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MEETING OF SUBCOMMITTEE TO CONSIDER SALARIES AND PROMOTION
OF FACULTY AND STAFF
March 3, 1931

The subcommittee on finance appointed by the Executive-Finance Committee of the Board of Directors on February 7, 1930 (DEF-319) for the consideration of salaries and promotion of faculty and staff met at the University on March 3, 1931, at 9.30 A. M. There were present Mr. Li Han-toh, with President Chen (chairman) and Miss Priest members ex officio; and Messrs. Edward James, C. Stanley Smith and Tang Chi-yu, who represented absent members or were present on invitation. The meeting was opened with prayer by Dr. James.

Detailed information blanks regarding amount, quality and line of work done by each member of the staff were presented and two systems of increasing salaries were suggested, (1) on a merit basis, and (2) on a partial gold basis, that is, paying a certain percentage of the salaries in gold so that the staff would receive some benefit from the present favourable rate of exchange from gold to silver. A bonus system was also discussed.

SF-18 VOTED that we recommend that an increase in salaries be made from time to time on a silver basis according to merit, it being understood that increases will be made only when funds are available and not annually.

SF-19 VOTED that we recommend that salaries be increased for the year 1931-1932 on a merit basis according to the schedule worked out last year (see minutes of meeting of this subcommittee of February 19, 1930).

SF-20 VOTED that in addition to the increase authorized in our action SF-19, we recommend, if funds are available, that, because of the high cost of living, a special grant of five per cent. on present salaries be made semi-annually in 1931-1932 to all faculty members below the status of dean, or head of any other administrative unit, or head of an administrative department.

SF-21 VOTED that the total amount to be expended on salary increases and special grant in 1931-1932 do not exceed \$17,000 from general funds and \$10,800 from special funds provided for definite projects; and that recommendation be made to the Board of Founders that \$17,000 from gain in exchange for 1931-1932 be used to cover salary increases and special grant for that year.

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SF-22 VOTED that we recommend that a salary scale for deans and heads of other administrative units and heads of administrative departments be worked out and a maximum fixed; and that these administrative officers be entitled to participate in increases according to such a scale whenever general salary increases are made.

SF-23 VOTED that we recommend that the salaries of the Deans be increased by \$30.00 a month for 1931-1932.

SF-24 VOTED that we recommend that any member of the faculty doing outside work lose his status as a full-time teacher and be not entitled to any increase or benefit accruing to a full-time teacher.

SF-25 VOTED that we recommend that the President's salary be \$4,200 a year.

TWELFTH MEETING OF THE EXECUTIVE-FINANCE COMMITTEE
Board of Directors of the University of Nanking
March 11, 1931

The Executive-Finance Committee met at the University at nine o'clock on the morning of March 11, 1931. The members whose names are starred below were present:

T. C. Woo, chairman	R. Y. Lo
*C. S. Chen	E. H. Cressy
*F. C. Garrett	*E. C. Lobenstine
*C. Hung	*Y. G. Chen, ex officio
*H. T. Li	*Miss E. M. Priest, ex off.

Mr. C. Stanley Smith was asked to take the place of Mr. Cressy who was unable to attend the meeting, and Mr. J. H. Reisner was present on invitation.

In the absence of the chairman Mr. H. T. Li acted as chairman and the meeting was opened with prayer by Mr. Lobenstine.

Salary increases

The Committee first reviewed the minutes of the meeting of the subcommittee which had met on March 3, 1931, to consider salary increases and promotion of faculty members and staff for 1931-1932, and these minutes as they were amended by the Executive-Finance Committee are attached to these minutes of the Executive-Finance Committee.

Treasurer's Report

The Treasurer presented a balanced budget for 1931-1932, which included the increases recommended by the subcommittee that was appointed to consider salary increases and promotion of faculty members and staff on March 3, 1931 (see minutes of this subcommittee which are attached to these minutes), who recommended increases on a merit basis together with a special grant of 5% on present salaries, because of the high cost of living.

DEF-476 VOTED that the budget for 1931-1932 as presented be adopted.

Gain in Exchange for 1931-1932

In addition to the budget for 1931-1932, the Treasurer presented a list of ten non-recurring items with the recommendation that, subject to approval of the Board of Founders, they be covered by gain in exchange for 1931-1932.

DEF-477 VOTED that, provided funds can be secured from gain

Twelfth Meeting of Exec. Fin. Com. - March 11, 1931 - page 2

DEF-477 VOTED that, provided funds can be secured from gain in exchange for 1931-1932, we approve of expenditures for the following items listed in order of preference:

1. Balance of residence repair account	\$6,500.00
2. Repairs and changes in east compound of College Group (authorized by Directors on Nov. 21, 1930 -D-437)	4,000.00
3. Four-unit house	8,750.00
4. For President's trip to the U. S. A.	4,000.00
5. Salary increases and special grant of 5% (included in budget for general items)	16,000.00
6. Contingent, emergency, etc.	8,720.00
7. In lieu of professor - if required	2,730.00
8. Changes in basement of Bates house	560.00
9. Leave for study grant for one professor	3,240.00
10. Printing	2,500.00
	<u>\$57,000.00</u>

DEF-478 VOTED that in view of the fact that that there do not seem to be any funds in sight at the present time to cover the list of additional requests presented with the budget for 1931-1932 presented in case funds could be found, we recommend that these requests be laid on the table and be taken up at some future date.

DEF-479 VOTED that the Board of Founders be requested to grant that \$57,000 from gain in exchange for 1931-1932 be used to cover expenditures listed under DEF-477.

Pension Scheme

A pension scheme was presented which had been worked out by the Sun Life Assurance Company of Canada in consultation with the Board of Founders for the care of Western members of the staff with the understanding that Chinese members of the staff might also avail themselves of this opportunity to provide for the future if the Directors could see their way clear to find the necessary funds to supply the University's share of the cost. After discussion it was

DEF-480 VOTED that the matter of pensions for Chinese members of the staff be referred to a subcommittee consisting of Dr. C. S. Chen, Mr. Hung Chang, Mr. C. Stanley Smith, Miss Priest and the President (convener), to consider the practicability of actually applying the pension plan presented by the Sun Life Assurance Company of Canada.

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Institute of Chinese Cultural Studies

DEF-481 VOTED that we approve the requests of the Institute of Chinese Cultural Studies that the following use be made of surplus funds from gain in exchange for 1931-1932:

- | | | | |
|---|----------|------------|---|
| 1. For reserve against future needs | | \$5,000.00 | |
| 2. Allocation to the library: | | | |
| Assistant for cataloguing | \$480.00 | | |
| Cataloguing expenses | 120.00 | | |
| Repairing and binding: | | | |
| 1 workman | 360.00 | | |
| materials | 200.00 | | |
| Additional shelves | 400.00 | 1,560.00 | |
| 3. Remainder of surplus for purchase of books, both Chinese and Western | | | * |

Report of Subcommittee on Building and Property

The report of the Subcommittee on Building and Property is attached to these minutes. After consideration it was

DEF-482 VOTED that we approve of the erection of another four-unit house as soon as funds can be provided for the same.

DEF-483 VOTED that because it would be convenient for the students to have banking facilities near at hand, we approve of securing a loan from the Shanghai Commercial and Savings Bank for the erection of a small building on a site to be chosen by the University, said building to consist of at least two good-sized rooms, one of which shall be available for the Bank's use on condition that after five years the building will revert entirely to the University; and we recommend that a committee be appointed to work out details.

College of Arts

The College of Arts presented a revised list of needs and it was recommended to ask the College of Science to bring in a similar statement to enable the committee to decide on division of faculty, funds, etc.

Hoover Fund

A request that income from the Hoover Fund be used equally by the College of Arts and the College of Science having been presented, it was

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DEF-483 VOTED that since the College of Science has asked for equal treatment as the College of Arts so far as number of professors is concerned, we recommend that four professors be supported in each college by the Hoover Fund.

Division of Colleges

DEF-484 VOTED that we note with approval the progress that has been made under the provisional arrangement for the separation of the College of Arts and Science into the College of Arts and the College of Science and recommend that the arrangement be continued.

Purchase of Model A Projector

DEF-485 VOTED that any surplus in the Entomology Department after its obligations have been met be reserved in silver for the purchase of a Model A Projector and films.

