretary.

Owing to the absence of the Chairman, Mr. Sanford C. C. Chen, who was prevented from being present at the meeting because of the illness of his son, Mr. Cressy, vice-chairman, presided. The various sessions were opened and closed with prayer by the following members:- Messrs. Burch, Hale, Li Hou-fu, Li Yao-tung, Lobenstine, and Stanley Smith.

Action on Minutes

Acknowledgment was made of receipt of the following minutes of the Board of Trustees, June 9 and September 14, 1927, and of the Budget -Executive Committee of the Board of Trustees of June 29, 1927, all of which had been circulated.

The following minutes were approved as circulated:

- Board of Managers:
 - June 16, 1927 and July 12, 1927
- Executive-Finance Committee:
 - July 13, 1927 September 13, 1927
 - August 31, 1927 September 21, 1927
- Special Committee on Middle School appointed July 13, 1927:
 - August 8, 1927 and July 28, 1927

Increase in Salary of Those Receiving Less Than \$40.00

The action taken by correspondence by the Executive-Finance Committee, dated October 18, 1927, in regard to increase in salary of those receiving less than \$40.00 a month was presented to the Board of Managers for confirmation, and it was

M-389 VOTED that the Board of Managers confirm the action taken by correspondence on October 18, 1927, by the Executive-Finance Committee involving increase in salary of those receiving less than \$40.00 a month, which matter had been presented by the College Administrative Committee as follows: "It was voted (by the College Administrative Committee) that the scale for the increase of salary of those who receive less than \$40.00 a month, presented by the College of Agriculture and Forestry, be accepted; that this increase shall not involve a corresponding increase in the rental allowance; that this scale applies also to the relevant cases in the College of Arts and Science, the University Library, and other administrative offices; that this scale does not apply to half-time workers and student assistants."

Resignation of President Bowen

The Executive-Secretary brought to the attention of the Board of Managers the resignation of Doctor Bowen as President of the University and the action of the Board of Trustees in regard to it. After different ones had expressed their appreciation of what Doctor Bowen has meant to the University, it was

M-390 VOTED that a committee be appointed, consisting of Messrs. Y. G. Chen, T. C. Woo, Sanford C. C. Chen, and E. C. Lobenstine, to draw up a fitting message of appreciation of what Doctor Bowen has meant to the University, said message to be written in Chinese on a scroll by a skilled writer and a translation thereof into English sent with the scroll to Doctor Bowen and made part of this minute.

Meeting of Board of Managers Nov. 9-11, 1927 - page 3

(Owing to the fact that it has not been possible to complete the translation of this message of appreciation it will be circulated later.)

Resignation of Mr. Owen

M-391 VOTED that the Board of Managers record their regret at the resignation of Mr. L. J. Owen as Treasurer of the University and appoint Dr. K. C. Liu and Mr. Burch to prepare a fitting minute of appreciation of the service rendered to the University by Mr. Owen.

(The translation of this minute into English has not yet been completed and so will be circulated later.)

Reports

Reports were presented as follows: for the College of Arts and Science by Dr. Y. G. Chen, for the College of Agriculture and Forestry by Dr. K. C. Liu for Dean T. S. Kuo, for the Summer School by Dr. K. C. Liu, who also reported on the Library. Mr. Reisner spoke briefly in regard to the Middle School and Hospital. A summary of these reports is attached to the minutes.

The Report of the Treasurer

The Treasurer reported, giving a summary of financial statement June 30, 1927, together with a full audited financial statement, June 30, 1927; a statement of Famine Funds accounts, audited; an emergency expense account, June 30, 1927; a report on Middle School finances for the first quarter of 1927-1928 and for the autumn semester of 1927; a report of budget expenditures and income for the first quarter of 1927-1928, July 1 to September 30, 1927; and a statement of revisions and savings in the budget for 1927-1928 as presented by the Subcommittee on Finance of the College Administrative Committee. It was

M-392 VOTED that the Treasurer's report be accepted and that we record our appreciation of the splendid work done on the various accounts and in the preparation of the statement showing the financial condition of the University.

The Treasurer made the following recommendations to cover various deficits and the shortage in anticipated receipts:

1. That Mex. \$3,813.53 be transferred from dormitory funds to cover the deficit on Bailie Hall.
2. That Mex. \$1,000.00 from dormitory funds be used for the improvement and construction of new bathing and toilet facilities on the west side. This need arises from the fact that we have 160 more students housed in the new dormitory, which would seem to warrant the use of the funds for this purpose.

2. That the following reserved special funds be transferred to be applied against the deficit for the Middle School for the first quarter of 1927-1928:

Model School athletics	\$1,150.14	
Middle " "	485.35	
Medical clinics	271.07	\$1,906.56

4. That the Board suggest a method of meeting necessary requirements during January to cover the shortage at that time on actual cash on hand.

M-393 VOTED that Mex. \$5,813.53 be transferred from dormitory funds to cover the deficit on Bailie Hall.

