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UNIVERSITY OF NANKING

MINUTES OF THE HOSPITAL COMMITTEE HELD June 3, 1930

The first meeting of the Hospital Committee, appointed by the Board of Directors of the University of Nanking, was held at the home of Dr. Y. G. Chen at three o'clock on Tuesday afternoon, June 3d. The members whose names are starred were present:

*Mrs. Edward James
*Y. L. Mei
*Edwin Marx
*S. F. Chao
*Z. T. Ing

H. R. Wei
Mrs. J. L. Buck
T. C. Woo ex-officio
*Y. G. Chen "
*C. S. Trimmer "

AND Miss Priest was also present by invitation.

The meeting was opened with prayer by Mr. Marx.

Dr. Chen outlined briefly the purpose of the Hospital Committee and stated he was asked to serve as convenor of the meeting, requesting that a chairman of the committee be chosen at this time. It was

H-1 VOTED that Dr. Y. G. Chen be appointed as chairman of the Hospital committee.

H-2 VOTED that Miss Priest be asked to serve as secretary of the Hospital committee.

Dr. Trimmer, chairman of the executive committee of the hospital gave a brief report of present conditions, which is summarized as follows:

The support of the hospital comes from Mission Boards, the Rockefeller Foundation and from charges made to patients. On account of the increased cost of drugs and supplies it has been necessary to increase the charge made to patients during the past year. At the present time it is impossible to do very extensive charity work although the aim is to do as much as possible with our limited funds. We feel this is one of our greatest needs and hope some way will be open to establish a definite fund for charity work in the hospital. About six months ago the Nurses' training school was opened and while the number of nurses in training is not large, the school is making good progress. The hospital is not yet opened to capacity due largely to the shortage of nurses on the staff, but we have 120 beds in constant use at this time. There are eight Chinese doctors and two American doctors on the staff. The number of patients in the clinics has been slightly less than last year which has been a great relief enabling us to do more effective work than was possible

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with the larger number of patients. Our greatest need for staff at present is a superintendent and a doctor in the eye, nose and throat department. Our greatest need for buildings is for a nurses' home for our women nurses. We hope the committee will find some way to provide for this need.

The financial report of the hospital for the current fiscal year to May 1st, 1930 was presented by Miss Priest and is attached as part of these minutes.

Dr. Cuen presented the following problems for discussion:

1. Need for a superintendent.
2. Future program of the hospital.
3. Relation to the government program.
4. Proposed Public Health program.

After brief discussion it was decided to take up No. 4 at this time, and considerable time was spent in discussing the proposed Public Health program as presented to the committee. The program is attached to these minutes.

PUBLIC HEALTH PROGRAM

The Program as a whole

The program as a whole was discussed fully and the following points were considered: (1) Personnel (2) Possibilities of carrying out such a plan (3) Dangers, and (4) Definite plans.

In relation to the question of personnel, Dr. Y. C. Mei, who is Health Commissioner for Nanking, stated that no matter what salary was offered it was very difficult to secure nurses for public health work in China as there were very few available at this time. It was the opinion of the committee that the most essential need would be the securing of proper personnel to carry forward such a program especially in relation to the section for which the hospital would be responsible.

It was felt that any program would have to be worked out very carefully and with the complete approval of the civil authorities in order to guard against the danger of having public health workers assume that their training gave them the right to practice medicine, which would discredit western training and cause a good deal of harm to all medical schools in the country. Unless the University is very sure they are ready to give adequate training along this line, it would be better to

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defer the plan than to have men going out from the school with questionable qualifications.

The feeling was that the whole program was somewhat too elaborate for us to undertake at this time. It would be better to plan one section and do it well especially if there is some question of not having sufficient funds for the entire program which if carried out as proposed, will require a large fund. The Peking plan was discussed briefly and it was decided that one of the first items would be to find a suitable area to carry out the work. Dr. Y. C. Mei stated that the municipal authorities would give every possible assistance. The plan for the Public Health work undertaken by the Municipal authorities is to have two demonstration centers - the first one in the 2d precinct and the second one in the 8th precinct. Although the work is only just started, it looks as if the budget of thirty thousand dollars would be insufficient to adequately carry these two stations. Dr. Mei further suggested that it might be possible for the hospital to use the 9th precinct (the Kuleo section) for a demonstration area, and that some cooperative plan be worked out with the city so that the area would be furnished by them enabling the University to spend most of their funds on the academic side.

The next step was to discuss the program in relation to the three plans outlined in the proposition:

First Plan

The first plan was the proposal that the University of Nanking offer a post graduate course of one or two years' work in Public Health, for the purpose of training Public Health Supervisors who would be given a special certificate at the end of their course. Although this plan is more closely related to the University college work than to the hospital work, the general opinion was that the need is great but that the task is too gigantic for us to undertake at this time.

Second Plan

The second plan was the proposal that a four-year college major course be given at Ginling College to train teachers of public health and hygiene: men or women who would teach in primary or middle schools and do work in mass education work.

In view of the great demand for teachers of this type, it seemed a very desirable program and the plan was approved in general for health education for lower schools, leaving details and organization to be worked out after further study. The hope was expressed that perhaps these

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students specializing in this work could use the hospital or the city demonstration area for field or laboratory work which would prepare them more adequately for their future task.

Third Plan

The third plan was more closely related to the hospital and was a proposal to train Public Health Visitors. This plan was discussed very carefully. At present there are three types of nurses in China: (1) Nurses with a degree, now classed as "First Class", (2) nurses who hold the N.A.C. certificate or "Second Class" and (3) nurses who have rather mediocre training known as "third Class". The First class group will always be limited and we shall probably depend upon the combined work offered by Yenching University in cooperation with the Peking Union Medical College for this type of training. The second group will be the ones who will carry most of the work done in the country and to whom we shall have to look for the Public Health Visitors. In time it is hoped that the third class nurses may be eliminated.

It was decided that the most essential part of the third plan will be to locate a satisfactory supervisor who will be able to plan for the work. It was decided that the whole scheme must be a part of the city system for the Health Community Program and before any definite steps are taken it was recommended that the following principle should be stated and carefully followed:

H-3 Before any plan proposed today is inaugurated, it would be desirable for the hospital to inquire of the government authorities in the city if such a plan would be acceptable to them, and if it would be possible for us to work in harmony and cooperatively with them in carrying out any program for the benefit of the Public Health of the city of Nanking.

In commenting on this principle it was stated that officially there is no alternative and practically there is no reason why such a plan cannot be worked out profitably for everyone.

In view of the importance of finding a satisfactory supervisor it was

H-4 VOTED that the chairman be requested to write informally to Mrs. Y. L. Mei, at present Director of the Woosung Health Demonstration Station, briefly outlining our proposed plan, and inquiring if we are successful in securing the funds to support this Public Health Work, if she would be interested in the position as director or supervisor of the program as outlined under the Third Plan.

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The suggestion was made that it might be possible to make the colleges and middle school demonstration centers for school public health with a suitable director and suitable courses for hygiene, sanitation, etc.

GENERAL ORGANIZATION

The general organization of the hospital was discussed fully and it was decided that the need for a superintendent was very urgent. The question was raised as to whether the superintendent should be a medical man or a business man, but the matter was left for further investigation. The opinion of the committee was that it would be better to secure a strong Christian, either a medical man or a laymen, who would be interested in serving a Christian institution as it will be impossible for us to compete with salaries offered by government hospitals. No action was taken at this time.

The suggestion was made that the hospital try to secure the services of a dentist for at least part time.

Dr. Trimmer asked if it was the opinion of the committee that a campaign should be started to raise funds for a nurses' home. The committee expressed the opinion that such a proposal should be carefully worked out and presented at some future meeting.

It was decided to hold another meeting of the committee during this month with the hope that definite recommendations could be secured as to the superintendent for the hospital.

Respectfully submitted,

E.M.Pricat.

- (1) To organize a five-year college major center.
- (2) To organize a four-year college major center.
- (3) To organize a three-year college major center.
- (4) To organize a two-year college major center.
- (5) To organize a one-year college major center.
- (6) To organize a six-month college major center.
- (7) To organize a three-month college major center.
- (8) To organize a one-month college major center.
- (9) To organize a six-week college major center.
- (10) To organize a three-week college major center.
- (11) To organize a one-week college major center.
- (12) To organize a six-day college major center.
- (13) To organize a three-day college major center.
- (14) To organize a one-day college major center.
- (15) To organize a six-hour college major center.
- (16) To organize a three-hour college major center.
- (17) To organize a one-hour college major center.
- (18) To organize a six-minute college major center.
- (19) To organize a three-minute college major center.
- (20) To organize a one-minute college major center.
- (21) To organize a six-second college major center.
- (22) To organize a three-second college major center.
- (23) To organize a one-second college major center.
- (24) To organize a six-millisecond college major center.
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- (50) To organize a one-decade college major center.
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- (65) To organize a one-aeon college major center.
- (66) To organize a six-eternity college major center.
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Hospital Committee - 6

A PROPOSED PUBLIC HEALTH PROGRAM

To be conducted in cooperation with the University of Nanking,
including the University Hospital and Ginling College.

To include three types of work:

1. Training of Public Health Supervisors: men or women who organize and direct the public health work of a given area, either as a government official in charge of a local public health department or as head of a voluntary public welfare organization. The Public Health Supervisor works in close cooperation with a medical doctor upon whom he depends for technical advice and all diagnosis and treatment of diseases.

- (1) To require four year college graduation plus one or two years' post graduate training.

- (2) To be trained in the University of Nanking.

- a. To use courses now given in biology, sociology, economics, and rural departments.

- b. Special courses in public health administration.

- (3) Need:

- a. Staff: at least one man to give special courses and to head up department. This man should be a Doctor of Public Health or at least have a Certificate of Public Health from either the P.U.M.C. or from a competent Western university. (cooperation in staff from public health department at Chaofoo if necessary)

- (b) Equipment.

2. Training of Teachers of Public Health and Hygiene: men or women who organize and teach the hygiene and health education of a primary or middle school and in mass education work.

- (1) To require a four-year college major course.

- (2) Training to be started at Ginling College.

- a. To use courses now given in education, psychology, biology, physical education, nutrition, child welfare and hygiene.

- b. Special courses in health education and in public health.

- (3) Need:

- a. Staff: at least one woman health education teacher. This instructor should have at least an M.A. in hygiene and public health education.

- Cooperation from the Doctor of Public Health at the University of Nanking if necessary.

- b. Equipment.

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3. Training of Public Health Visitors: nurses who cooperate with the Public Health Administrator and doctor in a given area in visiting homes to ascertain health conditions and direct the work of visiting aids where the area is large enough to require such subordinates.
 - (1) To be given as a one-year post-graduate nurses' training course with senior middle school graduation.
 - (2) Training to be given at the University Hospital.
 - a. Three-year graduate nurses's training now given at hospital.
 - b. Special courses in public health nursing and visiting and administration.
 - (3) Need:
 - a. Staff: One trained instructor to give these special courses and supervise training of visitors.
 - b. Equipment: Housing for student visitors, etc.

Especially in connection with the training of Public Health super-
visors and Public Health Visitors at the University of Nanking and the
University Hospital, it has been suggested that an experimental area
would be highly desirable. This may be an area in the city of Nanking
in which the Public Health Department has given the University Hospital
responsibility and control, or it may be an area in which voluntary
education and public health welfare work is carried on, or it may be a
rural area in connection with the Rural Extension work.

The staff for this experimental area would line up as follows:

1. Director: The doctor of Public Health at the University of Nanking.
2. Supervisor of Public Health Visitors: Instructor in Public Health Visitors at the University Hospital.
3. Supervisor of Health Education: Instructor of Health Education at Ginling College.
4. Detail work to be carried on by students in Public Health Super-
vision, Public Health Visiting, and Public Health Education at the
three above institutions while taking their courses.
5. Collaboration of Hospital staff especially in their clinics.

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June 3, 1930.

Proposed Budget for Training Public Health Supervisors.