Hospital

DEF-486 VOTED that having read the report of the University Hospital we would ask Dr. Daniels and Miss Priest to bring in specific recommendations to place before the Board of Directors at their meeting on March 13, 1931, and that we ourselves support the requests for additional help for the hospital and request the Board to make suggestions as to how wealthy and official Chinese might be approached to carry some of the responsibility for the hospital.

Revision of Constitution of Advisory Council

An outline of the organization of the University was presented giving changes made necessary by recent government regulations. This contained a revision of the sections relating to the Advisory Council which had been brought into line with these regulations and which were approved by the committee, but changes as follows were recommended:

DEF-487 VOTED that under section IV of the Outline of the Organization of the University of Nanking, "recommended by" be changed to "made by," so that the section would read, "The appointment of the administrative head of each unit shall be made by the President and confirmed by the Board of Directors."

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DEF-488 VOTED that under section VI of the Outline of Organization of the University of Nanking the Business Office include the Superintendent of Buildings and the Construction Department, under the direction of the Superintendent of Buildings.

DEF-489 VOTED that we adopt the outline of organization of the University of Nanking as amended.

Leave of Absence for Study

DEF-490 VOTED that we approve of Mr. Lawrence Lew's going on leave of absence for study if funds can be found either from gain in exchange or some other account, in accordance with the Board's action D-298 approving of leave for study provided the one so benefited agrees to return to the University for a period of three years if desired by the University, and that should he fail to keep his agreement it shall be understood that he shall refund to the University one-half of the funds given him during the year of absence.

DEF-491 VOTED that we approve of the recommendation of the College of Agriculture and Forestry that two men be given two years' study abroad, the cost to be borne by special funds.

Alumni Secretary

DEF-492 VOTED that we recommend that interest on the Alumni Fund in the hands of the Treasurer be used for the purpose of securing an Alumni Secretary (see D-473).

Visit of President to the United States

DEF-493 VOTED that we appoint a committee of three to cooperate with the President in arrangements for conducting the University during his absence from the country.

Coopted Members and their Alternates

DEF-494 VOTED that Mr. K. P. Chen be re-elected as a coopted member for a term of three years (to be in the class of 1933) and that either Dr. C. T. Wang or Dr. H. H. Kung be invited to fill the vacancy caused by the expiry of the term of Mr. Ting Tso-chen in 1930.

DEF-495 VOTED that after having given consideration to alternates for co-opted members, the Committee questions the advisability of appointing alternates to such members.

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Standing Committees

DEF-496 VOTED that we recommend the continuance of membership of the standing committees with such changes as may be made necessary by absence or expiry of membership on the Board.

Election of Officers

DEF-497 VOTED that a small nominating committee be appointed to bring in nominations for officers of the Board for 1931.

Correlated Programme

DEF-498 VOTED that the President be asked to bring in a brief report as to where we stand with reference to the correlated programme & what the situation now is, and that he seek to define the position the Board would like its representatives on the Board of Trustees of the Federated University to take at the meeting on March 14, 1931.

Adjournment

The Committee adjourned at seven o'clock.

Respectfully submitted,

Minnie H. Purcell,

Secretary.

NINTH MEETING OF THE BOARD OF DIRECTORS OF
THE UNIVERSITY OF NANKING
March 13, 1931

The ninth meeting of the Board of Directors of the University of Nanking was held in Room 305 Bailie Hall at nine o'clock on the morning of March 13, 1931. The meeting was opened with prayer by Dr. Garrett.

Members of the Board

<u>Elected by</u>	<u>1931</u>	<u>1932</u>	<u>1933</u>
Chekiang-Shanghai Baptist Convention		*T. C. Bau	*T. K. Van
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	R. Y. Lo	*H. T. Li	*Y. H. Tsu
Central China Mission of the Methodist Episcopal Church	*J.C.Ferguson	L.J.Birney	
East China Divisional Council of the Church of Christ in China: Ning Chen Chu Hwei Wang Peh Chu Hwei	C. L. Irwin	*P. H. Hwa	*Irving C.C.Chu
Kiangnan Mission of the Presbyterian Church in the U. S. A.	*E.Clobenstine		*K. Campbell
Chung Hwa Chi Tuh Chiao Hwei (connected with the China Christian Mission)	*Y. T. Li *F.C.Garrett	*H.F. Li	H.C.Cheo *C.H.Plopper
Alumni	C. H. Tao *C. Y. Tang	*C. Hung	Han Ngan until successor is appointed
Co-opted	C. S. Chen	King Chu *T. C. Wao	K.P.Chen C.T.Wang if he accepts
Ex officio	*Y. G. Chen A. J. Bowen		

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Dr. Cha Chien and Dr. C. C. Hsu represented absent alumni members; Dr. Edward James was alternate for Bishop Birney; and Mr. Tung Teh-fu represented Mr. Cheo Hsiao-chen. There were also present, on invitation, Dr. George T. Scott, Secretary for China of the Board of Foreign Missions of the Presbyterian Church in the United States of America and a member of the Board of Founders of the University of Nanking; Dr. Kenyon L. Butterfield, Rural Adviser of the International Missionary Council; Dr. A. L. Warnshuis, Secretary of the International Missionary Council; Mr. J. H. Reisner, Co-Dean of the College of Agriculture and Forestry; Miss E. M. Priest, Treasurer; and the Secretary. Excuses were received from Dr. C. S. Chen, Mr. E. H. Cressy, and Dr. R. Y. Lo.

Election of Officers

D-499 VOTED that the following officers of the Board be re-elected for 1931:

Chairman - T. C. Woo
Vice-Chairman - H. T. Li
Treasurer - Elsie M. Priest
Secretary - Minnie H. Purcell

Changes in Membership

Attention was called to changes in membership necessitated by the expiry of terms of members in the 1930 class. Mr. Tsu Yu-ho was elected by the Central China Conference of the Mei I Mei Hwei to succeed himself for a term of three years; Mr. Irving C. C. Chu was elected by the Ning Chen Chu Hwei of the East China Divisional Council of the Church of Christ in China to continue as one of their representatives; Mr. Kenneth Campbell was elected successor to Mr. F. S. Niles, to serve till 1933, as a representative of the Kiangnan Mission of the Presbyterian Church in the United States of America; Mr. T. K. Van continues as one of the representatives of the Chekiang-Shanghai Baptist Convention until his successor is elected, and Mr. Han Ngan as an Alumni representative until the election of his successor. Mr. K. P. Chen was re-elected as a co-opted member, class of 1933, and action was taken to invite Mr. Hwang Hsi-chen to be his alternate (see action D-500). Mr. Ting Tso-chen's term as a co-opted member having ended in 1930, action was taken to invite Dr. C. T. Wang, Minister of Foreign Affairs, to fill the vacancy thus caused, and if it were found that he could not serve, it was voted that Dr. H. H. Kung, Minister of Industries, be asked to do so (see action D-501). If Dr. Wang became a member of the Board, it was voted that Mr. Z. T. Ing be asked to serve as his alternate (D-502). Mr. C. Stanley Smith and Mrs. Lawrence Thurston have been elected alternates for Presbyterian representatives on the Board.

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Co-opted Members and Alternates

- D-500 VOTED that Mr. K. P. Chen be re-elected for a term of three years as a co-opted member, class of 1933, and that we ask Mr. Hwang Hsi-chen to be his alternate.
- D-501 VOTED that Dr. C. T. Wang be asked to serve as a co-opted member of the Board, class of 1933, and that should he be unable to serve, we invite Dr. H. H. Kung to do so.
- D-502 VOTED THAT in case Dr. C. T. Wang is willing to serve as a co-opted member of the Board, we ask Mr. Z. T. Ing to be his alternate.
- D-503 VOTED that in view of our actions D-500 and D-502, action DEF-495 of the Executive-Finance Committee be deleted. (This action is as follows:- "That after having given consideration to alternates for co-opted members, the Committee questions the advisability of appointing alternates to such members.")

