

192 3343

UBCHEA ARCHIVES
COLLEGE FILES
RG 11

Nanking
Admin.
Board of Directors 1927 Nov-1928'

FIRST MEETING OF THE BOARD OF DIRECTORS
OF THE UNIVERSITY OF NANKING
November 29, 1927

When the Board of Managers of the University of Nanking at their meeting on November 29, 1927, declared themselves adjourned sine die, the Chairman of the former Committee on Reorganization and Registration of the Board was requested to report on the various steps that had been taken in the matter of reorganization of the University of Nanking. Mr. E. H. Cressy, the Chairman, reported as follows:

"At a meeting of the Board of Managers of the University of Nanking on June 16, 1927, a Committee on Reorganization and Registration was appointed (see M-338 to M-340), which met and drew up a proposed constitution for the Board of Directors, a proposed agreement between the Board of Directors and the Board of Founders, proposed by-laws of the Board of Directors, and proposed amendments to the constitution of the Board of Trustees, which accompanied a copy of the Charter and Constitution of the Board of Trustees. The Constitution of the Board of Directors and the Agreement Between the Board of Directors and the Board of Founders were based very largely on similar work that had been done by Lingnan University and also by Shanghai College. These documents were presented to the Board of Managers on July 12, 1927, at which time a number of modifications were made and the documents adopted as a whole. The Committee then reworked the documents in preparation for translation into Chinese and for presentation to the Government, and they were sent to the Board of Trustees in New York with an accompanying letter written by the Chairman of the Committee on July 14, 1927, with the request that the Trustees take action upon them. This the Trustees did on September 14, 1927, as follows (T-331, 332):

- "VOTED, 1. To approve and grant the requests of the Board of Managers:
- '(1) That the name of the Board of Managers be changed to Board of Directors;
 - '(2) That the Board of Directors have authority to elect a Chinese President;
 - '(3) That the Board of Trustees lease the University property for a period of five years to the Board of Directors;
 - '(4) That the Board of Trustees transfer all matters of internal control to the Board of Directors;'
2. In accordance with this action to leave the question of the election of a President to succeed Doctor Bowen, whose resignation has been accepted, to take effect on the election of his successor, to the Board of Directors; and to leave to it also, under the full authority now given to it, the question of registration and all problems of internal administration and financial responsibility;
3. To make record that, in taking these two actions, the Trustees are acting on the basis of the provision in the proposed constitution of the Board of Managers declaring the purpose of the Board of Managers to maintain the Christian character of the institution with full religious liberty;

4. To approve in general the relations between the Board of Managers and the Board of Trustees (or Founders) as proposed in the documents prepared by the Board of Managers. Recognizing, however, as stated by the Managers, that these documents are not yet in final and matured form, the Trustees will be ready to consider any modifications which the more deliberate study contemplated by the Board of Managers may suggest;
5. To ask, meanwhile, all Trustees not present at this meeting to approve the actions now taken; and to submit these actions to the cooperating Boards for their approval, so that the Board of Managers may proceed at once as the recognized authoritative body for the administration of the institution;
6. To waive and to hold in abeyance the present constitution and by-laws of the Board of Trustees in all particulars where they are inconsistent with the action now taken transferring the full financial responsibility and administrative control to the Board of Managers in China;
7. To recommend to the Boards the continuance of their present cash grants to the University in accordance with the request that these be continued if possible unreduced;
8. To recognize this arrangement as covering, as suggested by the Board of Managers, the period of five years, the question then to be considered of a renewal of the lease and in the light of the experience of the University and the Board of Managers and Board of Trustees to determine what further changes may be necessary or desirable in the interest of the larger fulfillment of the purpose for which the University was established, namely, the fullest possible measure of Christian service to China and to the Cause of Christ in China.

"VOTED to appoint a committee of three to go over the proposed constitution and by-laws of the Board of Directors, and the proposed agreement between the Board of Directors and the Board of Founders, for the purpose of suggesting any changes which may seem to be desirable.

"The constitution proposed is our new constitution for a new corporation to be set up under Chinese law, and it is anticipated that after we come together in this form, the next step will be to take appropriate measures to have this Board registered with the Chinese authorities, which would make it a Chinese corporation. The second step that this new corporation would proceed to take would be to execute an agreement with the Founders in New York, which is embodied in the proposed agreement.

"Having legal authority from the Board of Trustees, we are in a position to set up the new Board of Directors. The different electing bodies, Chinese churches, alumni, and missions, have been notified to elect new members where necessary. In most cases those elected on the Board of Managers had been elected for a term of one, two, or three years, so those whose terms had not run out are being continued

Meeting of Board of Directors, Nov. 29, 1927 - page 3

by the various electing bodies as their representatives on the Board of Directors."

(A copy of the proposed Constitution of the Board of Directors, the proposed Agreement Between the Board of Directors and the Board of Founders, and the proposed By-laws of the Board of Directors is attached to these minutes. These documents are subject to final revision by the Board of Trustees, after the By-laws have been further examined by the Executive-Finance Committee of the Board of Directors.)

Roll Call

The roll call was then taken, and those members whose names are starred were present:

Elected by the Chekiang-Shanghai Baptist Convention (Dzin Li I Hwei):

*T. C. Wu
T. K. Van

Elected by the Central China Conference of the Mei I Mei Hwei:

*Li Yu-yung (Handel Y. Y. Lee)
*Tsu Yu-ho
*R. Y. Lo

Elected by the East China Divisional Council of the Church of Christ in China (Chung Hwa Chi Tuh Chiao Hwei Hwa Tung Ta Hwei):

By the Ning Chen Chu Hwei (Presbytery):

*Chang Fang) Pao Chung, alternate
*Wen Shih-tsen)

By the Wang Peh Chu Hwei (Presbytery):

Member not yet elected

Elected by the Chung Hwa Chi Tuh Chiao Hwei (connected with the China Christian Mission):

*Li Yao-tung
*Li Hou-fu
Li Ming-fu

Elected by the Alumni of the University:

*Tang Chi-yu
Tao Chi-hsing
*T. C. Woo
One other to be elected

Elected by the Central China Mission of the Methodist Episcopal Church:

*L. J. Birney
*J. C. Ferguson

Elected by the Kiangnan Mission of the Presbyterian Church in the U.S.A.:

*E. C. Lobenstine) *C. S. Smith, alternate
(*Frank S. Niles)

Meeting of Board of Directors, Nov. 29, 1927 - page 4

Elected by the China Christian Mission:

- *C. A. Burch
- Miss Emma A. Lyon

Elected by the East China Mission of the American Baptist Foreign Mission Society:

- J. T. Proctor
- *E. H. Cressy

Coopted: Five members at large chosen in the first instance by the Board of Directors:

Five members to be elected

Ex officio: *President Y. G. Chen

D-1 VOTED that we who are now present according to the roll call constitute ourselves as the Board of Directors of the University of Nanking.

Changes in Proposed Constitution

D-2 VOTED that, subject to changes which may be adopted later, we approve of the Constitution of the Board of Directors.

D-3 VOTED that in Article I of the Constitution (Name), the name of the Board of Directors shall be "Ssu Lih Ginling Ta Hsieh Hsiao Tung Hwei."

Much time was spent on discussion of the composition of the Board of Directors. The point was raised as to whether every person or organization that contributed any funds to the University would expect to be or should be represented on the Board. There was a strong feeling that large donors did not expect a voice in the control of an institution, but rather that they gave money to an institution because of the record being made by that institution and because they believed it was doing the kind of work to which they wished to contribute their money. It was also felt that should there be any fear that by accepting a gift it was necessary to have some one on the Board who was, perhaps, not in sympathy with the ideals of the University, it would be an easy matter to refuse the gift. After discussion as to whether or not provision should be made in the Constitution for the addition of other individuals or representatives of organizations on the Board, it was

D-4 VOTED that in the action of the Executive-Finance Committee of the Board of Managers of the University of Nanking. MEF-441, the item (c) in Article IV of the Constitution of the Board of Directors (Composition), "By the cooperating bodies," be changed to "By the cooperating missions," so that the action (MEF-441) would read:

"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 Missions.""

D-5 VOTED that action MEF-442 of the Executive-Finance Committee of the Board of Managers of the University of Nanking, which follows, be deleted:

"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."

D-6 VOTED that we adopt the recommendation of the Executive-Finance Committee of the Board of Managers of the University of Nanking (MEF-440) as follows:

"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."

Elections

D-7 VOTED that we proceed to the election of the Chairman of the Board of Directors.

D-8 VOTED that we adopt the recommendation of the Executive-Finance Committee of the Board of Managers of the University of Nanking (action MEF-443) that the Chairman of the Board of Directors be elected from its own members.

D-9 VOTED that a committee of three be appointed, with the President, to nominate a chairman of the Board of Directors.

(Messrs. J. C. Ferguson, Chang Fang and T. C. Woo were appointed, with Y. G. Chen.)

The Nominating Committee reported that they had three available men in mind, Messrs. T. C. Woo, Han Ngan and S. T. Wen, but that they recommended the election of Mr. T. C. Woo as Chairman of the Board of Directors.

D-10 VOTED that Mr. T. C. Woo be elected Chairman of the Board of Directors.

Upon his election as Chairman of the Board, Mr. Woo took the chair.

D-11 VOTED that Pastor Handel Lee be made Vice-Chairman of the Board of Directors.

(The Vice-Chairman took the chair when the Chairman was unexpectedly called away from the meeting.)

D-12 VOTED that Miss E. M. Priest be elected Treasurer of the Board of Directors.

Meeting of Board of Directors, Nov. 29, 1927 - page 6

- D-13 VOTED that Miss M. H. Purcell act as secretary of this meeting and that the matter of a Secretary of the Board of Directors be referred to the Executive-Finance Committee, to bring in nominations and to report to the next meeting of the Board of Directors.
- D-14 VOTED that the Board of Directors elect Dr. Chen Yu-gwan President of the University of Nanking.
- D-15 VOTED that Mr. J. H. Reisner be elected Foreign Assistant to the President.
- D-16 VOTED that the President be asked to appoint a nominating committee of three to report on nominations for the Executive-Finance Committee.
The following were appointed on this nominating committee: Messrs. Li Yao-tung, Reisner, T.C.Wu, with Y. G. Chen.
- D-17 VOTED that Messrs. Burch, Chang Fang, Cressy, Handel Lee, Miss Priest, and two of the coopted members of the Board to be named later be elected members of the Executive-Finance Committee, with Y. G. Chen, T. C. Woo and J. H. Reisner as members ex officio.
- D-18 VOTED that the Executive-Finance Committee bring in recommendations for members to be coopted by the Board.

Changes in Proposed Agreement

In view of the possibility of the Government's taxing property at the rate of 14%, it was thought wise by some of the members present to change that part of the Agreement Between the Board of Directors and the Board of Founders which set the annual rental of the property leased at \$120,000.00 to a rental of \$1.00 per annum. Also, it was felt that a rental of \$1.00 indicated the true relationship between the Trustees and the Directors - the Trustees own the property and are "giving" it to the Directors for use as a Christian university. There was also, however, a strong feeling that it would be well to let the \$120,000.00 stand, as it would help the students to realize that education did not cost as little as some of them supposed it did, and they would not be so likely to think that the University was making money on the tuition charged. After discussion it was

- D-19 VOTED that in the Agreement Between the Board of Directors and the Board of Founders, a change be made in the first paragraph of Section 3 (Property Lease) from "at an annual rental of one hundred and twenty thousand dollars Chinese currency" to "at a nominal annual rental of one dollar Chinese currency."
- D-20 VOTED that item 4 of Section 3 of the Agreement Between the Board of Directors and the Board of Founders be referred to the Executive-Finance Committee and that adequate insurance be provided for in this paragraph.
- D-21 VOTED that the interpretation of rent of residences as set forth in item 6 of Section 3 of the Agreement Between the Board of Directors and the Board of Founders (Property Lease), and in the second paragraph of Section 6 (Finance) be referred to the Executive-Finance Committee with the understanding that no double rent will be charged.

D-22 VOTED that the Agreement Between the Board of Directors and the Board of Founders be adopted, subject to changes referred to the Executive-Finance Committee.

Changes in Proposed By-laws

D-23 VOTED that in the fifth and sixth paragraphs of item 6 (Duties of the Executive-Finance Committee) of Article III of the By-laws of the Board of Directors as presented by the Executive-Finance Committee of the Board of Managers, the following clause be added to each of these paragraphs, "and shall neither be expended nor hypothecated for current expenses."

D-24 VOTED that the first part of item 2 (Appointment of Committees) of Article III of the By-laws of the Board of Directors (Committees of the Board) as presented by the Executive-Finance Committee of the Board of Managers of the University of Nanking be changed to read;

"The standing committees shall be nominated by the Chairman of the Board in consultation with the President of the University and elected by the Board....."

D-25 VOTED that ⁱⁿ item 6 (Duties of the Executive-Finance Committee) of Article III of the By-laws of the Board of Directors (Committees of the Board), the first sentence as presented by the Executive-Finance Committee of the Board of Managers of the University of Nanking ("The chairman of the Board shall be chairman of the Executive-Finance Committee and the President of the University shall be the vice-chairmen") be deleted.

D-26 VOTED that we adopt the recommendation of the Executive-Finance Committee of the Board of Managers of the University of Nanking (MEF-444) "That the By-laws as submitted to the Executive-Finance Committee and revised by them be recommended for adoption," adoption to be subject to revision.

Property Losses and Reparations

D-27 VOTED that the second clause in the recommendation of the Executive-Finance Committee of the Board of Managers of the University of Nanking (action MEF-445, "that this list of losses be submitted by the Trustees to the proper authorities for their information") be deleted; and that in the first clause of this action MEF-445 the word "Nanking" be deleted and the phrase "and subsequent dates" be added after "March 24, 1927," so that the revised action would read:

"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 incident of March 24, 1927, and subsequent dates; 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."

The list of losses in property and equipment estimated as of November 9, 1927, is as follows:

Residences - repairs	M.\$75,000.00
Residences - 5 burned	75,000.00
Middle School - repairs and equipment	15,415.79
Language School:	
a. Buildings only	5,922.00
b. Equipment, furniture, electric lights, etc.	35,000.00
Hospital	75,000.00
	M.\$281,337.79

Personal Losses of Chinese Staff

D-28 VOTED that we express our sympathy with the Chinese members of the faculty who have suffered heavy losses on account of the March 24, 1927, incident, regretting that at present we find it impossible to take any steps in regard to reimbursing them.

Money for Repair of Residences

D-29 VOTED that the Building and Property Committee be allowed to use all rent moneys received from University buildings for the repair of other residences for rent. This will serve to protect the houses against soldier occupancy and further deterioration.

Sale of Piece of Grave Land North of Drum Tower

D-30 VOTED that we adopt the recommendation of the Executive-Finance Committee of the Board of Managers of the University of Nanking (MEF-447) "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."

Report of the President

The President stated that there was not much of importance to report since the meeting of the Board of Managers of the University of Nanking on November 9-11. He wished to assure the Board that there was no doubt in his mind but that the University would continue on a Christian basis. He desired, however, to call attention to the fact that the University of Nanking was in a peculiar position, as it was situated in the capital of the Nationalist Government and was brought into the limelight because of its contact with the Government - with party government and with a number of unions and organizations connected with the Party. It, therefore, had peculiar problems to solve because of its location, and it also had financial problems. Due to present conditions, the receipts for this year will be considerably below the amount anticipated in the budget; the students have asked for a reduction in tuition as well as changes in the method of administering the University, and inasmuch as the Board of Founders have made the Board

of Directors responsible for any deficit that might be incurred, Doctor Chen asked for the full cooperation of the Board in facing these immediate problems.

Doctor Chen said that since his election had been so recent, he had not had an opportunity to consider all the matters that needed attention, the status of the University Advisory Council, and changes that might have to be made in some of the departments of the University because of the reorganization and because of registration. In these matters also he craved the cooperation of the Board.

At the conclusion of the President's report the Chair expressed gratitude for having the right man directing the institution in the capital of New China.

Report of the Treasurer

The Treasurer reported that the emergency deficit had been assumed by the Board of Trustees, as had already been reported, and the remaining deficit was the amount due from the Boston University Nanking Association, amounting to \$10,089.11, for which we and the Founders are responsible. The Treasurer also called attention to the action of the Northern Presbyterian Board in regard to replacing vacancies in their quota on the faculty (which action is reported in D-35). Another matter the Treasurer reported was the indebtedness of the University to Mr. Dwight H. Day of the Presbyterian Board, who had communicated in a letter to Doctor Bowen, dated October 7, 1927, that he and Mrs. Day were continuing the salary formerly applied to Mr. Owen's support to apply on the salary of Miss Priest. This gift amounts to \$1,100.00 Mexican a year.

D-31 VOTED that the report of the Treasurer be accepted and that the President be instructed to write a letter expressing the Board's thanks to Mr. and Mrs. Dwight H. Day for their generosity in continuing the support of our Treasurer, formerly Mr. Owen, now Miss Priest.

Resignation of Doctor Hutcheson

Mr. Reisner read extracts from a letter from Dr. A. C. Hutcheson in which he stated that he had sent in his formal resignation to the Southern Presbyterian Board and had also notified the Mission in China in regard to same. He expressed a hope, in this letter, that he might again take up work in China some time in the future. It was

D-32 VOTED that the President be requested to send a letter of appreciation to Dr. A. C. Hutcheson for his years of splendid service in the organization, operation, and administration of the University Hospital and of regret that he has felt it necessary to sever his relations therewith. The Board would also express the hope that Doctor Hutcheson may see his way clear to return to China in the near future.

D-33 VOTED that the President be asked to write a letter to the ^{Mid-}Central China Mission of the Presbyterian Church in the U. S. requesting the Mission to continue their cooperation in the University Hospital.

Meeting of Board of Directors, Nov. 29, 1927 - page 10

Return of Foreign Staff

The committee appointed by the Executive-Finance Committee of the Board of Managers of the University of Nanking (action MEF-446) to prepare a statement concerning the return of the foreign staff to the University brought in a report and it was

D-34 VOTED that, although it is difficult to foretell what the future political situation will be in Nanking, nevertheless, on the basis of the continuation or the improvement of present conditions, we feel justified in making the following recommendations and requests to the cooperating Boards:

1. That the full quota of missionaries from each Board be returned to China, for the beginning of the autumn semester 1928.

2. That in case it is unwise or inconvenient for families to proceed to Nanking, the Boards, as an emergency measure, provide residence for them in Shanghai, the teachers proceeding to their work in the University.

3. That in case of vacancies in the quota of any Board, these vacancies be filled with experienced university teachers who have heretofore been supported by general university funds.

4. That the details of personnel be worked out by the President and the Executive-Finance Committee.

D-35 VOTED that a letter be written to the Board of Foreign Missions of the Presbyterian Church in the U.S.A., expressing appreciation of the action taken by the Board on October 17, 1927, as follows:

"In making adjustment with Nanking University on account of temporary financial vacancies in the Board's quota of six members of the University staff (e. g. Dr. John E. Williams, Dr. J. H. Daniels, Mr. James M. Speers, Jr.), the Board voted to assume for itself the extra travel and similar emergency expenditures and to accept credit for only the regular financial allowances actually paid out during the University's fiscal year. Associate Treasurer Carter was authorized to make payments on these terms at the rate of \$1,300.00 gold per year for each vacancy."

D-36 VOTED that representatives in Shanghai of the other cooperating Missions be informed of the action of the Board of Foreign Missions of the Presbyterian Church in the United States of America with reference to the payment of \$1,300.00 gold per year in lieu of each vacancy in the Board's quota on the University staff (See D-35), and asked to make recommendations to their own Boards on the same basis (Bishop Birney to secure similar action from the Board of Foreign Missions of the Methodist Episcopal Church, Mr. Burch from the United Christian Missionary Society, and Mr. Cressy from the American Baptist Foreign Mission Society).