I. Undergraduate Courses

Current (annual) Initial grant*

A. General Courses - no additional expense:

1. Biology 132, 136
2. Chemistry 130, (156?)
3. Sociology 140, 141, 156, (160?)
4. Rural Sociology
5. Economics 130.

B. New Course needed:

1. Physiology.

a. Personnel: Doctor of Public Health

b. Equipment:

demonstration manikin

books

100.

1,800.
600.

II. Post Graduate Courses:

1. Bacteriology and Parasitology of Public Health:

a. Personnel: 1 assistant half time

600.

2. b. Equipment:

6 oil immersion lenses M90 00
6 microscopes ml50.00

540.
900.

??? c. Room

2. Public Health Administration (Clinic serves as laboratory)

3. School Hygiene (schools for field work)

100.

a. Equipment: charts

4. Maternity, Infancy and Child Welfare

a. Personnel: Dr. Hsiung

?? b. Equipment: charts

5. Nutrition (Ginling ?)

6. Public Sanitation

a. Equipment: (charts and laboratory?)

300.

1,500.

Books for library for above courses

III. Personnel: Director and Head of Department:

1. Doctor of Public Health

3600.

a. Salary and expense

b. Office equipment

150.

c. Secretarial help

300.

d. Stationery

100.

IV. Clinics and Experimental Area (cf. Hosp)

600.

V. Overhead at 10%

Totals.....M\$ 5,500. M\$ 5,590.

*Chinese currency - exchange of 3 to 1 used in figuring equipment)

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June 3, 1930

**Financial report for the University Hospital
from July 1, 1929 through April 30, 1930.**

RECEIPTS:

Professional receipts:

Registration of evangelists

Private practice

Physical examinations

Rent to patients

Medical treatments

Obstetrics

Surgical treatment

Laboratory fees

X-ray

Drugs and medicines

Special ward

Nurses training school fees

University college clinics

Contracts:

National Const. Com.

Asiatic Petroleum Co.

Mission Boards:

Baptist

Presbyterian

United Christian Missionary Society

Rockefeller Foundation grant for 1929

Gifts

Interest and exchange

Salaries of doctors (does not include Mission supported doctors)	5,706 02	
Salaries of nurses	12,363 06	
Salaries of evangelists	9,477 50	
and expense for wards	1,155 06	
	290 00	
	32,593 17	
	3,295 10	
	972 45	
	3,167 10	
	3,818 02	
	166 00	
	2,420 78	
	1,052 81	
	1,383 57	
	83 30	
	600 00	
	111 36	
	78 75	
	2,174 62	
	720 55	
	9,000 00	
	959 00	
	2,037 13	
	1,712 20	
	89,317 52	

EXPENDITURES:

Administration:

Salaries of staff

Printing

Office expense and supplies

Operation and maintenance:

Salaries of staff

Wages of servants

Repairs of buildings

Insurance

Electricity

Fuel

Building supplies and expense

Building equipment

Laundry

Delco plant - to January 1st

Operation of new power plant

Total expense	3,174 77	
	737 32	
	447 39	
	363 76	
	3,279 95	
	4,054 95	
	338 60	
	1,769 62	
	4,531 61	
	2,453 64	
	673 50	
	4,303 10	
	626 77	
	466 59	
	19,912 53	

University treasurer

Hospital Committee - 10.
June 3, 1930.

Expenditures continued:

Profession;

Salaries of doctors (Does not include Mission supported doctors)	5,706 02	
Salaries of nurses	12,383 66	
Salaries of evangelists	465 00	
Supplies and expense for wards	4,010 36	
Linen	1,920 28	
Equipment for wards	157 04	
Board for patients	12,822 49	
Surgical supplies	3,683 22	
Surgical equipment	114 88	
Eye dept. expense	42 30	41,305 25

Laboratory:

Salaries of staff	2,420 76	
Supplies and expense	1,062 85	
Equipment	1,865 57	5,349 18
Xray expense		169 82

Drug room:

Salaries of staff	892 70	
Supplies and expense	604 53	
Medicines and drugs	8,486 97	9,984 20
Special ward (no salaries included)		4,743 27
Training school expense		459 89

Re-equipment, re-opening, etc:

Cleaning, repairs, etc.	5,415 74	
New Flower plant (\$1,000. still due)	3,298 14	
Travel and expense and forstaff	1,719 80	
Special grant for student at Tsinan	150 00	
Expense account of new road	121 44	10,705 12

Total expenditures.....M\$96,988 74

Summary statement

Reserve at beginning of year July 1, 1929		38,003 32
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Expenditures to May 1st - 10 months	96,988 74	
Less receipts same period	89,317 52	7,671 22

Reserve May 1st, 1930.....M\$		30,332 10
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Cash on hand May 1st;

In cash drawer	493 49	
Shanghai Com. and Sav. Bank	626 22	
Fixed deposits	20,000 00	
Balance in Hongkong Bank, N.Y. and University treasurer	9,212 39	30,332 10

UNIVERSITY OF NANKING

Minutes of the Hospital Committee held June 30, 1930.

The second meeting of the Hospital Committee was held at the home of Dr. and Mrs. C. S. Trimmer on Monday afternoon, June 30, 1930. The members whose names are starred were present:

*Mrs. Edward James	*H. R. Wei
Y. L. Mei	Mrs. J. L. Buck
*Edwin Marx	T. C. Woo, ex-officio
*Z. T. Ing	*Y. G. Chen
S. F. Chao	*C. S. Trimmer

The meeting was opened with prayer by Mrs. James.

Dr. Y. G. Chen, chairman of the committee, presented two items for discussion at this meeting: (1) Organization of the hospital, and (2) the Public Health Program.

The need for a superintendent in the hospital was discussed and the following actions taken:

H-5 VOTED that the superintendent of the Hospital shall be a professional man.

H-6 VOTED that a nominating committee of three be appointed by the chair to bring in nominations for a superintendent. (The following committee was appointed: Mr. Z. T. Ing, chairman, Mr. Edwin Marx and Mrs. Edwin James.)

The organization of the hospital was discussed and it was decided that there was need for a clearly defined statement showing the future organization for the hospital. It was

H-7 VOTED that an organization committee of three be appointed to draft a statement of the future organization of the hospital, especially defining the functions of the superintendent and of the various departments in the hospital. (The following were appointed: Mr. Edwin Marx, chairman, Dr. Y. L. Mei and Dr. C. S. Trimmer.)

The Public Health Program was discussed briefly especially in relation to the proposed budget presented at the meeting. It was

H-8 VOTED that we appoint Mrs. Edwin James and Mrs. J. L. Buck a committee to formulate the plan of approach to the Milbank Foundation.

Minutes of the Hospital Committee
June 30, 1930

After discussing the budget briefly it was

H-9 VOTED that the proposed budget for the Public Health Program be referred to the special committee who worked it out with power to make any changes that seem necessary in presenting the program to the Milbank Foundation. (The special committee was Dr. Y. G. Chen, Dr. C. S. Trimmer and Miss E. M. Priest)

There was a great deal of discussion concerning the proposed Nurses' Home to provide facilities for one hundred women nurses and staff. In view of uncertain economic conditions at this time both in America and in China the possibility of raising funds for any building project was very doubtful. It was

H-10 VOTED that the proposal for a campaign for a new Nurses' Home for the women nurses and staff be deferred at the present time.

It was suggested that a request be sent by the chairman to the Rockefeller Foundation asking them to renew their grant which expires January 1, 1931. At the same time it was mentioned that possibly they could be approached on the subject of providing funds for the Nurses' Home. No action was taken.

H-11 VOTED that a vote of thanks be extended to Dr. and Mrs. Trimmer for their hospitality.

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UNIVERSITY OF NANKING, NANKING

Minutes of the Hospital Committee of the Board of Directors.

The third meeting of the Hospital Committee was held at the home of Dr. and Mrs. Y. G. Chen on Tuesday Afternoon, October 28th, 1930. The 1930 members whose names are starred were present:

*Mrs. Edward James
*Y. L. Mei
*Edwin Marx
*Z. T. Ing
S. F. Chao

*H. R. Wei
*Mrs. J. L. Buck
T. C. Woo, ex-officio
*Y. G. Chen "
*C. S. Trimmer "

Dr. J. H. Daniels was also present by invitation.

The meeting was opened with prayer by Mrs. Buck.

Dr. Chen, chairman of the committee, presented two main problems for discussion at this meeting - (1) organization of the hospital, (2) the Public Health Program. In addition the report of the nominating committee for the selection of a superintendent was to be presented.

The organization committee appointed at the last meeting had no report to present at this time. Dr. Daniels presented a plan that he had personally worked over and after discussion it was

H-12 VOTED to refer the whole program for reorganization of the hospital to the organization committee - (Messrs. Marx, chairman, Mei and Trimmer) - for further study which shall include the proposal and study of the constitution, by-laws, etc. It was stated that in presenting by-laws for the hospital that the relation of the University administration with the hospital be carefully considered and defined. It was decided to ask Dr. Daniels to serve as a coopted member of the organization committee.

The following letter was received from Mr. Z. T. Ing, chairman of the Nominating Committee for superintendent of the hospital:

"Dear Dr. Chen:

I take pleasure to inform you that the Nominating committee of the Hospital Committee of the University of Nanking met at the home of Mr. Edwin Marx on Saturday, the 5th of July, and unanimously nominated Dr. J. H. Daniels as the Superintendent of the University Hospital."

Yours very sincerely,
Z. T. Ing For the Nominating Com."

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Hospital Committee.
October 28, 1930 - 2

After discussion, it was

H-13 VOTED to amend the report of the nominating committee to read:

".... and unanimously nominated Dr. J. H. Daniels as acting superintendent of the University Hospital."

H-14 VOTED to refer the report of the nominating committee as amended to the Board of Directors for further action.

The Public Health Program was discussed fully and Mrs. Buck brought to the attention of the hospital committee the plans and wishes of the Milbank Foundation as presented to her by Dr. Sydenstricker. The proposals as presented by Mrs. Buck were somewhat different from the plan discussed at previous meetings, and in view of the present conditions, it was

H-15 VOTED that a sub-committee of five be appointed by the chairman to study this problem and report at a later meeting.

There being no further business the meeting adjourned by taking the following action:

H-16 VOTED to express the hearty thanks of the committee to Dr. and Mrs. Chen for their hospitality.

Nanking

TRANSFER

Mailed to members 3/10/31

UNIVERSITY OF NANKING, NANKING

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Hospital Committee,
October 28, 1930 - 2

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There being no further business the meeting adjourned by taking the following action:

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ELEVENTH MEETING OF THE EXECUTIVE-FINANCE COMMITTEE
Board of Directors of the University of Nanking
November 20, 1930

The Executive-Finance Committee met at the University at Nine o'clock on the morning of November 20, 1930. The members whose names are starred below were present:

T. C. Woo, chairman
*C. S. Chen
*F. C. Garrett
H. T. Li

*R. Y. Lo
E. C. Lobenstine
*Y. G. Chen, ex officio
*Miss E. M. Priest, ex off.

Mr. E. H. Cressy was asked to attend to fill the vacancy on the committee caused by the withdrawal of Mr. S. J. Mills.

The meeting was opened with prayer by Mr. Cressy.

Revision of Budget for 1930-1931

The first item considered was the revised budget for the year 1930-1931, and it was

DEF-396 VOTED that the revised budget be accepted with appreciation, as presented by the Treasurer.

Because of the need of funds for other purposes, one of the items deleted from the budget was the Assistant to the President. The Committee, however, felt it most important that an Assistant be found as soon as possible and

DEF-397 VOTED that, realizing the need of securing an Assistant to the President, we instruct the President to try to secure a man as soon as possible, even though there should be a deficit at the end of the year on that account.

Financial Statements for 1929-1930

The Treasurer presented the financial statements for the year ending June 1930, pointing out that in addition to clearing the deficit of about \$20,000 we were able to close with a surplus of \$5,179.20 in general funds, \$2,456.62 in the Middle School, and \$8,114.57 in the College of Agriculture and Forestry. The Famine Prevention Work statement was presented, showing \$27,299.34 due to gain in exchange as the balance to be carried forward to the year 1930-1931.