Report of the President

The President presented the following report:-

"As usual, I am reporting to the Board at this meeting new appointments that have been made on the faculty and staff, as follows:

Luei Hai-tsung, Ph. D. Chicago
 Yang Chien-tsu, M. S. Purdue - Physics
 Ma Wen-hwan, B.A. Nanking, Ph.D. Columbia - History
 Ku Ru-siu, D. Sc., M. I. T. - Physics
 Ni Shang-tah - Physics
 Hsu Fuh-tsih - Horticulture
 Liang Tsing - Geology
 Pan Chien-wei, -B. S. Nanking - Horticulture
 Wu Cheng-chien, B. S. Nanking - Zoology
 Chang Chia-wei, B. S. Nanking - Agronomy
 Li Cheng-kan, B. S. Nanking - Extension
 Chao Shuh-yien, B. S. Nanking - Zoology

In addition, we are specially glad at the return of Mr. Reisher, even though it is only for a short time. We appreciate his coming, especially as it means a hardship to his family. We are again indebted to Cornell University for the privilege of having Dr. and Mrs. C. H. Myers with us in the College of Agriculture and Forestry, as well as having Mrs. Myers' valuable help in the Library. We are also glad to report the arrival of Miss Hilda M. Anderson to act as secretary to the Dean of the College of Agriculture and Forestry.

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"There are 360 regular college students this term, classified as follows:

	Arts	Science	Agr. & For.
Freshman	18	11	27
Sophomore	32	14	57
Junior	59	11	50
Senior	25	11	26
Special Chinese course	7		
Premedical		12	
	141	59	160

In addition there are thirty-two irregular students; 144 students in the third year of senior middle school, and 627 in the other years of middle school. There are forty-seven new students in the Rural Leaders Training School. The course has been extended from one to two years, so that the forty-seven students who entered last year will be beginning their second year's training now. This is the eighth class that has been enrolled, the first five receiving only one year's training. The next two classes had one year in school and one year of field practice. Beginning with the present, the eighth, class, it has been found necessary to give two years' training in school so that the students can be better prepared for rural work and leadership.

"As regards the Subfreshman Department, we discontinued enrolling subfreshmen last year but are continuing to give the third year of senior middle school at the college plant. Beginning next term, the third year of senior middle school will be moved to the middle school plant.

"School life at the University has recently been much improved by the erection of a central gateway, which provides space for a student guest room, a telephone for the use of students, and more space for the distribution of student and faculty mail. Best of all, it is the main entrance to our campus. Heretofore the campus has been more or less of a public thoroughfare and made proper control of the campus difficult. With the one entrance conditions on the campus have improved greatly.

"The health problem has also improved greatly since Dr. Daniels' return. We are much indebted to him for his interest in keeping the students in good health. Beginning this year physical examinations have been given in a very thorough manner, much to the credit of the doctors. The east side dormitory has been considered more or less temporary student quarters and has proved very unsatisfactory, both as regards comfort and the health of the students. The water supply, the boiler, the closet, and the bath room, the sewage and the kitchen are all serious problems and a danger to health. We have recently secured permission from the Board to use a fund for the improvement of conditions in this compound.

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"A recent letter from Mr. Garside, Secretary of the Board of Founders, says: 'We have been very much interested in the negotiations with Dr. Ferguson in regard to his gift to the University of Nanking of his very fine collection of jade, porcelain, and bronze. It certainly appears that the Harvard-Yenching Institute should be very keenly interested in this collection, and should be willing to render some assistance in providing for its housing, if a suitable approach can be made to them.' We are very much indebted to Dr. Ferguson for giving us the privilege of benefiting from his collection.

"Mr. Garside also referred to possible cooperation with Dr. Ely of the Institute for Research in Land Economics and Public Utilities, which will probably begin with the sending of one or two representatives of the Institute to make a first-hand study of the present situation and the future possibilities for growth of the operation. It is hoped that the Institute might find it possible to take this initial step within its own resources, or through enlisting the aid of a few men already interested without making it necessary to delay for an indefinite period seeking new funds.

"The three Colleges have about completed their programme of reorganization in conformity with the University's regulations. Two years ago we presented an outline of the needs of the College of Arts and Science. This has had to be modified somewhat, since the College of Arts and Science has been divided into two colleges. Although we are not planning to expand, we should bring our work up to a certain standard, and to do that there are some needs that must be supplied, and it would be well for the Board to consider these in the light of the present reorganization."

D-504 VOTED that we accept with appreciation the report of the President and place it on record.

Report of the Executive-Finance Committee

The Executive-Finance Committee met on March 11, 1931, but did not have opportunity to scrutinize the minutes before they were mimeographed. Their actions as amended by the Board are recorded in the minutes of this meeting of the Board. The actions include those taken by the subcommittee appointed to consider salary increases and promotion of faculty members and staff (see DEF-319), which were taken up seriatim by the Board and amended, as indicated below.

D-505 VOTED that we approve recommendation 18 of the subcommittee on salary increases and promotion of faculty and staff, as follows: "That we recommend that an increase in salaries be made from time to time on a silver basis according to merit, it being understood that increases will be made only when funds are available and not annually."

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D-506 VOTED that we approve action 19 of the subcommittee on salary increases and promotion of faculty and staff, after changing "for the year 1931-1932" to "beginning September 1, 1931," so that the action will read:

"That salaries be increased beginning September 1, 1931, on a merit basis according to the schedule worked out last year (see minutes of meeting of this subcommittee of February 19, 1930)."

D-507 VOTED that the word "payable" be inserted before "semi-annually" in action 20 of the subcommittee on salary increases and promotion of faculty and staff, so that the action will read:

"That in addition to the increase authorized in action No. 19, we recommend, if funds are available, that because of the high cost of living, a special grant of five per cent. on present salaries be made, payable semi-annually, in 1931-1932 to all faculty members below the status of dean, or head of any other administrative unit, or head of any administrative department."

D-508 VOTED that in action 21 of the subcommittee on salary increases and promotion of faculty and staff, "\$17,000" be changed to "\$16,000," and that the word "estimated" be inserted before "gain in exchange," so that the action would read:

"Voted that the total amount to be expended on salary increases and special grant in 1931-1932 do not exceed \$16,000 from general funds and \$10,800 from special funds provided for definite projects; and that recommendation be made to the Board of Founders that \$16,000 from estimated gain in exchange for 1931-1932 be used to cover salary increases and special grant for that year."

D-509 VOTED that we adopt action No. 22 of the subcommittee on salary increases and promotion of faculty and staff, as follows:

"Voted that we recommend that a salary scale for deans and heads of other administrative units and heads of administrative departments be worked out and a maximum fixed; and that these administrative officers be entitled to participate in increases according to such a scale whenever general salary increases are made."

D-510 VOTED that the words "for 1931-1932" be changed to "from September 1, 1931" in action No. 23 of the subcommittee on salary increases and promotion of faculty and staff, so that the action would read:

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"Voted that the salaries of the Deans be increased by \$30.00 a month from September 1, 1931."

D-511 VOTED that the phrase "without the permission of the President" be inserted between the words "outside work" and "lose his status" in action No. 24 of the subcommittee on salary increases and promotion of faculty and staff, so that the action would read:

"Voted that any member of the faculty doing outside work without the permission of the President lose his status as a full-time teacher and be not entitled to any increase or benefit accruing to a full-time teacher."

D-512 VOTED that we adopt action No. 24 of the subcommittee on salary increases and promotion of faculty and staff, as follows:

"That the President's salary be \$4,200 a year."

D-513 VOTED that item five in action DEF-477 of the Executive-Finance Committee be made item one, and item four be made item two, and item six, item three, so that the amended action would read:

"Voted that, provided funds can be secured from gain in exchange for 1931-1932, we approve of expenditures for the following items listed in order of preference:

1. Salary increases and special grant of 5% (included in budget for general items)	\$16,000
2. For President's trip to the U. S. A.	4,000
3. Contingent, emergency, etc.	8,720
4. Balance of residence repair account	6,500
5. Repairs and changes in east compound of college group (authorized by Directors Nov. 21, 1930, D-437)	4,000
6. Four-unit house	8,750
7. In lieu of professor - if required	2,730
8. Changes in basement of Bates house	560
9. Leave for study grant for one professor	3,240
10. Printing	2,500
	\$57,000

D-514 VOTED that the phrase "to be taken up at some future date," be deleted from action DEF-478 of the Executive-Finance Committee so that the action would read:

"Voted that, in view of the fact that there do not seem to be any funds in sight at the present time to cover the list of additional requests presented with the budget for 1931-1932 in case funds could be found,

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we recommend that these requests be laid on the table."