D-37 VOTED that Dr. J. H. Daniels be asked to return as student physician until such time as he will be needed in the University Hospital.

Appreciation of the Services of Mr. Reisner and
OF the Administrative Committees

Doctor Ferguson said: "Before we adjourn, there is a matter I think will be the joy and pleasure of this newly organized Board to do. We have known of the resignation of Doctor Bowen and of the circumstances that have brought about the election of Doctor Chen. Internally, this has been without question the most difficult period in the history of the University and we have been very fortunate in having had a man to handle the situation as Mr. Reisner has done. I should not like to see us on the occasion of this last meeting of the Board of Managers or first meeting of the Board of Directors fail to show our appreciation of the heroic, splendid services that Mr. Reisner has given to the University during the past months. If we had not had him we should hardly have been able to have this meeting to-day, and I move that the Secretary be instructed to record on the minutes of the first meeting of the Board of Directors the appreciation of the Board of the services of Mr. Reisner during the difficult period between the resignation of Doctor Bowen and the election of Doctor Chen.

D-38 VOTED that a rising vote of thanks be given Mr. Reisner for his services during the difficult period between the resignation of Doctor Bowen and the election of Doctor Chen.

Mr. Reisner, in responding to these words of appreciation expressed by Doctor Ferguson, said he could not let them pass without qualifying them by making clear that he had done very, very little in comparison with what had been done by the splendid group of men in Nanking and with the wonderful spirit and courage and faith that the men in Nanking had shown.

Doctor Chen said that he had been on the point of saying what Doctor Ferguson had already expressed in regard to Mr. Reisner and what Mr. Reisner had expressed in regard to the Administrative Committees.

Request for Return of Doctor Bowen

Doctor Chen said he also wished to say a few words in regard to Doctor Bowen. Personally, he wanted to see Doctor Bowen continue in the capacity of President of the University, in view of his long years of leadership in building up the University of Nanking and of his carrying the full support, confidence, and appreciation of all the cooperating and affiliated units of the University, but, since he had no personal choice in the matter, as he had recently discovered, he would ask the Board to formally consider Doctor Bowen's return under any circumstances, and he felt it necessary that this step be taken immediately, if possible, in order to strengthen the University as well as the President.

Pastor HandeLee said that Doctor Bowen had given over seventeen long years of devoted service to the University and we certainly regret that it has been necessary for him to return to America. Since, however, conditions are improving and our new President had expressed his desire to have Doctor Bowen return at the earliest possible date, he moved that a letter be written in behalf of the Board to Doctor

Meeting of Board of Directors, Nov. 29, 1927 - page 12

Bowen expressing the Board's appreciation of his long years of service in China and asking him to return at the earliest possible date.

Bishop Birney said he appreciated beyond all words the attitude of the new President in wanting Doctor Bowen back at once. This attitude on the part of the Chinese, he said, was one of the most beautiful things he had seen and had been much appreciated.

Mr. Chang Fang said that often in trying to do things in accordance with Chinese psychology we were apt to overlook the fact that Chinese psychology did not desire to see those who had devoted their lives to a cause compelled to leave the field of their labours. He was sure that between Doctor Bowen and Doctor Chen there would be the fullest cooperation, and in order to preserve the best in the Chinese nature he would vote for Doctor Bowen's return as soon as he desired, his future work to be decided by the administration at Nanking in consultation with the Board of Directors.

D-39 VOTED that the President be authorized to write a letter to Doctor Bowen expressing the Board's appreciation of his long years of service in China and asking him to return to the University at the earliest possible date.

Approval of Minutes

D-40 VOTED that the minutes be referred to the Executive-Finance Committee for approval before being circulated.

Adjournment

The meeting adjourned.

(The meeting was opened with prayer by Pastor Tsu Yu-ho, and closed with prayer by Pastor Handel Lee.)

Minnie H. Purcell, Secretary.

FIRST MEETING OF THE EXECUTIVE-FINANCE COMMITTEE OF THE BOARD OF DIRECTORS OF THE UNIVERSITY OF NANKING
January 16, 17, 1928

The Executive-Finance Committee of the Board of Directors of the University of Nanking met on January 16, 1928, in room 307 of The Missions Building, 23 Yuen Ming Yuen Road, Shanghai, beginning at 10.00 A. M. and continuing through lunch at the Great Eastern Restaurant, and on January 17 met at lunch at the Navy Y.

Members of the Committee

- | | |
|--------------------------------|------------------------------|
| *C. A. Burch | *Y. G. Chen, ex-officio |
| Chang Fang | *T. C. Woo, ex officio |
| *E. H. Cressy | *J. H. Reisner, ex officio |
| *Handel Lee | 2 members to be elected from |
| *Miss E. M. Priest, ex officio | among the coopted members of |
| | the Board of Directors. |

The members whose names are starred were present. Mr. E. C. Lobenstine represented Mr. Chang Fang on January 17. Mr. Handel Lee presided on January 16, and Mr. T. C. Woo on January 17, and the meeting on January 16 was opened with prayer by Dr. Chen, and on January 17, by Mr. Burch. Mr. Bates was also present on January 17.

Return of Foreign Staff

In line with action D-34, President Chen recommended the return of personnel on Board quota as indicated in the schedule below.

	<u>Former Quota</u>	<u>Quota Recommended</u>
Baptist	C. S. Gibbs	C. S. Gibbs New man
Disciples	M. S. Bates C. H. Hamilton B. Holroyd G. E. Ritchey G. W. Sarvis R. A. Slater, M. D.	M. S. Bates C. H. Hamilton New man G.E.Ritchey or new man New man R. A. Slater, M. D.
Methodist	F. W. Dieterich W. F. Hummel J. T. Illick A. N. Steward W. F. Wilson C. S. Trimmer, M. D.	E. V. Jones W.F.Hummel or H.G.Robson J. T. Illick A. N. Steward A. J. Bowen C. S. Trimmer, M. D.
Presbyterian	J. L. Buck J. H. Reisner J. M. Speers, Jr. J. C. Thomson J. E. Williams J. H. Daniels, M. D.	J. L. Buck J. H. Reisner J. M. Speers, Jr. J. C. Thomson H.Clemons or W.R.Wheeler J. H. Daniels, M. D.
So. Presbyterian	A. C. Hutcheson, M.D.	New man

First Executive-Finance Committee Meeting, Jan. 16, 17, 1928 - page 2

D-41 VOTED that the personnel schedule recommended by President Chen be approved and that Doctor Chen take up by correspondence with Mr. Garside of the New York Office and directly with the individuals concerned the return of the men by the respective Mission Boards; and that in case of vacancies, where no substitute appointment has been suggested, recommendation be made that new teachers be secured, either in (a) modern languages - French and German, (b) advanced English, (c) economics, or (d) sociology, preference being given in the order named.

D-4 Terms of Members of Board of Directors

D-42 VOTED that we recommend to the Board of Directors that in cases where members of the Board of Managers of the University of Nanking have been transferred to the Board of Directors, their terms be for the corresponding term; and that in the case of new members, the year when each one's term comes to an end be decided by drawing lots.

Coopted Members of Board

D-43 VOTED that we present to the Board of Directors by correspondence the names of Messrs. E. E. Barnett, K. P. Chen, Cheng Ching-yi, King Chu, N. Gist Gee, Li Tao-nan, Fong F. Sec, Ting Tso-chen, David Z. T. Yui, and K. S. Zee (Hsu Ko-shen) and recommend that they select five from among these to serve as coopted members of the Board.

Secretary of Board

D-44 VOTED that we recommend to the Board of Directors that Miss Purcell be elected Secretary of the Board of Directors.

Items in Agreement Referred to Committee

D-45 VOTED that the items in the Agreement Between the Board of Directors and the Board of Founders which were referred to the Executive-Finance Committee under action D-21 of the Board of Directors do not call for any change as no double charge for rent is implied.

Advisory Council

The President presented an outline of the organization for the University Advisory Council, consisting of the heads of administrative units of the University and one representative elected by the faculty of the Middle School, and two elected by the faculty of the College of Agriculture and Forestry and two by the faculty of the College of Arts and Science. The functions of this Council would be to consider such matters as the budget, the inauguration of new departments and new courses, and questions of equipment, regulations, and discipline and any other such matters referred to it by the President. The President would have the power to veto any decision of the Council and to reconvene the Council for a reconsideration of the matter involved. After discussion it was

D-46 VOTED that we approve of the University Advisory Council along the lines outlined by the President, and that we approve of the formation of a College Advisory Council in addition, if the University Advisory Council feel it desirable to have such an organization; and that we authorize the President to proceed to organize such a council, with the understanding that he has the authority to have as many members on this council as he sees fit, the final details of organization and functions of both the University and College Advisory Councils to be worked out by the President and presented to the Board of Directors for approval at the next meeting of the Board.

Securing of a Registrar for the Colleges and of
a Dean for the College of Arts and Science

D-47 VOTED that the President be authorized to proceed in securing both the Dean of the College of Arts and Science and a Registrar for the Colleges from among the faculty, and that he be authorized to expend not more than \$40.00 a month for any increase in salary that might be required in filling both offices.

Inauguration of President

D-48 VOTED that a committee be appointed by the Chairman to arrange for the formal inauguration of the President.

(T. S. Kuo, Li Yao-tung, C. F. Liu, K. C. Liu and C. T. Gee appointed.)

Minnie H. Purcell,
Secretary for the Meeting.

FINANCIAL STATEMENT - March 1, 1934

Current Budget Accounts:

Expenditures:

Amount bud-
geted for year

Administration:

President's and Administration Office	\$5,200.20	
Treasurer's office	5,161.31	
Registrar's office	1,717.21	
Business office	476.26	
Admissions office	509.25	
New York administration	3,858.42	
Shanghai office	2,623.87	
General administration expense	867.03	
	<u>20,423.55</u>	\$26,810.00

Operation and Maintenance:

Salary of superintendent	1,287.40	
Kuleo group of buildings	3,019.58	
Kan Ho Yen group of buildings	1,289.53	
Rent for Chinese staff	4,287.80	
Faculty electric light account	145.28	
	<u>10,047.94</u>	17,045.34

Instructional:

College of Arts & Sci. & Subfreshman:		
Salaries	46,676.93	
All other expenses	2,690.78	
	<u>49,367.71</u>	87,639.66

College of Agriculture and Forestry:

Salaries	20,756.88	
All other expenses	1,345.69	
	<u>22,102.57</u>	40,387.44

Middle School:

Salaries	19,339.50	
All other expenses	1,100.27	
	<u>20,439.77</u>	28,160.00

Library:

Salaries	5,985.68	
All other expenses	2,085.47	
	<u>8,071.15</u>	12,138.66

Dormitories - colleges:

Expenses	3,742.10	5,700.00
Special student activities	1,809.71	
Construction Department	1,972.68	

Total budget expenditures..... \$138,077.83

Receipts:

From student fees:

College of Arts & Sci. & Subfreshman:	34,554.68	
College of Agriculture and Forestry (including other special income)	15,060.93	
Middle School	22,770.00	
Matriculation	1,107.00	
	<u>73,492.61</u>	102,490.00

Other income:

Endowment income, Mission Bds., etc.	60,125.59	96,645.00
--------------------------------------	-----------	-----------

Actual receipts received..... \$133,618.20

University of Nanking
 Financial Statement - March 1, 1928
 page 2

COMPARATIVE STATEMENT OF ANTICIPATED RECEIPTS AND ACTUAL RECEIPTS
 For the year 1927-1928

	Anticipated budget receipts		Actual receipts received or payable	
Administration:				
Presbyterian Board for Mrs. J. E. Williams	3,720.00	3,720.00	<u>3,720.00</u>	3,720.00
Operation and Maintenance:				
Rent from staff	2,400.00	2,400.00	<u>2,400.00</u>	2,400.00
Instruction:				
College of Arts & Science:				
Tuition fees	49,700.00		32,700.00	
Mission supported per- sonnel	18,980.00		18,990.00	
G. W. Sarvis, in lieu of	2,600.00			
Hall endowment fund	5,000.00		5,000.00	
Alumni fund interest	<u>1,305.00</u>	77,635.00	<u>1,305.00</u>	57,985.00
College of Agr. and For.:				
Tuition fees	9,060.00		10,816.00	
Mission supported per- sonnel	21,060.00		21,060.00	
Mission grant - Baptist	3,000.00		3,000.00	
" " "				
in lieu of man	4,000.00		4,000.00	
Methodist endowment	10,000.00		10,000.00	
Famine Funds personnel	5,000.00		5,000.00	
Trust funds- Famine Fund	84,232.00		84,232.00	
Famine prevention work	<u>4,500.00</u>	140,852.00	<u>4,500.00</u>	142,608.00
General:				
Mission Bds. appropri'n	22,000.00		20,000.00	
Endowment interest	9,000.00		9,000.00	
D. H. Day gift	<u>1,100.00</u>	32,100.00	<u>1,100.00</u>	30,100.00
Miscellaneous:				
Athletics, medical, dormitory, etc.	<u>10,400.00</u>	10,400.00	<u>9,480.00</u>	9,480.00
Anticipated income:				
Contribution from Alumni	10,000.00			
Anticipated gain in exch.	1,000.00			
Contribution in lieu of mission supported per- sonnel	<u>7,800.00</u>	18,800.00		
Totals.....		285,927.00		246,293.00

Shortage in receipts - \$39,564.00

Every department is well within budget expenditures but we are facing a deficit of approximately \$25,000 due to above shortage.

University of Wanking
Financial Statement - March 1, 1928
page 3

MIDDLE SCHOOL

Receipts:

From student fees, fall semester	\$ 9,286.00	
From student fees, spring semester	16,975.50*	
Presbyterian Board - in lieu of J.M. Speers	1,300.00	
Special reserves - per action of Bd. of D.	<u>1,906.56</u>	29,467.06

Expenditures:

Special repairs - a/c March incident	1,733.36	
Operation and maintenance of buildings	1,289.53	
Instruction	14,439.57	
Student activities	574.41	
Special item to be reserved for July salaries to apply on 1928-9 budget	<u>1,981.00</u>	<u>20,018.07</u>
Balance for remainder of year 1927-8		\$ 9,448.99

*This includes guaranteed fees amounting to \$2,133.00 not yet paid.

Deficit- included above - for first three months of 1927-1928
amounts to approximately Mex. \$3,500.00

SECOND MEETING OF THE EXECUTIVE-FINANCE COMMITTEE OF THE BOARD
OF DIRECTORS OF THE UNIVERSITY OF NANKING
March 29, 1928

The Executive-Finance Committee of the Board of Directors of the University of Nanking met in the President's office at 9.30 A. M. on March 29, 1928.

Members of the Committee

*C. A. Burch	*J. H. Reisner, ex officio
Chang Fang	*Miss E. M. Priest, ex officio
*E. H. Cressy	2 members to be elected from
Handel Lee	among the coopted members
*Y. G. Chen, ex officio	of the Board of Directors.
*T. C. Woo, ex officio	

The members whose names are starred were present. Mr. Woo presided and the meeting was opened with prayer by Mr. Burch.

Treasurer's Report

The Treasurer presented a statement of expenditures to March 1, 1928. In connection with this report it was noted that there was an increase in enrolment in the College of Agriculture and Forestry and an apparent falling off in Arts and Science. The increased interest in rural matters and the closing of some of the government schools was no doubt the reason for the increased number of students registering in the College of Agriculture and Forestry, while the withdrawal of so many of the foreign members of the faculty in the spring of 1927 and the fact that the number of courses offered had been reduced accounted in large part for the smaller number entering the College of Arts and Science.

Alumni Pledge of \$10,000.00

DEF-49 VOTED that the Executive-Finance Committee receives with gratification the report of the actions of the Shanghai and Nanking branches of the Alumni Association to the effect that they will be responsible for providing, before the end of the fiscal year, the sum of \$10,000.00, either by a special campaign or by borrowing this amount from the Alumni Fund; and that the Treasurer be authorized to take up with the proper persons the matter and to count on this amount for meeting the June pay roll.

Appeal for Appropriations in Lieu of Vacancies on Board Quotas

DEF-50 VOTED that Mr. Burch be asked to draw up a statement to be presented to the Secretaries of the American Baptist Foreign Mission Society, the Methodist Episcopal Mission, and the United Christian Missionary Society, asking them to forward same to their respective Boards, setting forth what the University has accomplished during the past

year and what it has meant to mission work in general to have had the University functioning, and stating that in order to close the year we need very much the help that would come from the Boards in the way of cash appropriations in lieu of vacancies on board quotas during the year, in accordance with their custom in previous years.

Payment of July and August Expenses

DEF-51 VOTED that the Chairman of the Board, the President of the University, and the Treasurer be instructed to make the necessary arrangements for an overdraft at the bank to carry the July and August pay rolls, for an amount not to exceed \$25,000.00, and that the amount overdrawn be refunded from receipts from fees and other sources before the end of September.

Financial Statement of Middle School

DEF-52 VOTED that the amount of \$1,981.00 listed under expenditures of the Middle School in the financial statement for March 1, 1928, for special item to be reserved for July salaries to apply on 1928-1929 budget be not allowed but that any net surplus or net deficit be carried over to the next fiscal year and that the salaries beginning from July 1, 1928 be met from the budget for 1928-1929.

Transfer of Balance of China Medical Board Grant for Visiting Professor to Gas Plant Account

DEF-53 VOTED that we recommend to the Board of Directors that the balance of the grant from the China Medical Board for the visiting science professor, amounting to \$25.05, be transferred to the gas plant account.

Language School Fees for Third Term of 1926-1927

When the Nanking incident of March 24, 1927, happened, the University Language School was just closing the second term and preparing for the third term of school. The University felt obligated for and paid to the Language School teachers salaries through June 30. Because of adjustments which had to be made with the Presbyterian Board of Foreign Missions in connection with the salary, furlough, and travel expenses of Mr. Mills, Dean of the School (whose furlough was due this year), it has only recently been possible to prepare a final statement for the year, which shows a deficit for the year of \$3,118.24. Sixty-seven students were enrolled and tuition fees were due at the opening of the term. This tuition amounted to \$90.00 for non-cooperating board students, and \$70.00 for cooperating board students.

DEF-54 VOTED that in view of the above stated facts we ask the Boards sending students to the Language School to pay a pro rata tuition fee calculated to be \$37.34 for students of co-operating Boards, and \$48.64 for students of non-operating Boards, and that the necessary correspondence be carried on by the Treasurer.

Repairs on Buildings

DEF-55 VOTED that we recommend to the Board of Directors that the fund known as the Small House Fund, amounting to Mex. \$4,437.53, be used to repair the residences which have been damaged. (This fund represents surplus income from the Construction Department over a number of years and was authorized set apart for a house for Mr. Small.)

DEF 56 VOTED that we recommend to the Board of Directors that the Treasurer be instructed to keep all accounts for repairs to property damaged since March 24, 1927, in a separate account and that only such special funds as may be so designated be used for this purpose; also, that all funds received from the rent of property at this time be applied on repairs but that no amount from general funds be used.

DEF-57 VOTED that we recommend to the Board of Directors that in order to make the repairs necessary to protect property and to prevent further destruction, authorization be given to borrow from the fund known as the Speers House Fund (Mex. \$10,515.78 given by the Presbyterian Board for a residence for J. M. Speers, Jr.) up to Mex. \$5,000.00, after all other specially designated funds for the repair of damaged property have been expended.

DEF-58 VOTED that we recommend to the Board of Directors that Hospital funds be used for the repair of the three houses north of the Hospital compound, it being understood that the rent received from these houses shall be applied against the repairs.