The Hospital statement and detailed hospital report were given careful attention. It was noted that the surplus funds were reduced by \$7,912.54, the amount expended over receipts during the year. Although the financial situation of the Hospital is a serious problem, no immediate solution seems possible.

Eleventh Meeting of Exec. Finance Com., Nov. 20, 1930 - page 2

DEF-398 VOTED that we accept the report of the Treasurer for the fiscal year July 1, 1929, through June 1930, as audited.

Building and Equipment Expenditures

DEF-399 VOTED that \$6,779.93, representing the cost of the new well, pump house, tanks, etc., situated west of the McCormick Dormitories, be covered by special income earned by the Construction Department.

DEF-400 VOTED that money to cover cost of the extra tank needed for the gas plant (not to exceed \$3,000) be borrowed from hospital funds and that this money be refunded without interest when available.

DEF-401 VOTED that funds not exceeding \$3,700, to be covered by special gain in exchange from cash paid by Mission Boards in lieu of vacancies on board quotas, be used for building a new gatehouse south of Sage Chapel, containing guest room, room for distribution of mail, and servants' rooms; for supplying iron gates at the roadway entrance to the west dormitories and fencing in the main college campus; and for widening and developing walks in order to provide a suitable entrance to the main college campus and to secure better control of property and conduct.

DEF-402 VOTED that we note the items following but defer action until the buildings have been completed:- \$3,500 borrowed from funds of the College of Agriculture and Forestry and approximately \$882.65 not covered, to provide balance due on (1) the amount of \$2,439.65 owing on the three double houses completed in 1929, (2) one double house under construction, estimated to cost \$8,203, and (3) one four-unit house under construction estimated to cost \$8,740, for which Language School funds amounting to \$15,000 have been used.

Offer from Milbank Foundation

The President reported on a possible contribution from the Milbank Foundation for public health work. Dr. Edgar Sydenstricker, representing the Milbank Foundation, had proposed (1) training of supervisors, etc., (2) training of graduate nurses for public health visitors at the University Hospital, the work to be correlated with a public health centre in the city, and (3) training of public health teachers at Ginling College for positions in secondary schools. This plan was dis-

Eleventh Meeting of Exec. Finance Com., Nov. 20, 1930 - page 3

ussed by the Hospital Committee but it was found impracticable to accept the responsibility until the matter had been considered further.

Hospital Committee

DEF-403 VOTED that we recommend that the President act as convener only of the Hospital Committee, as authorized by the Board on March 28, 1930, and that he do not serve as permanent chairman of the committee.

Condition of East Dormitory Compound of College Group

The Building and Property Committee reported conditions in the east dormitory compound of the college group, where kitchen, toilets, and well were in dangerous proximity to each other. It was felt most important that something be done to remedy the conditions existing and it was suggested that some members of the committee inspect the compound and report to the Board.

Cooperation with Yenching University in Agriculture

Cooperation with Yenching University in agriculture under funds from the China Famine Fund Committee was discussed and proposals from Yenching University were presented and considered.

DEF-404 VOTED that we approve in general the plan of agreement with Yenching University as presented and recommend the appointment of one or two representatives to meet with representatives from Yenching University, instructing our representatives on points that need reconsidering in the proposed plan.

Baptist Cooperation

With reference to the action of the East China Mission of the American Baptist Foreign Mission Society 30-183, "To recommend that the General Board take up with the Board of Founders of the University of Nanking the question as to whether we need longer to supply a second man in the University, or his salary, since the Language School for which we were jointly responsible has ceased to function," it was

DEF-405 VOTED that appreciating the cooperation of the Baptist Board and Mission in the work of the University, we request that, in view of their action 23-182: ("In view of the loss to the University of Nanking

Eleventh Meeting of Exec. Finance Com., Nov. 20, 1930 - page 4

of the service of Mr. Keen, to recommend that pending the appointment of some one from our Board to be sent to the University for the Department of Agriculture and Forestry or the Language School, that an appropriation be made of \$4,000 to complete the share of this Mission in those two departments, but to state that this Mission strongly prefers that a representative on the staff of the Department of Agriculture and Forestry shall be secured." they hold in abeyance, until the University can present its case, their action 30-183 ("To recommend that the General Board take up with the Board of Founders of the University of Nanking the question as to whether we need longer to supply a second man in the University or his salary, since the Language School for which we were jointly responsible has ceased to function.") and that the President and the Baptist representatives on the Board of Directors be asked to take up the matter with the East China Baptist Mission.

Language School Building Fund

The American Baptist Foreign Mission Society Board having taken the following action: (ECRC 30096) "That the financial equity of the Board in the capital funds of the Nanking University Language School shall not be considered convertible to other uses at the present time; That in case the Language School is not reopened in Nanking, the University of Nanking shall purchase the Baptist equity in the Language School property at a valuation to be agreed upon, so that this investment may be available for a language school elsewhere," it was

DEF-406 VOTED that the matter of refunding to the Baptist Board financial equity in the capital funds of the Language School and purchase by the University of the Baptist equity in the Language School property be deferred pending further correspondence with the Baptist Board.

Upkeep of Keen Hall

DEF-407 VOTED that one-third of the total of the following items connected with the upkeep of Keen Hall be charged to the Chinese Cultural Studies Institute and two-thirds to the Department of Agricultural Economics:

1. Servants: 1 gateman	\$80.00
1 man, furnace/grounds	80.00
1 general (Keen)	80.00

Eleventh Meeting of Exec. Finance Com., Nov. 20, 1930 - page 5

2. Supplies for building	\$100.00	
3. Telephone	72.00	
4. Electricity	400.00	
5. Repairs - minor	100.00	
6. Coal	<u>1,400.00</u>	\$1,312.00

Future Gifts for Projects

DEF-408 VOTED that in view of the fact that there is always a shortage of funds for general purposes, and in view of the limited accommodation for classrooms and offices and residences, we endeavour, if possible, to ensure that ample funds are available to cover overhead, such as cost of housing staff, office space, equipment, and general running expenses, of any additional project or undertaking that is contemplated.

Revision of Constitution of Advisory Council

Owing to the fact that the Advisory Council had been registered under the Ta Hsich Yuan (University System), which has been superseded by the Ministry of Education, it has become necessary to revise the constitution of the Advisory Council to conform to regulations of the Ministry. It was

DEF-409 VOTED that we approve of the proposed revision of the constitution of the Advisory Council necessitated by the regulations of the Ministry of Education and instruct the administrators to work out details and present them to the Board for their enactment and for authorization of amendment of the by-laws.

Division of Colleges

DEF-410 VOTED that we approve in general the recommendation of the Reorganization Committee for the Colleges on February 7, 1930, that Zoology and Entomology be under the administration of the College of Science and refer the matter to the annual meeting of the Board in the spring of 1931.

Increases in Salaries

DEF-411 VOTED that we put on record that in justice to the university faculty and staff as a whole, salary increases be budgeted for only at the annual meeting of the Board, when all members can be given the same consideration.

Eleventh Meeting of Exec. Finance Com., Nov. 20, 1930 - page 6

Chemistry Department Deficit

DEF-412 VOTED that the overexpenditure by the Chemistry Department of \$2,166.90 in 1929-1930 be refunded within two years if possible, from sales of supplies in the store room; and that we instruct the Chemistry Department to limit their orders in the meantime until their present stock on hand is materially reduced."

Institute of Chinese Cultural Studies

DEF-413 VOTED that we accept the financial report of the Institute of Chinese Cultural Studies for the year ending June 30, 1930.

In view of the fact that the year 1929-1930 was the first year of the Institute and many of the projects could not be started until toward the end of the year, all the funds were not used and a balance of \$10,227.75 was carried forward to 1930-1931.

DEF-414 VOTED that we recommend that the surplus funds of the Institute of Chinese Cultural Studies for 1929-1930 be used as follows:

- \$5,000 to be reserved for future use.
- 1,000 to be allocated to the Library for cataloguing, storage, etc., of books of the Institute.
- 1,000 to be reserved for special printing items.
- 3,227.75 to be placed with the Book Fund for the purchase of books.

Board Representatives on the Board of Trustees of the East China Federated University

DEF-415 VOTED that Messrs. Chen Chung-shen, R. Y. Lo, and Ting Tso-chen be appointed alternates for the representatives of the Board of Directors on the Board of Trustees of the East China Federated University, namely, Messrs. L. T. Li, E. C. Lobenstine, and T. C. Woo.

Respectfully submitted,

Minnie H. Purcell,
English Secretary.

EIGHTH MEETING OF THE BOARD OF DIRECTORS
OF THE UNIVERSITY OF NANKING
November 21, 1930

The eighth meeting of the Board of Directors of the University of Nanking was held in room B-10a Severance Hall at nine o'clock on the morning of November 21, 1930. The meeting was opened with prayer by Mr. Li Hou-fu.

Members of the Board

<u>Elected by</u>	<u>1930</u>	<u>1931</u>	<u>1932</u>
Chekiang-Shanghai Baptist Convention	T. K. Van		T. C. Bau
East China Mission of the American Baptist Foreign Mission Society		J. W. Decker	*E. H. Cressy
Central China Conference of the Mei I Mei Hwei	Tsu Yu-ho	*R. Y. Lo	Li Han-toh
Central China Mission of the Methodist Episcopal Church		J. C. Ferguson	*E. James, alternate for L. J. Birney
East China Divisional Council of the Church of Christ in China:			
Ning Chen Chu Hwei:	*Irving C. C. Chu (substitute for Wen Pei-shan)		*Hwa Peh-hsiung
Wang Peh Chu Hwei:		C. L. Irwin	
Kiangnan Mission of the Presbyterian Church in the U. S. A.	F. S. Niles	E. C. Lobenstine	
	*K. Campbell, alternate		
Chung Hwa Chi Tuh Chiao Hwei (connected with the China Christian Mission)	*Cheo Hsiao-chen (1933)	Li Yao-tung (1934)	*Li Hou-fu
China Christian Mission	*C. H. Plopper	*F. C. Garrett	
Alumni	Han Ngan	Tao Chi-hsing	*Hung Chang
		*Tang Chi-yu	
Co-opted	K. P. Chen	*Chen Chung-shen	King Chu
	Ting Tso-chen		*T. C. Woo
Ex-officio	*Y. G. Chen		
	A. J. Bowen		

Eighth Meeting of Board of Directors, Nov. 21, 1930 - page 2

The members whose names are starred above were present. There were also present on invitation Dr. W. A. Anderson of the North Carolina State College of Agriculture and Engineering; Miss E. M. Priest, Treasurer; and the Secretary.

Excuses were received from Messrs. T. C. Bau, K. P. Chen, J. W. Decker, J. C. Ferguson, H. T. Lee, and Y. H. Tsu.

As there was not a quorum it was decided to take up the business on the agenda and to consider that the actions had the approval of the Board if no reports to the contrary were received after circulation of the minutes.

Changes in Membership

It was noted that Mr. Kenneth Campbell had been appointed successor to Mr. S. J. Mills as alternate for the Presbyterian Mission representatives on the Board; and that Mr. Li Yao-tung had been appointed by the Chung Hwa Chi Tuh Chiao Hwei to succeed Mr. Li Ming-fu.

Co-opted Members

President Chen presented the problem involved in having co-opted members on the Board who did not attend meetings. During discussion the suggestion was made that possibly a larger attendance at Board meetings might be secured if alternates were elected for these members.

D-416 VOTED that the election of alternates for co-opted members of the Board be referred to the Executive-Finance Committee.

Recording of Minutes in Chinese and English

The Executive-Finance Committee at their meeting on May 2, 1930, having voted that the minutes of the Board of Directors be kept in both Chinese and English (DEF-395), the Board took the following actions:

D-417 VOTED that there be a Chinese Secretary as well as an English Secretary of the Board of Directors and that the minutes be recorded at the same time in both Chinese and English, it being understood that the two secretaries confer with each other before sending out the minutes and that this action become effective from date of this meeting.

D-417a VOTED that Mr. Li Hou-fu be elected Chinese Secretary of the Board of Directors.

Eighth Meeting of Board of Directors, Nov. 21, 1930 - page 3

D-418 VOTED that an Editorial Committee, consisting of Messrs. C. S. Chen, Hung Chang and Li Hou-fu be appointed to edit the Chinese minutes.