M-394 VOTED that, subject to approval by the Building and Property Committee and the College Administrative Committee, Mex. \$1,000.00 from dormitory funds be used for the improvement and construction of bathing and toilet facilities on the west side of the college buildings.

M-395 VOTED that the questions raised by the Treasurer in her recommendations be referred to the Executive-Finance Committee and that this Committee be requested to bring in a recommendation as to the advisability of having a separate Finance Committee.

The Executive-Finance Committee met at lunch and their recommendations were later adopted by the Board of Managers as follows:

M-396 VOTED that the following reserved special funds be transferred, to be applied against the deficit for the Middle School for the first quarter of 1927-1928:

Model School athletics	\$1,150.14	
Middle " "	485.35	
Medical clinics	271.07	\$1,906.56

M-397 VOTED that the remainder of the Middle School deficit, amounting to approximately \$3,500.00, be carried in the current Middle School account and cleared from Middle School income as soon as possible.

M-398 VOTED that the question of the contribution of \$10,000.00 from the Alumni Association already budgeted for 1927-1928 be referred to the Alumni Association through Mr. T. C. Coe, together with a financial statement.

M-399 VOTED that, to provide for the funds required for current expenses during December and January, the Treasurer shall be authorized to arrange for an overdraft at the bank, not to exceed \$15,000.00, which amount shall be repaid by March 15, 1927, from tuition fees or other available income, and that Mr. T. C. Coe be appointed to cooperate with the Treasurer in making necessary arrangements at the bank.

M-400 VOTED that the Executive-Finance Committee be given power to authorize the Treasurer to use fixed deposits of special funds as collateral for a loan, or to secure our overdraft, should such an arrangement be required by the bank.

M-401 VOTED that, in view of past experience with a separate Finance Committee, we accept the recommendation of the Executive-Finance Committee that it continue to handle all matters pertaining to the finances of the University.

Appreciation of Services of Mr. Chang Ken-nien

In view of the services rendered the University by Mr. Chang Ken-nien in clearing the foreign residences of soldiers and in other negotiations, it was

M-402 VOTED that we have heard with very great satisfaction and pleasure of the unremitting services of Mr. Chang Ken-nien of the Ministry of Foreign Affairs, a former student of the University of Nanking, in connection with the protection of University of Nanking property and the removal of soldiers from school buildings and foreign residences and that we adopt this minute as an expression of our deep appreciation and thanks, and, further, that the Executive Secretary of the Board of Managers be instructed to convey this action to Mr. Chang.

Report of Committee on Reorganization and Registration

Mr. Cressy, chairman of the Committee on Reorganization and Registration, reported that after the meeting of the Board of Managers on July 12, 1927, the material prepared by the committee was sent to the Board of Trustees. The Trustees acted very promptly on the recommendations and suggestions of the Committee contained in Documents A (Constitution for the Board of Directors), B (Agreement between the Board of Directors and the Board of Founders), and E (By-laws of the Board of Directors) of their report, of which fact the Board of Managers were duly appreciative. The Trustees (1) had given very cordial and generous response to the recommendations of the Committee and had gone even further than the Board of Managers in the matter of reorganization; (2) they had approved of the plan in general and made a very complete transfer; and (3) they have put a great deal of emphasis upon our financial responsibility at this end, and this should be definitely understood by us on the field.

The Board of Managers had before them the Minutes of the Trustees of September 14, 1927, the Minutes of the Committee on Reorganization and Registration of October 31, 1927, giving the actions taken at the suggestion of the Committee of Three appointed by the Trustees to go over Documents A, B, and E for the purpose of recommending any changes which might seem desirable. Mr. Raisner read extracts from letters from New York that were relevant to matters about to be discussed. These letters were from Doctor Fowen of September 15, from Doctor Speer of September 21, and from Mr. Garside

of September 17 and October 6, and a cablegram from the Trustees dated October 6, as follows: "Nanking Board of Trustees approves in a general way Board of Managers Reorganization plans. You are authorized to proceed in the matter of registration. Sending full details by letter September 17, 1927." The minutes of the meeting of the Committee on Reorganization and Registration of October 31, 1927, were then considered and actions taken as follows:

M-403 VOTED that we adopt the recommendations of the Committee on Reorganization and Registration with reference to Article II of the Constitution of the Board of Directors (Declaration of Purpose) that, at the suggestion of the Board of Trustees, the word "Christian" be restored in the last clause of Article III and that this clause read "and develop character in accordance with the Christian ideals of the institution."

M-404 VOTED that the composition of the Board of Directors (Article IV of the Constitution of the Board of Directors) be worded as follows instead of in the form presented to the Trustees in order that the distinction between Chinese members and American members be a little less sharp, with the understanding that the terms of the different electing bodies be referred to the Missions concerned:

The Board of Directors shall consist of members elected as follows:

(a) By the Chinese church bodies:

- 2 members elected by the Chekiang-Shanghai Chin Li Hwei
- 3 " " " " Central China Conference of the Mei I Mei Hwei
- 3 " " " " Divisional Council of the Chung Hwa Chi Tuh Chiao Hwei
- 3 " " " " Chung Hwa Chi Tuh Chiao Hwei (connected with the China Christian Mission)

(b) By the Alumni of the University:

4 members

(c) By the Missions:

- 2 members elected by the Central China Mission of the Methodist Episcopal Church
- 2 " " " " Kiang An Mission of the Presbyterian Church in the U. S. A.
- 2 " " " " China Christian Mission
- 2 " " " " East China Mission of the American Baptist Foreign Missionary Society.