The list referred to in this action is as follows:

- | | | |
|---------------------------------------|-------|-----------------|
| 1. Books for Library | | \$3,000 |
| 2. Buildings or changes: | | |
| a. Severance Hall: Tower | \$800 | |
| Basement | 500 | 1,300 |
| b. Swasey Hall - changes in room B-10 | | 10,000 |
| c. Bailie Hall - new heating plant, | | |
| estimated | | 8,000 |
| d. Middle School - new dormitory | | 5,000 |
| 3. Equipment: | | |
| a. Desks, chairs, beds, etc.--student | | |
| dorm. | | 1,560 |
| b. " " " faculty dorm. | | 780 |
| c. Window bars on west dormitories | | 500 |
| d. College of Science: | | |
| Back numbers of technical magazines | | 1,000 |
| Films for instructional use | | 1,000 |
| | | <u>\$32,140</u> |

D-515 VOTED that in action DEF-485 of the Executive-Finance Committee, "its obligations" be changed to "the obligations of the College of Science," so that the action would read:

"Voted that any surplus in the Entomology Department after the obligations of the College of Science have been met be reserved in silver for the purchase of a Model A. Projector and films."

D-516 VOTED that the word "estimated" be inserted before "gain in exchange" in action DEF-479 of the Executive-Finance Committee, so that it would read:

"Voted that the Board of Founders be requested to grant that \$40,000 from estimated gain in exchange for 1931-1932 be used to cover expenditures listed under DEF-477 (D-413)."

Pension Plan

A pension plan was presented which had been worked out by the Sun Life Assurance Company of Canada in consultation with the Board of Founders for the care of Western members of the staff, with the understanding that Chinese members of the staff might also avail themselves of this opportunity to provide for the future if the Directors could see their way clear to find the necessary funds to cover the University's share of the premium. The possibility of drawing up a satisfactory contract with the Manufacturers Life Assurance Society of Canada was also mentioned. After discussion it was

D-517 VOTED that we adopt action DEF-480 of the Executive-Finance

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Committee after deleting the clause "to consider the practicability of actually applying the pension plan presented by the Sun Life Assurance Company of Canada," so that the action would read:

"Voted that the matter of pensions for Chinese members of the staff be referred to a subcommittee consisting of Dr. C. S. Chen, Mr. Hung Chang, Mr. C. Stanley Smith, Miss Priest, and the President (convener)."

Institute of Chinese Cultural Studies

D-518 VOTED that we adopt action DEF-481 of the Executive-Finance Committee as follows:

"Voted that we approve the request of the Institute of Chinese Cultural Studies that the following use be made of surplus funds from gain in exchange for 1931-1932:

- | | | | |
|---|-------|---------|-------|
| 1. For reserve against future needs | | \$5,000 | |
| 2. Allocation to the Library: | | | |
| Assistant for cataloguing | \$480 | | |
| Cataloguing expenses | 120 | | |
| Repairing and binding: | | | |
| 1 workman | 360 | | |
| materials | 200 | | |
| Additional shelves | 400 | | 1,560 |
| 3. Remainder of surplus for purchase of books, both Chinese and Western | | | |

Building and Property

The Subcommittee of the Building and Property Committee reported that House No. 21 (formerly known as the Hamilton House), and House No. 29 (formerly known as the Owen House) had been recovered for university use.

The Executive-Finance Committee did not approve of the Subcommittee's recommendation that authorization be given to borrow \$12,000 Chinese currency to erect a four-unit house for faculty members. It was suggested that one of the University's large, foreign-style houses could be rented to outside parties at a high figure and the money used to repay the loan in a comparatively short time. The Executive-Finance Committee took action which was amended by the Board as follows:

D-519 VOTED that in action DEF-482 of the Executive-Finance Committee the clause, "the Board of Directors can provide special funds" be used in place of "funds can be provided," so that the action would read:

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"Voted "Voted that we approve of the erection of another four-unit house as soon as the Board of Directors can provide funds for the same."

The Board of Directors having learned of the willingness of the Shanghai-Commercial and Savings Bank to make a grant of a sum of money for the erection on university property of a small building, part of which could be used for opening a university branch of the Bank to serve the faculty and students of the University, took the following action in lieu of that taken by the Executive-Finance Committee (DEF-483):

D-520 VOTED that the Board of Directors approve in principle of the plan for the erection on university property of a small building, part of which could be used for opening a university branch of the Bank, and authorize the President to draw up and sign on behalf of the University the necessary legal contract, on condition (1) that such a building is erected without expense to the University, (2) that the site and building plans are approved by the Building and Property Committee, (3) that the entire building becomes the outright property of the University free of any lien of the Shanghai Commercial and Savings Bank after a period of five years reckoned from the time of the completion of the building, and (4) that this Branch is used only by university faculty and students.

Hoover Fund

The College of Science having asked for equal division of the Hoover Fund between the College of Arts and the College of Science, the Board took action as follows:

D-521 VOTED that in action DEF-483a of the Executive-Finance Committee the word "four" be changed to "equal number of" so that the action would read:

"Voted that since the College of Science has asked for equal treatment with the College of Arts so far as number of professors supported by the Hoover Fund is concerned, we recommend that an equal number of professors be supported in each College by this fund."

Division of College of Arts and Science into two Colleges

Since the provisional division of the College of Arts and Science into the College of Arts and the College of Science it has been a question whether Entomology should come under the administration of the College of Science or the College of Agriculture.

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and Forestry. The Board felt this was a matter that could well be left to the administration to decide and

D-522 VOTED that the provisional arrangement made for the reorganization of the Colleges be made permanent, and that details concerning distribution of personnel and funds, the question as to whether certain scientific departments should be administered by the College of Science or the College of Agriculture and Forestry, and other details be left to the administration of the University to work out.

Revision of the Outline of the
Organization of the University.

Certain sections of the Outline of the Organization of the University which had been filed with the Ministry of Education and which needed revision to bring them into conformity with recent government regulations were brought to the attention of the Board. One of these sections referred to the constitution of the Advisory Council, which, according to the new rules, must be considerably larger than it has been. After discussion it was

D-523 VOTED that we adopt recommendation DEF-487 of the Executive-Finance Committee, "That under section IV of the Outline of the Organization of the University of Nanking "recommended by" be changed to "made by," so that the section would read:

The appointment of the administrative head of each unit shall be made by the President and confirmed by the Board of Directors."

D-524 VOTED that the change suggested under section VI of the Outline of the Organization of the University of Nanking be deferred until we know how the plan will work, of having the Business Department include the Superintendent of Buildings and the Construction Department, under the direction of the Superintendent of Buildings.

D-525 VOTED that we adopt the Outline of the Organization of the University of Nanking, with the exception of Section VI, which is in process of revision.

Leave for Study

D-526 VOTED that we refer to the Executive-Finance Committee in consultation with the President the matter of leave for study abroad of Mr. Lawrence Lew and two members of the faculty of the College of Agriculture and Forestry (see DEF-490, 491).

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Alumni Secretary

D-527 VOTED that we adopt the recommendation of the Executive-Finance Committee (DEF-492) "that interest on the Alumni Fund in the hands of the Treasurer be used for the purpose of securing an Alumni Secretary," (See DEF-473.) beginning July 1, 1931.

Visit of President to the United States

In view of the uncertainty of having the Dean of the College of Arts and the Dean of the College of Agriculture and Forestry with us after the close of this school year, and of other minor problems, the President felt it necessary to postpone his visit to America for six months at least. He had been planning to leave at the end of March or early in April, but on recommendation of the Executive-Finance Committee had decided to delay his departure. It was suggested that it would be well if the President could wait until after the opening of school in September.

D-528 VOTED that the President be empowered to arrange for conducting the University during his absence from the country, the Chairman of the Board and the Chairman of the Executive-Finance Committee to act as his counselors.

Standing Committees

D-529 VOTED that standing committees be nominated by the Executive-Finance Committee in consultation with the President.