Approval of Minutes

Approval of minutes which had been distributed since the previous meeting of the Board was signified by the following action:

D-419 VOTED that the minutes of the Board of Directors of March 28, 1930; of the Executive-Finance Committee of May 2, 1930; and of the Hospital Committee of June 3 and 30, 1930, be approved.

Note was made of the receipt and distribution of minutes of the Board of Founders of January 7, May 6, and June 25, 1930.

Actions by Correspondence

D-420 VOTED that we confirm the action taken by the Executive-Finance Committee by correspondence on July 10, 1930, and approve Mr. Gee's plan for enlarging the present gate-house south of Sage Chapel (to provide better entrance, two small guest-rooms, postal boxes, and servants' room); for supplying iron gates for roadway entrance to the west dormitories; and for widening and developing walks to serve a programme of one entrance for the main campus, the aim being to secure better control of property and conduct and the maximum estimate, including fence, amounting to \$3,000. (See also D-441.)

D-441 VOTED that we confirm the action taken by the Executive-Finance Committee by correspondence on August 8, 1930, and approve of one additional gas tank being added to the present gas plant in order to supply the Hospital with the gas they require, using University Hospital funds for the purpose, with the understanding that we shall expect to refund the money to the Hospital whenever it is possible to do so from funds in the University treasury, the cost to be from \$2,500 to \$3,000. (See also D-440.)

Report of the President

The following is a summary of the President's report.

"The first item I wish to bring to your attention is the appointment of administrative officers and teachers this semester. Mr. Liu Tsung-pen is now Dean of the College of Arts, and Dr. Wei Hsich-ren, Dean of the College of Science. Dr. Liu Kwoh-chuin has been made Librarian; and Mr. Liu Nai-ching, Registrar for the

Eighth Meeting of the Board of Directors, Nov. 21, 1930 - page 4

Colleges, while Mr. Wu Shan has succeeded Mr. Ni Tsing-yuen as Business Manager for the Colleges. Dr. J. H. Daniels is now school physician. Mr. Yuen Ching-hsien, of the Class of 1930, is Chinese Secretary to the President, and Messrs. Wang Tung-pei and Kwoh Ming-sheo clerks in the President's office. Miss Li Loh-chi (B. A. Northwestern) is acting as Dean of Women. Mr. Ming Chuin-hao, a graduate of our special course in Chinese, is working part time in the Registrar's office; and Messrs. Ho Si-fan and Cheo Keh-ying, both Nanking graduates, are associates in the Library. Mr. Wang Fang-chi is in charge of military training. This year we are undertaking something new. We have long felt the need of having a publication where the needs and activities of the school can be brought before the public, and so we have started a weekly bulletin, copies of which will be distributed later. Mr. Wen Min, also one of our graduates, is editor of this bulletin and he is preparing material for a catalogue as well.

In the College of Arts we are glad to have Dr. Ko Seng back in the Departments of Economics and Sociology, after study in France, where he was made a Docteur ès Lettres by the University of Lyons. Mr. Ching Tsu-meo (B. A., Nankai) is giving a course in the San Min Chu I; Mr. Francis P. Jones (B. A., Northwestern; B. D., Garrett Biblical Institute; M. A., Chicago; S. T. M., Union Theological Seminary), and Mr. Samuel J. Mills (B. A., Lafayette) have joined the faculty of the English Department, Mr. Mills also teaching a course in French; Mr. Kao Ping-chwen (B. A. Nanking) and Mr. She Hsui-shwen are in the Chinese Department, the former giving part time to secretarial work in the Dean's office; Mr. Tung Shao-hwa (M. A. Columbia, Ph. D., Wisconsin) is giving a course in political science, and Mr. Tu Ting-hsiu (B. A., Lawrence College; M. A., Columbia), a course in music. In the Institute of Chinese Cultural Studies, Mr. Chen Tung-yuen is teaching history, and Mr. Hsi Chu-tao, a graduate of our special course in Chinese, is acting as clerk.

In the College of Science new members of the Chemistry Department are Mr. Tsiang Kwan-tsen (M. S., Yale), Mr. Shan Tsi-hsien and Mr. Sheo Loh, both our graduates, and Mr. Wang Kia-yu, a graduate of Soochow University. In the Physics Department we now have Mr. Ching Pu (B. C. E., Nanyang; M. S., Massachusetts Institute of Technology), Mr. Chen Sheo-chu (B. S., Nanking), and Mr. Mao Teh-en, a former student in the University. Mr. Liang Tsing is giving a course in geology.

In the College of Agriculture and Forestry we are pleased to have Dr. A. N. Steward with us again in the Botany Department. Messrs. Peng Sheo-pang and Wang Ping-chuin, both our graduates, have joined the staff of the Agronomy Department; Mr. Wei Ching-chao, also one of our graduates, the Department of Plant Pathology;

Eighth Meeting of Board of Directors, Nov. 21, 1930 - page 5

and Mr. Chu Hwei-fang, a returned student from Germany, the Forestry Department. In the Department of Agricultural Economics we have Dr. Li Hsuen-chiu (Wisconsin); Mr. B. Burgoyne Chapman (B. A., M. A., Sydney University and Cambridge); Yieh Meo (B. S. Nanking) and Swen Wen-yu, also one of our graduates who has recently returned from study at Leland Stanford University. Mr. Chen Chi-hwa, another of our graduates, is in the Department of Agricultural Education. In addition, about fifty assistants have been taken on in connection with the land utilization and population project of the Department of Agricultural Economics.

"You will be glad to know that Mr. and Mrs. Chapman are giving their services as a personal contribution to the University. Dr. Warren S. Thompson, Director of Scripps Foundation for Research in Population Problems, is spending a year with us helping in the land utilization and population project, and we are especially grateful to him for the contribution of his services and the funds he has given to the work. Dr. R. G. Wiggans, of the Department of Plant Breeding of Cornell University, returned to the United States in October after giving valuable service in superintending the plant improvement work being undertaken by the Department of Agronomy.

"There have been a few faculty changes in the Middle School and this semester we have the following new members: Mr. Chiang Chien-yao (B. A., Nanking), Liu Chuin (B.A., Nanking), and Mrs. Wang Hu Meng-tsing, who are teaching English; Miss Fan Ih-chi and Mr. Yu Muh-ren, teaching Chinese; Mr. Mei Ping-fu (B. S. Nanking), teaching biology; Mr. Wang Shih-ming (B. S., Shanghai), teaching chemistry; and Mr. Hsu Kwoh-liang (B.S; Nanking), teaching physics.

"The chief change in the Hospital staff has been the return of Dr. J. H. Daniels, who is now acting superintendent.

"Students. This term 168 students are enrolled in the College of Arts, 69 in the College of Science, and 171 in the College of Agriculture and Forestry (not including 47 taking the special course for the training of rural leaders). You will note that the number of students in agriculture and forestry is increasing rapidly, which shows that the work we are doing in this line is very generally appreciated as there is a great need for leaders in this field. Although the number of agricultural students is increasing, there are about fifty students less in the colleges than there were last term, owing to the need of limiting the student body to a number that can be fairly easily managed. There are 687 students in the Middle School, which includes a third-year class in senior middle school of 117.

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"Dr. R. H. Tawney of the London School of Economics is visiting us at the present time. He has come to China at the invitation of the Institute of Pacific Relations to study industrial conditions and is giving a course of lectures at the University.

"Constant demands for service to the community are made upon the colleges. Recently the College of Arts was requested to open a night school for the people of Nanking. There are many public workers who are anxious to study and they are urging the University to open such a school for them, and it would be a good thing if the University could do so. In view of the needs of the city it is clear that we should make the University serve the city and the public more and more.

"Recently, at the suggestion of Dr. J. C. Ferguson, Dean Liu and I went to Peiping to see him in regard to his gift to the University. As previously reported, Dr. Ferguson had offered to present to the University his art collection, but owing to the unsettled state of the country at the time he made this offer, some thought the collection might either be lost or destroyed if it were moved to Nanking, and so it was suggested that the collection might be sold and the money used to put up an arts building, which is needed very badly. As Dr. Ferguson is leaving shortly for the United States, we were anxious to have the matter settled and so at his suggestion Dean Liu and I went to Peking to see him. He has a wonderful collection of jade, porcelain, and bronze pieces, and old paintings, and he told us that it would be worth ten times more to the University to have this collection than to have a building. He also has a valuable collection of old books, and if we secure them they will be a good medium of study, not only of Chinese culture but of different courses being given in the College of Arts also. After seeing these fine things we agreed with Dr. Ferguson that it would be a pity if the University lost the chance of securing them. We therefore hope that there will be other opportunities for solving the problems of the College of Arts as regards space for classrooms and private rooms for teachers. The college is very much handicapped by lack of space and it would be able to serve the community better if it had a building where there would be space enough to carry on a night school.

"In the College of Science a good deal of stress has been put on practical service. The physics shop is being enlarged so that some of the apparatus for chemistry and physics can be repaired or made locally, and improved upon, and it is possible that eventually the college will be able to help develop shop work in the city. The Rockefeller Foundation is interested in this work and is providing some funds. It is also helping teachers to carry on private study.

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"The College of Agriculture and Forestry furnishes many avenues for practical service. Recently the Central Agricultural Extension Committee of the Government completed arrangements with the Extension Department whereby the work we have been carrying on at Wukiang can be continued. We have done work there for many years, but on account of lack of funds we felt the people there ought to be able to keep up the work themselves. They said, however, that if we left, it would cease, and that would be a pity. It happened that at this time the Central Agricultural Extension Committee were looking for a place where they could strengthen their experimental work. They made the proposal that if we furnished the workers they would provide funds for carrying on the work for several years, and we have agreed to this. They will make a contribution of \$4,000 and, in addition, will pay from \$300 to \$500 a month.

"The China Foundation is giving \$10,000 a year for three years for two projects, (1) in plant breeding and (2) in investigation of rice diseases, to be undertaken by the College of Agriculture and Forestry.

"Another contact with the Government was made recently in connection with the move to secure the services of Dr. H. H. Love of the Department of Plant Breeding of Cornell University as adviser in crop improvement work. Four organizations were interested in securing him, (1) the Ministry of Agriculture and Mining, (2) Central University, (3) the Bureau of Agriculture and Mining of Chekiang Province, and (4) the University of Nanking. The University is responsible for securing Dr. Love, through the representation of Co-Dean Sie and we are also providing a furnished house for him.

"Negotiations have been carried on with Yenching University for cooperation in agriculture. Yenching has been very much handicapped by a changing personnel each year in its Agricultural Department, so our College of Agriculture and Forestry was approached to head up the agricultural work at Yenching, which for the present will be mainly along the line of crop improvement.

"We have started a faculty religious reading circle this year, including Christians and non-Christians interested in reading and discussing religious subjects, articles, and books. There are three voluntary groups which meet every other week and they are proving valuable in enlarging the religious outlook and providing a channel for the exchange of religious thought.

"Another matter on which I wish to report briefly is my visit to the United States. At our last meeting the Board

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voted that I go to America, mainly because the difficulties of the situation here did not seem to be clearly understood in America, due in part to distance and in part to the peculiar situation of the University in late years. It seems desirable for me to meet with the Founders and friends abroad, to visit some educational institutions, and also to help in securing teachers for the University and in making larger contacts. Conditions in Nanking have been such, however, that up till the present it has not been possible for me to leave, but things are more settled now and maybe next term I shall be able to go. I have thought of making the trip partly at my own expense, for some private study. In any case, it will be necessary to consider very soon the appointment of an Acting President, especially if I should stay away for any length of time. I feel the need of a little rest, for these past few years have been a considerable strain, but I shall be very glad to do all I can for the University while I am in America."

At the conclusion of the President's report, Mr. Cressy stated that the past three years and a half had been very difficult ones for the University and very much more credit should go to Dr. Chen than he is willing to accept. He doubted whether the University could have survived through these years had it not been for Dr. Chen's quiet, Christian character and his very hard and able work.

D-422 VOTED that the report of the President be received with appreciation.