(d) Coopted:

5 members at large chosen in the first instance by the Board of Directors as above elected. (The powers of the coopted members shall be the same as those of other members.)

(e) The President of the University, ex officio, without vote.

A majority of the total membership of the Board of Directors must be Chinese and a majority of the coopted members must also be Chinese.

M-405 VOTED that we adopt the recommendation of the Committee on Reorganization and Registration that, following the suggestion of the Trustees, the sentence "All members shall be in cordial sympathy with the above stated purpose of the University" be added to the second paragraph of Article IV of the Constitution of the Board of Directors, in place of the sentence which had been deleted, "All members shall be Christians."

M-406 VOTED that we adopt the recommendation of the Committee on Reorganization and Registration, at the suggestion of the Trustees, that the clause "shall have full responsibility for the adequate staffing and financing of the institution" be inserted before the last clause of the second paragraph of Article V of the Constitution of the Board of Directors.

The Committee on Reorganization and Registration suggested that with reference to the conflict in power to confer degrees involved in the third paragraph of Article V of the Constitution of the Board of Founders, further information be secured from Mr. Chung Yung-kwan, President of Lingnam University, and from the Central Educational Committee in Nanking on this subject and brought before the Board of Managers at their next meeting.

M-407 VOTED that we recommend to the Board of Regents through the Board of Trustees that they retain the right to confer degrees to qualified candidates of the University of Nanking.

M-408 VOTED that Article VI of the Constitution of the Board of Directors (Meetings of the Board of Directors) remain as originally presented to the Trustees.

M-409 VOTED that we adopt the recommendation of the Committee on Reorganization and Registration that the suggestions of the Board of Trustees be embodied in Article VIII of the Constitution of the Board of Directors (Executive Committee) so that the first sentence, revised, would read: "The Board of Directors shall elect annually from their own members an Executive Committee of seven, which shall deal with all ad interim matters ordinarily handled by the Board of Directors, with the exception of changes of policy and matters of unusual importance, the different actions becoming effective only on approval by four members;" and that the following sentence be added to Article VIII: "A majority of the members of the Committee shall constitute a quorum for the transaction of business at any meeting of the Board."

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M-410 VOTED that, on recommendation of the Committee on Reorganization and Registration, the suggestion of the Trustees be adopted that the sentence, "It is agreed that any amendments to the Constitution of the Board of Directors should be approved by the Board of Founders before they become operative," be added to Section 2 of the Agreement Between the Board of Directors and the Board of Founders.

(It was thought wiser to put this sentence in the Agreement rather than at the end of Article X of the Constitution, as suggested by the Trustees, since placing it in the latter document might invalidate that instrument in the minds of the educational authorities when it is submitted to them accompanying our request for registration of the Board of Directors.)

M-411 VOTED that we interpret paragraph 8 of action T-331 of the Board of Trustees, taken on September 14, 1927, to mean that the period of five years applies only to the Agreement and not to the Constitution of the Board of Directors, and that if this interpretation be not correct we request the Board of Trustees to take such further action as may be necessary, as it is impossible to register the University if the Constitution is adopted for a five-year period only.

M-412 VOTED that the phrase "and not later than July 1, 1932" be inserted in the first paragraph of Section 3 of the Agreement Between the Board of Directors and the Board of Founders, between the phrases "on or before that date" and "by mutual agreement;" and that we adopt the recommendation of the Committee on Reorganization and Registration at the suggestion of the Trustees, that the phrase "during this period" be placed between the phrases "subject always" and "to the following conditions" at the end of paragraph one of Section 2 of the Agreement.

M-413 VOTED that we adopt the recommendation of the Committee on Reorganization and Registration at the suggestion of the Trustees that in paragraph 2 of Section 3 of the Agreement, the word "present" in the first line be deleted, and that the phrase "in the opinion of the Founders" be inserted between "should cease" and "to function" in the first paragraph.

M-414 VOTED that in the third paragraph of Section 3 of the Agreement the phrase "in the opinion of the Founders" be inserted between the phrases "part of it cease" and "to be used for the proper purpose," as recommended by the Committee on Reorganization and Registration at the suggestion of the Trustees, and that the middle of the paragraph be revised to agree with the revised wording of the Declaration of Purpose in the Constitution of the Board of Directors.

M-415 VOTED that the fourth paragraph of Section 3 of the Agreement be amended to substitute for the figure \$12,000.00 a figure to be determined by the Treasurer on the basis of the actual amounts expended during the last five years, and

that the phrase "as at the date of the lease" be revised somewhat as follows: "To wit, the following grounds, buildings, equipment," listing these with location and other details.