Insurance

DEF-59 VOTED that we request the Board of Directors to authorize the Treasurer to take out insurance on all university buildings except residences for the remainder of the fiscal year.

DEF-60 VOTED that we recommend to the Board of Directors that all buildings of the University be covered by insurance for the fiscal year 1928-1929.

Sherwin Scholarship

DEF-61 VOTED that we recommend to the Board of Directors that inasmuch as no student has yet qualified for a scholarship in accordance with the terms laid down for the Sherwin Scholarship Fund, the American Baptist Foreign Mission Society be asked to modify the terms (see action of Executive Committee of Board of Trustees of April 19th 1923, No. E-142) to permit the use of the accumulated and future income as a revolving loan fund for students in the College of Arts and Science in addition to its original purpose.

Classification and Promotion of Faculty
Members and Staff

A carefully prepared statement making recommendations for a new classification of faculty members and staff of the University was prepared. After lengthy discussion it was

DEF-62 VOTED that the recommendations in regard to classification and salary scale of faculty members and staff be revised according to the suggestions made by the Executive-Finance Committee and that the revised statement be presented to the Board of Directors as a provisional basis on which to work.

Securing of Dean for College of Arts and Science

DEF-63 VOTED that the following be appointed a committee to sit with the President at luncheon on Friday, March 30, to canvass the possibility of securing a Dean for the College of Arts and Science: Messrs. Chang Fung, Cressy, and T. C. Woo.

Minnie H. Purcell,
Secretary.

SECOND MEETING OF THE BOARD OF DIRECTORS
OF THE UNIVERSITY OF NANKING
March 30, 31, 1928

The second meeting of the Board of Directors of the University of Nanking was held in the President's office on March 30, 31, 1928, beginning at 9.30 A. M. on March 30. The meeting was opened with prayer on March 30 by the Rev. Li Yao-tung, and on March 31 by Mr. T. C. Wu.

Members of the Board

Elected by the
Chekiang-Shanghai Baptist Convention (Dzin Li I Hwei):

*T. C. Wu
*T. K. Van

Central China Conference of the Mei I Mei Hwei (Methodist):

*Chen Wei-ping (proxy for Li Yu-yung)
*Tsu Yu-ho
R. Y. Lo

East China Divisional Council of the Church of Christ in China
(Chung Hwa Chi Tuh Chiao Hwei Hwa Tung Ta Hwei):

Elected by the Ning Chen Chu Hwei (Presbytery):

*Chang Fang
*Hwa Peh-hsiung (proxy for S. T. Wen)

Elected by the Wang Peh Chu Hwei (Presbytery):

~~Representative not yet elected~~
Sheng Hsi-an

*} alternate, Pao Ch
Tao Churn*

Chung Hwa Chi Tuh Chiao Hwei (connected with the China Christian Mission)

*Li Yao-tung
*Li Hou-fu
*Pao Wen-nien (proxy for Li Ming-fu)

Alumni of the University:

Han Ngan
Hsu Yuan
Sie Kia-shen
Sanford C. C. Chen

Central China Mission of the Methodist Episcopal Church:

*L. L. Hale (proxy for L. J. Birney)
*Miss Laura M. White (proxy for J. C. Ferguson)

Kiangnan Mission of the Presbyterian Church in the U. S. A.:

*F. S. Niles
E. C. Lobenstine } *alternate, C. S. Smith*

China Christian Mission:

*C. A. Burch
*Miss Emma A. Lyon

East China Mission of the American Baptist Foreign Mission Society:

*E. H. Cressy

*J. W. Decker

Co-opted:

K. P. Chen

King Chu

Cheng Ching-yi

Ting Tso-chen

*T. C. Woo

Ex-officio:

*Y. G. Chen, President

*J. H. Reisner, Foreign Assistant to the
President

The members whose names are starred were present. The following were also present, on invitation: Miss E. M. Priest, Treasurer; Mr. T. S. Kuo, Co-Dean of the College of Agriculture and Forestry; Mr. C. F. Liu, Principal of the Middle School; Dr. Chao Si-fa, Chairman of the Hospital Committee; Mr. C. T. Gee, Chairman of the Building and Property Committee; and the Secretary.

Election of Alumni Representatives

D-64 VOTED that we record with pleasure that the Acting Secretary of the University of Nanking Alumni Association has notified the President that the following have been elected the alumni representatives on the Board of Directors: Messrs. Han Ngan, Hsu Yuan, Sie Kia-shen, and Sanford C. C. Chen.

In view of the fact that none of the alumni representatives could be present, Dr. Chao Si-fa, ex-President of the Alumni Association, was invited to be present at the meeting.

Election of Coopted Members

D-65 VOTED that we declare elected the following coopted members who have been chosen by correspondence vote: Messrs. K. P. Chen, King Chu, Cheng Ching-yi, Ting Tso-chen, and Fong F. Sec.

To date word has been received from Messrs. K. P. Chen and Ting Tso-chen, who are willing to serve on the Board, and from Dr. Fong F. Sec, who has asked to be excused from serving on the Board on account of poor health. In view of the vacancy caused by Dr. Fong Sec's inability to serve on the Board, it was

D-66 VOTED that Mr. T. C. Woo be coopted on the Board in place of Dr. Fong F. Sec.

Action on Minutes

D-67 VOTED that the minutes of the meeting of the Board of Directors of November 29, 1927, and of the Executive-Finance Committee of January 16, 17, 1928, be accepted as circulated.

The minutes of the meeting of the Executive-Finance Committee on March 29, 1928, were approved by the Board, as amended, in the course of the meeting.

Report of the President

The President reported that the spring semester had opened under more normal conditions than the previous semester and that work was proceeding very satisfactorily. The enrolment in the Colleges and Subfreshman Department is 518, consisting of 171 subfreshmen, 106 freshmen, 90 sophomores, 77 juniors and 38 seniors, also 27 special students, 6 visitors, and 3 students from Ginling College. The enrolment in the Middle School is 303. The return of many former students to complete their college course had been a steadying force among the students, as they are familiar with the spirit and traditions of the University. It has not been our policy to employ many new teachers in the middle of the academic year, but some changes have had to be made on account of resignations at the end of the autumn semester, among which was that of the head of the Chinese Department. The following have joined the faculty of the Colleges:

Chinese Department:

Tsung I (Oriental University and Teachers' College, Tokyo, Japan), who has been professor of Chinese in Hunan University, Changsha, and in the Waterways Engineering College, Nanking.

Chang Cheng-fu, B. A. (Peking National University); who has been professor of Chinese in Amoy University; the Chung Chee University, Honan; and Wuchang University.

English Department:

Ting Wen-piao, educated at St. John's University, Shanghsi; B. A. (Iowa State University), with four years of study at Ohio Wesleyan University.

History and Political Science Department:

Lo Chi-hsi, B. A. (Peking National University), who also studied for three years in America and Europe. Mr. Lo is teaching one course, the recent history of China.

Shill Chao-ying, B. A. (Minnesota), M. A. (Harvard), is teaching one course only - international relations.

Horticulture Department:

Hu Chang-chih, B. S. (Agricultural College of Tokyo Imperial University).

Library:

Ho Wei-ching, assistant.

Physical Education:

Tsu Shao-wu, B. A. (Nanking).

Physics Department:

Lu Tien-ching, B. S. (Nanking).

There have been the following changes in the Middle School:
Chen, Miss Chu-chuin, B. A. (Ginling), teaching English in place of
Chen Hsiao-hsu.

Hu Ching-chuen, Chinese clerk.

Liang Kwen-chuin (University School of Nursing), school nurse.

Tang Kwoh-chang, C. E. (Nanyang Railway and Mining College), teaching
mathematics in place of Hwang Shui-i.

Tang Wen-yao, B. A. (Nanking), physical director in place of
Hu Ken-chiu.

Yang Meo-an (University Normal School), teaching Chinese in place of
Chi Wen-ling.

Wu Meo-seng, writer.

The following part-time teachers have also joined the
faculty of the Middle School:

Chang Pan-ru (University Middle School), teaching mathematics
in place of Yieh Wei-fan.

Ching Kan-chen, teaching drawing.

Hung Shui-kwen, B. A. (Nanking), teaching English in place of
Yuen Peh-tsiao.

Ling Hsien-chang, B. A. (Nanking), teaching Education.

Liu, Mrs. Chen Shi-djen (Normal Department of the former Hwei Wen
Woman's College), teaching English and music.

Wang Chao, B. S. (Nanking), teaching biology in place of
Wu Choh-chung.

Li Tseh-yu (college student), teaching music.

D-68 VOTED that the report of the President be received with gratitude.

Appointment of Teachers

D-69 VOTED that the appointment of teachers listed in the report of
the President be confirmed.

Report of the Treasurer

The Treasurer presented a financial statement dated March 1,
1928, which included a comparative statement of anticipated receipts
with actual receipts for the year 1927-1928. This showed that in the
College of Arts and Science and Subfreshman Department there is a
shortage of \$25,000.00, due to a smaller enrolment than was estimated
for in the autumn semester, and also to the non-receipt of money in
lieu of a successor to Mr. Sarvis (it has been the custom for mission
boards to pay \$1,300 gold in lieu of vacancies in their quotas), and
to a shortage of \$2,000 Mexican in mission board appropriations due to
one Board's reducing its appropriation by \$1,000 gold, which, however,
we are hoping to receive later. The report of the Treasurer accom-
panies these minutes.

D-70 VOTED that the report of the Treasurer be received.

Alumni Pledge of \$10,000.00

D-71 VOTED that the Board accepts with appreciation the report of the
Alumni Association as contained in action DEF-49 of the

Executive-Finance Committee as follows: "Voted that the Executive-Finance Committee receives with gratification the report of the actions of the Shanghai and Nanking branches of the Alumni Association to the effect that they will be responsible for providing, before the end of the fiscal year, the sum of \$10,000.00, either by a special campaign or by borrowing this amount from the Alumni Fund; and that the Treasurer be authorized to take up the matter with the proper persons and to count on this amount for meeting the June pay roll."

Statement to be Presented to Missions

D-72 VOTED that action DEF-50 of the Executive-Finance Committee be amended to read: "Voted that Mr. Burch be asked to draw up a statement to be presented to the secretaries of all the co-operating Missions, asking them to forward same to their respective Boards, setting forth what the University has accomplished during the past year and what it has meant to mission work in general to have had the University functioning, and stating that in order to close the year we need very much the help that would come from the Boards in the way of cash appropriations in lieu of vacancies in board quotas during the year, in accordance with their custom in previous years."

The statement prepared by Mr. Burch is as follows and it is understood that it will be modified to correspond with the circumstances governing each mission's quota.

"Dear Friends: After the forced departure of all foreign members of the faculty of the University of Nanking in March 1927, the Chinese members decided to carry on and succeeded in completing the work of the spring semester in spite of very serious difficulties. When the Board of Directors met in Shanghai in June 1927 to consider the reports for the year and plan for the future of the institution, it was decided that in spite of the obstacles and uncertainty the only possible course was to make a venture of faith and keep the University functioning for the year 1927-1928. From that time on the University of Nanking has been the only mission educational institution of college grade offering courses for men in the whole Yangtze valley between Soochow, Kiangsu, and Chengtu, Szechuen.

"Entirely aside from the service the University has rendered in the educational field the fact that it has continued to offer courses for young men in the face of civil war, anti-Christian agitation, radical propaganda and social unrest has been of inestimable value to the Christian movement in China and has greatly strengthened the morale of the churches which have bravely struggled on regardless of military occupation. The realization that this great Christian institution has continued in operation at the very heart of the Nationalist movement has brought untold comfort and cheer to the hearts of our Chinese leaders in moments of discouragement and defeat.

"Although the number of students in the colleges during the autumn semester was below normal, some 415, to be exact, the enrolment this semester has increased to 518, in addition to an enrolment of 303 in the Middle School. To meet the shortage of teachers caused by the

absence of the foreigners, it has been necessary to add a number of Chinese to the staff, which has increased the budget considerably. The Board of Directors at its meeting on May 20-25, 1927, courageously faced a shortage in the budget of \$10,000.00 over the amount promised by the Board of Trustees and secured the promise of the Alumni Association of the University to be responsible for the raising of this amount.

"In making out the budget the Board of Directors figured upon the amounts which would normally come from each cooperating Mission in lieu of vacancies in their regular quotas of missionary members of the faculty. Up to the present we have received assurance from only one Mission that it will contribute the customary amount of \$1,300.00 gold in lieu of each vacancy on its quota, in accordance with the standing agreement among the home Boards.

"In view of the fine record of the University for the current year and the splendid way in which the Chinese faculty and all concerned have cooperated to keep the University open, we wish to appeal to you to do your utmost to make available for our current budget, the amount which would regularly be paid to cover the vacancies in your quota. This matter has been taken up in the regular way through our New York office but we wish to bring it to your attention in a more direct and personal way so that you may realize how vital it is as an encouragement to the present Board of Directors who have taken upon their shoulders the responsibility for the budget which was formerly assumed by the Board of Trustees.

"Yours, etc."

Payment of July and August Expenses

D-73 VOTED that we accept the action of the Executive-Finance Committee DEF-51, "That the Chairman of the Board, the President of the University, and the Treasurer be instructed to make the necessary arrangements for an overdraft at the bank to carry the July and August pay rolls and expenses, for an amount not to exceed \$25,000.00; and that the amount overdrawn be refunded from receipts from fees and other sources before the end of September."

Financial Statement of Middle School

D-74 VOTED that we approve the recommendation of the Executive-Finance Committee DEF-52, "That the amount of \$1,981.00 listed under expenditures of the Middle School in the financial statement for March 1, 1928, for 'special item to be reserved for July salaries to apply on 1928-1929 budget' be not allowed but that any net surplus or net deficit be carried over to the next fiscal year, and that the salaries beginning from July 1, 1928, be met from the budget for 1928-1929."

D-75 VOTED that we express our gratification at the good financial record made by the administration of the Middle School in meeting expenses and wiping out the deficit for the fiscal year 1927-1928.

Transfer of Balance of China Medical Board Grant
for Visiting Professor to Gas Plant Account

D-76 VOTED that we approve of the recommendation of the Executive-Finance Committee contained in action DEF-53, that the balance of the grant from the China Medical Board for the visiting science professor, amounting to \$525.05, be transferred to the gas plant account.

Language School Fees for Third Term 1926-1927

When the Nanking incident of March 24, 1927, happened, the University Language School was just closing the second term and preparing for the third term of school. The University felt obligated for and paid to the Language School teachers salaries through June 30. Because of adjustments which had to be made with the Presbyterian Board of Foreign Missions in connection with the salary, furlough, and travel expenses of Mr. Mills, Dean of the School (whose furlough was due 1927-1928), it has only recently been possible to prepare a final statement for the year, which shows a deficit for the year of \$3,118.24. Sixty-seven students were enrolled and tuition fees were due at the opening of the term. This tuition amounted to \$90.00 for non-cooperating board students, and \$70.00 for cooperating board students.

D-77 VOTED that we adopt the recommendation of the Executive-Finance Committee, DEF-54, "That in view of the above stated facts we ask the Boards sending students to the Language School to pay a pro rata tuition fee calculated to be \$37.84 for students of cooperating Boards, and \$48.64 for students of non-cooperating Boards, and that the necessary correspondence be carried on by the Treasurer.

Report of the Building and Property Committee

Mr. Gee, Chairman of the Building and Property Committee, reported that since April 1927 the Construction Department had been called upon to do a variety of work, including police work and real estate business. He gave the following estimate for minimum repairs on residences:

House No. 1 (Kan Ho Yen compound)	\$ 700.00
" " 2 - Gibbs	650.00
" " 4 - Jones	750.00
" " 9 - Williams	400.00
" " 10 - Buck	920.00
" " 15 - Thomson	800.00
" " 16 - Sarvis	1,100.00
" " 17 - Bowen	650.00
" " 18 - Clemons	750.00
" " 19 - Wixon	1,350.00
" " 20 - Illick	1,100.00
" " 21 - Hamilton	880.00
" " 22 - Trimmer	450.00
" " 23 - Reisner	500.00
" " 25 - Bates	1,500.00

House No. 26 - Lowdermilk	\$1,000.00
" " 27 - Porter	1,320.00
" " 28 - Griffing	450.00
" " 29 - Owen	750.00
" " 31 - Holroyd	1,000.00
Language School buildings	1,600.00
	<u>\$18,620.00</u>
Income from rent of property	7,170.00
Still needed for minimum repairs	<u>\$11,450.00</u>

The Hummel house (No. 12) and the Hancock house (No. 24) have not been included in this list as it is doubtful whether under present uncertain conditions we are justified in spending the amount needed to put in the minimum repairs. The Hummel house would cost \$1,500.00 to put in usable condition, and the Hancock house \$1,650.00.

The general repairs on houses rented to other than University staff are only those which are absolutely necessary to put them in usable condition. The hot air furnaces, plumbing, hot air pipes, painting, closet doors, screens, window weights, floor registers, have not been restored. New doors and windows, door and window trims, baseboards, etc., are given the first coat of paint only. All the interior sand-finished walls were given a coat of whitewash.

D-78 VOTED that the report of the Building and Property Committee be received.

D-79 VOTED that the recommendation of the Executive-Finance Committee, DEF-55, be approved, "That the fund known as the Small House Fund, amounting to Mex. \$4,437.53, be used to repair the residences which have been damaged."

(This fund represents surplus income from the Construction Department over a number of years and was authorized set apart for a house for Mr. Small.)

D-80 VOTED that recommendation DEF-56 of the Executive-Finance Committee be approved, "That the Treasurer be instructed to keep all accounts for repairs to property damaged since March 24, 1927, in a separate account and that only such special funds as may be so designated be used for this purpose; also, that all funds received from the rent of property at this time be applied on repairs but that no amount from general funds be used."

D-81 VOTED that recommendation DEF-57 of the Executive-Finance Committee be approved, "That in order to make the repairs necessary to protect property and to prevent further destruction, authorization be given to borrow from the fund known as the Speers House Fund (Mex. \$10,515.78 given by the Presbyterian Board for a house for J. M. Speers, Jr.) up to Mex. \$5,000, after all other specially designated funds for the repair of damaged property have been expended."

D-82 VOTED that the recommendation of the Executive-Finance Committee, DEF-58, be approved, "That Hospital funds be used for the

repair of the three houses north of the Hospital compound, it being understood that the rent received from these houses shall be applied against the repairs."

D-83 VOTED that we record our indebtedness to Mr. Gee for recovering property from soldiers and others and renting it or otherwise caring for it, and that we express to him our appreciation of the effort involved in rendering this service.

Functions of the Construction Department

At the request of Mr. Gee that the functions of the Construction Department be defined so that the members of the University staff might understand them clearly, the following action was taken:

D-84 VOTED that the following be understood as the functions of the Construction Department:

The Resident Architect and Engineer of the Construction Department is appointed by the President of the University subject to the approval of the Board of Directors, and is accountable to the President for the proper discharge of his duties. He shall have charge of all routine administration connected with the design, location, construction, and alteration of buildings and works and the improvement of grounds, and the upkeep and repair of all buildings belonging to the University. He shall superintend the heating of buildings, shall make necessary purchases of fuel, and shall employ such assistants and servants as may be needed for the proper conduct of the work of his department. He shall also oversee the University store room supplies, such as pipes, fittings, wire, electric fixtures, lamps, etc., for different departmental uses. He shall also perform such other duties as may be assigned to him from time to time by the President or the Board of Directors.

The Construction Department shall make a charge of 7% on the cost of all services provided within the University valued over \$200.00, which shall be added to the cost of such services. The cost of the services of the Construction Department to mission organizations other than the University shall be 7%. All other organizations will be charged 8%. Receipts from these services shall be credited to the Construction Department.