Faculty and Staff Appointments

D-423 VOTED that we confirm the appointments of administrative officers, teachers, and staff reported by the President in his report.

Treasurer's Report

The Treasurer reported that the year had been a good one in spite of many handicaps. In addition to clearing the deficit of about \$20,000, there was a surplus of \$5,179.20 in general funds at the close of the year 1929-1930, of \$2,456.62 in the Middle School account, and \$8,114.57 in that of the College of Agriculture and Forestry. There is still a debit balance against the Agricultural Experiment Station as well as against a few other special accounts. The Famine Prevention Work statement was also presented and showed an amount of \$27,299.34 due to gain in exchange which had been carried forward into 1930-1931, in accordance with the terms of the agreement providing against unnecessary drawing upon the principal.

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A detailed report of the hospital account was presented showing that receipts did not cover expenditures in the year 1929-1930 so reserve funds had to be drawn on, and it will be necessary to do the same this year. This condition is due to the grant of the Rockefeller Foundation diminishing in amount each year, being \$6,000 only for the current year. Next year it will be \$3,000 only, after which it will cease. Other funds must be found to take its place. Fees have been increased but little can be expected from additional fees.

Attention was drawn to other items in the Treasurer's report for 1929-1930, and it was

D-424 VOTED that the report of the Treasurer for the year 1929-1930, as audited, be accepted with appreciation.

Revision of Budget for 1930-1931

The revised budget for the year 1930-1931 was presented and it was

D-425 VOTED that the revised budget for 1930-1931 as presented by the Treasurer be accepted with appreciation.

In connection with the revision of the budget, it was pointed out that one of the items deleted was the Assistant to the President, as it was felt that the funds were needed for other purposes. The Board, however, approved action DEF-397 of the Executive-Finance Committee, and it was

D-426 VOTED that we confirm action DEF-397 of the Executive-Finance Committee and instruct the President to try to secure a man as soon as possible to act as Assistant to the President, even though there should be a deficit at the end of the year on that account.

Increases in Salary

Requests had been received from the head of the Department of Chemistry asking that, beginning September 1, 1930, an additional increase of \$5.00 be made in the salary of Mr. Li Shih-king because of special work he is doing, and of \$2.00 in the salary of Mr. Yang Shi-ming.

Requests were also received from the head of the Department of Agricultural Economics for readjustments in salaries to rectify the overlooking of the following increases in salary at the time when the budget was made up: Chang Lu-lwan, \$5.00; Kan Tai-chang, \$3.00; and Yang Shu-fang, \$2.00, from September 1, 1930; and Shen Hsien-yao, \$5.00, from February 1, 1931.

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The Executive-Finance Committee at their meeting on November 20, considered these cases and appointed Messrs. C. S. Chen, Cressy and Garrett a subcommittee to confer with the heads of the departments concerned. After hearing the report of this subcommittee, it was

D-427 VOTED that we approve action DEF-411 of the Executive-Finance Committee "That in justice to the University faculty and staff as a whole we put on record that salary increases be budgeted for only at the annual meeting of the Board, when all members can be given the same consideration;" and, voted further, that this action become effective from date of this meeting (November 21, 1930).

D-428 VOTED that we refer to the President, the Treasurer, Dr. C. S. Chen and Dr. Garrett, with power, the question of requests for increase in salaries of

Li Shih-king	\$5.00	beginning	September 1, 1930
Yang Shi-ming	2.00	"	" 1, 1930
Chang Lu-lwan	5.00	"	" 1, 1930
Kan Tai-chang	3.00	"	" 1, 1930
Yang Shu-fang	2.00	"	" 1, 1930
Shen Hsien-yao	5.00	"	February 1, 1931

with the understanding that, since these ^{five} ~~six~~ are receiving special consideration at this time, they shall not be eligible for further consideration when the matter of increases in salaries of staff members is taken up in the next annual budget.

Mr. Liu Tien-ching was recommended for an increase of salary from November 1, 1930, in view of his being given administrative responsibility as acting head of the Department of Physics, and it was

D-429 VOTED that Mr. Liu Tien-ching receive an additional \$5.00 a month from November 1, 1930, on assuming responsibility as acting head of the Department of Physics.

Chemistry Department Deficit

D-430 VOTED that we confirm action DEF-412 of the Executive-Finance Committee, "That the overexpenditure by the Chemistry Department of \$2,166.90 in 1929-1930 be refunded within two years if possible, from sales of supplies in the store room; and that we instruct the Chemistry Department to limit their orders in the meantime until their present stock on hand is materially reduced."

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Language School Building Fund

The Executive-Finance Committee on May 2, 1930 (DEF-391) authorized the administration to proceed with the construction of residences with funds released by action taken on January 7, 1930, by a subcommittee appointed by the Board of Founders, as follows:

- "1. That the field be authorized to proceed at its discretion to use three-fourths of the Language School Property Fund of Mex. \$15,000, that is to say, Mex. \$11,250, for the construction of additional residences, with the understanding that if and when the Language School is reopened these residences will be made available for the Language School staff.
- "2. That the remaining one-fourth of this amount, Mex. \$3,750, be reserved for the present until information has been received from the field as to the attitude of the East China Mission of the Baptist Board and the Episcopal Board."

The Board of Directors on March 28, 1930, voted (D-366) to ask the Board of Founders to reconsider their action in connection with the refunding of \$15,000 of Language School Building Funds used for the construction of additional residences ("that if and when the Language School is reopened these residences will be made available for the Language School staff" - BF-491), and to approve of the Directors' request that "should it be deemed necessary at any time to reopen the Language School the University would be responsible for capital funds used if required for another building, to the extent of \$15,000."

The Acting Mission Secretary of the East China Mission of the American Baptist Foreign Mission Society reported the following action taken by the Baptist Board (ECRC 20096):

"That the financial equity of the Board in the capital funds of the Nanking University Language School shall not be considered convertible to other uses at the present time;

"That in case the Language School is not reopened in Nanking, the University of Nanking shall purchase the Baptist equity in the Language School property at a valuation to be agreed upon, so that this investment may be available for a language school elsewhere."

After discussion, it was

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D-431 VOTED that we confirm the action of the Executive-Finance Committee (DEF-406) "that the matter of refunding to the Baptist Board financial equity in the capital funds of the Language School and purchase .. by the University of the Baptist equity in the Language School be deferred pending further correspondence with the East China Baptist Mission."

Because of pressure of time, the following action, DEF-392, of the Executive-Finance Committee of May 2, 1930, was not considered by the Board at this meeting:

"That representation be made to the Boards and Missions cooperating in the University, that since one language school for Central East China will probably be sufficient in the future to care for all missionaries coming to Central East China for the first time, and since the North China Union Language School in Peiping has been rendering excellent service during the past three years to such missionaries who otherwise would have studied in Nanking, we recommend that the North-China Union Language School be considered the Language School for Central East China and that no other language school be operated in this part of China under the direction of the cooperating mission boards."

Upkeep of Keen Hall

The former Language School compound having been vacated, the subcommittee of the Building and Property Committee recommended the following use of the buildings for the present: Meigs Hall as a dormitory for staff members, and the two cottages and one gate house as residences for staff members; and Keen Hall to provide accommodation for the land utilization and population project, the Chinese Cultural Studies Institute, and Alumni guest room and offices. In view of the additional cost to the University for upkeep of Keen Hall, for which no provision had been made in the budget, it was

D-432 VOTED that we approve action DEF-407 of the Executive-Finance Committee, "That one-third of the total of the following items connected with the upkeep of Keen Hall be charged to the Institute of Chinese Cultural Studies and two-thirds to the Department of Agricultural Economics:

1. Servants: 1 gateman	\$80.00
1 man (furnace/grounds)	80.00
1 general (Keen)	80.00

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2. Supplies for building	\$100.00	
3. Telephone	72.00	
4. Electricity	400.00	
5. Repairs - minor	100.00	
6. Coal	<u>1,400.00</u>	\$2,312.00.

Institute of Chinese Cultural Studies

A financial statement for 1929-1930 and a list of projects completed or in process of being undertaken were presented. In view of the fact that the year 1929-1930 was the first year of the Institute and many of the projects could not be started until toward the end of the year, all funds were not used and a balance of \$10,227.75 was carried forward into 1930-1931, to be used as indicated in the following action:

D-433 VOTED that we approve the recommendation of the Executive-Finance Committee (DEF-414), "That surplus funds of the Institute for Chinese Cultural Studies for 1929-1930, amounting to \$10,227.75, be used as follows:

1. \$5,000 to be reserved for future use.
2. 1,000 to be allocated to the library for cataloguing, storage, etc., of books of the Institute.
3. 1,000 to be reserved for special printing items.
4. 3,227.75 to be placed in the Book Fund for purchase of books. "

D-434 VOTED that we accept the financial report of the Institute of Chinese Cultural Studies, for the year ending June 30, 1930.

Future Gifts for Projects

D-435 VOTED that we confirm action DEF-408 of the Executive-Finance Committee, "That in view of the fact that there is always a shortage of funds for general purposes, and in view of the limited accommodation for classrooms and offices and residences, we endeavour, if possible, to ensure that ample funds are available to cover overhead, such as cost of housing staff, office space, equipment, and general running expenses, of any additional project or undertaking that is contemplated. "

Use of Funds for Library Building

D-436 VOTED that we approve the recommendation of the Executive-Finance Committee (DEF-382) "That \$225,000 of the

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\$300,000 promised by the Government for a Library be used for the building and equipment (stacks, furniture, installation of electricity, laying out of grounds, etc.); \$25,000 for books; and \$50,000 as endowment for upkeep of building as a first charge, the balance to be used, if any, for the purchase of books.

Report of Building and Property Committee

The report of the Building and Property Committee contained recommendations for remedying the bad conditions existing in the east dormitory compound of the college group. The report stated that temporary repairs and minimum improvements would cost approximately \$5,000 for the kitchen, bathroom, wash-room, and boiler; \$1,000 for removing the dining-hall to the west dormitory for sanitary reasons; and \$750 to improve the walks, fences, and entrance. After discussion of the conditions prevailing in the east compound, it was

D-437 VOTED that we refer to the Executive-Finance Committee and the Building and Property Committee, with power to act, the unsatisfactory sanitary conditions existing in the east compound of the college group; and that we authorize the Treasurer to pay an amount not to exceed \$4,000 for repairs and improvements.

It was suggested that it would be well if some of the faculty and students and one or two members of the Board could look into the situation at the east compound and make suggestions.

The Building and Property Committee on May 2 suggested to the Executive-Finance Committee possible sites for various buildings under consideration, and The Board

D-438 VOTED that we approve the recommendations of the Executive-Finance Committee (DEF-381), with the exception of the suggested location of proposed dormitory (4), as follows:

1. That the arts building (Ferguson Hall) be placed in the gardens south of Swasey Hall, on the site now marked by a corner stone for an Alumni Hall, if the Alumni Association are agreeable.
2. That the Library be placed east of the former Williams house and west of the proposed site for Ferguson Hall (instead of on the site of the former Williams house, as proposed by the Building and Property Committee), and that the

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quadrangle at the entrance to the present group of college buildings be enlarged so that an appropriate gateway and gatehouse can be erected.

3. That Williams Hall be located at the north end of the athletic field immediately northwest of the present temporary gymnasium at the Drum Tower.
4. That a Dormitory be erected similar in size to the most recently built unit (third west of Severance Hall).
(As the site proposed for this dormitory by the Building and Property Committee would interfere with any future building plans of the College of Agriculture and Forestry, the location of the dormitory was left open for future consideration.)
5. That faculty residences be built east of the sericulture building and north of the houses erected originally for staff members supported by the China Famine Fund.
6. That the Fortieth Anniversary Memorial be placed at the intersection of lines east from the centre of Sage Chapel and south from the centre of Severance Hall.
7. That the Flag Pole presented by the Class of 1929 be erected on the line south from the centre of Severance Hall, perhaps fifteen feet from the hedge bordering the road.

It was noted that the Building and Property Committee had also recommended the use of Meigs Hall for faculty members who are unmarried or who are living in Nanking without their families.