Report of the Treasurer

The Treasurer presented a brief summary showing actual expenditures in relation to amounts budgeted for the current year. With the exception of the Hospital, all were keeping within the total appropriation for the year. The serious financial situation in the Hospital is due largely to the fact that the Hospital receives only about \$2,500 in U. S. currency and its minimum needs are about \$5,500 a year, so that it has to use silver to buy gold to cover cost of supplies purchased in America.

The budget for 1931-1932 was presented. The total budget amounted to \$782,000, of which \$149,000 came from student fees, both college and middle school. Mission board appropriations, endowments, etc., totaled \$161,000, and gifts of various kinds, some in silver and some in gold, \$63,000. The remainder is made up of special funds. All gifts and endowments are entered at the official rate agreed upon with the Board of Founders of 2.10 to 1, and the entire expenditures are based on this rate, with the

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exception of the Hoover Fund, which comes directly to the field and is given for strengthening instruction in arts and science. This is entered at the rate of 4 to 1. Ample provision has been made in case exchange should go below the estimated rate.

D-530 VOTED that we owe a great debt to Miss Priest for what she has done in the last few years and for the increasingly clear way the budgets are presented from year to year, and we put on record our appreciation of her services.

D-531 VOTED that the budget for 1931-1932 be adopted as presented.

University Hospital

The report of the Superintendent of the Hospital was presented and is attached to these minutes. Two definite recommendations were made in this report:

"1. Considering the heavy capital losses, due to the 1927 incident and the Chung Shan Road, none of which have been replaced, it is recommended that each cooperating Board (Methodist, Presbyterian and United Christian Missionary Society) be requested to grant at least two thousand dollars United States currency to meet the immediate need for one offoreign-style house and replacement in part of the Peden Nurses' Home.

"2. In view of the fact that the annual grant from the Rockefeller Foundation expires this year, we wish to record our deep appreciation of their interest and assistance during the past fifteen years. We recommend to the Board of Founders that they assist in every possible way to secure a renewal of the grant for which a formal request has been presented through their representative, Mr. N. Gist Gee of Peiping."

In discussing the serious financial condition in which the Hospital finds itself, it was suggested that the Rockefeller Foundation might, if it were approached, be ready to contribute towards replacing some of the losses sustained in 1927 and the damage done to the Peden Nurses' Home by the building of the Chung Shan Road. It was estimated that \$140,000 would be needed to replace losses from these two causes. Advantage was taken of the presence of Dr. George T. Scott to urge him to present the needs of the Hospital to the Rockefeller Foundation when he returned to the United States, and a small committee consisting of Dr. Scott, Dr. Ferguson, Dr. Daniels and the President was appointed to bring in recommendations as to the requests that should be made to the Foundation. On receiving the committee's report the Board

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D-432 VOTED that in view of the fact that Dr. George T. Scott has been present at this meeting and has taken part in the discussion over the financial state of the Hospital, we request the Board of Founders to approve of the appointment of Dr. Scott to report to the Rockefeller Foundation the present condition of the University Hospital for the purpose of asking for \$140,000 Chinese currency to repair hospital property, and, in addition, the provision of an endowment fund to replace the annual contribution which has been generously made in recent years.

College of Agriculture and Forestry
Resignation of Mr. Reisner

A mimeographed report of the College of Agriculture and Forestry was distributed and is attached to these minutes.

In view of the probability that his family will not be able to return to Nanking because of the serious illness of his older son, Mr. Reisner regretted that it was necessary for him to submit his resignation as Co-Dean of the College of Agriculture and Forestry. Many members of the Board expressed their appreciation of all Mr. Reisner had done for the University, especially for the College of Agriculture and Forestry, and were sorry to have to accept his resignation under the circumstances. It was suggested that he retain the position of Co-Dean and represent the College whenever opportunity arose in the United States, and that he return to the University when the way opened up. Mr. Reisner expressed his appreciation of what had been said but felt he could work more effectively for the University in the new position he was taking up if he were not connected with the University in any official capacity (he is to be Secretary of the Agricultural Mission's Foundation, the main purpose of which is to promote agricultural mission work throughout the world and help such institutions as the University of Nanking).

D-533 VOTED that we express our deep appreciation of the work Mr. Reisner has done and wish him success in the new position to which he goes.

Middle School

Mr. Li Han-toh, chairman of the Middle School Committee, presented four recommendations:

1. The building of a new dormitory. The present dormitory accommodates 385 students, whereas the number enrolled this term is 627, consequently many students from outside of Nanking have to live with friends or relatives. A blueprint of the proposed

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plan for such a dormitory was on view - a three-storey building, estimated to cost \$27,000 - and the Committee requested that the Board either be responsible for the erection of this new dormitory or approve of the Committee's raising the money independently, from friends or from the families of the students.

2. That the Board of Directors allow Miss Wixen to return to the Middle School at the beginning of the fall term 1931.

3. Renting a house to be used as a teacher's dormitory.

4. The working out of the relationship between the Colleges and the Middle School with reference to the transfer of third year senior middle school work to the Middle School plant to be left in the hands of the administration.

The wisdom of planning for a larger student body than the present one was discussed. Some felt the number should be limited to 500, in view of the small number of Christian students in the school. Very few Christians entered, as no students can be admitted from schools not registered with the government, and this, of course, includes many of the mission preparatory schools. The present enrolment of 627 includes day students and the last year of higher primary. It was remarked that one of the criticisms against the Middle School was that it was too Christian, 90% of the faculty being Christians.

One reason for wanting another dormitory was that by increasing the student body to 800 very material financial help could be secured.

Since action taken by the Board on November 21, 1930 (D-455) directed that all reports of standing committees be presented first to the Executive-Finance Committee, it was

D-534 VOTED that the report of the Middle School Committee be presented to the Executive-Finance Committee with power, for study and investigation, and that they report to the Board, it being understood that no financial obligations be placed on the Board until it has had time to vote on them.

Committee on Religious Life of the University

President Chen reported that the three groups that formed the religious reading circle of the faculty were now coming to the second stage in their development, and they would be called together in the near future to organize and take the leadership in the religious life of the University, both faculty and student.

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Correlated Programme

President Chen was requested by the Executive-Finance Committee to report to the Board on the status of negotiations in connection with the correlated programme. He said that in 1930 the Council of Higher Education adopted a programme in which each institution was to be given a place in a unified programme, where it could make its largest contribution to the realization of the common purpose of all, and in which the essential interests of each would be conserved. The Board of Directors on November 21, 1930, voted as follows (D-458, 459):

"That we accept in general the correlated programme as a whole and in so far as it affects directly the University of Nanking."

"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."

Two years ago three or four senior colleges signified their willingness to make Shanghai a centre and to move their senior college work there, but so far as Dr. Chen knew, none of them had any desire to transfer any of their plant to Shanghai.

A meeting of the Board of Trustees of the East China Federated University is called for to-morrow (March 14, 1931) to rescind the correlated programme and to consider instead a centralized-federated university which would locate the institutions on adjoining campuses in Shanghai as the centre.

The University representatives on the Board of Trustees of the East China Federated University (Messrs. T. C. Woo, H. T. Li, and E. C. Lebenstine) asked the Board to instruct them as to how they should vote at the meeting on March 14th, and after a long and lively discussion it was

D-535 VOTED that our representatives on the Board of Trustees of the East China Federated University be instructed that it is the opinion of this Board that no immediate steps should be taken towards implementing the East China Federated University.

D-536 VOTED that we instruct our delegates to recommend some form of round-table discussion between representatives from the United States and England with the representatives of schools in China for revising the askings of the various schools.

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D-537 VOTED that President Chen act as alternate for Mr. T. C. Woo at the meeting of the Board of Trustees of the East China Federated University on March 14, 1931.

D-538 VOTED that Dr. J. C. Ferguson go as alternate for Mr. Li Hanton to the meeting of the Board of Trustees of the East China Federated University on March 14, 1931.

Representatives on Council of Higher Education

D-539 VOTED that Mr. T. C. Woo be the Board's representative on the Council of Higher Education at the meeting in Shanghai on March 17, 1931, and that should he be unable to attend Mr. Lobenstine act as his alternate.

Appointment of Teachers

D-540 VOTED that we confirm the appointment of teachers listed in the report of the President.