Insurance

D-85 VOTED that recommendation DEF-59 of the Executive-Finance Committee be approved, "That the Treasurer be authorized to take out insurance on all university buildings except residences for the remainder of the fiscal year.

D-86 VOTED that the recommendation of the Executive-Finance Committee, DEF-60, be approved, "That all buildings of the University be covered by insurance for the fiscal year 1928-1929."

Sherwin Scholarship

D-87 VOTED that recommendation DEF-61 of the Executive-Finance Committee be approved, "That inasmuch as no student has yet qualified for a scholarship in accordance with the terms laid down for the Sherwin Scholarship Fund, the American Baptist Foreign Mission Society be asked to modify the terms (see action E-142 of the Executive Committee of the Board of Trustees of April 19, 1923) to permit the use of the accumulated and future income as a revolving loan fund for students in the College of Arts and Science in addition to its original purpose."

Agreement

D-88 VOTED that the Historical Statement be approved, but that the members of the Board be urged to read the document carefully and to send in to the Secretary any suggestions that may occur to them.

D-89 VOTED that the details of grounds, buildings, and equipment leased by the Board of Founders to the Board of Directors, as called for in Section III, 4 of the Agreement, be referred to the Executive-Finance Committee to work out the exact details.

D-90 VOTED that the rental to be charged members of the University staff for University residences, as called for in Section III, 6 of the Agreement, be referred to the Building and Property Committee for definite statements to be presented to the Executive-Finance Committee.

By-laws

D-91 VOTED that the sentence, "The Chairman of the Board of Directors shall be elected from the members of the Board," be inserted at the beginning of Article II, 3 of the By-laws, "Duties of the Chairman."

D-92 VOTED that in Article III, 3 of the By-laws, "Personnel of Committees," the Foreign Assistant to the President be included among the ex-officio members of the committees.

University Hospital

Dr. Chao Si-fa, Chairman of the Hospital Committee, stated that he had kept in touch with the Military Medical Bureau, who had been willing to return the Hospital on condition that the University cooperated with them in running it, which he considered a very undesirable thing. Dr. Chao had sent in a petition to the different authorities concerned requesting the return of the Hospital. At first no notice had been taken of the request, but later a letter was received saying that the Municipal Government had been requested to return the Hospital, so there is every prospect of having the Hospital returned.

In the discussion that followed Dr. Chao's report it was pointed out that Madame Chiang Kai-shek was interested in having the University Hospital and all other mission hospitals in Nationalist territory returned to their rightful owners. Dr. J. Hung Liu, Superintendent of the Peking Union Medical College, had been instrumental in arousing Madame Chiang's interest in the matter and he had also promised to do all he could to secure doctors in case the Hospital should be returned. A letter was read from Mr. N. Gist Gee saying that the China Medical Board would be glad to take up again the matter of financial support for the University Hospital.

D-93 VOTED that we accept with appreciation the report of Dr. Chao Sifa, together with the effort involved in trying to secure the return of the Hospital.

Reply of Southern Presbyterian Mission to Request
for Continuation of Help in the Hospital

It was noted that the Mid-China Mission of the Presbyterian Church in the United States had, in reply to the letter authorized in D-33 requesting the Mission to continue its cooperation in the University Hospital after the resignation of Dr. Hutcheson, written that the Mission regretted it did not see its way clear to comply with this request at the present time (February 23, 1928).

D-94 VOTED that steps be taken at a later date to renew the request for cooperation in the University Hospital by the Mid-China Mission of the Presbyterian Church in the United States, and that this matter be placed on the agenda for the next meeting of the Board.

Return of Dr. Daniels

Mr. Reisner reported that the China Council of the Kiangan Mission of the Presbyterian Church in the United States of America had cabled for Dr. Daniels' return as soon as possible, but that, on account of previous commitments, he could not return before September 1928, at which time there is every expectation of his return.

Return of Foreign Members of Faculty

Mr. Reisner, in the absence of President Chen, said he was very sorry to be able to report definitely on the return of Dr. and Mrs. Bowen only. Some members had already taken on work for 1928-1929; others were uncertain; and in view of the unsettled political situation and indefinite provision for living in Shanghai or Nanking, families with children were finding it especially difficult to make a decision. The outlook for a fairly full return by 1929 was much better. Mr. Gar-side in New York and the cooperating Boards were doing all they could to get the staff back. We are naturally very greatly disappointed but realize the difficulties involved.

University Advisory Council

D-95 VOTED that the plan for the University Advisory Council as presented by the President be submitted to the Executive-Finance Committee with power, with the request that it be edited and drawn up in accordance with our constitution and by-laws.

- D-96 VOTED that we approve in general the idea of the University Advisory Council and instruct the Executive-Finance Committee to draw up details for same to be incorporated in the By-laws.
- D-97 VOTED that the Executive-Finance Committee shape up the matter of the University Advisory Council to let the Council function on a tentative constitution, with the understanding that it may be modified by the Board of Directors later.

Status of Registration

The President announced that informal application had been made for registration. Formal registration demands that the name of every member of the Board of Directors be reported. There has been a very cordial response on the part of the Ministry of Education to the request for registration, and the Ministry has sent various blanks to be filled out. The first step to be taken is the registration of the Board of Directors.

Inauguration of President

The committee appointed by the Chairman (authorized January 17, 1928) to arrange for the formal inauguration of the President, consisting of Messrs. Li Yao-tung, T. S. Kuo, K. C. Liu, C. F. Liu, and C. T. Gee, had considered it desirable to defer the formal inauguration of President Chen. A reception had been tendered the President in November by the faculty and students, and also by the Alumni.

The Chairman announced that Mr. Yang had come to Nanking at this time as the official representative of the Shanghai Branch of the Alumni Association, to present a silver shield and a silk banner to President Chen on his inauguration as President, it having been taken for granted that the inauguration would be held about the time of the meeting of the Board of Directors. After considering when would be the best time to hold the inauguration, it was

- D-98 VOTED that Messrs. Van and Chang Fang be requested to meet with the committee appointed to take charge of the inauguration ceremony and that the committee report later to the Board, Mr. Li Yao-tung to be convener of the meeting.

After hearing the report of the committee it was

- D-99 VOTED that formal inauguration of the President be delayed until after application for registration had been made to the Ministry of Education, and that the matter of the actual date of the inauguration be referred to the Executive-Finance Committee, to be ^{preferably} not later than Commencement.

Note was made of the receipt of a cablegram from the Board of Trustees, dated New York, March 25, 1928, as follows: "NANKING UNIVERSITY, NANKING. AIYVWAWWES ICKETTAGUJ CHENYUGWAN YMMUYS DAPM IWEAKJYXID. (Nanking University, Nanking. University of Nanking. Board of Trustees very pleased with the announcement election President of the University Chen Yu-gwan. We send our heartiest good wishes on this formal installation.)"

Graduates of 1927 and 1928

The committee appointed to go into the matter of recommending the graduates of the spring of 1927 to the Regents of the University of the State of New York reported that they had gone over the college records of these students. A study of absences, making the allowance for the two weeks allowed by the Administrative Committee on account of interrupted communications, made the committee decide not to recommend two of the candidates (Cheng Wang-hwa and Wang Shui-lwen). To ensure examinations being held in future, the following action was taken:

-100 VOTED that in line with the stated requirement of the Board of Regents the administration of the University be requested to impress upon all students the necessity of conforming strictly to the requirements for graduation, especially in connection with final examinations, without which the Board of Directors cannot under any circumstances recommend seniors for degrees.

-101 VOTED that the following graduates of the autumn semester of 1926 be recommended to the Regents of the University of the state of New York for the bachelor's degree:

Bachelor of Arts:

Chao Wei-liang
Chen Chong-en
Ho Sih-ku
In Keh-tsong
Lin Hsien-chang
Tseh Chi-seng
Tsiens Tswen-tien
Tu Shi-i
Wang Yuen-chih
Yien Chi-chao

Bachelor of Science:

Chen Yu-kang
Fan Teh-shen
Pan Ting-kwang
Wang Ping-ting

Bachelor of Science in Agriculture:

Kwan Chia-chi
~~Shoo Piao recommended in 1926~~
Tang Ih
Yao Tsu-shwen

Bachelor of science in Forestry:

Cheo Kwoh-hwa
Yieh Pei-chong

and the following graduates of the spring semester 1927:

Bachelor of Arts:

Chang Hsing-yuen
Chang E-nien
Chang Pei-chuin
Chen Chwen-nien
Chen Er-chang
Chen Fang-lai
Chen Meng-ling
Chen Tsong-hao
Cheo Keh-ying
Chiu Hsuen
Han Chen
Hong Siu-kwen
Lin Chen-hwa
Lin Yong-chwen
Koh Hong-chuin

Ni Tsing-yuen

Puh Kwah-tih
Sie Liang-teh
Swen Chi-luh
Tang Sen-yao
Ting Ru-chen
Tsao Pei-hsing
Tsao Tsu-ping
Tsing Liang-tsao
Tsan Tsan
Tang Ai-tsiang
Wang Hsiong-tsiang
Wen Yong-yuen
Wu Kwan-tsing
Yieh Chia-kwei
Yu Ren-sheng

Bachelor of Science: Fan Shi-ying
 Bachelor of Science in Agriculture: Guang Lu-lwan
 Chang wen-tsai
 Fan Cui-yao

9-102 VOTED that in recommending the graduates of the spring of 1927 to the Regents of the University of the State of New York for degrees, we state that these students stayed in the University during the time that it was closed and continued their studies; that credits have been reduced to cover absences that were unavoidable; that this has debarred some from graduation but others who are included among those recommended (Chen Cawen-nien, Chen Er-chang, Chen Fang-lai, Swen Cui-luh, and Tang Wen-yao) had sufficient credits for graduation after this reduction had been made and that the work done by them in previous years and their records so far as available lead us to believe that they have satisfactorily finished their work.

9-103 VOTED that the following graduates of 1928 be recommended to the Regents of the University of the State of New York for the bachelor's degree, subject to satisfactory approval of their work by the faculty:

Autumn Semester 1927

Bachelor of Arts:	
Chang Sheo-i	Wang Luh-seng
Chen Chien-hen	Wang Shen-tsu
Cheng Ren-ching	Yang Sui-chen
Chu Chi-sheng	Ying Kwoh-yu
Kuh Yang	
Liao Wen-kwei	Bachelor of Science:
Liu Ching-hsi	Hwang Shui-lwen
Tseh Kwang-chih	Liu Tien-ching
Tsiang Shi-chao	Wang Chac
Tsu Kwoh-meo	Bachelor of Science in Agriculture:
Tsu Shao-wu	Chang Teh-ren
	Shen Hsien-yao

Spring Semester 1928

Bachelor of Arts:	
Cha Chi-tang	Ru Chi-mien
Chen Siang-yu	Shao Hong-yu
Cheng Wang-hwa	She Hsien-hsuin
Fan Hsioh-tsuin	Tang Ching-tong
Ho Tai-lin	Tsai Tien-yong
Kao Ping-chwen	Tsiang Chia-siang
Li Teh-wen	Tsu Kwoh-chi
Li Tseh-yu	Tsu Ping-hwa
Loh Wen-hwa	Wei Hsioh-li
Miao Ying-tsu	Wu Ping-ren
Pih Fuh-chen	Yuen Peh-tsiao
Pien Shu-kwen	

Second Meeting of Board of Directors, Mar. 30, 31, 1928 page 16

Bachelor of Science:	Bachelor of Science in Agriculture:
Chiang Pen-sin	Chen Chi
Feng Ti-yuen	Chu Shui-tang
Hsiang Pei-hao	Hsu Tsuin-ying
Pan Puh	Ma Lih-yien
Tang Chi-fang	Peh Si-chiu
	Swen Chong-ih
Bachelor of Science in Forestry:	Tsu Shao-ping
Lu Mo-seng	Yang Ming-tsong

Co-education

In view of the fact that the Nationalist government sought to give equal opportunity for higher education to men and women, the Administrative Committee had found it difficult to refuse admittance to women students who had applied for entrance during the year. The first women students admitted to the University were students from Ginling College, who came some years ago for advanced work in science and English. At the beginning of the autumn semester of 1927, women students for one reason or another sought admittance to the University as day students, all of them excepting one being special students taking the special course in Chinese. This semester there are twenty women students, three from Ginling College and seventeen regular students (day). After discussing the wisdom of admitting women students when no provision had been made for them, it was

D-104 VOTED that in view of the fact that the same constituencies support the University of Nanking and Ginling College and have made provision separately for the higher education of men and women, and in view of the cooperative arrangements which have been made for the exchange of students and classes between the University of Nanking and Ginling College, and of the lack of finances to make proper provision for receiving women students in the University, it is the opinion of the Board of Directors that the University should not continue to register women students under present conditions.

It was further

D-105 VOTED that a committee be appointed to cooperate with a committee from Ginling College to discuss the correlation of the advanced college work of both institutions.

(The committee appointed to represent the Board is as follows: Dr. Y. G. Chen, Miss Lyon, Messrs. Chen Weiping, Li Yao-tung, and J. H. Reisner.)

Budget for 1928-1929 and New Salary Scale

The Treasurer presented the budget for 1928-1929 made out in two ways, on the basis of the salary scale that is in force at the present time, and on the basis of a new scale of salaries which had been carefully thought out and which is ~~attached to these minutes~~ ^{given before}. It was felt that the time had come to make a change in the policy of paying faculty and staff and a plan was worked out with the regulations of the Nationalist government in view, which demand that every teacher shall be classified according to the standard set by the government, and also with a view to encourage the spirit of service and research by making it possible for faculty members to have a chance to continue study along their line. After consideration, it was decided to adopt the budget made out on the basis of the new salary scale, which for the year 1928-1929 involved an extra expenditure of about \$2,000.00 only, and the following action was taken:

D-106 VOTED that the recommendation of the Executive-Finance Committee (see action DEF- 62) in regard to classification and salary scale of faculty members and staff be approved and that the revised statement as presented by the Executive-Finance Committee be adopted, beginning September 1928, and the budget made out on this basis adopted.

The new classification and salary scale of faculty members and staff is as follows:

- I. These regulations are drawn up in accordance with the regulations in regard to college teachers promulgated by the Ministry of Education and Research of the Nationalist Government*(dated - see in footnote) and with the economic condition and traditions of the University of Nanking in view, and will come into force beginning September 1928.
 - II. Teachers in the University of Nanking will be divided into four groups, namely, professors, assistant professors, instructors, and associates. These shall constitute the voting members of the faculty.
Non-teaching members of the staff will be grouped in the same way as the teachers but there will be a fifth group, namely, assistants. Members of the staff whose qualifications are lower than those required of associates will be classified as assistants.
 - III. The classification of new members of the faculty or staff will be based on their standing and experience.
The promotion of old members of the faculty or staff will be based on the efficiency and merit of their work.
 - IV. Qualifications required of Associates:
 1. That they be college graduates holding the bachelor's degree and that they show ability to do the work assigned to them; or
 2. That they excel in Chinese.
- Qualifications required of Instructors:
1. That they be college graduates with degrees, that they have made contributions along certain lines of study, and that they have had one year of graduate work or its equivalent; or

*Referred to in the Ta Hsich Yuen Kong Pao -
Report of the Ministry of Education, January 1928.

2. That they have made contributions in Chinese; or
3. That they have been associates for more than three years or the equivalent and have shown unusual ability.

Qualifications required of Assistant Professors:

1. That they have received the Master's or Doctor's degree and have made investigations along certain lines of study and have had two years of graduate work or its equivalent; or
2. That they have made special contributions in Chinese; or
3. That they have been instructors for more than five years or the equivalent and have been unusually successful in their work.

Qualifications required of Professors:

That they have been assistant professors for more than five years or the equivalent and have shown exceptional ability in their work; and that they have had two years of graduate work or its equivalent.

- V. Before new members are engaged, their qualifications will be considered by a special committee appointed by the President.
- VI. The President will make a report to the Board of Directors concerning new members of the faculty or staff, and then, in accordance with regulation No. 15 of the Nationalist Government with reference to the qualifications of college teachers, their names will be reported to the Ministry of Education and Research in order that they may secure certificates.
- VII. Each year before the annual meeting of the Board of Directors, the question of promotion of faculty members will be decided by a special committee appointed by the President, which committee will make a detailed report of the work accomplished by each one recommended for promotion and will make recommendations through the President to the Board of Directors, whose decision will be final. In making investigations the following points will be considered:
 1. Graduate study or equivalent study and research.
 2. Success in teaching and nature of courses given.
 3. Administrative duties and extra-curriculum activities.
 4. Number of absences from work and amount of vacation taken.
 5. Publications.
 6. Social work.
- VIII. The policy of the University will be to encourage research and advanced study on the part of its faculty and to this end, so far as finances permit, sabbatical years or special grants for further study or travel will be granted to such faculty members as show special promise in their particular lines. This policy will not come into force until the financial condition of the University permits. Associates may be allowed to elect, free of charge, college courses amounting to not more than five credits each semester.
- IX. These regulations may be amended at any time by action of the Board of Directors.

Grouping and Ranking, with Salary, of Faculty and Staff

Rank/Group	1	2	3	4	5
Professor	\$290/300	\$270/280	\$250/260	\$230/240	\$210/220
Assistant Professor	200	190	180	170	160
Instructor	150	140	130	120	110
Associate	100	90	80	70	60

Grouping of Assistants

Technical Assistants - Salaries \$25.00 to \$60.00 per month, with increases at the rate of \$5.00 per month if recommended.

Clerical Assistants - Salaries \$20.00 to \$40.00 a month, with increases at the rate of \$2.00 per month per year if recommended.

D-107 VOTED that in the case of administrative officers, the recommendations for increases in salary and promotion be made by the Executive-Finance Committee.

D-108 VOTED that on recommendation of the Executive-Finance Committee the following salaries be granted the administrative officers of the University beginning September 1, 1928:

Y. G. Chen, President	\$300	per month
T. S. Kuo, Dean (Agr. and For.)	260	" "
K. C. Liu, Acting Dean (Arts & Sci)	220	" "
N. C. Liu, College Registrar	190	" "
C. T. Gee, Construction Engineer	230	" "
C. F. Liu, Principal of the Middle School	210	" "

D-109 VOTED that a small committee be appointed to consider the matter of balancing the budget and present recommendations to the Board.

(The committee appointed consisted of Messrs. T. C. Woo, Chen Wei-ping, Chao Si-fa, Li Yao-tung, Chang Fang, Y. G. Chen, and Miss Priest.)

D-110 VOTED that the report of the committee appointed to consider ways of balancing the budget be accepted, as follows:

1. That the Board of Directors be responsible for the shortage of Mex. \$5,700.00 in current expenses in the proposed budget for 1928-1929, together with any deficit from the current year 1927-1928, and that money to cover these amounts be secured from Chinese sources.

2. That if possible the Board of Directors secure from Chinese sources money for the following special objects: Mex. \$3,000.00 for the completion of the gas plant, and Mex. \$1,500 for the Library.

3. That the Promotion Committee of the Board of Directors be responsible for securing these funds, either by special campaign or in any other way they desire.

D-111 VOTED that the report of the committee appointed to consider ways of balancing the budget be received with much gratification.

D-112 VOTED that text books which may be used as reference books be bought by the Library, but that teachers be responsible for the purchase of copies of text books for their own use.

Deanship of the College of Arts and Science

It was felt that there was urgent need of securing a Dean for the College of Arts and Science to relieve the President of these added

duties. A committee was appointed, consisting of Messrs. T. C. Woo, Chang Fang, and Cressy, with the President, to consider the question and nominate some one for the position. The choice of the committee was Dr. K. C. Liu, chairman of the Library Committee, who, after conference with the committee, agreed to accept the position as Acting Dean for a year. It was then

D-113 VOTED that Dr. K. C. Liu be elected Acting Dean of the College of Arts and Science for one year, in addition to his duties as Chairman of the Library Committee, and that due appreciation of the Board of Directors be expressed to Dr. Liu for his loyalty to the University and his willingness to undertake these extra duties during this critical period.