The expenditure of the following sums on building, repairs, and equipment was authorized:

D-439 VOTED that we approve action DEF-399 of the Executive-Finance Committee, "That \$6,779.93, representing the cost of the new well, pump house, tanks, etc., situated west of the McCormick Dormitories, be covered by special income earned by the Construction Department."

D-440 VOTED that we approve action DEF-400 of the Executive-Finance Committee, "That money to cover cost of the extra tank needed for the gas plant (not to exceed

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\$3,000 be borrowed from hospital funds, and that this money be refunded without interest when available." (See I-421.)

D-441 VOTED that we confirm action DEF-401 of the Executive-Finance Committee, "That funds not exceeding \$3,700, to be covered by special gain in exchange from cash paid by Mission Boards in lieu of vacancies on board quotas, be used for building a new gatehouse south of Sage Chapel, containing guest room, room for distribution of mail, and servants' rooms; for supplying iron gates at the roadway entrance to the west dormitories and fencing in the main college campus; and for widening and developing walks, in order to provide a suitable entrance to the main college campus and to secure better control of property and conduct." (See D-401.)

Subcommittee of Building and Property Committee

Since many of the matters that come before the Building and Property Committee hardly warrant taking the time of members of the Board, the Executive-Finance Committee on May 2, 1930, recommended the appointment of a subcommittee to the standing committee of the Board, consisting of members of the faculty who could go over matters that needed attention and then bring them before the Building and Property Committee of the Board if necessary. It was therefore

D-442 VOTED that we approve the recommendation of the Executive-Finance Committee, DEF-390, that a subcommittee of the Building and Property Committee be appointed, consisting of members of the faculty, who shall present recommendations to the standing committee on Building and Property of the Board.

D-443 VOTED that the Treasurer and the Business Manager be included among the members of the subcommittee of the Building and Property Committee.

College of Arts Committee

Dr. R. Y. Lo, Chairman of the College of Arts Committee, reported that the committee had met on the night of November 20. The work of the College was handicapped in many ways, chiefly because of lack of (1) adequate faculty, (2) space for classrooms, offices, etc., and (3) reference books. It was pointed out that a Christian institution could make a large contribution by training men well along arts lines for the church and for society, and our training should be first

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class. Just how we could secure and pay for the high-grade teachers needed was a problem, and it was suggested that by increasing the salaries of some of the men by, say \$50.00 a month, it might be possible to hold them or to get others. To give some measure of relief, it was suggested that a few feet of ground be dug away from the basement walls of Severance Hall, as has been done around Swasey and Bailie Halls. The basement windows could then be enlarged and the rooms made more suitable for use as classrooms. After discussion it was

D-444 VOTED that the providing of more classrooms in Severance Hall be referred to the Construction Department.

College of Science

There was no report from the College of Science, but the problem of the proper location of the biological subjects was discussed. There were three points to be considered in deciding whether a subject belonged more properly to the College of Science or to the College of Agriculture and Forestry; viz., (1) where it technically belonged, (2) how the faculty of the two Colleges felt about it, and (3) whether special funds had been provided with a definite understanding that a certain college was to be responsible for the subject.

D-445 VOTED that we confirm action DEF-410 of the Executive-Finance Committee and approve in general the recommendation of the Reorganization Committee for the Colleges on February 7, 1930, that Zoology and Entomology be under the administration of the College of Science, and that we refer the matter to the annual meeting of the Board in the spring of 1931.

D-446 VOTED that Dr. Tang Chi-yu be a corresponding member on the Reorganization Committee for the Colleges.

College of Agriculture and Forestry Cooperation with Yenching University in Agriculture

A proposed agreement between the University of Nanking College of Agriculture and Forestry and Yenching University (copy of which is attached to these minutes) was presented, in which it was proposed that Nanking conduct and control the Agricultural Experiment Station at Yenching. After discussion it was

D-447 VOTED that we confirm action DEF-404 of the Executive-Finance Committee and approve in general the plan of agreement with Yenching University as presented and

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appoint Messrs. K. S. Sie, J. L. Buck, and T. H. Shen to meet with representatives from Yenching University, instructing our representatives on points that need reconsidering in the proposed plan and requesting them to present the revised agreement at the next annual meeting of the Board.

D-448 VOTED that Dr. Tang Chi-yu and Mr. E. H. Cressy act as corresponding representatives of the University in negotiations with Yenching University, representing the Board of Directors.

Middle School

The report of the Middle School Committee was presented by Mr. Hung Chang, in the absence of Mr. Li Han-toh, Chairman. The committee met on November 20. An order had been received from the Bureau of Education of the Special Municipality of Nanking, stating that tuition must be reduced, since it was contrary to the regulations of the Bureau for private schools to charge more than three times the tuition charged in schools established by the Government. Our Middle School tuition fee is \$42.00 a semester, a little more than three times that charged in government schools. A reply had been sent to the Bureau of Education explaining that, owing to financial difficulties, we were unable to reduce our fees at once but would do so gradually. It was felt by the Committee that when necessary the Principal of the Middle School could be authorized to make a reduction of \$4.00 in tuition, but in order to make up for the loss in income this would involve, room rent would have to be increased by \$2.00, and incidentals by \$1.00.

The Committee also reported that some of the classes were very large and should be divided into two, which would make it easier for the teachers to handle. There was a shortage of teachers and the committee asked the Board to arrange for the addition of either two full-time teachers or four half-time teachers.

Another need was equipment for science and physics. Since the work of the third year of senior middle school was to be transferred to the Middle School administration in September 1931, it was absolutely necessary to provide the required equipment.

Another matter was the condition of the chapel and the Y. M. C. A. building. The chapel was too small to accommodate the student body and was not in a good state of repair.

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D-449 VOTED that action on meeting the request of the Bureau of Education for reduction in tuition fees of the Middle School be deferred.

D-450 VOTED that one full-time teacher or two half-time teachers be secured for the Middle School as soon as possible.

D-451 VOTED that the Middle School be authorized to use \$4,400 on science equipment and repairing of buildings, this sum to be paid for from surplus funds of the Middle School in the years to come.

D-452 VOTED that action on providing funds for enlarging the chapel at the Middle School be deferred, with the understanding that before this work is undertaken inquiries be made as to whether or not the new roads in the scheme of city planning would necessitate the removal of the building.

Hospital Committee

The President reported that at the meeting of the Board in March he had been asked to be convener of the Hospital Committee. When the Committee met it was found that he was the only member who was also a member of the Board of Directors and so he had been elected chairman. Personally, he thought it would be wiser to have some one other than the President for chairman.

There had been three meetings of the Hospital Committee, to consider (1) a public health programme, (2) organization, and (3) financial matters of the Hospital.

(1) Public Health Programme - Offer from Milbank Foundation.

The Milbank Foundation, through its representative, Dr. Egbert Sydenstricker, had intimated that it would be willing to provide funds for a public health programme undertaken in connection with the University Hospital. The Hospital Committee, therefore, made three proposals for the use of these funds:

1. The offering of a post-graduate course of one or two years' work in public health, for the purpose of training public health supervisors who would be given a special certificate at the end of their course.
2. A four-year college major course to be given at Ginling College for the training of teachers of public health and hygiene, both men and women, who would teach in primary or middle schools and do work in mass education.
3. The training of public health visitors at the University Hospital.

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The Hospital Committee had discussed these propositions but felt unable to come to any definite decision about them so had appointed a subcommittee to study the matter.

(2) Organization.

The special subcommittee appointed by the Executive-Finance Committee on February 7, 1930, consisting of representatives of missions boards and Chinese church organizations interested in the Hospital, to consider ways and means by which the administration of the University Hospital could be transferred to a separate board of control, recommended

1. That no steps be taken to establish a separate board of directors for the University Hospital but that the Hospital continue as one of the administrative units of the University of Nanking under the present Board of Directors.
2. That the administration of the Hospital be carried on as at present under a Hospital Committee appointed by and responsible to the Board of Directors, but that the membership and duties of this Hospital Committee be modified in accordance with the following points:
 - (1) careful consideration of personnel to be appointed,
 - (2) number of membership,
 - (3) appointment of some women on the committee,
 - (4) due consideration of
 - a. representation of the various cooperating church and mission bodies,
 - b. professional and technical experience in the management of hospital affairs,
 - c. the appointment of laymen who can make the wider connections that are necessary for promotion and financial support.
3. That the membership may be selected from the Board of Directors or outside, at the discretion of the Board of Directors, except that the chairman of the Hospital Committee shall be a member of the Board of Directors and that the President of the University and the Superintendent of the Hospital shall be ex officio members of the Committee.
4. That the Hospital Committee should not have much, if any, responsibility for the internal affairs of the Hospital, which should be left to the Hospital Executive Committee to manage.
5. That the Hospital Committee be given a very wide latitude by the Board of Directors with regard to responsibility and freedom of action. It should be virtually the final governing body. Its duties should be carefully defined in the By-laws.

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6. That the duties of the Hospital Committee may be as already defined in the By-laws of the University Board of Directors, as follows:

"The duties of the Hospital Committee shall be to make themselves familiar with all hospital matters; consider such financial and administrative problems as are presented to them; to hear reports from the Superintendent from time to time; to pass on all actions to be brought to the attention of the President of the University or the Board of Directors for action, and to consider such other matters as are referred to it by the President of the University or the Board of Directors."

7. That before taking any steps looking toward a new programme or new lines of work, every effort be made to round out the present programme and put the Hospital on a sound financial basis. We recommend that steps be taken to try to secure funds from local sources.

At the meeting of the Board of Directors on March 28, 1930, these recommendations were presented and the Board voted (D-373) "That the Hospital Committee be instructed to work out a plan for its organization and functions along the line of a typical hospital board of directors and report to the next meeting of the Board;" and appointed the following persons as members of the Hospital Committee: Mrs. J. L. Buck, Dr. Chao Si-fa, Mr. Z. T. Ing, Mrs. E. James, Mr. Edwin Marx, Dr. Y. L. Mei, Dr. H. R. Wei; with Mr. T. C. Woo, Dr. Y. G. Chen (convenor), and Dr. C. S. Trimmer members ex officio.

There seemed to be some misunderstanding on the part of the Committee as to what was meant by the Board's action. The wording is apparently rather ambiguous, but what the Board has asked the committee to do is in accordance with its sub-committee's recommendations (see Nos. 5 and 6) and the Board had in mind the working out of a tentative statement as to what the Hospital Committee's functions should be so that the Committee might minister in the largest way to the needs of the Hospital, at the same time defining the relationship that should exist between the Hospital administration and the Hospital Committee, and between the latter and the Board of Directors through the President of the University. The President was requested to present this view of the matter to the Hospital Committee.

(3) Financial Matters - Additional Support from Boards.

A report was presented from the Acting Superintendent of the Hospital, reviewing the work being done and giving a list of needs, calling special attention to the difficult financial situation that will be created by the grants from the

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Rockefeller Foundation coming to an end in 1931. This year the Hospital is receiving \$6,000; next year it will receive \$3,000, and nothing thereafter. It was pointed out that charity work, a time-honoured accompaniment of medical missionary work, is forced down to a minimum, and further limitation of free cases and general raising of rates seemed the only apparent internal solution. This was steadily going on, though the result was infinitesimal in proportion to the need.

The Acting Superintendent suggested that the Board of Founders be approached for aid in securing special gifts, and he asked the Board of Directors' assistance in securing designated gifts for the Hospital or a share in the consideration of undesignated gifts to the University. He also asked the Board to present to the Board of Founders a request for the additional support of one nurse by each of the cooperating boards, so that their support would be somewhat in proportion to that given in their non-union hospitals and would, at the same time, release funds now being paid for salaries for current expenses of the Hospital. After discussion it was

D-453 VOTED that the report of the Acting Superintendent of the Hospital be accepted and that we recommend to the Board of Founders that the cooperating Boards be approached to furnish the support of one nurse each, in addition to the doctor already provided, it being understood that this request is not for additional nurses but for the support of those already on the field.

(4) Appointment of Dr. Daniels as Acting Superintendent.