Addresses by Visitors

Dr. Butterfield

Dr. K. L. Butterfield spoke for a few minutes on the progress that had been made in the rural aspect of the Christian enterprise since his visit nine years ago. The ideal thing was to make the rural church the centre of village life, in a village large enough to support a pastor and a programme of service to the people shot through and through with the spirit of Christ. The College of Agriculture and Forestry can help develop that sort of an organization, not merely by carrying on technical agricultural research but also by carrying its influence to the rural people and trying to relate the rural work intimately and organically to the Christian enterprise. If missions would also cooperate so that these areas would become centres of service with experts in evangelism and in health activities that have to do with the village, and where lay leaders could be trained and possibly eventually play a large part, it would help in the reconstruction of China.

Dr. Warnshuis

Dr. A. L. Warnshuis spoke briefly, mentioning that one of the things that interested him in his visit in the Far East during the past six or seven months was the place and work of the various educational institutions. Our aim should be not to compete with others in the quantity of the work we are doing, but to seek to maintain our place by the quality of our work. If we could do something of such a unique character that it would set standards, then we were fully justified in enlarging it.

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Dr. Scott

Dr. George T. Scott spoke of the apprehensions of the people in the United States over the regulations restricting religious teaching. He said the people in the churches at home who are in the heart of the mission enterprise wish to offer Christ to the world and they are not ashamed of it, irrespective of what governments might do. He urged that in reports to the Founders it be made clear what is being done along religious lines, and if public meetings are no longer compulsory and if voluntary meetings are much smaller, let America know there is a reality in the smaller meetings, and a vitality and a constructive programme. Let the influence of the individual and the influence of the small meeting keep on growing.

The Board of Founders had entered into agreement with the Board of Directors during this transitional period. He was pleased to see the representatives of the churches, missions, and alumni, and the fine coopted members who constituted the Board carrying on so beautifully. Such groups in China who have been through storm have had a hard job and everybody knows it, and the Founders are looking forward with great pleasure to the visit of President Chen to America.

D-541 VOTED that we appreciate Dr. George T. Scott's interest in the University and the fact that he is spending a whole day with us when he is to be in Nanking for a few days only, and we request him to convey our best wishes to the Board of Founders on his return to the United States.

Approval of Minutes

The following minutes had been circulated since the previous meeting of the Board:- Board of Founders, June 25 and October 10, 1930; Board of Directors, November 21, 1930, which were approved as circulated; and Executive-Finance Committee of November 20, 1930, which were also approved.

Attention is called to the fact that in the minutes of the meeting of the Executive-Finance Committee of March 11, 1931, there is a mistake in the numbering of the actions, two actions being numbered 483. The second action should therefore be considered as action DEF-483a.

Adjournment

The meeting adjourned at 7 P. M.

Minnie H. Purcell,
English Secretary.

REPORT OF SUBCOMMITTEE OF BUILDING AND PROPERTY COMMITTEE

March 13, 1931

1. Record is made of the fact that House No. 21 (formerly known as the Hamilton house) and House No. 29 (formerly known as the Owen house) have been recovered for university use. House No. 29 has been repaired and assigned to Dr. Daniels. House No. 21 will be assigned later.

2. The Subcommittee voted to recommend to the Board of Directors that authorization be given to borrow \$12,000 Chinese currency from the bank or such other source as may be possible, for the purpose of erecting another four-unit house, to be rented to four faculty members at the usual rental charge. The expectation is that this four-unit house will make available for high rental to persons outside of our faculty one of the large foreign-style houses consisting of two apartments now occupied by faculty members. The rent would in a short time repay the loan needed to construct the four-unit house. If this plan should prove satisfactory, it could be continued until such time as the University no longer required additional houses for its staff. It is estimated that \$2,400 a year could be secured from the rent of one of our large houses, which would enable us to reserve \$2,000 for erecting additional houses and, at the same time, enable us to keep the rented house in good condition. The location of the proposed four-unit house will be decided later.

3. The Shanghai Commercial and Savings Bank are willing to give \$2,000 for the erection of a small building, on condition that the Bank shall have the privilege of using one room free of rent as a branch office near the University. It was suggested that the building might be located directly west of the iron gate leading to the west dormitories, or that the building now being put up near the tennis court south of General Ho Ying-ching's residence might be enlarged so that it could accommodate the branch of the Bank. The Bank would have the privilege of deciding which of these two sites it preferred. It was the feeling of the Subcommittee that it would be unwise to erect a building of the nature proposed near the main entrance or on the road leading to the main entrance of the University campus.

Respectfully submitted,

Charles T. Gee

Chairman of Subcommittee of
Building and Property Committee.

REPORT OF SUBCOMMITTEE OF BUILDING AND PROPERTY COMMITTEE

March 18, 1931

1. Record is made of the fact that House No. 21 (formerly known as the Hamilton house) and House No. 22 (formerly known as the Owen house) have been recovered for university use. House No. 22 has been repaired and assigned to Dr. Daniels. House No. 21 will be assigned later.

2. The Subcommittee voted to recommend to the Board of Directors that authorization be given to borrow \$12,000 Chinese currency from the bank or such other source as may be possible, for the purpose of erecting another four-unit house, to be rented to four faculty members at the usual rental charge. The expectation is that this four-unit house will make available for high rental to persons outside of our faculty one of the large foreign-style houses consisting of two apartments now occupied by faculty members. The rent would in a short time repay the loan needed to construct the four-unit house. If this plan should prove satisfactory, it could be continued until such time as the University no longer required additional houses for its staff. It is estimated that \$2,400 a year could be secured from the rent of one of our large houses, which would enable us to reserve \$2,000 for erecting additional houses and, at the same time, enable us to keep the rented house in good condition. The location of the proposed four-unit house will be decided later.

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Respectfully submitted,

Charles T. Gee

Chairman of Subcommittee of
Building and Property Committee

SEAL OF THE UNIVERSITY

MAY 12 1931

CHINESE UNIVERSITY

UNIVERSITY OF NANKING
Needs of the College of Arts

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

1. Our present defects lie chiefly in the lack of adequate and well-qualified faculty. Therefore, our first need is to secure funds to finance an adequate staff. A better quality of work shall be our watchword. A private institution, we believe, stands for an ideal and should not try to compete with government institutions in the number of students.
2. Under present conditions, it is better to strengthen existing departments than to expand in all directions. Nevertheless, owing to our achievements in the past and the important role we shall play in the new capital, in directing and guiding the affairs of learning, there are certain distinctively valuable services which the College can perform in making of a better China. First of all, the basic courses in Chinese and English should be put on solid foundations. Advanced study in the social sciences, such as sociology, economics, history, religion and political science, will be of indispensable value in the near future. There are very few men who have been trained in these lines and who are equipped with a knowledge of Chinese conditions and a grasp of the best results of modern scientific investigations in these fields.
3. A College of Arts can not develop efficiently without liberal appropriations for books. As the University is considering a reduction in the number of credits required for graduation this coming autumn, which means that more outside reading will be required, the demand for books will be still more urgent.
4. We believe that a College should have well-lighted and ventilated space for classrooms and offices. At present we hold classes in the basement of Severance Hall, which is not suited

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for such a purpose. We have practically nine departments and there are only seven rooms for office use, and one of these is occupied by the Mathematics Department of the College of Science.

5. Some research work has been carried on by the Department of Sociology and Education, and other departments could also do some if they were not handicapped by lack of funds. There is no need of emphasizing the fact that research is productive of scholarship on the part of teachers as well as on that of the students.

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

Present Status of the College of Arts

Number of college students -						163
Number of teachers and their distribution in different departments (according to the 1930-1931 budget):						
Department	Total	Pro-fessors	Asst.Pro-fessors	Instruc-tors	Asso-ciates	
Chinese	3-2/3	1	1-1/3		1-1/3	
English	4	1		3		
Economics	2-1/3	2/3	1-2/3			
Education and Psychol-ogy & Library Science	2	1	1/3	2/3		
History	3-5/6	1	1/6	2/3	2	
Philosophy	1/2	1/2				
Political Science	2	1	1			
Religion	1-1/2		1	1/2		
Sociology	2	1-1/3	2/3			
	21-5/6	7-1/2	6-1/6	4-5/6	3-1/3	

The real teaching force of the College is 21-5/6 persons. As college graduates can not be expected to do more than ten credits of work, the ratio between teacher and student is necessarily small. It is to be noted that the quality of teaching is a serious problem, as quite a few of the teachers are merely college graduates without advanced training and the majority of the others are very much below standard.