M-416 VOTED that the recommendation of the Committee on Reorganization and Registration at the suggestion of the Trustees be adopted, that the phrase "owned by the University" be added after "All residences" at the beginning of the seventh paragraph of Section 3 of the Agreement (Property Lease); that the phrase "rent schedule to be mutually approved" be used in place of "the attached rent schedule and;" and that the latter part of the paragraph be revised as follows: "on the understanding that previous occupants shall have first claim and then that rank and length of service shall be the basis of determining priority of choice," deleting the remainder of the sentence.

M-417 VOTED that in the last paragraph of Section 3 of the Agreement (Property Lease), "or" be substituted for "and" in the last phrase, as recommended by the Committee on Reorganization and Registration at the suggestion of the Trustees.

M-418 VOTED that we adopt the recommendation of the Committee on Reorganization and Registration at the suggestion of the Trustees; that the words "or approval" be added after the words "to request" in the first paragraph of Section 4 of the Agreement (Staff).

M-419 VOTED that Section 5 of the Agreement (Representative of the Board of Founders) be revised as follows:

Representative of the Board of Founders
The President of the University shall be the official representative of the Board of Founders.

Foreign Assistant to the President
The Board of Directors shall appoint, subject to the approval of the President of the University, a foreign member of the staff or of the Board of Directors to assist the President in such matters connected with the foreign staff and with the Board of Founders as he may desire.

M-420 VOTED that we adopt the recommendation of the Committee on Reorganization and Registration at the suggestion of the Trustees; that the first part of the second paragraph of Section 6 of the Agreement (Finance) be revised as follows: "The Board of Founders shall continue to make such annual cash appropriation as they may find possible, which, unless otherwise specifically designated by the Founders, shall be applied by the Board of Directors as follows."

(The question raised by the Trustees as to procedure in handling annual rental was referred to the Executive-Finance Committee.)

M-421 VOTED that we refer the Constitution of the Board of Directors, the Agreement Between the Board of Directors and the Board of Founders, and the By-laws of the Board of Directors to the Executive-Finance Committee, with instructions to secure legal advice, both Chinese and foreign, on these documents and to have them translated into Chinese; and that the Committee be authorized to incur whatever expense may be necessary to put them into proper form for registering the University.

M-422 VOTED that the By-laws of the Board of Directors be referred to the Executive-Finance Committee and brought up in revised form at the next meeting of the Board of Managers.

Nomination of President

Mr. Li Yao-tung, chairman of the committee appointed to consider nominations for the presidency, announced that after careful consideration the committee had decided to ask Dr. Chen Yu-gwan to accept the Presidency of the University of Nanking. The difficulties encountered by the committee in selecting the right man were mentioned. Doctor Chen was known to all the members of the Board and the committee felt that under him the University would make splendid progress, as he was known to the student body, the faculty, the Trustees, and also in church and missionary circles both in China and in America, and he had had administrative experience in the Peking National Normal University as chairman of their University Administrative Committee before joining the faculty of the University of Nanking, so the committee were unanimous in thinking Doctor Chen commanded the confidence and support of all groups, both inside and outside of the institution, and they felt it highly desirable to have some one in the institution to take charge immediately and to handle matters of registration and to go ahead with things that needed to be done.

Doctor Chen said he felt reticant in accepting the presidency because he felt his lack of administrative ability and named others who in his estimation would be more suitable for the position than himself, and he asked the Board to consider these.

Mr. Reisner spoke of the respect and affection in which Doctor Bowen was held and of how Doctor Chen's nomination would be received by Doctor Bowen and by the entire foreign faculty with much joy and satisfaction. He said he had had several letters from Doctor Bowen in which he had expressed himself on this point as follows: "I do hope Doctor Chen accepts. Tell him the Board (of Trustees) are behind him and want him to accept. He will carry the confidence of all there and here and will cooperate with you all." Dean Kuo, in behalf of the Chinese faculty, spoke of the pleasure it would give all the faculty to see Doctor Chen as president and of how his election would show the educational authorities that we were getting ready for registration as we had elected a Chinese President to take care of this matter. Dr. K. C. Liu said it was a great pleasure to him to hear that Doctor Chen had been nominated, and after his administrative work of the past months we know he has ability to handle things of a delicate nature and he felt he was expressing the feelings of every other Chinese member of the faculty.

After several others among those present had expressed their satisfaction at Doctor Chen's nomination, the Chairman asked Mr. Li Yao-tung and Mr. Hale to offer prayer, having in mind the steps that were about to be taken in the matter of reorganization. Doctor Chen then withdrew from the meeting while the Board discussed his nomination.

The Chairman stated that the Board had no right to elect any man to the presidency unless they were prepared to give him the fullest backing. A Chinese would have a harder time than a foreigner in filling this position, for he would read the Chinese papers and see what was being said of him. One thing to be taken into account was the fact that Doctor Chen had the full backing of the faculty, both Chinese and foreign, as well as of the Alumni, the Missions, and other groups. The motion was then put and it was unanimously

M-423 VOTED that Dr. Y. G. Chen be and is hereby elected President of the University of Nanking.