The Hospital Committee recommended that Dr. J. H. Daniels be made Acting Superintendent of the University Hospital, and it was

D-454 VOTED that Dr. J. H. Daniels be appointed Acting Superintendent of the University Hospital.

Committee on Promotion

There was no report from the Committee on Promotion.

Committee on Christian Life of the University

The following written report was handed in by the Chairman and accepted:

"Just prior to the first meeting of this committee this fall, notice in regard to the formation of faculty religious reading and discussion groups was circulated from the President's office.

"These groups seem to be the normal sources for all

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activities looking towards the strengthening of the Christian life of the University, and, inasmuch as several suggestions along that line have already been passed on to the administration, after consultation with some of the resident members of the committee, it was decided to call off the meeting of the committee since it seemed unnecessary."

Suggestion Regarding Reports of Committees

D-455 VOTED that the reports of the standing committees of the Board be presented in writing in future, early enough to be considered by the Executive-Finance Committee before coming to the Board; that they be as brief as possible and contain definite recommendations and proposals.

D-456 VOTED that the report of the President be presented in writing and sent out in pamphlet form for publicity purposes.

Revision of Constitution of Advisory Council

Owing to the fact that the Advisory Council had been registered, in connection with the Organization of the University, under the Ta Hsioh Yuan (University System), which has been supervised by the Ministry of Education, it has become necessary to revise the constitution of the Advisory Council to conform to the regulations of the Ministry. It was

D-457 VOTED that we confirm action DEF-409 of the Executive-Finance Committee and approve of the proposed revision of the constitution of the Advisory Council necessitated by the regulations of the Ministry of Education; that we instruct the administration to work out details and present them to the Board for their enactment; and that we hereby authorize the amendment of By-laws for the incorporation of these changes.

Correlated Programme

Mr. Cressy reported that the plan was to work out a programme to include all the universities and professional institutions in China. In the past eight months he had spoken in Canada, the United States, and England, presenting the matter to the different mission boards. With the exception of one board on the field all had taken action favourable to the programme. The Boards in Canada, the United States, and England had all taken action favourable to the programme or at least approved it in general, and it had met with a considerable amount of enthu-

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siasm in some quarters. The consensus of opinion was that the correlated programme as worked out was all right financially but that, because of the financial depression, the present was not a good time to start a campaign, though it was felt that delay might leave the way open for others to get into the field ahead of us. After the actions of all the boards concerned, both in China and in Canada, the United States, and England, had been received, the matter would have to come before a campaign committee for final approval. This committee would decide when financial conditions were favourable for a campaign.

D-458 VOTED that we approve the recommendation of the Executive-Finance Committee, DEF-387, and accept in general the correlated programme as a whole and in so far as it affects directly the University of Nanking.

D-459 VOTED that we approve the recommendation of the Executive-Finance Committee, DEF-388, that the matter of minor revisions of the University's programme and suggestions as to revision of other items in the correlated programme be reserved until later.

Representatives on Board of Trustees of the East China Federated University

D-460 VOTED that we approve recommendation DEF-415 of the Executive-Finance Committee that Messrs. C. S. Chen, R. Y. Lo, and T. C. Ting be appointed alternates for the representatives of the Board of Directors on the Board of Trustees of the East China Federated University, namely, Messrs. H. T. Li, E. C. Lobenstine, and T. C. Woo.

Evening School

Growing out of the report of the President, the following action was taken by the Board:

D-461 VOTED that the President be asked to appoint a committee to study the question of opening a night school where courses would be given for the benefit of clerks in the different ministries, and others, and to make a survey and report to the Board.

Baptist Cooperation

A communication having been received from the Acting Mission Secretary of the East China Mission of the American Baptist Foreign Mission Society giving an action recently taken by the Mission questioning the necessity of supplying a second

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man in the University, since the Language School for which the Society was partly responsible had ceased to function (30-183), it was

D-462 VOTED that, appreciating the cooperation of the Baptist Board and Mission in the work of the University, we request that in view of their action 23-182:

"In view of the loss to the University of Nanking of the service of Mr. Keen, to recommend that pending the appointment of some one from our Board to be sent to the University for the Department of Agriculture and Forestry or the Language School, that an appropriation be made of \$4,000 to complete the share of this Mission in those two departments, but to state that this Mission strongly prefers that a representative on the staff of the department of Agriculture and Forestry shall be secured,"

they hold in abeyance, until the University can present its case, their action 30-183:

"To recommend that the General Board take up with the Board of Founders of the University of Nanking the question as to whether we need longer to supply a second man in the University or his salary, since the Language School for which we were jointly responsible has ceased to function,"

and that the President and the Baptist representatives on the Board of Directors be asked to take up the matter with the East China Baptist Mission.

Seminary Graduates for B. D. Degree

With reference to the recommending by the University of two seminary graduates for the degree of B. D. from the Regents of the University of the State of New York (see D-362) the President reported that the Ministry of Education had thought this would not be possible. The two graduates would have completed their work at the end of May 1927 if it had not been for the troubles of March 1927. They had returned to the Seminary for half a year in 1920 to make up their work, and it was suggested that the Board of Founders be asked to inquire if the Regents would date the diplomas as issued in 1927, before the regulations of the Ministry came into effect.

D-463 VOTED that we recommend that the Board of Founders do their best to secure diplomas for the two candidates for the B. D. degree, independent of the University of Nanking.

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Candidates for Degrees

D-464 VOTED that we recommend to the Board of Regents of the University of the State of New York, through our Board of Founders, the following candidates for bachelor's degrees and any others whose work may be completed in time for recommendation with this group of candidates:

Autumn 1929

Arts:

Chang P ih-fu
Chen Ih-peh
Chen Shuh-yao
Cheo I.-ting
Chiang Chao-fan
Chu Meo-tsuin
Fan Hong-han
Ho Shuh-wen
Lu Cheng-ching
Shan Huh
Tsao Chang-feng
Wen Mih
Wu Lien-seng
Wu Yuin-chang
Yao I-tsiang
Yu Shi-peng

Science:

Chang Sin-chen

Chemistry:

Fu Chien-keh
Shan Tsih-hsien
Swen Wen-tsao
Wu Yuen-hai
Yang Chen

Agriculture:

Chang I-yong
Chang Kai
Chen Kan-fang
Li Feng-swen
Swen Hu-chen
Tsih Tseng-tsuen
Tsu Tien-sih
Wang Lih-o
Wu Kai-ming
Yu Kwei-pu

Forestry:

Yieh Chia-hoh

Spring 1930

Arts:

Chang Chia-pih
Chang Fang-chieh
Chang Keh-tsiang
Chang Ko-shui
Chen Tieh-ming
Chiang Chien-yao
Feng Yao-chiah
Ho Si-fang
Kiang Wen-han
Kong Hwang
Shih Yuin-ying (Miss)
Tai Pang-yien
Tien Sin-keng
Tsien Chen-tseh
Wang Ih-ming
Wen Yao
Wu Mei-seng
Yao I-peng
Yuen Ching-hsien

Science:

Chen Hwa-tong
Chen Sheo-chu
Chen Wei-cheng
Hsu Kwoh-liang
Liu Pao-chi
Shi Ching-kwei
Sheo Loh
Ting Tso-sing
Yao Siu-chi

Agriculture:

Chang Ru-chien
Hwang Pei-chao
Li Ming-liang
Li Hong-hsueh
Liu Chi-hwa
Pan Chien-liang
Pan Hong-sheng
Peng Sheo-pang
Tu Chi-shu

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Agriculture (cont):

Wang Ping-chuin
Wei Ching-chao
Yang Wei
Yieh Meo
Yin Lien-keng

Leave for Study for Mr. Hsu Chen

Three members of the faculty having applied for leave for study during the year 1930-1931, while funds were available for one member only, the Directors followed the line laid down by them in their action D-298 providing that "since leave for study can neither be arranged nor promised until special funds are available and definitely set aside for this purpose, it is our desire (1) to provide for leave for study for one member of the faculty each year through general funds, and (2) to permit one additional faculty member to enjoy leave for study providing funds for this purpose are included in a departmental budget," and

D-465 VOTED that we confirm action DEF-384 of the Executive-Finance Committee and approve of one member of the faculty, Mr. Hsu Chen, going on leave during the year 1930-1931, the applications of the other two members of the faculty to be reconsidered when funds are available, since no money has been budgeted for this purpose from general funds.

D-466 VOTED that we also approve action DEF-385 of the Executive-Finance Committee that Mr. Hsu Chen be given the choice of receiving full salary for one year without house, or of receiving half salary for one year with the privilege of having his family remain in the house he is now occupying and at the present rental.

Return of Mr. J. C. Thomson

In accordance with the terms of the Agreement Between the Board of Directors and the Board of Founders, that "six months before the furlough of missionary members of the staff, the Board of Directors shall make written communication to the Board of Founders and to the Mission with which the staff member is connected concerning his reappointment," it was

D-467 VOTED that we confirm action DEF-386 of the Executive-Finance Committee "that the Board of Foreign Missions of the Presbyterian Church in the United States of America be requested to reappoint Mr. J. C. Thomson to the faculty of the University on his return to China after furlough."

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Welcome to Mr. and Mrs. B. B. Chapman

D-468 VOTED that the Board of Directors of the University of Nanking express to Mr. and Mrs. B. Burgoyne Chapman our sincere appreciation of the work they are doing in the College of Agriculture and Forestry. The fact that they are rendering this valuable service as a gratuitous contribution lays us under special obligation to them.

Welcome to Dr. Warren S. Thompson

D-469 VOTED that we express to Dr. Warren S. Thompson, Director of Scripps Foundation for Research in Population Problems, our hearty appreciation of his coming for a year to the University. His aid in the land utilization and population project and his stimulating seminar are proving most helpful to both staff and students.

Appreciation of Services of Dr. Wiggans

D-470 VOTED that the Board of Directors of the University of Nanking express to Dr. R. G. Wiggans their deep appreciation of his services in the crop improvement work of the College of Agriculture and Forestry and in carrying on the cooperation between Cornell University, the International Education Board, and the University of Nanking.

Appreciation of Gifts from Dr. Ferguson

D-471 VOTED that we record our appreciation of what the President has reported of his visit to Dr. Ferguson and his promise to present his valuable art collection to the University and to help secure funds for erecting an arts building.

Letter to be sent to Dr. Bowen

D-472 VOTED that a letter be written to Dr. Bowen inquiring after his health since his departure from China and expressing our desire to see him return as soon as his health permits.

Plans of Alumni Association

A campaign was started in 1918 among the Alumni to raise money to erect a building for a Department of Commerce to be established in the University. The goal set was \$50,000. The

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full amount was pledged, but for one reason or another it had been impossible to collect more than \$13,000. This was in the custody of the University and the interest was being used to augment the funds of the Chinese Department. Since the campaign was started many new members have been added to the Alumni Association and many of those who pledged have not sent in their pledges. It seems as though the time had come when we needed to revive the campaign, to collect old pledges and secure new subscriptions from more recent graduates. Nanking is once more the capital and many of our graduates come and go. It would be a great advantage to have a place where they could meet, a sort of club, such as we have in Shanghai, which costs from \$250 to \$300 a month to keep up, and for which seventeen or eighteen members are responsible. They have pledged themselves to maintain it whether they receive funds from others or not, and they find that the Alumni passing through Shanghai make good use of it. The linking up of the Alumni with the University must be made closer or we are likely to lose their support. The Chairman of the Board, who is President of the Alumni Association, proposed that an able secretary be secured, whose work would be to see that the old pledges were collected and new ones made by more recent graduates. It would cost at least \$1,500 a year for the salary of a suitable person and the cost of travel to Shanghai and other places to stir up interest, to raise subscriptions, and to complete the work started twelve years ago. After discussion it was

D-473 VOTED that we refer to the Executive-Finance Committee with power to act the matter of the provision of \$1,200, to \$1,500 for securing an Alumni Secretary.

Appointment of Acting President

In view of the proposed visit of the President to the United States, it was

D-474 VOTED that we ask the President at the annual meeting of the Board next spring to recommend some one for Acting President to take his place during his six months' leave of absence in the United States.