An Analysis of Needs

1. It is a striking fact that for such important subjects as education, psychology, and philosophy, the College provides only one or less than one teacher. If we are to live up to the standard of a reputable university, we must first of all reinforce these departments. Then the Departments of Chinese and English are basic courses. We need two strong men to head up these two departments. New men are a necessity, especially if we want to build on solid foundations. To list the needs from this point of view, something like the following is suggested:

Department	Total	Pro- fessors	Asst. Pro- fessors	Instruc- tors	Asso- ciates
Ehinese	6	2	1	1	2
English	6	2	1	1	2
Economics	3	1	1		1
Education/Psychology	4	2	1		1
History	5	2	1	1	1
Philosophy	2	1	1		
Political Science ...	3	1	1	1	
Religion	2	1	1		
Sociology	3	1	1		1
French/German	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	35	13	10	4	8

This would mean the addition of 13-1/6 new teachers (5½ professors, 3-5/6 assistant professors, and 4-2/3 associates). The salaries of these additional teachers would cost \$29,630 (\$17,170 for the professors; \$8,600 for the additional assistant professors; and \$3,860 for the additional associates), or the equivalent of an endowment fund of \$600,000.00 Chinese currency.

2. In the past the budget for the College of Arts was practically limited to salaries. Books are really the equipment of an arts college. It is therefore requested that an annual fund of \$5,000.00 be provided for books for the arts budget, or the equivalent of an endowment fund of \$100,000.00 Chinese currency.

3. In order to relieve the present overcrowded conditions in classrooms and offices, an arts building is very much needed. With an increase in the number of teachers, an increase in the number of classes, and an increase in the number of students, the need for more space can no longer be ignored. Seminar rooms and laboratory space for advanced study are almost indispensable. We

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should therefore have sufficient room for the students and faculty to do their work properly. To list the needs under this head, we have

An arts building	\$150,000.00
Endowment for upkeep	50,000.00
	<u>\$200,000.00</u>

4. To continue and encourage research work in the various departments, the following must be provided:

Research:	
Assistants	\$2,000.00
Travel and investigation	2,000.00
Books and publications	1,000.00
	<u>\$5,000.00</u>

or the equivalent of an endowment of
\$100,000.00 Chinese currency.

To sum up all our immediate needs:

I. For current expenses (in terms of endowment at 5%):

For personnel	\$600,000.00	
For books (equipment)	100,000.00	
For research	<u>100,000.00</u>	\$800,000.00

II. For capital and buildings:

For arts building	150,000.00	
For upkeep	<u>50,000.00</u>	200,000.00

III. Total:

For current expense	800,000.00	
For capital and buildings	<u>200,000.00</u>	1,000,000.00

or the equivalent of Gold \$500,000.00

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A Programme of Moderate Expansion

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

1 Professor in each of these six departments	\$21,600.00
Foreign specialists invited to direct special work	20,000.00
10 Associates and assistants	10,000.00
Travel and investigation	5,000.00
Books and publications	<u>5,000.00</u>
	\$611,600.00

or the equivalent of an endowment of \$1,232,000 Chinese currency,

or 616,000 U. S. currency.

Total request for this programme:

	Silver	Gold
For bringing departments up to standard	\$1,000,000	\$500,000
For moderate expansion	<u>1,232,000</u>	<u>616,000</u>
	\$2,232,000	\$1,116,000

REPORT OF THE COLLEGE OF SCIENCE
March 13, 1931

The College of Science has existed as a separate College for just about a year. It seems to us that its future is very hopeful. All members of its staff are cooperative and none of its teaching staff are carrying outside work with remuneration. In addition to their full teaching load, all of our professors and assistant professors are carrying on some kind of research; four of them have been given financial aid by outside agents for the equipment to be used in their research. During this year much interest in scientific research has been cultivated in the College.

Instruction is given first-class attention in the College. All the foundation courses are taught by highly trained men. Three of our associates have been sent to America to study on the fellowships of the Rockefeller Foundation and will return to us to strengthen our teaching. Efforts are being made to secure scholarships for needy and worthy students in the College and to improve the quality of our students through closer cooperation with the middle schools from which we draw students.

The most urgent need for the College is more funds for equipment. For the high standard of work we try to maintain we certainly need more money for equipment than our present budget can give. We hope that the Board will ask Dr. Y. G. Chen and Mr. J. C. Thomson to represent the University in raising an endowment fund for science equipment.

A very difficult problem for us is that it is practically impossible to get a good physics professor with \$190.00 or \$200.00 per month. Physics men are rare and demand for them is great. We need at least to pay \$250.00 a month if we hope to get one. We can do so either by raising the starting salary for returned students or by making this a special case, and we should like to know the wish of the Board.

This past year has been a period of study, coordination and reorganization of the work of the College. Our policy is that our work shall be intensive and instruction shall be given first consideration.

Respectfully submitted,

H. R. Wei.

REPORT OF COLLEGE OF AGRICULTURE AND FORESTRY
March 11, 1931

Work during the past year has proceeded quietly and satisfactorily. At the present time, there are 162 students in the College, 48 short course students, and 48 students in the Sericultural School. This large number of students creates very serious problems of instruction, which is not altogether satisfactory at the present time.

Professor C. H. Myers with Mrs. Myers and their son, John, have recently arrived from America in connection with the Nanking-Cornell University-International Education Board Crop Improvement project. This is the last year of the cooperative agreement, but we are hoping to work out some scheme for future cooperation whereby Cornell may continue to be closely tied up with our crop improvement work.

Professor H. H. Love and his family will arrive in April. He will have his headquarters at the University in connection with the work he shall be doing largely for the Central Government and the provincial governments of Kiangsu and Chekiang. In connection with Professor Love's work, the College of Agriculture and Forestry has been asked by official organizations to become responsible for the training of men in plant breeding for special government service.

Professor R. H. Tawney of London University, has spent two short periods in Nanking with headquarters at the University, representing the Institute of Pacific Relations. Professor Tawney has had wide contacts with government and professional people and has given a number of lectures both in the College of Agriculture and Forestry and in government institutions.

Government cooperation through the Ministry of Industry, Commerce and Agriculture has centered especially with our Extension Department. This cooperation centers in the development of a community extension center at Wukiang. The government has provided \$4,000 for equipment and a monthly contribution of \$300 for salaries and expenses. This latter sum is to be raised to \$600 in the near future.

The following summary of graduates from the College of Agriculture and Forestry shows:

College graduates	181
Rural Normal School graduates	71
Short course & Rural Leaders	
Training School graduates	243
	<u>495</u>

The College is having some difficulty in proceeding to carry out the agreement with Yenching University to take over the agricultural work. This is due to a rather bitter attack and wide publicity carried on by the director of Yenching's agricultural work through Yenching's publication, Yen Ta Nung Hsin, and the Ta Kung Pao, in North China.

K. S. Sie
J. H. Reisner

REPORT OF THE UNIVERSITY HOSPITAL

Nov. 21, 1930 - March 11, 1931.

During these last few months since the last meeting of the Board of Directors little has been accomplished in the way of official action. ~~As~~asmuch as there has been no meeting of the hospital committee a few remarks on the previous actions of the Board may be in order from the point of view of the hospital staff.

While it has been a real satisfaction to have Dr. Chen as chairman of our Hospital Committee, we can readily appreciate his desire to have someone take this burden from his shoulders. With this in mind it may be that the Board will wish to reconsider their previous action or their appointments to the committee.

Regarding the Public Health Program, our staff favors postponement of action on the part of the hospital until fall when it is expected that Dr. Sydenstricker will return. The hospital cherishes the hope of co-operating in this project with the University and with Ginling College and does not wish to put a damper on the plans, but considering its present problems does not feel that it can continue with extensive plans which have so little certainty of satisfying the Millbank Foundation.

The sub-committee on Organization of the Hospital Committee has not yet met.