On Doctor Chen's rejoining the Board, the Chairman said that it gave him great pleasure to inform Doctor Chen, on behalf of the Board, that he had been elected President of the University, and while the Board felt that in electing him to the presidency at the present time they were asking him to undertake a hard task, they believed he was fitted for it and that under his leadership they would continue to have a Christian institution and that he would make a large contribution along this line. On behalf of the Board he welcomed Doctor Chen as President of the University of Nanking.

Doctor Chen said that since it was the Board's desire to make him President he would do his best to fill the position, but there were many questions in his mind. As he had only the good of the institution in mind, and also the benefit it would be to the institution to have it registered, he would consider the position if the Board would consent to his being Acting President until registration had been effected. Another recommendation he would like to make was that the scope of the University be extended and that an honorary president and a vice-president be elected. The consensus of opinion was against having an acting president, as the Board wanted Doctor Chen to have the fullest authority, and it was necessary that the one who was dealing with the educational authorities be in fullest touch with the institution, which an honorary president probably would not be. As regards a vice-president, the election of an Assistant to the President would relieve the President of a great many matters and so a vice-president would not be necessary. It was therefore

M-424 VOTED that Dr. Y. G. Chen be elected President, not Acting President: that the matter of a vice-president has been taken care of by the provision for the appointment of a foreign assistant to the President, who would relieve the President of many duties that a vice-president would care for; and that the matter of an honorary president be referred to the next meeting of the Board of Managers.

M-425 VOTED that the newly elected President take over the administration of the University at once, and that the Administrative Committees be dissolved. (See actions M-276 to 278.)

Upon his accepting the presidency, Doctor Chen was asked to take the Chair.

Administrative Committees Dissolved

(See action M-425 above.)

M-426 VOTED that the Board of Managers express its deep appreciation of the services that the Administrative Committees have rendered to the University during the past six and a half months in difficult dealings with the government and with soldiers, and in maintaining, under their wise and loyal direction, the good spirit that we have had in the University among faculty and students.

Appointment of Advisory Council

M-427 VOTED that a University Advisory Council be appointed, consisting of Messrs. T. S. Kuo, J. H. Reisner, K. C. Liu, C. F. Chen, Chen Yung, C. T. Gee, Li Teh-i, M. S. Bates, W. H. Ma, Cha Chien, C. F. Liu, Kung Tsen, Chao Si-fa, Miss Priest, and the President acting as chairman, to serve until such time as the Board of Directors can function.

Position to Adviser to the Administration Discontinued

M-428 VOTED that in view of the appointment of a new President, the position of Adviser to the Administration (M-280) be discontinued.

Foreign Assistant to the President

M-429 VOTED that, pending the appointment of a foreign assistant to the President, Mr. Reisner be asked to continue to serve as Executive Secretary of the Board of Managers.

1927 Graduates and Candidates for Degrees

M-430 VOTED that a subcommittee be appointed to bring in recommendations regarding the 1927 graduates and candidates for degrees, and to prepare a reply to the letter from the Regents with reference to examinations.

(The Chairman appointed Messrs. Cressy, Y. G. Chen, T. S. Kuo, W. H. Ma, and J. H. Reisner on this subcommittee.)

Special Language School Committee

M-431 VOTED that a special Language School Committee be appointed by the Chair to study into the whole question of the future of the Language School and in so doing to confer freely with the executive officers of the various missions that have

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been sending students to Nanking for their beginning language work.

The Chairman appointed on this committee Messrs. Y. C. Chen, chairman ex officio, E. Marx (alternate C. A. Burch), C. S. Smith (alternate E. C. Lobenstine), L. J. Birney (alternate L. D. Fale), J. T. Proctor (alternate L. C. Hylbert), and J. H. Reischer.

Additional Members appointed on the Building and Property Committee

M-432 VOTED that we ask Mr. C. T. Gee to continue as chairman of the Building and Property Committee also to serve until such time as the Board of Directors can function.

M-433 VOTED that Messrs. Reischer and Thomson be appointed members of the Building and Property Committee.

Appointment of New Teachers

M-434 VOTED that we approve the appointment of the following teachers (those starred being part time teachers):

College of Arts and Science:

Cha Chien, B. A. (Nanking), Ph. D. (Minnesota). Physics.

Chang, T., M. S. (M. I. T.). Chemistry.

*Fang Tung-mei, B. A. (Nanking), M. A. (Wisconsin).
Philosophy.

Hsiung Tsiang-hsu, B. A. (Nanking), M. S. T. (Northwestern). Religion.

*Lea Hwei-gwan, Ph. D. (M. I. T.). English.

Lee, Miss Mali, M. A. (Illinois). English.

*Liu Hwa-tsai, Miss, B. A. (Mt. Holyoke). English.

Liu Wai-ching, B. A. (Nanking) M. A. (Columbia).
Education.

*Lu Chi-wei, B. A. (Southeastern) Chinese.