Registrar of the Colleges

The President announced that Mr. Liu Nai-ching, a graduate of 1918, who after graduation had had two or three years' experience as principal of a provincial middle school in Anhwei and had then gone to Columbia University to study at Teachers' College, specializing in education, especially educational statistics, had joined the University faculty last autumn and when Mr. Ma Wen-hwan had left for America early in March had taken over the work of the registrar of the colleges.

D-114 VOTED that the appointment of Mr. Liu Nai-ching as Registrar of the Colleges be approved.

J. E. Williams Memorial Fund

Mr. Chang Fang read a letter from Mr. Chen Chi-hwa to Dr. Bowen enclosing check for \$10.00 to be applied to a fund if such were opened in memory of Doctor Williams. The money was turned over to the Treasurer and it was

D-115 VOTED that the \$10.00 received from Mr. Chen Chi-hwa for a fund that might be opened in memory of Doctor J. E. Williams be considered at the next meeting of the Board.

Future Development of the University

Deans Kuo and Reisner presented plans for future development of the College of Agriculture and Forestry and requested the Board to approve of Mr. Reisner's trying to secure funds for same while he was on furlough. In view of the fact that Tsing Hua had closed its Department of Agriculture, that Yenching had only twelve students, and Lingnam only thirteen, our College of Agriculture and Forestry is practically the only institution of its kind in China at present. This semester we have 114 students. The College has grown steadily and because of increased enrolment we have been forced to give more and more attention to instruction and student training, and there are more demands for extension work than can be filled. The institution has made a name for itself, due largely to the quality of the research and investigation carried on, and we have reached the point where our resources are insufficient. Because of lack of time to go fully into the plans submitted, it was

I-116 VOTED that, recognizing the unique contribution that the College of Agriculture and Forestry is making to the life of the church in China, we receive with much appreciation the statement of plans for its future development; that these plans receive the attention of the Board along with other needs of the University; and that they be considered by the Executive-Finance Committee some time before June 1, 1928.

Terms of Members of Board of Directors

In accordance with the recommendation of the Executive-Finance Committee (D-42), that in cases where members of the Board of Managers of the University of Hanking had been transferred to the Board of Directors, their terms be for the corresponding term, and that in the case of new members the year when each one's term comes to an end be decided by drawing lots, a division following as closely as possible the above directions was worked out and is given below.

<u>Representative of:</u>	<u>Year when term runs out:</u>		
	<u>1928</u>	<u>1929</u>	<u>1930</u>
Jhekiang-Shanghai Baptist Convention		T. K. Van	T. C. Wu
Am. Bapt. For. Miss'n Soc'y	J. W. Decker	E. H. Cressy	
Central China Conf. of the Mei I Mei Hwei	R. Y. Lo	Li Yu-yung	Tsu Yu-ho
Central China Miss'n of the Meth. Epis. Church	J. C. Ferguson	L. J. Birney	
E. China Divisional Council of the Church of Christ in China:			
Ning Chen Chu Hwei		Chang Fang	S. T. Wen
Wang Peh Chu Hwei	Sheng Hsi-an		
Kiangnan Mission of the Presby'n Ch. in U.S.A.	E. C. Lobenstine		F. S. Niles
Chung-Hwa Chi Tuh Chiao Hwei (connected with the China Christian Mission)	Li Hou-fu	Li Yao-tung	Li Ming-fu
China Christian Mission	Miss E. A. Lyon		C. A. Burch
Alumni	Sanford C. C. Chen	Hsu Yuan	Han Ngan
	Sie Kia-shen		
Co-opted	C. Y. Cheng	King Chu	K. F. Chen
		T. C. Woo	Ting Tso-chen
Ex officio:	Y. G. Chen		
	J. H. Reisner		

D-117 VOTED that the division of members into terms be adopted as submitted and that the Secretary be instructed to notify the various bodies concerned and request that they be governed accordingly in re-elections.

Election of Officers

Messrs. T. C. Wu, Chang Fang, and C. A. Burch were appointed a committee to bring in nominations for officers for 1928. Their recommendations were accepted as follows:

D-118 VOTED that the officers for 1928 be elected as follows:
Chairman E. C. Woo
Vice-Chairman Li Yu-yung
Treasurer Miss E. M. Priest
Secretary Miss M. H. Purcell

Appointment of Committees

D-119 VOTED that the personnel of committees for 1928 be as follows:

Executive-Finance: Messrs. T. C. Woo, chairman, C. A. Burch, Chang Fang, E. H. Cressy, Li Yao-tung, Li Yu-yung, and Sie Kia-shen, and Y. G. Chen, J.H. Reisner and Miss Priest members ex officio.

Building and Property: Messrs. Li Yu-yung, chairman, G. T. Gee, T. S. Kuo, C. F. Liu and the Superintendent of the Hospital, and T. C. Woo, Y. G. Chen and J. H. Reisner or A. J. Bowen members ex officio.

Hospital: Dr. Chao Si-fa and four others.

Language School: Messrs. L. J. Birney, chairman, J. W. Decker, K. C. Liu, E. C. Lobenstine and E. Marx, and T. C. Woo, Y. G. Chen and J. H. Reisner members ex officio.

College of Arts and Science: Messrs. L. J. Birney, Chang Fang, K. C. Liu, R. Y. Lo, and Ting Tso-chen, and T. C. Woo, Y. G. Chen and J. H. Reisner members ex officio.

College of Agriculture and Forestry: Messrs. Burch, Chang Fang, K. P. Chen, J. W. Decker, and Li Yu-yung, and Messrs. T. C. Woo, Y. G. Chen and J. H. Reisner members ex officio.

Middle School: 5 members to be elected.

Promotion: Messrs. K. P. Chen, chairman, Burch, Cressy, King Chu, Han Ngan, Ferguson, and Ting Tso-chen, and T. C. Woo, Y. G. Chen, and J. H. Reisner members ex officio.

D-120 VOTED that names that need to be added to complete the personnel of committees and other points in connection with the appointment of committees be determined by the Executive-Finance Committee.

Second Meeting of Board of Directors, Mar. 30, 31, 1928 - page 22

Social

The Board were entertained at tea in Baillie Hall on March 30 by the Agriculture and Forestry Association of the University, and on March 31 by the Seniors in the social hall of the M. C. A.. The faculty entertained the members of the Board at lunch on March 31, and at the invitation of the Student Council the Board had the opportunity of meeting the student body in Sage Chapel at 8 A. M., Messrs. T. C. Woo and Cressy being delegated to address the students in behalf of the Board.

Approval of Minutes

121 VOTED that the minutes be referred to the Executive-Finance Committee for final adjustment before they are sent out.

Adjournment

The meeting adjourned at 5.45 P. M. on March 31.

Minnie H. Purcell, Secretary.

THIRD MEETING OF THE EXECUTIVE-FINANCE COMMITTEE OF
THE BOARD OF DIRECTORS OF THE UNIVERSITY OF NANKING
June 14, 1928

The meeting of the Executive-Finance Committee of the Board of Directors of the University of Nanking was called to order by the Chairman, Mr. T. G. Woo, at 10.15 A. M. on June 14, 1928, in Room 307 of The Missions Building, Shanghai. The members whose names are starred below were present:

Members of the Committee

*T. G. Woo, Chairman
*C. A. Burch
*Chang Fang
*E. H. Cressy
*Li Yao-tung

Li Yu-yung
Sie Kia-shen
*Y. G. Chen, ex officio
*J. H. Reiser "
*Miss E. M. Priest "

Mr. Bates Co-opted

DEF-122 VOTED that Mr. Bates, a member of the faculty, be co-opted to serve with the Committee for this meeting.

Valuation of University Property

DEF-123 VOTED that the report on valuation of University land, buildings, and equipment as presented by the Treasurer's office, be accepted, subject to corrections and additions, especially with reference to equipment.

Cost Value of Property to be Used in Lease Agreement

DEF-124 VOTED that the Board of Directors be asked to recommend to the Board of Founders that the cost value of land, buildings, and equipment as presented in the report from the Treasurer's office (DEF-123) be used as the basis for the lease agreement between the Board of Founders and the Board of Directors.

Outline of the Organization of the University

DEF-125 VOTED that we recommend to the Board of Directors that the "Outline of the Organization of the University of Nanking (Privately Established)" be approved as corrected and amended by the Executive-Finance Committee.

Rerecording of Statement of Purpose

DEF-126 VOTED, that the question of the rerecording of the "Declaration of Purpose" in the Constitution of the Board of Directors, to meet the requirements of the government for registration of the University, be referred to a special meeting of the Board of Directors to be called for June 28.

Membership of Standing Committees
Of Board of Directors

DEF-127 VOTED, that the President of the University be asked to suggest names to complete the membership of the standing committees of the Board of Directors as listed under action D-119, the same to be enacted by correspondence vote.

Co-education

DEF-128 VOTED, that in response to a request from Dr. Chen a committee of three be appointed to make a further study of the problems involved in co-education at the University of Nanking and to make recommendations to the special meeting of the Board of Directors which is called for June 28.

(Messrs. Chang Fang, Li Yao-tung, and C. A. Burch were appointed to serve on this committee.)

Unexpended Balances

DEF-129 VOTED that in view of the stringency in University finances for the current year, all unexpended balances in current accounts in the 1927-1928 budget be cancelled.

Overdraft for Summer Months

DEF-130 VOTED that the overdraft of an amount not exceeding \$25,000 authorized in action D-73 to cover July and August pay rolls and expenses be also used to cover June expenses, to enable the Treasurer to meet the for the current year, shortage in cash.

Authorization for Use of Alumni Fund

DEF-131 VOTED, that the President of the University be asked to secure from the Alumni Association authority for the use of the \$10,000 provided for in action D- 71 and to report to the meeting of the Board of Directors on June 28.

Return of University Hospital

Dr. Chen reported that it would be possible to recover the University Hospital at the present time if the matter were pushed a little. Mr. Reisner reported the receipt of a letter from Mr. Paxton, American Vice-Consul, Nanking, transmitting a mandate received from the Ministry of Foreign Affairs of the Nationalist Government dealing with a communication from the Special Municipality of Nanking, asking the Ministry "to devise means of notifying the Mission by which the Hospital was originally conducted to send its representatives to Nanking to consult about the date of rendition so that the Drum Tower Hospital may be directed to wind up its affairs and prepare for

Third Executive-Finance Com. Mtg., June 14, 1928 - page 3

transfer." After discussion of difficulties involved in immediately taking back the Hospital, especially the getting together of a staff of doctors and nurses, it was

DEF-132 VOTED, that the question of the return of the University Hospital be referred to the full meeting of the Board of Directors on June 28.

It was further

DEF-133 VOTED, that in view of the situation with reference to the return of the University Hospital, a cable be sent to the Board of Founders stating that the Hospital will in all probability be available for our use in the autumn and asking that Doctors Daniels, Trimmer, and Peterson, together with two nurses, be returned to China for the opening of the Hospital in the early autumn.

Special Meeting of Board of Directors

DEF-134 VOTED that a full meeting of the Board of Directors be called for June 28, 1928.

Adjournment

The meeting was adjourned at 5.45 P. M.

C. A. Burch, Secretary pro tem.

MINUTES OF THE THIRD MEETING OF THE BOARD OF DIRECTORS
OF THE UNIVERSITY OF NANKING.
June 28th and 29th, 1928

INDEXED

The third meeting of the Board of Directors of the University of Nanking was held in Room 305 of the Missions Building, Shanghai on June 28th and 29th.

Members of the Board of Directors:

By whom elected:

Chekiang-Shanghai Baptist Convention
(Dzin Li I Hwei)

Central China Conference of the Mei
I Mei Hwei (Methodist)

East China Divisional Council of the
Church of Christ in China (Chung Hwa
Chi Tuh Chiao Hwei Hwa Tung Ta Hwai)
Elected by the Ning Chen Chu Hwei
(Presbytery)

Elected by the Wang Peh Chu Hwei
(Presbytery)

Chung Hwa Chi Tuh Chiao Hwei
(Connected with the China Christian
Mission)

Alumni of the University

Central China Mission of the Methodist
Episcopal Church

Kiangnan Mission of the Presbyterian
Church in the U.S.A.

China Christian Mission

East China Mission of the American
Baptist Foreign Mission Society

Co-opted

Ex-officio

The members whose names are starred above were present, as was also Miss E. M. Priest, Treasurer. There was also present by invitation Mr. M. S. Bates.

TRANSFER

*T. C. Wu

*T. K. Van

*Chen Wei-ping (proxy
for Li Han-toh)
Tsu Yu-ho

*R. Y. Lo

*Chang Fang
S. T. Wen

Sheng Hsi-an

*Li Yao-tung

*Li Hou-fu

Li Ming-fu

*Kao Lwen-ching (proxy
for Han Ngan)

Hsu Yuan

Sie Kia-shen

Sanford C.C. Chen

*L. L. Hale (proxy for
L. J. Birney)

J. C. Ferguson

F. S. Niles

*E. C. Lobenstine

*C. A. Birch

*Edwin Marx (proxy for
Miss Emma A Lyon)

*E. H. Cressy

*J. W. Decker

King Chu

K. P. Chen

*Chang Ching-yi

*Ting Tso-chen

*T. C. Woo

*Y. G. Chen, President
J. H. Reisner

Third Meeting of Board of Directors, June 28th, 29th, 1928 page 3

Mr. T. C. Woo, the Chairman of the Board, presided. Opening prayer was offered on Thursday morning by Dr. Chen Wei-ping and on Friday morning by Mr. E. C. Lobenstine.

Approval of Minutes

D-135 VOTED to approve the minutes of the meeting of the Board of Directors held on March 30th and 31st, 1928 as circulated.

D-136 VOTED to approve the minutes of the meeting of the Executive-finance Committee of the Board of Directors held on June 14th, 1928 as distributed.

"Statement of Purpose" in the Constitution

D-137 VOTED to approve the adoption of the statement of purpose in the form worked out by members of the Ministry of Education as follows:

"This Board of Directors accepts full power of control of the private institution known as the University of Nanking, founded by the Board of Foreign Missions of the Methodist Episcopal Church, The United Christian Missionary Society, and the Board of Foreign Missions of the Presbyterian Church in the United States of America, with the purpose of maintaining their spirit of love, sacrifice and service; of cultivating the highest type of character; of providing professional training; of promoting higher learning; and of meeting the needs of society."

D-138 VOTED that a special meeting of the Board of Directors be called early in October to amend the constitution in relation to the above statement of purpose in the manner provided by the constitution.

D-139 VOTED that we notify the Board of Founders that we expect to amend the Constitution as above and ask them to incorporate this new statement of purpose when they adopt the constitution in September.

D-140 VOTED that we appoint a new Committee on Registration with power to work out any necessary detailed changes in the constitution, in accord with the spirit of the constitution and the above actions, and to complete the registration of the University with the Ministry of Education of the Nationalist Government at the earliest time practical.

The new committee on Registration is as follows:
Messrs; R. Y. Loh, Li Hou-fu, King Chu, E. C. Lobenstine, E. H. Cressy, and ex-officio T. C. Woo and Y. G. Chen.

Return of the University Hospital

Dr. Chen Wei-ping reported on the recent negotiations for the return of the University Hospital. Mr. Edwin Marx presented a written report as follows:

"It is known that some time ago the Nationalist Government issued a special order to the Nanking Municipality Government for the return of the University Hospital in Nanking to its owners. The plant is at present occupied and operated by a medical staff which is responsible to the Nanking City Government. The Superintendent of the hospital is named Dr. Chen Fang-dji. Notwithstanding the order from the Nationalist Government to the City Government, no movement has been made on the part of those who are occupying the hospital to return it, up to the present time. On Saturday, June 23d a person who is in close touch with officials of the Nationalist Government and also very sympathetic with the Christian interests, arrived in Shanghai with the news that it was very important that the owners of the hospital immediately make a gesture for receiving it back. He reported that General Kiang Kai-shek himself was ready to enforce the order for the return of the property on those who were occupying the premises, but it would greatly assist him in making his order effective if representatives of the University Board of Directors were there to receive the plant. Accordingly Mr. T. C. Woo and I went to Nanking. We were joined by Dr. Chen Yu-gwan and Dr. Chen Wei-ping. The four of us met Dr. Chen Fang-dji and Dr. Liu of the hospital in the presence of General Kiang Kai-shek. In the conference that followed our group submitted the following four points as terms on which we were prepared to receive the hospital:

1. Appoint a definite date on which the hospital will be returned.
2. The hospital should be returned according to the inventory taken at the time of taking over.
3. The present staff to be vacated by the Superintendent, and the University will appoint its own staff.
4. Regarding the \$10,000 equipment which the present occupants claim to have installed, the University may buy the same if it wishes to, and if not, the present Superintendent can take the same back.

General Kiang Kai-shek signified that he understood these terms and gave his approval. Dr. Chen Fang-dji and Dr. Liu were not entirely ready to accede to them but after considerable discussion they agreed to points 1, 2 and 4, unconditionally, and virtually agreed to point 3, although with some reservations which are yet to be talked out.

It is now essential that the Board of Directors assume the responsibility involved in these terms and arrange for a hospital committee that will make these terms effective.

Third Meeting of Board of Directors, June 28th, 29th, 1928 page 4.

The greatest difficulty so far as we are concerned will be involved in getting together a competent staff of medical workers and providing the institution with the necessary equipment which has been lost. These are details that can be presented separately and need not be emphasized in this report.

The tentative date agreed on for the rendition of the hospital was July 5th of this year."

After discussion it was:

D-141 VOTED to appoint a committee to arrange for the rendition of the hospital. The following were appointed: Rev. Lee Han-toh, Dr. Chen Wei-ping, Dr. Chao Si-fah, Mr. Lee Tong-fu (George Lee) Mr. Edwin Marx with Mr. T. C. Woo and Dr. Y. G. Chen ex-officio members. (The committee was empowered to co-opt a fifth member with the approval of the Chairman of the Board and the President of the University)

Problems in connection with Coeducation

A special committee was appointed at the Executive-finance Committee meeting on June 14th to investigate the problem of coeducation and report to the Board of Directors. The committee - Mr. Chang Fang, Mr. Li Yoh-tung and Mr. C. A. Burch - presented the following report:-

1. That in view of the following facts; first, that the University is closely related to an institution which is providing education for women; second, that our resources are limited; and, third, that we need all available funds for the development of the colleges along lines already approved, - we recommend to the Board of Directors that the University of Nanking remain an institution providing education for men.
2. In view of the fact that we have already admitted a small number of women students to our sub-freshman and college courses and in consideration of the recommendation of the faculty and the request of the student body, as well as the program of the Da-Hsieh Yuen that Government Colleges provide education for both sexes, we recommend that for the present the University of Nanking shall admit to its classes a limited number of women day students.
3. We recommend that the University of Nanking shall not attempt to provide for more equipment, accommodation and supervision than is necessary to meet the needs of the immediate situation."

After discussion the following action was taken:

D-142 VOTED, that in view of the financial problems involved we do not see our way clear to provide satisfactory accommodations and supervision for women boarding students at the University but for the present approve of the admission of women day students to regular college courses only, provided that they can satisfy the administrative authorities as to proper living quarters with parents or near relatives.

Third Meeting of Board of Directors, June 28th, 29th, 1928 page 5.

Reparations

In view of the proposed Sino-American Commission the question of the policy of the University in relation to reparations was discussed and the following action was taken:

D-143 VOTED to recommend to the Board of Founders that we believe it is to the best interest of the University and Christian interest in general that no claim or statement of losses incurred by the University on or after the date of March 24th, 1937 incident, should be filed in America through diplomatic channels.