Filling of Vacancies on Standing Committees

D-475 VOTED that we confirm the appointments on Standing Committees of the Board made by the Executive-Finance Committee on May 2nd (see DEF-390), making changes where certain ones appointed are no longer members of the Board:

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Executive-Finance Committee:

(Appointed by Board March 28, 1930, with corrections)
Messrs. C. S. Chen, F. C. Garrett, C. Hung, H. T. Li,
E. H. Cressy, R. Y. Lo, E. H. Lobenstine; with
T. C. Woo, chairman, Y. G. Chen, and Miss E. M. Priest
members ex officio.

Building and Property Committee:

Messrs. H. T. Li (chairman), Irving C. C. Chu, Cressy,
C. Hung, Garrett; with T. C. Woo, Y. G. Chen, and
C. T. Gee, members ex officio.

Subcommittee of faculty members:

Messrs. C. T. Gee (chairman), M. S. Bates,
Y. G. Chen, Djang Fang, T. B. Liu, J. H. Reisner,
Wu Shan, H. R. Wei, K. S. Sie, ~~C. S. Trimmer~~, and
Miss E. M. Priest. *J. H. Daniels*

Hospital Committee:

(Appointed by Board of Directors on March 28, 1930)
Mrs. J. L. Buck, Dr. Chao Si-fa, Mr. Z. T. Ing,
Mrs. E. James, Mr. E. Marx, Dr. Y. L. Mei, Dr. H. R.
Wei; with Mr. T. C. Woo, Dr. Y. G. Chen (convener),
and Dr. ~~C. S. Trimmer~~ members ex officio.
J. H. Daniels

College of Arts Committee:

Messrs. R. Y. Lo (chairman), K. P. Chen, E. H. Cressy,
King Chu, H. F. Li, with Y. G. Chen and T. B. Liu
members ex officio. (T. C. Woo)

College of Science Committee:

Messrs. Tang Chi-yu (chairman), Cheo Hsiao-chen,
Li Yao-tung, E. C. Lobenstine, Ting Tso-chen; with
T. C. Woo, Y. G. Chen, and H. R. Wei members ex
officio.

College of Agriculture and Forestry Committee:

Messrs. Han Ngan (chairman), T. C. Bau, L. J. Birney,
J. W. Decker, Tang Chi-yu; with T. C. Woo, Y. G. Chen,
and K. S. Sie and J. H. Reisner members ex officio.

Middle School Committee:

Messrs. H. T. Li (chairman), T. C. Bau, F. C. Garrett,
C. Hung, H. F. Li; with T. C. Woo, Y. G. Chen, and
Djang Fang members ex officio.

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Promotion Committee:

Messrs. K. P. Chen (chairman), C. S. Chen, E. H. Cressy, J. C. Ferguson, King Chu, R. Y. Lo, Tang Chi-yu; with T. C. Woo, Y. G. Chen members ex officio.

Committee on Christian Life of the University:

Messrs. H. T. Li (chairman), L. J. Birney, P. H. Hwa, H. F. Li, C. H. Plopper; with T. C. Woo; and Y. G. Chen members ex officio.

Respectfully submitted,

Minnie H. Purcell,
English Secretary.

REPORT OF BUILDING AND PROPERTY COMMITTEE

November 21, 1930

In addition to heavy routine work in repair and refitting, such as the efficient improvement and relaying of the roofs of the main buildings, the Building and Property Committee brings to the attention of the Board of Directors the following special items in its work of the year just past:

1. New Residences: A four-unit house replacing the old two-unit building known as the Garden House. Total cost, excluding architect and engineer's fee, \$8,203. A two-unit house on the lot formerly occupied by Mrs. Keen's house. Cost complete with cisterns, excluding fees, \$8,740.

2. Enclosure of Main Campus, with Gatehouse, walks, and new gate. This work, in accordance with request of the University Council and administrative officers, will make possible the control of dormitories and buildings, and provide inquiry office and meeting place for guests or visitors. Total cost \$3,700.

3. Resumption and Rehabilitation of Property. An enormous amount of time and effort has been required in these problems. The former Language School Compound is now in use as follows: (1) Keen Hall - for Land Utilization Project, Institute of Chinese Cultural Studies, Alumni guest room and offices; (2) Meigs Hall - as dormitory for staff members; (3) two cottages and one gatehouse as residences for staff members. The former Ip house is recovered and in use as a staff residence. The only two buildings not yet recovered are the former Owen house and the former Hamilton house, both of which are expected soon, as the result of long effort. In accordance with the instructions of the Executive-Finance Committee, the Williams House has been refinished and equipped as a dormitory for girl students. It has been possible to utilize a separated portion of the same building as a temporary residence for a teacher's family.

4. Recommendations: A general programme is outside the field of the Committee, and is part of the general policy of the University. This committee can only report those needs which appear as most pressing in the course of the ordinary work and problems which continually come up. (1) Additional dormitory accommodation of a good type (see DEF-382-384, May 2, 1930). (2) Remedy for the bad conditions of the East Dormitory Compound of the college group. Even temporary and minimum improvements would involve roughly the following items: (a) kitchen, bathroom, washroom, and boiler - cost about \$5,000; (b) for sanitary reasons, changing dining-hall to west dormitory - cost about \$1,000; (c) walks with improvement of fencing and entrance - cost \$750. (3) Funds for four residence units of approximately the same type as the new two-unit house mentioned above. There are still several valuable members of the staff needing house accommodation or very poorly provided for. The missionary members of the staff are increasing. A considerably larger number of houses could be well used, and four units is the minimum, for immediate needs.

M. S. Bates, Secretary.

Nov. 21, 1930

PROPOSED AGREEMENT BETWEEN THE
UNIVERSITY OF NANKING COLLEGE OF AGRICULTURE AND
FORESTRY and YENCHING UNIVERSITY

1. The University of Nanking College of Agriculture and Forestry undertakes to conduct on behalf of and in the name of Yenching University the Agricultural Experiment Station belonging to the latter, with complete control of its Agricultural Experiment Station land, financial resources and other assets. Budgets and reports covering the fiscal year ending June 30 shall be rendered annually to the Board of Managers of Yenching University.
2. The operations will be limited, at least for the immediate future, to crop improvement.
3. The University of Nanking College of Agriculture and Forestry will secure the approval of the President of Yenching University before making any final decisions that affect the general administrative and property interests of Yenching University.
4. Yenching University is not to be financially obligated except in the use of funds designated for agricultural work or receipts therefrom.
5. All staff appointments shall be made by the University of Nanking College of Agriculture and Forestry for temporary or permanent residence at Yenching University and shall be treated by the latter as visiting staff members of the rank held in each case at the University of Nanking.
6. The above Agreement may be terminated by either of the two institutions upon previous notice of twelve months, and a mutually satisfactory adjustment of property and other issues involved, provided that additions to property and equipment necessitating the expenditure of funds beyond the regular income and resources of the Agricultural Experiment Station involving later adjustments shall not be made without the action of the Board of Managers of Yenching University or its Executive Committee.
7. This Agreement is to become effective immediately upon the approval of the Board of Managers of Yenching University, the Board of Directors of the University of Nanking, and the China Famine Fund Committee.
8. In view of the decision to limit the experimental work at Yenching University to crop improvement, it is expected that the Animal Husbandry and Horticulture already developed be provided for elsewhere so as to conserve the original objectives.
9. It is expected that in effecting the transfer of responsibility described above the University of Nanking will as soon as possible place a properly qualified person in residence with authority to assist in the reorganization of the Experimental Station on the proposed new basis.

REPORT OF THE UNIVERSITY HOSPITAL
to
THE BOARD OF DIRECTORS
July 1 - November 21, 1930

It is with the unanimous appreciation of the staff that the University Hospital acknowledges the action of the Board of Directors of the University of Nanking at its last meeting, for the continuance of its directing guidance. Hospital boards, generally speaking, are not made up of technically minded people, but of those with breadth of vision and experience, and we could ask for no better group. Naturally we desire our share of consideration. The Hospital Committee, recently appointed, has shown real interest and gives promise of help for both the hospital and the Directors. Final problems of inter-relationship and organization have not yet been worked out. Many mutual benefits to the University and to the Hospital are apparent, and it is hoped that any points of irritation can be frankly faced and settled.

Within the Hospital, the personnel stands much as it was last spring. The chief change has been in administration, shifting from the executive committee to a superintendent. The Hospital Committee recommended that Dr. Daniels be appointed to this position and on his return to China in October he accepted the position of acting superintendent, subject to the approval of the Board of Directors, with the hope that it may soon be filled by a capable Chinese man, either a professional or a non-professional man, according to future indications. Two new graduate nurses, Miss Wang and Miss Grace Ling, have recently been added to the staff, the latter to help especially in the training school.

The educational features of the hospital continue to grow in importance. Miss Van Vliet has taken in a new class of eight women students, making a total of twenty-one now in the Nurses Training School. Miss Bauer has started four new students in the regular course of training to become laboratory technicians, making a total of seven students. Mr. Yeh Ku, her chief assistant, has just gone to the Peking Union Medical College for a year of graduate study. In the pharmacy department, Mr. Loo Ngoh-seng continues faithfully in the training of two students as well as directing his department.

The professional services continue about as before, ever trying to raise their standards. Another interne, a resident in medicine, and a head for the eye, ear, nose and throat department are still being sought. The future possibility of reopening the dental department is up for consideration. With our claim for high standards and specialization, it is embarrassing to tell a patient with decaying teeth or failing eyesight that the best we can do is to amputate at the neck.

Report of the University Hospital (continued)

An early increase in preventive medicine activities is anticipated as soon as some of the more pressing administrative problems are met. This aims first, toward increased student health activities in the University and Middle School. It is deeply regretted that typhoid fever has been so prevalent among the University students this year. Nine cases with two deaths have occurred in the past two months. It focuses our attention sharply to the poor sanitary condition of the East Compound of the college group, where two dirty kitchens are less than fifty feet from unscreened toilets. The unusual prevalence of typhoid and time honoured unsanitary conditions throughout the city should in no way excuse us from action. A campaign is under way through health education and through compulsory vaccination of all unvaccinated students.

As to the finances of the Hospital, which should be one of the chief concerns of a directing board, the following needs are suggested:

(1) Current expenses for the last fiscal year carried us \$8,000 below our receipts. Much of this is due to the dropping off of the China Medical Board grant, which ends next year with the final grant of \$3,000. It is also due to replacement of the 1927 losses. In relation to this it should be realized that our losses were approximately \$100,000, nearly one-third of the total \$300,000 losses of the whole University.

(2) A critical need may occur at any time if the remaining two-thirds of the Peden Nurses Home on the Chung Shan Road is further confiscated. The women nurses and training school now occupy the old Macklin building, while patients are admitted only to the main hospital building.

(3) A new foreign residence will be needed for Dr. and Mrs. Slater on their return from furlough in the fall of 1932.

(4) A system of pensions for the Western staff members, four in the hospital and two in the University, is still under consideration, but insufficient hospital funds are holding up the solution.

(5) Charity work, a time-honoured accompaniment of medical missionary work, is forced down to a minimum and we dread the appearance of a purely commercialized institution.

As to possible sources of income to fulfil these needs, the following are suggested:

(1) Reduction of expenses are being attempted where possible, but with an attempt not to lower standards.

(2) Further limitation of free cases and general raising of rates seems the only apparent internal solution, and this is steadily going on, however much we dislike it.

Report of the University Hospital (concluded)

(3) Local gifts through Christian churches, through business firms, and through wealthy Chinese should be sought, and here our Hospital Committee might help.

(4) Through the Board of Directors, we would ask a share in the consideration of undesignated gifts to the University, or assistance in the securing of designated gifts.

(5) Through the Board of Founders, we would also ask aid in securing special gifts, but especially point out the fact that each of the three mission boards should support at least a doctor and a nurse to come up in any way to the proportion of support given to their non-union hospitals.

Our primary aim is to hold high the standards of Jesus Christ in touching the lives of men. We ask your continued guidance to this end, and express sincere thanks for all that has been done.

Respectfully submitted,

(Signed) J. Horton Daniels, M.D.

Acting Superintendent.