*Teng Ku, B. A. (a Japanese university). Chinese.

*Tau Kwon-meo, B. A. (Nanking). English.

*Tuan Si-peng, M. A. (Columbia). San Ping Chu I.

*Weigh, K. S., B. A., M. A. (St. John's).

Ph. D. (Johns Hopkins). Political Science.

College of Agriculture and Forestry:

Fan Teh-shen, B. S. (Nanking). Dept. of Biology.

Kwan Chia-chi, B. S. (Nanking). Dept. of Agronomy.

Tang I, B. S. (Nanking). Dept. of Horticulture.

Chang Yen-tsai, B. S. (Nanking). Dept. of Horticulture.

Tai Fan-lang, M. S. (Iowa). Dept. of Plant Pathology.

Chang Sing-i, M. S. A. (Cornell). Extension and
Agricultural Economics.

Suen Tsong-han, Ph. D. (Cornell). Dept. of Agronomy.

Chang Chui-peh, M. S. Dept. of Entomology.

Library: Tsao Tsu-ping, B. A. (Nanking). Cataloguer.

Committee on Reorganization and Registration Discontinued

M-435 VOTED that the Committee on Reorganization and Registration be discontinued, and that matters hitherto attended to by this committee be referred to the Executive-Finance Committee, and that the Government be notified to this effect by the Committee on Reorganization and Registration and informed that a Chinese President has been elected, with whom all negotiations in regard to the registration of the University should be carried on.

Formation of Board of Directors

In view of the desirability of pushing on with registration and having the new Board of Directors organized, it was decided to write to the various electing bodies asking them to appoint their representatives on the Board and to have everything in readiness so that at the next meeting of the Board of Managers this Board could be dissolved and the new Board of Directors formed.

M-436 VOTED that the Board of Managers meet on November 29, at which time the Board will be dissolved and the Board of Directors constituted.

M-437 VOTED that we refer the matter of the chairmanship of the Board of Directors to the Executive-Finance Committee, asking this Committee to give the matter very careful consideration, and that if they should decide that some one other than the President should be chairman, that they bring in nominations to the next meeting of the Board.

Remaining Items on Agenda

M-438 VOTED that the remaining items on the agenda be referred to the Executive-Finance Committee:

Statement of property and equipment losses on and since March 24, 1927. Policy regarding reparations.

Policy regarding personal losses of Chinese staff.

Return of foreign staff - when? who?

Reception to the New President

M-439 VOTED that Mr. F. C. Woo, Pastors Handel Lee and Li Yao-tung represent the Board of Managers at the reception to the new President to be held on November 15 by the faculty and students.

The meeting adjourned.

Minnie H. Purcell, Secretary.

MESSAGE ON SCROLL TO BE PRESENTED TO DOCTOR BOWEN

世界文化之進展類由少數特達之士是倡宣導而後得多數之同情我國三代以還闢人造思文章學漸冠冕亞東論史者無不言第自李業蓋行士風中壘西方文化乘間東來有志濟世之流行且敬教勸學造羅青年社會象然從之如我

包文先生其一也

先生初任南京匯文書院教授自匯文與宏育合組金陵大學先生為校長以至於今

先生之有造於吾黨也大矣今以年老復以其向所主張華

人長校時期已屆而辭職凡表同情於先生者如孩提之戀慈母曷勝依依謹於祖錢之時揚杯而

頌曰懿歎先生自西組東意志純樸學識淹通秉鐸卅載其道大隆愛人以德處事以忠金陵視李鬱鬱葱蔥優遊林下

共慶成功載康堯堯嬰錄是翁

金陵大學董事會敬頌

TRANSLATION OF MESSAGE ON SCROLL TO BE PRESENTED TO DR. BOWEN

The progress of culture in all parts of the world has been made possible by the efforts of a few men who themselves took the initiative in teaching and later secured the cooperation of many others. Historical records bear witness that from the time of the Three Dynasties in our country there have been those whose achievements in literature and art have won for them crowned success in the Orient. During the decadence of the period when the system of competitive literary examinations was in vogue, Western culture was introduced into China. It spread among those who had the desire of helping their fellow-men. Furthermore, it promoted happiness by encouraging advancement in education and was eagerly adopted by the younger generation. Among those who helped in this movement was Dr. A. J. Bowen.

Doctor Bowen started his work as a Professor in Nanking University and later became President. When the University united with other schools to form the University of Nanking, he became President and has continued in this position to the present time. His work during this period has had a great influence upon us all. Now after these many years of service he has decided to resign and by doing so he makes it possible to fulfil his cherished wish of having a Chinese appointed as President. All of us who have shared this same desire feel like children who are about to leave a loving mother, but in taking farewell of Doctor Bowen as President we wish to take the occasion of expressing to him our feelings in the following lines:

You came from the West to the East
With the purpose of encouraging education.
During these thirty years you have had great success.
Your work has been faithfully done.
The garden which you have planted in Nanking flourishes.
We congratulate you upon what has been accomplished
And wish you a long and happy old age.