Rent schedule for University staff members

The report and recommendations of the Building and Property Committee were considered and after discussion the following action was taken:

D-144 VOTED to approve a rental policy on the following principles, applying to University houses as scheduled (See Building and Property Committee report attached) The agreement with the Board of Founders specifies that from July first, 1928 a market rental (to be credited for repairs) shall be charged against each house assigned to a Board supported family, this rental to be paid from the cash contributions of the Board concerned. For houses assigned to Chinese staff members, we recommend a rental equal to 50o/o of "Normal rental" where one family occupies a house; of 60o/o where two families occupy a house; of 70o/o where three families occupy a house. If a University family rents rooms to persons outside the staff, the house rate shall be 100o/o of "Normal Rental"; if to members of the staff, the house rate shall be increased by 10o/o of "Normal rental" for each person so accommodated. Visitors must be reported if their stay is more than two weeks.

D-145 VOTED to approve that the University houses be assigned by the Building and Property Committee in accordance with the following qualifications: (1) rank and groups of staff members; (2) seniority; (3) nature of work (for example, the administration might wish preference to be given to a proctor in order to have him near the campus) Also to approve the scale presented for adjusting the rights given to rank, group, and seniority as follows:

Rank/Group	1	2	3	4	5
Professor	40	38	36	34	32
Assistant professor	30	28	26	24	22
Instructor	20	18	16	14	12
Associate	10	8	6	4	2

If the various ranks and groups are thus numbered, the number in the table plus years of service would give the standing of each staff member for housing preference.

Requests from the Building and Property Committee

D-146 VOTED to approve of the sinking of a deep well on University property when and if the funds for the same can be secured without diverting current income and that the matter be referred to the Executive-finance Committee for detailed consideration.

D-147 VOTED to approve of the provision for proper toilet facilities in the East Dormitory Compound provided the funds can be obtained and that the matter be referred to the Executive-finance Committee for further consideration.

Authorization for overdraft of \$25,000 00

D-148 VOTED to authorize the Chairman of the Board of Directors, the President of the University and the Treasurer of the Board of Directors to arrange with the Shanghai Commercial and Savings Bank for an overdraft of Mexican \$25,000 00 for expenses during the summer months.

Report of the treasurer

The treasurer presented a brief report, which is attached to these minutes, showing the financial condition of the University current accounts to June 1st, 1928. On account of the serious shortage of funds due to the non-receipt of anticipated receipts, the University is facing a heavy deficit this year. In view of the deficit the following action was taken:

D-149 VOTED that we learn with deep regret that the Board of Foreign Missions of the Methodist Episcopal Church has found it necessary to decrease its regular current appropriation to the University of Nanking and respectfully urge that they reconsider the matter in view of the increase in our deficit which this would entail.

Report of the Language School Committee

Mr. Edwinn Marx presented the following report from the Language School Committee, appointed March 30th 1928 as follows: L. J. Birney, Chairman; J. W. Decker, K. C. Liu, E. C. Lobenstine, Edwin Marx; ex-officio - T. C. Woo, Y. G. Chen and J. H. Reisner:

This committee has held no meeting and transacted no business. The Emergency School of Chinese Studies in Shanghai took over what they could of the functions of the Department of Missionary Training until the Emergency School closed its career April 30, 1928. Mr. Marx has attended to the records and materials of the Department since the Emergency School closed, arranging for examinations for certain students and attending to such correspondence as required attention. However, ~~similar~~ this service is purely perfunctory. We

Third Meeting of Board of Directors, June 28th, 29th, 1938 page 7.

are not able by this means to give proper attention to the students, and would strongly recommend that the Department of Missionary Training be entirely discontinued as from June 30th of this year, and that the constituent missions be advised hereafter to provide for the Language Study of their own members, until such time as it may be deemed advisable to reopen the department."

D-150 VOTED that the University of Nanking does not see its way clear to reopen its department of Missionary Training at the present time, and that the constituent missions be advised hereafter to provide for the language study of their own members until such time as it may be deemed advisable to reopen the department of Missionary Training; and further, that any business connected with the school be referred to the President of the University.

Treasurer for Ginling College

A proposal was received from the Executive Committee of the Ginling College Board of Control that the same person be elected to serve as Treasurer for Ginling and the University of Nanking. After discussion and the expression of a desire to cooperate with Ginling College in this matter if it should prove feasible the following action was taken:

D-151 VOTED that the request of the Executive Committee of the Ginling College Board of Control be referred to the Executive-financial Committee with power to act.

Foreign assistant to the President

Inasmuch as Mr. John H. Reisner has returned to the United States for a furlough of one year, his resignation as foreign assistant to the president was presented and the following action was taken:

D-152 VOTED to accept the resignation of Mr. John H. Reisner as foreign assistant to the President on account of his return to the United States for furlough and express our deep appreciation of the service he has rendered to the University in this capacity.

D-153 VOTED to appoint Mr. M. Searle Bates as acting foreign assistant to the President.

Secretary of the Board of Directors

Inasmuch as Miss Mimie H. Purcell has returned to England for a furlough of one year, her resignation as secretary of the Board of Directors was presented and the following action was taken;

Third Meeting of Board of Directors, June 28th, 29th, 1928, page 8.

D-154 VOTED to accept the resignation of Miss Minnie H. Purcell as secretary of the Board of Directors on account of her absence for furlough for this year, and to express our deep appreciation of her services to the Board.

D-155 VOTED to appoint Mr. C. A. Burch as Recording Secretary of the Board of Directors.

Secretary to the President

D-156 VOTED that in view of the absence of Miss Minnie H. Purcell for year, due to her furlough, that we secure a properly qualified stenographer to serve temporarily as secretary to the President of the University.

Valuation of University Property

In order to complete the agreement between the Board of Founders and the Board of Directors a statement of the University Property is required. The following action was taken:

D-157 VOTED that a special committee be appointed to make a careful survey of all University property including land, buildings and equipment; this committee to have authority to prepare a complete statement with maps, blue prints, pictures, a complete inventory, historical sketches of certain gifts and any other information that may be of interest in recording the exact status of our plant at the time it is leased from the Board of Founders.
(The committee appointed are as follows: Mr. C. T. Gee, Chairman, Messrs. Ni Tsin-yuen, J. C. Thomson, Chang Yuen-wei, Li Siao-yuen and Dr. Y. J. Chen, ex-officio)

The meeting was adjourned at 12:10 on Friday, June 29th, 1928.

C. A. Burch, Recording Secretary.

8

REPORT SUBMITTED BY THE BUILDING AND PROPERTY COMMITTEE TO THE BOARD OF DIRECTORS FOR THE MEETING JUNE 28, 1928.

Items considered:

1. A market rental valuation for all houses owned by University.
2. A list of present occupants and status for each house.
3. A program regarding rental of houses, which shall consider the following items: (1) repair account; (2) obligations to present renters among our own staff, and (3) to foreign staff members; (4) how many members of staff really need and desire accommodation in University houses; (5) a principle for determining rental rate; (6) indication of just what would be involved in relation to present salaries of probable occupants.

VOTED: to recommend a rental policy on the following principles, applying to University houses as scheduled on the accompanying sheet of data. The agreement with the Board of Founders specifies that from September first, 1928, a market rental (to be credited for repairs) shall be charged against each house assigned to a Board supported family, this rental to be paid from the cash contribution of the Board concerned. For houses assigned to Chinese staff members, we recommend a rental equal to 50% of "Normal rental" where one family occupies a house; of 60% where two families occupy a house; of 70% where three families occupy a house. If a University family rents rooms to persons outside the staff, the house rate shall be 100% of "Normal rental"; if to members of the staff, the house rate shall be increased by 10% of "Normal rental" for each person so accommodated. Visitors must be reported if their stay is more than two weeks.

For illustration and information the following table is given:

Normal Rental	1-family	2 families, each	Average salary
\$70	35	21	220 (Professor)
60	30	18	180 (Asst. prof)
50	25	15	120 (instructor)
40	20	12	
25	12.50	7.50	

(The present rates in several of the Famine Fund houses are within one or two dollars of the basis now proposed)

VOTED: to recommend that the University houses be assigned by the Building and Property Committee in accordance with the following qualifications; (1) rank and groups of staff members; (2) seniority; (3) nature of work (for example, the administration might wish preference to be given to a proctor in order to have him near the campus) A scale for adjusting the rights given to rank, group, and seniority might be worked out as in the following diagram:

Rank / group	1	2	3	4	5
Professor	40	38	36	34	32
Assistant professor	30	28	26	24	22
Instructor	20	18	16	14	12
Associate	10	8	6	4	2

If the various ranks and groups are thus numbered, the number in the table plus years of service would give the standing of each staff member for housing preference. For example, an assistant professor

Building and Property Committee report No. 2.

in Group 1, with 7 years of service would stand as 37; just after him at 36, would be a professor group 4, with 2 years of service.

NOTED: to recommend urgently the construction of a deep well with a pump and necessary connections. Cost would be \$4,000 00 to \$6,000 00 according to location and depth of drilling required. Request from Health Committee and pressing need for whole college group.

VOTED: to point out the need for toilet provision in the East Dormitory compound (estimated cost \$750 with old materials) (Note: the Physical Director has suggested that the accumulated medical fees be used for this purpose)

Members of the Committee; C. T. Gee Acting chairman, Y. G. Chen, T. S. Kuo, C. F. Liu and M. S. Bates acting as Secy.

DATA ON UNIVERSITY OF NANKING HOUSES

No.	Former occupant	Occupant	Present rental	Normal rental
1	Ritchey	Liu, C.F.	17.	40
2	Gibbs	Official	45	45
4	Jones	Official	45	45
5	Chang, S.F.	Li Teh-i	10	25
9	Williams	Faculty, etc.	35	70
10	Buck	Official	50	60
13	Hummel			60
15	Nurses			60
14	Daniels			60
15	Thomson	Official	50	70
16	Speers	Official	60	70
17	Bowen	Official, etc.	50	70
18	Clémons	Lamb	15	40
19	Wixon	Official	50	50
20	Illick	Official	50	50
21	Hamilton	Official	50	50
22	Trimmer	Official	50	50
23	Reisner	Official	60	70
24	Hancock			30
25	Bates	Hsiung, Wang	30	60
26	Lowdermilk	Official	45	70
27	Porter	Official	45	70
28	Griffing	Tai, F.L.	18	50
29	Owen	Official	60	60
31	Holroyd	Official	45	60
32	Ip	Ip	20	40
33	West Double	Hsu Chen	11	25
		Kuh Ying	14	25
34	East Double	Wan Kwoh-ting	10	25
		Chow Ming I	11	25
	*Meigs	Official	60	60

Accommodation account for Mrs. Meigs personal account.

NOTES: 1. "Normal Rental" is a cautious estimate of market rental, subject to annual revision. If Nanking is to be the capital under careful conditions, market values will be higher. Present demand is strong, but houses are all in poor condition compared with that before March, 1927.

Building and Property Committee report, No. 3.

2. Three houses in the Gardens, the servants' quarters of the Hutchison compound, and the small houses in the Middle School Compound are left on the present basis of 10% of salary unless otherwise ordered by the Board of Directors.

3. Fourteen members of the Chinese staff of the Colleges are at present accommodated in University houses. Formal requests from only four others have been received; but no opportunities or rental plans have been made known. It is probable that accommodation for six foreign families will need to be available for the 1928-1929.

4. The present deficit on repair account is about M\$6,000. Estimates for the Hancock, Hummel and Daniels houses, if they are to be made usable, are respectively \$1500, \$2000, \$5500. Assignment of houses must recognize the need for clearing such accounts rapidly.

Submitted by,
C. T. Gee, Acting chairman, Y. G. Chen,
T. S. Kuo, C. F. Liu and M. S. Bates.

June 25, 1928.

Report of the Treasurer, presented at the Third Meeting of the Board of Directors, on June 28th, 29th, 1928.

Brief summary of current budget accounts To June 1st, 1928 only

	Actual expend.	Budget expend.
Administration	26,191 89	26,810 00
Operation and maintenance	9,824 17	12,345 34
College of Arts and Sc. and Sub fresh.	69,900 18	87,639 66
College of Agr. and Forestry	33,184 91	40,387 44
Library	10,799 07	12,138 66
Dormitories, etc.	6,464 09	5,700 00
Construction Dept.	2,741 55	3,844 00
	<u>159,105 86</u>	<u>188,855 10</u>
	Actual receipts	Estimated rec.
General, Administration, etc.	32,965 73	41,930 00
College of Arts and Sc. and Sub Fr.	60,378 39	70,310 00
College of Agr. and For.	42,832 18	46,855 00
Items budgeted; not received		29,770 10
	<u>136,176 30</u>	<u>188,865 10</u>
	<u>Student fees:</u>	
Actual receipts less than estimates, Arts & Sc -SF		9,931 61
" " " " " dormitories		708 67
		<u>10,640 28</u>
Actual receipts more than estimates, Agr. and For		1,753 18
Shortage in student fees for yr...		<u>8,887 10</u>
	<u>Middle School to June 1, 1928</u>	
Total receipts		37,672 56
Total expenditures		<u>36,634 08</u>
Balance June 1st.....		1,038 48
Deficit on Middle School accounts will be approximately 1,000 00 - including the 2,388 44 paid for unusual repairs account of March incident.		
	<u>Language School to June 1, 1928</u>	
Balance of account to be collected		1,596 12
	<u>("Damage") Repair account to June 1, 1928</u>	
Total for residences	13,089 90	
Total for Lang. School	1,585 20	
Total for hospital residences	<u>1,499 70</u>	16,174 80
Less receipts:		
Lang School rent	4,200 00	
Residence rents	<u>5,230 00</u>	<u>9,430 00</u>
Deficit June 1, 1928.....		6,744 80
(Middle School repairs charged to Middle School accounts directly)		

All figures are in Mexican currency.

FOURTH MEETING OF THE EXECUTIVE-FINANCE COMMITTEE OF THE BOARD OF DIRECTORS OF THE UNIVERSITY OF NANKING. November 8, 1928.

The fourth meeting of the Executive-finance committee of the Board of Directors of the University of Nanking was called to order by the Mr. Li Han-toh at 10:45 A.M. on November 8th, 1928 in Nanking. The members whose names are starred below were present:

Members of the Committee

- T. C. Woo Chairman
- *Li Han-toh, Vice-chairman
- *C. A. Burch
- *Chang Fang
- *E. H. Cressy
- *Li Yao-tung
- Sie Kia-shen
- *Y. G. Chen, ex-officio
- *M. S. Bates, "
- *E. M. Priest "

Dr. A. J. Bowen was also asked to be present.

The meeting was opened by prayer by Mr. Chang Fang.

DEF-158 VOTED to recommend to the Board of Directors that the revised budget for the current fiscal year, as submitted by the Budget Committee of the University, be accepted.

DEF-159 VOTED to appoint a committee of two members of the Board to confer with Dean Kuo with regard to possible ways of reducing the estimated deficit for the current year in the Garden and Sericulture departments of the College of Agriculture and Forestry. Messrs. Li Han-toh and C. A. Burch were appointed to serve on this committee and asked to report before the meeting of the Board.

DEF-160 VOTED to report to the Board of Directors that Messrs. Y.G. Chen, A. J. Bowen, C. A. Burch and M. S. Bates and Miss E.M. Priest have given careful consideration to the draft of the "Proposed Form" of the "Constitution of the University of Nanking" as formulated and sent out by the Board of Founders and have reported that there is substantial agreement between this document and the Constitution of the Board of Directors, as submitted in amended form to the last meeting of the Board of Directors and forwarded to the Board of Founders for approval, with the exception of the following points, namely:

Under Article IV, Board of Directors, Section 5, (second paragraph) it is stated that "An essential and sole religious qualification for membership shall be profession of evangelical faith in Jesus Christ."

This statement provides an additional qualification to the statement formulated by the Board of Directors which appears under Article IV of the Constitution of the

Executive-finance Meeting - 2
November 8, 1928.

DEF-160 - continued:

Board of Directors, which reads:

"All members shall be in cordial sympathy with the above stated purpose of the University."

We would recommend that our Board of Directors respectfully request the Board of Founders to allow our statement to stand as the only restricting qualification in view of the fact that the constitution provides for an overwhelming majority of Christians on the Board of Directors and thus effectively preserves the Christian character of this controlling body. It was requested that President Y. G. Chen should make a full report to the Board of Founders of the considerations which would justify our request.

The meeting was adjourned at 5:20 P.M.

C. A. Burch,
Secretary.

Board of Directors

1928 Nov 9, 10

55

MINUTES OF THE FOURTH MEETING OF THE BOARD OF DIRECTORS
OF THE UNIVERSITY OF NANKING
November 9, 10, 1928

The fourth meeting of the Board of Directors of the University of Nanking was held in B-10 Severance Hall, at the University of Nanking, Nanking, on November 9th and 10th, 1928.

Members of the Board of Directors

By whom elected:

Chekiang-Shanghai Baptist Convention
(Dzin Li I Hwei)

T. C. Wu
*T. K. Van

Central China Conference of the Mei
I Mei Hwei (Methodist)

*Li Han-toh
Tsu Yu-ho
R. Y. Lo

East China Divisional Council of the
Church of Christ in China (Chung Hwa
Chi Tuh Chiao Hwei Hwa Tung Ta Hwei);
Ning Chen Chu Hwei (presbytery)

*Chang Fang
S. T. Wen
Sheng Hsi-an

Wang Peh Chu Hwei (presbytery)

Chung Hwa Chi Tuh Chiao Hwei (connected
with the China Christian Mission)

*Li Yao-tung
*Li Hou-fu
*Yang Shao-nan (proxy
for Li Ming-fu)

Alumni of the University

Han Ngan
*C. S. Chen (proxy
for Hsu Yuan)
Sie Kia-shen
Sanford C. C. Chen

Central China Mission of the Methodist
Episcopal Church

*A. J. Bowen (proxy
for L. J. Birney)
*J. C. Ferguson

China Christian Mission

*C. A. Burch
*Frank Garrett

East China Mission of the American
Baptist Foreign Mission Society

*E. H. Cressy
*Victor Hanson (proxy
for J. W. Decker)

Kiangnan Mission of the Presbyterian
Church in U. S. A.

*F. S. Niles
*E. C. Lobenstine

Co-opted members

King Chu
K. P. Chen
Cheng Ching-yi
Ting Tso-chen
*T. C. Woo

Ex-officio

*Y. G. Chen, President
*M. S. Bates, Foreign
Assistant to the
President

The members whose names are starred above were present, as were also Dean K. C. Liu, Dean T. S. Kuo and the Treasurer, Miss E. M. Priest.

Written excuses were received from the following members: Messrs. K. P. Chen, Han Ngan, Sheng Hsi-an, S. T. Wen and C. Y. Cheng.

Mr. T. C. Woo, Chairman of the Board, presided. The meeting on Friday, November 9th, was opened with prayer by Dr. A. J. Bowen and on Saturday, November 10th, with prayer by Mr. Li Hou-fu.

Minutes of Previous Meetings

D-161 VOTED to approve the minutes as circulated of the meeting of the Board of Directors held June 28th, 1928.

D-162 VOTED to approve the actions of the Executive-Finance Committee which were taken by correspondence as follows:

July 25, 1928: "Voted that Miss Priest, the Treasurer of the University of Nanking, be appointed Acting Treasurer of Ginling College, with the option of terminating the arrangement at any time after three months from July 1st, the party wishing to terminate giving a fair amount of notice. It is understood that Miss Priest will be responsible for the books and accounts of the College as from July 1, 1928, but will not be held responsible for anything in connection with the books prior to July 1, 1928."