(NOTE: This message forms part of action M-390 taken by the Board of Managers on November 9, 1927.)

MESSAGE ON SCROLL TO BE PRESENTED TO MR OWEN

敬 辭

伍恩先生蒞臨吾校十有一年克勤克儉任怨任勞而由

膺 真主之訓仰亦善推博愛之心方其始至諸事草創

粗疏未周稽察無方庫務常竭

先生乃贊襄包文二公多方籌畫宣布新章既收會計統一

之功復清歷年積欠之通原籌定若不虛察基礎既固

進辰斯能況乃出其餘暇顧世安絃指導生徒歡騰學舍

同人等 逖聽下風感佩無既方欣

鑒才旌畫永賴匡扶何期瘵境變運驅歌遠賦豈惟同人

失一良友亦即學校失一導師編履往跡曷勝依依敢貢

蕞詞用申謝悃 謹白

懿歎斯人懷才絕倫湛精計學既博既深展其鴻圖垂作典

型典型既立庫藏斯足出其餘暇以事絲竹嗟爾風采世

難其儔中華范蠡庶幾同流祈彼真宰永俾福壽

金陵大學理事會全體敬上

TRANSLATION OF MESSAGE ON SCROLL TO BE PRESENTED TO MR. OWEN

Eleven years have passed since Mr. Owen came to the University of Nanking. Because he was ever industrious in his service and thrifty in his policy, he encountered many difficulties which involved hard work. He is the embodiment of the teachings of the Scriptures. In him is exemplified the spirit of the great doctrine of Love.

For when he first came to Nanking, the University was still in its infancy and its organization was not yet perfected. No satisfactory way of checking the expenses was in force. He was instrumental in helping Doctor Bowen and Doctor Williams, who were then President and Vice-President respectively of the University, to lay down the plan of a new system, which brought about uniformity in the accounts and, consequently, greatly reduced the debts which the University had incurred in previous times. Expenses are now well thought out in advance so no waste of money is possible. Thus the foundation of the institution has been laid upon a solid rock which makes further progress possible.

Still in his spare time he instructed the students in music and organized and led for years the University choir. As a result, the life of the students is rich and happy.

Indeed, we look upon Mr. Owen's work with great admiration. We were anxious to have him with us as long as possible but the sudden turn of fortune necessitated the withdrawal of many of our colleagues from the field. We are sorry to lose a good friend and the University suffers the loss of a leader. As we go over the record of his achievement we cannot help expressing ourselves in the following words:

Great is such a one
Whose ability greatly surpasses that of his companions
and who is well versed in economics;
His knowledge is wide and his thoughts deep,
His plans when carried out become the foundation of the
institution;
And with the establishing of such a system comes the
possibility of progress.
In addition to such tasks he finds time to instruct in
music and lead students in singing, thus bring-
ing joy and happiness to many.
O, such a one!
'Tis hard to find another to match.
Perhaps in Fang-li of Old Cathay
A companion is found worthy,
So let us all pray -
May he be always happy and gay.

(NOTE: This message forms part of action M-391 taken by the Board of Managers on November 9, 1927.)

MEETING OF THE EXECUTIVE-FINANCE COMMITTEE OF THE BOARD OF MANAGERS
OF THE UNIVERSITY OF NANKING - November 28, 1927

The Executive-Finance Committee of the Board of Managers of the University of Nanking met at luncheon on November 28, 1927, at the Navy Y, Shanghai. There were present Messrs. Y. G. Chen, E. H. Cressy, Chang Fang, T. C. Woo, J. H. Reisner, and Miss Priest. Dr. Chen acted as chairman. After luncheon the following actions were taken:

Changes in Constitution of the Board of Directors

Referring to the Constitution of the Board of Directors, it was

MEF-440 VOTED that in line with the action of the Board of Managers (M-401), the "Executive Committee" in the Constitution of the Board of Directors be changed to read "Executive-Finance Committee;" and, further, that the Constitution of the Board of Directors, the Agreement Between the Board of Directors and the Board of Founders, and the By-laws of the Board of Directors all be edited and the above change duly made.

MEF-441 VOTED that in Article IV of the Constitution of the Board of Directors (Composition), item (c), "By the Missions," be changed to "By the Cooperating Bodies."

MEF-442 VOTED that in Article IV of the Constitution of the Board of Directors (Composition), after item (e), the following paragraph be added:
"The number of cooperating bodies may be increased. Such bodies may be fully or partially cooperating. Fully cooperating bodies shall elect five members on the Board of Directors; partially cooperating bodies shall elect a minimum of two members to the Board of Directors."

MEF-443 VOTED that we recommend to the Board of Managers that the Chairman of the Board of Directors be elected from its own members.

By-laws of the Board of Directors

MEF-444 VOTED that the By-laws as submitted to the Executive-Finance Committee and revised by them be recommended to the Board of Managers for adoption.