August 13, 1928: "Voted that we confirm the appointment of Dr. Chang Fong-i as Superintendent of the University Hospital, pending the formal appointment at the November meeting of the Board of Directors."

Actions of the Executive-Finance Committee

D-163 VOTED to approve the actions of the Executive-Finance Committee as follows:

1. That the revised budget for the current fiscal year, as submitted by the Budget Committee of the University, be accepted.
2. That we request the Board of Founders to allow our statement: "All members shall be in cordial sympathy with the above stated purpose of the University," to stand as the only restricting qualification, in view of the fact that the Constitution provides for a large majority of Christians on the Board of Directors and thus effectively preserves the Christian character of this controlling body. (Article IV of the Constitution.)

Report of the President

Dr. Chen presented the following report:

"We have completed another semester's work and it seems to us that we have passed the abnormal stage and that conditions are more favorable for our educational work than they have been for some months. School opened this year on September 10th with an exceptionally large number of students. The total enrolment is as follows:

Subfreshman year	109
Freshman	131
Sophomores	120
Juniors	92
Seniors	72
Graduate students	1
Special students	9
Visitors	3
Special - Chinese Department	14
Special - Agriculture	37
	<u>588</u>

This is the largest enrolment we have had in the colleges, but we do not feel that the large number is the most encouraging factor. We are very glad to report that many of our former students returned to the colleges this semester. Some of them had transferred to other schools or had left school entirely during the unsettled conditions of the past year or two. Of the total enrolment, we have only 109 subfreshman students, although we had anticipated that we would have at least 165 when the budget was prepared last March. It was impossible to admit more subfreshman students because of the demand from older students, many of whom have returned after reaching the decision that an education is essential to their future work. We are very much encouraged to have so many of our older students in the school as they know the institution, know the ideals and policies of the school, and it also means that we have more Christian students than ever before in the student body.

"We have a number of new members on our faculty this year, as stated before. We are very grateful for the help of Mrs. Buck and Mr. Samuel J. Mills, who have each taken a course in English. This is a great help in building up the English Department, especially as we have been greatly handicapped by the absence of so many of our American staff who generally taught in the department. Dr. Lewis S. C. Smythe, who has been sent to the University as a representative of the United Christian Missionary Society, is giving us splendid help in the Department of Sociology. It is especially gratifying to have Dr. Bowen return to Nanking. While he was in America, he helped us a great deal in general University matters, and while we know that that work was most important, we felt he was too far away and appreciate very much having him here on the field to help in many ways. His return is a great help to the University and to individuals in the administration.

"Last summer there were many summer schools in East China, but in spite of the fact that ~~we had~~ ^{there were} two summer schools in Nanking, we consider that our school was a very successful enterprise. Mr. Tsai Wei-fan acted as Director of the University's Summer School.

"After many strenuous efforts, we were successful in having the University Hospital returned to us. A number of the staff remained at the University throughout the summer months without any regular vacation, among whom I wish to especially mention Miss Priest, who gave up her vacation to help with the affairs of the hospital and the various other financial matters connected with the University. Her service has always given me occasion for much appreciation. We are also very grateful to Mr. Bates. Whenever we have difficult problems, we have always found him helpful and always willing to give us his advice on the many problems.

"We have had two very difficult years, but we feel that the worst has passed and that conditions are becoming normal. As I have several times told the Board, I will do my best in acting as an administrator during the transitional period, although I would prefer to continue with my profession. During the last two years, I have felt the mental strain very keenly, and many times I feel that I am somewhat abnormal. I sincerely expect that the Board will very soon take steps to secure a permanent president. You may be assured that I will still do my very best, without lessening my energy or interest in administrative work, but I wish you to know my real feelings in the matter. I want to express my appreciation of the help and cooperation of the members of the Board and the assistance given to me by the Board of Founders in America.

D-164 VOTED to accept the report of the President with deep appreciation of the very splendid way the work has been carried on.

D-165 VOTED to approve of the appointment of the following new members of the faculties of the colleges: (the names starred (*) indicate part time teachers)

*Chao Lien-fan, B. S. Iowa State College; Ph. D. University of Wisconsin. Department of Farm Crops.

*Chao Nai-chwan, M. A. Columbia University. Formerly taught at National Normal University. Department of Education.

Chen, Hawking, M. A. Clark and Harvard Universities. Formerly taught at the University of Amoy and Tonglu University. Departments of Education and Psychology.

Chen, Nelson, B. A. Soochow University, M. A. University of Pennsylvania. Department of Biology.

Chow Tson-ren, B. A. National Peking University,
M. A. Columbia University. Formerly taught at
Peking, Wuchang, and Ming Kwoh Universities.
Department of Philosophy.

*Chu Shi-ming, Graduate of Norwich Military Academy.
At present teaching at the Military Institute for
Officers. Department of Military Science.

*Hwang Chi-kan. Formerly taught at Peking and Wuchang
Universities. Department of Chinese.

Kao Ching-hsien. Formerly taught at the Provincial
Middle School. Department of Chinese.

*Ling Ching-yu, M. A. New York University. Department
of Economics.

*Rao Yung-tsen, B. A. Johns Hopkins; M. A. Chicago;
J. D. from Belgium. Formerly taught at Yenching
University. Department of Economics.

Tao Yen-chiao, B. A. University of Nanking, M. A. Cornell
University. Graduate of a special course in leather,
University of Leeds. Formerly taught at Amoy Univer-
sity. Department of Chemistry.

Wei Hsioh-ren, B. A. University of Nanking; Ph. D.
University of Chicago. Acting Registrar, University
of Nanking, spring 1929. Department of Physics.

Wu Ching-chao, B. A. University of Minnesota; M. A.,
Ph. D. University of Chicago. Department of Sociology.

Yiu Chiao-kuh, B. A. Harvard University, M. A. Columbia
University. Formerly taught at Peking Law School,
and the Chung Kwoh and Ming Kwoh Universities.
Department of Political Science.

*Yung Chia-yuen, B. A. University of Nanking; M. A.
Northwestern University. Department of Economics.

Associates:

Chang Sheo-i, B. A. Nanking,	Department of Chinese.
Chen Chi, B. S.	" " Horticulture.
Chen Kong-luh, B. A.	" " History.
Feng Ti-yuen, B. S.	" " Chemistry.
Hwang Shwei-lwen, B.S.	" " "
Miao Chong-yien	" "
Swen Chong-ih, B. S.	" " Horticulture.
Tsiang Chia-siang, B.A.	" " Library.

Associates (continued):

Wang Chao,	B. S. Nanking,	Department of Chemistry
Wu Kwan-tsing	B. A.	" " Library
Yuan Kai-chi,	B. S.	" " Chemistry

Assistants:

Sheng Kwan-shi, Dean's Office, College of Agriculture and Forestry.
Yen Keh-lieh, Department of Extension.

Report of the Treasurer

The Treasurer presented the annual financial statement for the year ending June 30, 1928, together with statements to November 1, 1928, showing the financial condition of the University. Full detailed reports are attached to these minutes. Special mention was made of the serious deficit which we have in the general University accounts.

D-166 VOTED to accept the report of the Treasurer with appreciation of the very satisfactory way in which the Treasurer's office is handling the finances, with special mention of the monthly detailed reports that are furnished to each department, informing them of the exact standing of their departmental appropriations.

D-167 VOTED to ask Dr. J. C. Ferguson to write a letter to the Foreign Mission Board of the Methodist Episcopal Church in relation to the importance of their full cooperation in the University at this time.

D-168 VOTED to authorize the Chairman of the Board of Directors, the President of the University and the Treasurer of the Board of Directors to arrange with the Shanghai Commercial and Savings Bank for an overdraft not to exceed twenty-five thousand dollars (M.\$25,000.00) for the current running expenses of the University during the months of December and January, the same to be repaid not later than the end of February 1929.

Promotional Campaign

D-169 VOTED to authorize President Y. G. Chen to cooperate with the Promotional Committee in conducting a campaign for a minimum of twenty-five thousand dollars - Chinese currency - (M.\$25,000.00) to cover regular current expenditures in the early spring of 1929. We also authorize the President to employ an executive secretary for a short time to assist in carrying on the campaign.

Report of the Building and Property Committee

D-170 VOTED to accept the report of the Building and Property Committee.

D-171 VOTED that we express our very great appreciation of the service rendered by Mr. C. T. Gee, our resident engineer, in supervising the property of the University, and that we assure him of our confidence and continued support in his difficult position. We approve of any adjustment in the organization of the Building and Property Committee of the University which will strengthen Mr. Gee in carrying out his work.

Wu Tai Shan Property

D-172 VOTED to request the permission by cable from the Board of Founders to sell the Wu Tai Shan detached property, the proceeds to be made available for other property use. This is the property where the houses occupied by Messrs. Mills, Wilson and Dieterich were burned on March 24, 1927.

Language School Property

D-173 VOTED to request the Board of Founders to approve of the temporary use of the Language School property for dormitory purposes.

Report of the University Hospital

D-174 VOTED to accept the reports on the University Hospital with appreciation of the work and the clearness of the reports, and that we refer to the Hospital Committee of the Board all matters pertaining to the Hospital, with power to act.

D-175 VOTED to appoint the following members to constitute the Hospital Committee: Rev. Li Han-toh, chairman, Messrs. Bowen, Chao Si-fah, R. Y. Lo and Burch, with Y. G. Chen and T. C. Woo members ex officio.

D-176 VOTED that in reply to questions which have been raised, that we call attention to the fact that the Hospital is a regular unit of the University and therefore under the direction and supervision of the Board of Directors and of the administrative officers of the University.

Chung Shan Road Losses

D-177 VOTED that the question of requesting compensation for the losses suffered by the University Hospital from the sequestration of a part of its property in the construction of the new Chung Shan Road through the city be referred to a committee consisting of the Chairman of the Board of Directors, the President of the University, the Chairman of the Building and Property Committee and Mr. Li Hou-fu, with power to take such action as they may consider proper.

Report of the Middle School.

The report of the Middle School was received after the meeting and is attached to these minutes for the information of the Board of Directors.

Middle School Committee

D-178 VOTED to appoint the following members to constitute the Middle School Committee: Rev. Chang Fang, Chairman, Messrs. L. J. Birney, Li Han-toh, Li Yao-tung and Chen Chung-shen, with T. C. Woo, Y. G. Chen and A. J. Bowen members ex officio.

Mission Free Scholarships

D-179 VOTED to refer the question which has arisen in connection with the mission free scholarships to the Executive-Finance Committee.

Resignation of Mr. Bates as Acting Foreign Assistant

D-180 VOTED to accept the resignation of Mr. Bates as Acting Foreign Assistant to the President with an expression of deep appreciation of his services to the University and to the President during these months that he has served.

Adviser to the President

D-181 VOTED that Dr. A. J. Bowen be appointed as Adviser to the President.

Constitution of the University of Nanking

The Board of Directors considered the proposed form of the Constitution of the University as drafted by the Board of Founders (see Appendix to minutes of the Board of Founders of June 26, 1928) before they had received the revised constitution of the Board of Directors adopted at the June meeting of the Directors and attached to these minutes. The Board of Directors find that the two statements are in substantial agreement and, in order to avoid confusion, would recommend to the Board of Founders that the Constitution of the Board of Directors as adopted by the Directors on June 28, 1928 take the place of Article IV of the draft constitution proposed by the Founders. They would also recommend that in the same way the By-laws of the Board of Directors be substituted for Articles IV and V of the By-laws as proposed by the Board of Founders.

D-182 VOTED that the recommendation as stated above be forwarded to the Board of Founders for their consideration.

Correlated Program of East China Universities and Colleges

The correlated program of East China Universities and Colleges was presented and carefully discussed by the members of the Board. It was

D-183 VOTED to appoint three members to the Board of Trustees provided for in the plan of organization of a Federated University as printed on page 270 of the China Christian Educational Association Bulletin No. 20, with the understanding that the University of Nanking reserves independence of action and assumes no financial responsibility. The members elected to represent the Board of Directors were as follows: T. C. Woo, Chang Fang and E. C. Lobenstine.

D-184 VOTED that we approve of the appointment of the other members from the faculty to the Senate in accordance with the plan of organization printed on page 270 of the China Christian Educational Association Bulletin No. 20.

D-185 VOTED that we request that the presidents of all the co-operating colleges be invited to be present at the first meeting of the Board of Trustees of the proposed Federated University.

Program for the Future Development of the Colleges

The programs for the future development of the two colleges were presented by the Deans and, after discussion, it was

D-186 VOTED to approve of asking the Board of Founders to assist in the task of raising one million gold dollars as an endowment for the College of Arts and Science and one million gold dollars as an endowment for the College of Agriculture and Forestry, in accordance with the plans presented by the Deans, with the understanding that the matter will be referred to the Executive-Finance Committee to work out the details in cooperation with the administrative officers of the University. Copies of these programs are to be sent to the Trustees of the proposed Federated University of the East China Colleges and Universities.

D-187 VOTED to send a cable to Dean John H. Reisner, informing him of the above action and authorizing him to act as representative of the Board of Directors in trying to secure funds for both colleges of the University.

Reparations

In order to record the present status of the question of reparations, we wish to state that at the meeting of the Board of Directors held June 28th, the following action was taken:

D-143. Voted to recommend to the Board of Founders that we believe it is to the best interest of the University and Christian interest in general that no claim or statement of losses incurred by the University on or after the date of March 24, 1927 incident should be filed in America through diplomatic channels.

The Board of Founders held a meeting at approximately the same time in New York and passed the following action:

T-362. Voted that a cablegram be sent to Nanking stating that the Board of Trustees is considering presenting to the State Department a statement of losses sustained by the University of Nanking on and after March 24, 1927, with a view to repayment in accordance with the Nanking agreement of March 30, 1928, and asking for information as to any revisions in the list of losses as given in minute D-27 of the meeting of the Board of Directors on November 29, 1927.

In accordance with the action above stated of the Board of Founders, the following cablegram was received on July 4th:

"University of Nanking Board of Trustees contemplates submitting statement of losses according to lists referred to in minute No. 27 of the Board of Directors' meeting, for adjustment according to agreement with the United States on account of the Nanking settlement with the government on March 30, 1928. Please report any changes that have been made in this list."

On July 4th, Dr. Chen sent the following reply:

"Directors have taken the following action on June 28, 1928: recommend that the University of Nanking Board of Trustees (feel) it is best for all concerned, (and) do not advise you to send claim or list (of) losses (through) diplomatic procedure for the present."

In accordance with the above, no statements have been presented to the Sino-American Commission, or to any other official body.

Registration

At the special meeting of the Board of Directors held June 28th, a new committee on registration was appointed to work out further details in regard to registration of the University. The committee called a meeting immediately after the meeting of the Board of Directors and made plans for the final arrangements required for registration.

The Ta Hsich Yuan (National Ministry of Education) officially sanctioned the registration of the Board of Directors on August 6, 1928. The acceptance was very brief, merely stating that the application had been received and that it had been found that the Board of Directors had been organized in harmony with the regulations promulgated by the Ta Hsich Yuan for private institutions, and therefore the said Board of Directors were registered and authorized to be established as a private institution which would be allowed to be registered in the Ministry of Education. This note was sent to us through the National Central University.

Later, the University was officially registered. The official word came on September 20th and was also brief. It was as follows:

"The University of Nanking has been inspected by delegates appointed by the Ta Hsich Yuan (Ministry of Education). We duly acknowledge that the organization of the said University is in accordance with the regulations promulgated for colleges and universities by the Ministry. Therefore, the University of Nanking is authorized to be registered."

These two official statements, which were received, the first one indirectly and the second one directly, have completed the process of registration as far as the relation with the Government is concerned.

The Alumni members, faculty members, and the student body are all very anxious to have an anniversary celebration in connection with the celebration for registration. It is the feeling of the Board and of the Alumni organizations that it would be very appropriate to have a celebration of the fortieth anniversary of the University next year. It was voted:

D-188 VOTED to fix the date for the celebration at approximately the time of the spring meeting of the Board of Directors and delegate the details of arrangements to the special committee, consisting of Mr. Li Yao-tung, Chairman, Messrs. T. S. Kuo, K. C. Liu, C. F. Liu and C. T. Gee, appointed at the meeting of the Board of Directors November 29, 1927, and confirmed at the meeting held March 30, 1928. (D-98.)

Adjournment

The meeting was adjourned at 11.45 a. m.

C. A. Burch, Secretary.

Middle School

Report to the Board of Directors

November 9, 10, 1928

The Middle School was opened according to schedule with a total enrolment of 385 students; 343 in the Middle School and 42 in the Preparatory Department.

There are thirty-five members on the faculty, of whom seven give only part of their time to the school.

The registration of the Middle School was sanctioned by the Bureau of Education of the Nanking Municipal Government on June 28, 1928.

The year 1927-1928 was closed with a deficit of \$1,750.00, which we hope may be covered during this current year. There are various repairs that are needed at present, especially on the three teachers' houses which were badly damaged during 1927.

Both students and faculty have been showing a splendid spirit in the "reconstruction" period of the Middle School and we expect to have a very satisfactory year.

C. F. Liu, Principal.

A Program for the Future Development of the
College of Agriculture and Forestry, University of Nanking

(As presented to the Board of Directors on November 9-10, 1928)

Future Development

The following estimates are based on a further development of the College of Agriculture and Forestry in order to make it a first-class institution commensurate with its place in the scheme of Christian education in China, and with the opportunities for enlarged service and usefulness with which it is now faced.

The need for personnel is based primarily on the minimum standards for a Christian college of agriculture in China submitted to the Council of Higher Education of the China Christian Educational Association, and partly from experience as to the needs of more adequate staffing than that laid down by the minimum standards.

The enlarged program anticipates expansion along present lines, the opening of several new departments which we do not have, and includes the threefold function of any college of agriculture, namely, instruction, research, and extension.

Reasons for the Desired Increase of Funds

The need for more income in the College of Agriculture and Forestry has arisen because of the following developments:

1. The continual increase in the student body makes necessary a curriculum with more varied subjects, new departments for instruction in important phases of agriculture not now touched, better instructors for good class work, and more closely supervised field work.

2. Opportunities and demands by governmental and private agencies for cooperation in the improvement of agriculture and rural life and in the development of special rural community improvement programs. An example of such opportunities is that of the nine cooperating stations in the plant improvement projects. To meet such demands adequately more funds and more personnel are imperative.

3. The desire on the part of many church bodies and local churches to enlarge their work to include a community uplift program indicates how the College should lead in promoting and in carrying on this type of work.

4. The Famine Funds are designated for specific purposes of research and extension and cannot be diverted for most of the work outlined. It is necessary, therefore, to look for additional assistance elsewhere.

Program for Development of Agriculture - 2

5. If, even the present work of the College is not to go backward, it is essential that endowment be obtained to replace the present capital expenditures from the Famine Funds and to replace the \$75,000.00 recently taken for the new campaign for famine funds.

Present Status of the College

The present assets of the College of Agriculture and Forestry are as follows:

1. Endowment (Famine Funds)	U.S. \$500,000.00
2. " (Methodist Board)	100,000.00
3. Current expenses, Famine Funds budget for next five years	80,000.00
4. Personnel from Boards of Foreign Missions:	
Presbyterian, 2 men	
Methodist, 2 "	
Baptists, 2 "	
Christian, 1 man	
Total, 7 men, equivalent to endowment of	420,000.00
5. Baptist cash grant, U.S. \$1,500, equivalent to endowment of	30,000.00
6. Self-supporting work - Chinese \$40,000, equivalent to endowment of	400,000.00
7. Student tuition fees, \$8,000, equivalent to endowment of	80,000.00
	<hr/>
Endowment or equivalent	\$1,610,000.00

PROGRAM A. Increase requested.