Policy Regarding Reparations

MEF-445 VOTED that the Board of Managers prepare and submit to the Board of Trustees a detailed statement of losses of equipment and property as a result of the Nanking incident of March 24, 1927; that this list of losses be submitted by the Trustees to the proper authorities for their information; that such list of losses is not to be used as a basis of claim against the Chinese government, and that the Board of Managers does not object to accepting any reparations or indemnification voluntarily offered by the Chinese government.

Return of Foreign Staff

MEF-446 VOTED that we ask the administrative officers of the College of Arts and Science and the College of Agriculture and Forestry, with Mr. Burch, to prepare a statement concerning the return of the foreign staff to the University.

Sale of Piece of Grave Land North of Drum Tower

MEF-447 VOTED that in view of its past history, the piece of grave land lying north of the Drum Tower and in the centre of the residential section outside of the general boundaries of the University property be sold to Prof. H.C. Chen of Nanking, and that the details of the transfer be referred to the Building and Property Committee.

Other Items on Agenda

MEF-448 VOTED that the following matters be referred to the meeting of the Board of Managers on November 29, 1927:

1. How shall payment of the rent of \$120,000.00 be handled?
2. Interpretation of Section 3, item 6, of the proposed Agreement Between the Board of Directors and the Board of Founders.
Interpretation of Section 6, para graph 2, fifth line of the proposed Agreement Between the Board of Founders and the Board of Directors.
3. Policy regarding personal losses of the Chinese staff.

John H. Reisner, Secretary.

TWENTY-SEVENTH MEETING OF THE BOARD OF MANAGERS
OF THE UNIVERSITY OF NANKING
November 29, 1927

The twenty-seventh meeting of the Board of Managers of the University of Nanking was held November 29, 1927, in room 305, The Missions Building, 23 Yuen Ming Yuen Road, Shamghai, beginning at 9.30 A. M.

Members of the Board

Elected by the Board of Managers:

- Sanford C. C. Chen
- *T. C. Woo (proxy for Hsu Yuan)
- Tao Chi-hsing
- King Chu
- Sie Kia-shen

Elected by the Alumni:

- *Tang Chi-yu (proxy for Han Ngan)
- Hwang Yung-liang

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

	<u>1927</u>	<u>1928</u>	<u>1929</u>	<u>1930</u>
Baptist	*T. C. Wu	J. T. Proctor	*E. H. Cressy	
Disciples	*C. A. Burch	F. Garrett	*Li Yao-tung	*Li Hou-fu (proxy for Li Ming-fu)
Methodist	*Li Yu-yung	*J. C. Ferguson	*L. J. Birney	*Tsu Yu-ho
N. Presby'n	*C. S. Smith (alternate for F. S. Niles)	*E. C. Lobenstine	*Chang Fang	*Chen Yu-gwan

The members whose names are starred were present. In addition there were present Messrs. S. T. Wen and R. Y. Lo, by invitation; J. H. Reisner, Executive Secretary; T. S. Kuo, Co-Dean of the College of Agriculture and Forestry; Miss E. M. Priest, Treasurer; and the Secretary. President Y. G. Chen presided.

The meeting was opened with prayer by Bishop Birney.

Actions on Minutes

The minutes of the meeting of the Board of Managers of November 9-11, 1927, and of the Executive-Finance Committee of November 28, 1927, were circulated and the following actions taken:

M-449 VOTED that the first clause of M-424 be deleted so that the action would read:

"VOTED that the matter of a vice-president has been taken care of by the provision for the appointment of a Foreign Assistant to the President, who would relieve the President of many duties that a vice-president would care for; and that the matter of an honorary president be referred to the next meeting of the Board of Managers."

Meeting of Board of Managers, Nov. 29, 1927 - page 2

M-450 VOTED that the minutes of the meeting of the Board of Managers of November 9-11, 1927, be approved as amended.

M-451 VOTED that we adopt the minutes of the meeting of the Executive-Finance Committee of November 28, 1927, subject to amendments that might be made later by the Board of Directors when it is organized.

(For amendments see actions of Board of Directors Nos. D-4, 5, 27.)

Honorary President

With reference to the last clause of M-424, that the matter of an honorary president be referred to this meeting of the Board of Managers, the opinion was expressed that it would be desirable to have a position which a man with, perhaps, a national reputation could hold and thus bring the institution into prominence. The opinion was also expressed that such a man could serve the same purpose, ^{better} as chairman of the Board of Directors than as an administrative officer of the University. After discussion it was

M-452 VOTED that the matter of the desirability of having an honorary president be referred to the time when a Board of Directors is organized.

Adjournment

M-453 VOTED that after the conclusion of ordinary routine business connected with the Board of Managers, the Board of Managers of the University of Nanking, stand adjourned sine die and that the Board of Directors be constituted.

Minnie H. Purcell, Secretary.

Meeting of Board of Managers, Nov. 29, 1927 - page 2

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Adjournment

M-453 VOTED that after the conclusion of ordinary routine business connected with the Board of Managers, the Board of Managers of the University of Nanking stand adjourned sine die and that the Board of Directors be constituted.

Minnie H. Purcell, Secretary.