I. Current expenses (for comparison please see the budget):

1. Additional personnel

Department	Pro- fessors	Instruc- tors	Asso- ciates	Equivalent to five per cent endowment (U.S. currency)
Animal Husbandry	1	1	1	
Bacteriology	-	-	1	
Botany	1	1	-	
Entomology	-	1	-	
Farm crops	1	1	-	
Farm management	-	1	1	
Farm practice	1	1	-	
Forestry	1	-	-	
Horticulture	1	-	1	
Plant breeding	1	1	-	
Rural economics	1	1	1	
Rural education	1	-	1	
Rural engineering	1	1	-	
Rural sociology	1	1	-	
Sericulture	1	1	-	
Soils	1	1	-	
	<hr/>	<hr/>	<hr/>	
	13	12	6	

Program for Development of Agriculture - 3

Salary per year:	Pro- fessors	Instruc- tors	Asso- ciates	Equivalent to five per cent endowment (U.S. currency)
	\$2,800	\$1,650	\$1,000	
Total, Chinese	\$ 36,400	\$19,800	\$6,000	U.S. \$612,000
2. Extension work		\$5,000		
3. Research expense		5,000		
4. Library		3,000		
5. Science equipment		2,000		
Total, Chinese		<u>\$15,000</u>		150,000
Total current expenses				762,000

II. Capital items:

1. Replacement of Famine Fund capital	U.S. \$75,000		75,000
2. Replacement of Famine Fund annual expen- diture of capital	U.S. 15,000		300,000
3. Sericulture building		\$10,000	
4. Field building		3,000	
5. Land and improvements		7,000	
6. Science equipment		10,000	
7. Greenhouse		10,000	
	Chinese	<u>\$40,000</u>	400,000
Total capital items			<u>775,000</u>
Total of current and capital items			\$1,537,000

Program for Development of Agriculture - 4

PROGRAM B. Increase requested

I. For current expenses

1. Personnel as follows:

15 Professors and assistant professors	Chinese \$42,000
6 Foreign teachers	39,000
20 Instructors	33,000
24 Associates	24,000
30 Assistants	12,000
	Chinese \$150,000.0

2. Extension work - travel, material, literature, etc.	Chinese \$10,000
3. Research expenses, supplies, travel, equipment, etc.	20,000
4. Annual fund for getting specialists from foreign countries	15,000
5. Library	10,000
6. Science equipment	5,000
7. Graduate scholarship	5,000
8. Replace annual expenditure of Famine Funds capital	30,000
	Chinese \$245,000

Equivalent to endowment of approximately U.S. \$ 2,400,000

II. Capital expenditures

1. Second science hall	Chinese \$160,000
2. Sericulture building	20,000
3. Field building	10,000
4. Land and improvements	20,000
5. Science equipment	20,000
6. Greenhouse	10,000
	Chinese \$240,000

Equivalent to U. S. \$120,000

Summary

Present assets - equivalent to endowment of U. S. \$1,610,000

New askings:

1. Endowment	U. S. \$2,400,000
2. Buildings and equipment	120,000
	U. S. \$2,520,000

Needs of the College of Arts and Science
University of Nanking
As presented to the Board of Directors
November 9-10, 1928

The following statement is prepared with the view of bringing the work of the College of Arts and Science up to standard rank. We believe that the work of the College is very satisfactory, but the quality of the work should be improved or should be more adapted to Chinese needs. In face of the demand for reconstruction which confronts present-day China and of the establishment of the national capital in the city of Nanking, which will attract many more promising young students and brilliant teachers, we must decide on a plan which will make the College a centre not only of instruction and research but also of service. There is no greater need in present-day China than the training of a number of young people with a thorough understanding of the value and defects of Chinese life, more especially in its economic, social, religious and philosophical aspects, and with a firm grasp of the means that will meet the needs. With this purpose in mind, the following list has been made out, merely as a suggestion for a programme and under the following assumptions:

1. Our present defects, if any, lie in inadequate staffing, more particularly in the uneven distribution of staff among the various departments. Therefore our first need is to secure funds to finance an adequate staff. Better quality of work shall be our watchword. A private institution, we believe, stands for an ideal and should not try to compete with government institutions in the number of students.

2. Under present conditions, it is better to strengthen the existing departments than to expand in all directions. Nevertheless, owing to our achievements in the past and the important role we shall play in the new capital in directing and guiding the affairs of learning, there are certain distinctively valuable services which the College can perform for the making of a better China. First of all, our special course in Chinese and in Industrial Chemistry can be made to contribute more than they have in the past. Our equipment and interest in library science and in English should enable us to offer special courses in these fields; and more particularly advanced study in the social sciences, such as religion, economics, sociology, history, and political science, will be of indispensable value in the near future. There are very few men who have been trained in these lines and who are equipped with a knowledge of Chinese conditions and a grasp of the best results of modern scientific investigations in these fields.

3. The faculty-student ratio, though small at present, is financially uneconomical, and the uneven distribution of faculty members shows inefficiency. It means that while we must secure more teachers in order to adequately staff the school, we must likewise take in more students, so that income in the form of stu-

Needs of the College of Arts and Science - 2

dent fees may be increased to a certain extent. It is considered unwise, however, to take in more than six hundred students in the College.

4. A college of arts and science can not develop efficiently without a well-equipped library and liberal appropriations for books. Hence these needs are included in the following list, although administratively the University Library is separate from the College.

5. It is further assumed that the College will continue its present character and organization; that is, a four-year course with graduate study in some selected subjects only.

6. Henceforth the College will aim to turn out (1) scholars who will either go abroad for further study or who will carry on some research project by themselves, (2) teachers for middle schools, especially mission schools, (3) workers in government bureaux or business plants. Our purpose, in brief, is to prepare young people to understand and to serve China.

Present Status of the College

Number of students (above subfreshman year) 228
Number of teachers and their distribution in different departments (according to the 1928-1929 budget)

Departments	Total	Pro- fessors	Asst. Profs.	Instruc- tors	Asso- ciates	Assis- tants
Biology	1 1/2	1/2	-	1/2	-	1/2
Chemistry	6 2/3	2 2/3	-	1/2	1 1/2	2
Chinese	4	-	1 1/2	1 1/2	1	-
Economics	1	-	1	-	-	-
Education	2/3	-	2/3	-	-	-
English	2 1/3	2 1/3	-	-	-	-
History	2	1	-	1	-	-
Mathematics	2 1/2	-	1/2	1	1	-
Library Science	2/3	-	1/3	-	1/3	-
Philosophy	1 1/3	1 1/3	-	-	-	-
Political Science	2	1	1	-	-	-
Psychology	1/2	-	1/2	-	-	-
Physics	2 1/2	1/2	1/2	-	1 1/2	-
Physical Education	5/6	1/3	-	-	1/2	-
Religion	1 1/6	1/2	2/3	-	-	-
Sociology	1	-	1	-	-	-
	30-2/3	10-1/6	7-2/3	4-1/2	5-5/6	2-1/2

Now if we exclude the assistants who do not take charge of classes, the real teaching force of the College is 28-1/6 persons. Although the ratio between teacher and student is small, the quality of teaching is a serious problem, as quite a few of the teachers are merely college graduates without advanced training, and the majority of the others are very much below standard.

Needs of the College of Arts and Science

- 3 -

Present assets:

Tuition and student fees (250) -	approximately Chinese	\$29,600
Hall Estate endowment interest		5,000
Mission board personnel -	approximately	24,000
	Chinese	\$58,600

Equivalent to endowment of Chinese \$1,176,000
 or U. S. \$ 588,000

An Analysis of Needs

1. Our list of present assets shows clearly that more than half of the receipts come from student funds, a very dangerous thing in view of the current call for lower tuition fees. Moreover, it shows an annual deficit of about Chinese \$7,000.00, as the total expenditure of the current year is Chinese \$65,600.00. If the College remains as it is, without the least expansion, we must secure an endowment of Chinese \$140,000.00 at an interest rate of 5%, in order to put the College on a sound financial basis.

2. Our table of distribution of teaching staff shows clearly the uneven staffing of the departments. In the first place, it must be observed that this table includes all the mission supported personnel who are of professorial rank, altogether eight in number. If any of these fail to come out or fail to take up full work or be on furlough, the College will face the question of either engaging a man at lower salary or doing without a substitute. Hence provision must be made so that while some teachers may be on furlough each year, the teaching force will not thereby be reduced. Again, it is a striking fact that for such important subjects as psychology, education, economics and sociology, the College provides only one or less than one teacher. Library Science is a new department but with a prosperous future, since college graduates with library training are more in demand than ever before. If we are to live up to the standard of a reputable university, we must first of all reinforce these departments. Then the Departments of Chinese and English are basic as far as courses go. It is a question whether the present size of the staffs in these departments permits of the work being handled efficiently. New men are a necessity, especially if we want to build on solid foundations. We need some reinforcement in nearly all the other departments also. To list the need from this point of view and to present a more balanced distribution of teaching force, something like the following is suggested (based on President Cowling's "Financing the Effective College," in Kelly's "The Effective College.").

Needs of the College of Arts and Science - 4

Departments	Total	Pro-fessors	Asst. Profs.	Instruc-tors	Asso-ciates	Assis-tants
Biology (conducted jointly with the College of Agriculture and Forestry)	2	1	-	1/2	-	1/2
Chemistry	9 2/3	2 2/3	1	1/2	1 1/2	4
Chinese	6	1	1 1/2	2 1/2	1	-
Economics	2	1	1	-	-	-
Education	2	1	1	-	-	-
English	5 1/3	2 1/3	1	2	-	-
French and German	1	-	1	-	-	-
History	2 1/2	1	1/2	1	-	-
Mathematics	4	1	1	1	1	-
Library Science	2	-	1	-	1	-
Philosophy	2	1	1	-	-	-
Political Science	2	1	1	-	-	-
Psychology	2	1	1	-	-	-
Physics	4 1/2	1	1	1 1/2	1	-
Physical Education	2	1	-	-	1	-
Religion	2	1	1	-	-	-
Sociology	3	1	1	-	1	-
	54	18	15	9	7 1/2	4 1/2

This means the following

Additions	23 1/3	7 5/6	7 1/3	4 1/2	1 2/3	2
Salaries	\$46,350	\$22,500	\$14,700	\$6,750	\$1,200	\$1,200

Equivalent to an endowment of approximately Chinese \$923,000.00.

3. Meanwhile the departmental expenses and administration will be increased. It will be necessary to provide an annual fund for this. Moreover, the demand for books will be ever more urgent. Provision must be made for this, no matter whether it comes under the library budget or under the college budget. This will require:

For departmental supplies	\$12,000.00
For the Library	6,000.00
For the administration	5,000.00
	<u>\$23,000.00</u>

This amount is about \$13,000.00 over the present basis and to cover it would require an endowment of \$250,000.00 at the rate of 5% interest.

4. Of course, with an increased teaching staff, we shall be able to handle more students. President Cowling in his "Financing the Effective College" assumes that the faculty-student ratio will

Needs of the College of Arts and Science - 5

be twelve. On this basis, our fifty-four teachers will be able to handle 636 students in the College. This makes 400 over our present student enrolment and means an additional income of \$36,000.00, annually, in the form of tuition fees. Part of this will go into departmental supplies, administration, and permanent equipment. But we need a dormitory to house these students, and this cannot be built for less than \$100,000.00.

5. Finally, we need a library building. That this need becomes more and more urgent is evident to any one who goes over the situation in the University. In the first place, with an increase in the number of teachers, an increase in the number of classes, and an increased number of students, the reading rooms will become pitifully small and will undoubtedly hinder the development of the College by thwarting the reading opportunities of the students. Secondly, it is hoped that more advanced courses and research will be encouraged in the College. Seminar rooms or alcoves in the Library are almost indispensable, where easy access may be had to the books and manuscripts on special subjects. For many courses in the College there is no other source of information than the library. We should therefore have sufficient room for the students and faculty to work. Thirdly, the stack room of the present library is already overcrowded. With the proposed increase in book funds, the Library will soon be flooded with books, so that a new building will be indispensable. And, of course, funds should also be provided for its upkeep and administration. A well-equipped and efficiently-managed library is part and parcel of an effective college of arts and science. To list the needs under this head, then, we have

A library building	\$250,000.00	
Endowment for upkeep and administration	200,000.00	\$450,000.00

and also a building to house the Departments of Religion, Economics, Sociology, Psychology, and related subjects, to cost \$150,000.00.

To sum up, all our immediate needs are

I. For current expenses (in terms of endowment at 5%):		
For personnel	\$923,000.00	
For supplies, library, and administration	250,000.00	
For balance of deficit in current budget	140,000.00	\$1,313,000.00
II. For capital and building:		
A dormitory	\$100,000.00	
A library building	250,000.00	
Upkeep of library and administration	200,000.00	
A social science hall	150,000.00	\$ 700,000.00

Needs of the College of Arts and Science - 6

III. Total: For current expense	\$1,313,000.00	
For capital and building	<u>700,000.00</u>	Chinese
		\$2,013,000.00
or the equivalent of		U.S. \$1,006,000.00

A Programme of Moderate Expansion

1. To reorganize the special course in Chinese so that students will receive better training in Chinese language and literature, Chinese philosophy, Chinese history and government, and in social and economic subjects. If our staff is adequate to the degree outlined above, this can be done at very little extra expense through

(1) the shifting of emphasis to Chinese material and in better correlation between the Departments of Chinese, History, Political Science, Philosophy, Sociology, and Economics.

(2) additional teachers:		
1 in Chinese philosophy	\$2,000.00	
1 in Chinese social and economic history	2,000.00	
2 assistants or associates in Chinese	<u>1,800.00</u>	\$5,800.00

2. To maintain strong departments in education, English, and chemistry. To this end we need more teachers, preferably foreigners, in the Departments of English and Chemistry.

2 professors in education	\$5,400.00	
2 professors in English	6,000.00	
1 professor in chemistry	3,000.00	
1 assistant professor in chemistry	2,400.00	
2 instructors in chemistry	2,400.00	
equipment in chemistry	20,000.00	
books for these departments	<u>1,000.00</u>	Chinese \$40,200.00

3. To establish a special course of one year in library science, of sophomore standing. This need is evident from the present demand for trained library workers. The only existing school at present is that of the Central China University. The graduates from this school are too few to meet the demand. To meet the expense of this course, we need, in addition to the present staff,

Needs of the College of Arts and Science - 7

1 assistant professor	\$2,400.00	
1 instructor	1,600.00	
2 associates	1,800.00	
equipment and supplies	<u>2,000.00</u>	Chinese \$8,200.00

To organize an Institute of Social Research with the explicit purpose of (1) investigating into the origin, development, worth and influence of Chinese social, economic, industrial and religious institutions; (2) studying and analyzing the present social, economic, industrial, and religious conditions in China; (3) offering more advanced and, if practicable, graduate courses in the Departments of Sociology and Economics; and (4) training social workers in China. The Departments of Sociology, Economics, History, Political Science, Philosophy, and Religion, when brought up to standard, will be able to handle this additional work with the following additions:

1 professor in each of these six departments	\$18,000.00	
foreign specialists invited to direct special work	12,000.00	
4 instructors	6,400.00	
10 associates and assistants	8,000.00	
travel and investigation	3,000.00	
publications	2,000.00	
books	1,000.00	Chinese \$50,400.00

To sum up this programme of moderate expansion, which may be carried out in part even before all the departments are brought up to standard:

For special course in Chinese	\$5,800.00	
For additions in education, English, chemistry	40,200.00	
For special course in library science	8,200.00	
For institute of social research	<u>50,400.00</u>	Chinese \$104,600.00

This requires an endowment of Chinese \$2,082,000.00

or the equivalent of U. S. \$1,041,000.00

Total request for this programme:

For bringing departments up to standard	Chinese \$2,013,000.00	U. S. \$1,006,000.00
For moderate expansion	<u>2,082,000.00</u>	<u>1,041,000.00</u>
	Chinese \$4,095,000.00	U. S. \$2,047,000.00

Middle School

Report to the Board of Directors
November 9, 10, 1928

The Middle School was opened according to schedule with a total enrolment of 385 students; 343 in the Middle School and 42 in the Preparatory Department.

There are thirty-five members on the faculty, of whom seven give only part of their time to the school.

The registration of the Middle School was sanctioned by the Bureau of Education of the Nanking Municipal Government on June 28, 1928.

The year 1927-1928 was closed with a deficit of \$1,750.00, which we hope may be covered during this current year. There are various repairs that are needed at present, especially on the three teachers' houses which were badly damaged during 1927.

Both students and faculty have been showing a splendid spirit in the "reconstruction" period of the Middle School and we expect to have a very satisfactory year.

C. F. Liu, Principal.

Report of the Building and Property Committee

University houses now rented to outside people are as follows:

<u>House</u>	<u>Name of Occupant</u>	<u>Date of expiration of lease</u>
"Owen"	Yih Pai-chi	June 30, 1929
"Reisner"	Chang Ching-kiang	" " "
"Hummel" - half	Tsai Yuen-pei	" " "
"Speers"	Hsiung Pin	" " "
"Wixon"	Bureau of Agriculture	December 31, 1928
"Illick"	" " "	" " "
"Trimmer"	Bureau of Commerce & Industry	" " "
"Jones"	" " " " "	" " "
"Gibbs"	" " " " "	" " "
"Porter"	Shih Tu-pih	" " "
"Holroyd"	Lin Shao-ho	" " "
"Hamilton"	Yu Fi-pen	" " "
"Thomson"	Liu Foh-chin	" " "
"Lowdermilk"	" " "	" " "

We are planning to have the following houses returned immediately for University use: Thomson, Lowdermilk and Porter; after January 1st, Holroyd, Wixon and Illick; while the remainder will be returned by June 30, 1929. It has been very difficult to have the tenants give up the houses at the expiration of the lease, especially due to the shortage of houses in Nanking at the present time.

Report of the Building and Property Committee (continued)
November 9, 10, 1928

The northwest side of the Chinese nurses' home in the east hospital compound, together with the kitchen and various outbuildings, have been torn down on account of the new Chung Shan Road. The losses to the hospital on account of this new road - buildings and land - amount to approximately \$7,500.00. The road also takes a corner of the west compound near the well. If the original scheme for this road is carried out and the road is made 120 ft. wide, the hospital will lose the entire nurses' home as well as the deep well. The well would cost about \$15,000.00 and the nurses' home about \$45,000.00. Much of the cleaning and refinishing of walls, etc., in the hospital has been done under the supervision of the engineer of the University.

The new bath house with lockers, for the students, has been finished, but, unfortunately, we cannot use it at present as we do not have enough water. The water problem is always a serious one, and is becoming very acute at the present time. The Construction Department suggests the following proposition for consideration:

To drill a well 4-6 in. in diameter like the new one at Ginling College, Tls.	2,500.00	M. \$3,500.00
Hut for a pump house for protection from weather		100.00
Deep well pump		250.00
Local made pump handle		60.00
Piping to bath house		250.00
Labor		100.00
Unforeseen costs		200.00
		M. \$4,460.00

The engines with pump head, concrete tanks, piping, etc., can be installed later, whenever funds are available - \$3,000.00.

In addition to the regular work of the Construction Department, services have been rendered to the various missions in Nanking and Chinkingang. The income for this outside work amounts to approximately \$3,000.00, which does not include any charges for various University accounts. Mrs. Meigs' house is being cared for by this department, the income from the rent being received regularly and deposited for her credit with the University Treasurer.

Request is made that since conditions in Nanking are becoming more normal, the Board of Directors should appoint one of the foreign senior staff members to deal with the University property.

C. T. Gee, Resident Engineer.

Residences - Financial Statement

Deficit at close of June 30, 1928	\$2,076.97
Repairs made since July 1st to November 1st	6,549.74
	<u>\$8,626.71</u>

It will be necessary to continue to rent houses to the extent of the above amount during this year.