The Hospital's financial problems are being faced by the staff as best as they can, but the continued consideration and assistance of the Board and the Hospital committee are earnestly sought. The one action taken by the Board at its last meeting, (D453) recommending that the cooperating Boards be approached through the Board of Founders to furnish the support of one nurse each, was much appreciated. Realizing later that such requests would doubtless be referred back to the field by the various Mission Boards, appeals have been made directly to the local groups. Favorable action has been taken by the Christian Mission, referring their recommendation directly to their Board. With the Presbyterians, favorable action has been taken by the station and the mission, and now awaits approval of the China Council before going on to the Board. The Methodist Conference will soon be approached. Any possible influence that may further aid these hopes will be greatly appreciated. The Southern Presbyterian Mission and Board have been approached, but the Mission gives no encouragement other than a renewed willingness in case Dr. Hatcheson should return. The Womens Foreign Missionary Society of the Methodist Church has also been approached, and also the Rockefeller Foundation, but no final reply has come from them.

Solicitations among all the local foreign business firms have been started, but the recent inroads of influenza on our staff have impaired the immediate carrying out of this campaign.

University Hospital report,
March 11-13, 1931.

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If the Board has any suggestions as to how the wealthy and official Chinese may be approached to carry some of this responsibility we will be grateful.

Capital losses, related to the 1927 incident, were estimated at nearly \$100,000. Some institutions met such losses in part by reparations. Others were helped by their mission boards through special rehabilitation. Still others, like the University, having a high percentage of income in gold, have met their difficulties through the present unusual exchange. With the hospital, being a part of the University and therefore in union work, no part of the mission special grants were available and having but a very small gold income, the exchange rate is threatening us severely, because of our high gold expenses. The urgent needs for capital replacement are for one foreign house (to replace one that was burned in 1927) and for replacing in part the Peden Nurses Home as soon as the need comes for tearing that down for the Chung Shan Road. Would it not be reasonable to ask each of the three cooperating Boards now for \$2000. gold to meet these replacement needs? At present we receive about G\$2,500 00 each year in gold but our requirements are about G\$5,500 00 or approximately three thousand more than we have available.

The current financial situation appears hopeful only in the fact that the statements for the past twelve months show no appreciable deficit, but the future problems, especially on account of exchange, loom rather large. Further, we are handicapped by lack of success in securing doctors. The following illustrates - A doctor, graduated three years ago from a good medical school in China and with two more years graduate work at P.U.M.C. in eye, ear, nose and throat work, was available. His operative experience was rather limited. An offer was made of \$125. plus housing, but he went to a government hospital in the north at a salary. We are told, of exactly twice this amount plus a modern house. Mr. N. Gist Gee, in discussing our problems on a recent visit has suggested that we may find it difficult to hold our doctors at our present salary scale. However, he gave no encouragement to renewed financial aid from the Rockefeller Foundation, either for current expenses or for replacement of capital.

Within the hospital, our staff has continued loyal and are working hard. There have been no major changes in personnel. The professional fees are being steadily increased, and yet we are glad to report a continued increase in number of patients. There was little if any slump during the winter months. The percentage of occupancy of the hospital beds for the past two months has been running between 80 and 90 beds whereas the average for the last fiscal year was but 72. Hospitals in general usually average about 75% occupancy.

University Hospital report,
March 11-13, 1931.

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Grasping out into further realms we have been considering in our hearts a further venture of faith. To reach out to the first and second class patients upon whom we are more and more dependent., we wish that we might see our way clear to add a first class leader for spiritual and social service both to patients and to our staff, a man on a par in training and salary with our best doctors. Is this too high a hope for the highest purpose of our hospital?

Respectfully submitted,

J. Horton Daniels,
Acting Superintendent.

.....

Definite recommendations requested by the Hospital:

1. Considering the heavy capital losses, due to the 1927 incident and the Chung Shan Road, none of which have been replaced, it is recommended that each cooperating Board (Methodist, Presbyterian and United Christian Missionary Society) be requested to grant at least two thousand dollars United States currency to meet the immediate need for one foreign style house and replacement in part of the Peden Nurses' Home.
2. In view of the fact that the annual grant from the Rockefeller Foundation expires this year we wish to record our deep appreciation of their interest and assistance during the past fifteen years. We recommend to the Board of Founders that they assist in every possible way to secure a renewal of the grant for which a formal request has been presented through their representative Mr. N. Gist Gee of Peiping.

Actions regarding Sherwin Scholarship Fund:

Trustees, July 8, 1914.

The Board of Trustees of the University of Nanking gratefully accept the gift of Mr. Henry A. Sherwin through the American Baptist Foreign Mission Society of the sum of five thousand dollars to be added to the permanent invested funds of the University, and the income to be used for assisting worthy students in the Medical Department of the University, with the understanding that preference will be given to the students nominated by the Medical Committee of the South China Conference of the American Baptist Foreign Mission Society.

Executive Committee of Board of Trustees, April 19, 1923:

E-142 Voted, That the Board of Trustees of the University of Nanking agrees to the following understanding ~~of~~ with the American Baptist Foreign Mission Society:

"The income of the Sherwin Endowment Fund contributed by Mr. Sherwin through the American Baptist Foreign Mission Society is to be used presumably for the support of students nominated by the South China Baptist Mission who may be attending the University of Nanking in either the premedical or nurses' training departments, but if there should be no students so nominated the income may be applied ~~at~~ at the discretion of the University for any other students in these departments."

Directors, March 30-31, 1928:

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

Executive-Budget-Audit Committess of ~~Founders~~ Founders, June 25, 1929:

EBA454 Voted that the Executive Committee approves the recommendation of the Board of Directors (D-87) "that, inasmuch as no student has yet qualified for a scholarship in accordance with the terms laid down for the Sherwin Scholarship Fund, the American Baptist Foreign Mission Society be asked to modify the terms (see action E-142 of the Executive Committee of the Board of Trustees of April 19, 1923) to permit the use of accumulated and future income as a revolving loan fund for students in the College of Arts and Science, in addition to its original purpose"... on condition, however, (1) that the South China Mission of the American Baptist Foreign Mission Society continue to be given opportunity to make nominations of students who shall be beneficiaries of the fund; and (2) that the attention of the University authorities be called to Mr. Sherwin's desire that the fund be used for needy students whose resources are insufficient to meet their expenses of study.

Actions regarding Sherwin Scholarship Fund - cont.

From Mr. Garside's letter of July 1, 1929:

"We are very sorry that action D-87 of the Board of Directors has gone so long without a definite decision by the Board of Founders. We sincerely hope that minute EBA-454 clears up this matter in a way quite satisfactory to the field. The Secretaries of the Baptist Board stated that, since the Sherwin Scholarship fund belonged to the University of Nanking, they felt that the Baptist Board could not rightly take formal action regarding it. Informally, however, they discussed with their legal counsel the best methods of using the income from this fund along the lines indicated by Mr. Sherwin. As an outcome of that discussion action EBA-454 was taken. The two conditions which are added to the Founders' approval of D-87 should not prove embarrassing because they apparently do not seriously restrict the Board of Directors in any way. The first condition, that the South China Mission of the American Baptist Foreign Mission Society continue to be given opportunity to nominate as beneficiaries of the fund, of course, does not imply that other students not so nominated may not also benefit from the fund. The second condition reminding the University authorities of Mr. Sherwin's desire that the fund be used for needy students whose resources are insufficient to meet their expenses of study seems quite innocuous."

Directors, Nov. 1, 1929:

D-311 Voted that the report on the Sherwin Scholarship Fund be adopted, as follows:

"The Sherwin Scholarship Fund, amounting to Gold \$5,000, was given in 1914 but was restricted to such an extent that it has been impossible to use the fund during these past years. On March 30, 1928, the Board of Directors took action (D-87) asking the Board of Founders to reconsider the whole matter. Accordingly on June 25, 1929, the Board of Founders took action, at a joint meeting of the Executive Committee, the Committee on Budget, and the Committee on Audit (EBA-454), authorizing the use of the fund with the understanding that the original restrictions were to be in force if and when students were available to meet the conditions, but allowing the fund to be used for other students.

"After careful study the following recommendations are made:

1. In order to carry out the spirit in which this scholarship fund was given, that we extend the privilege of sending students to the University under this fund to Christian middle schools who are now sending their graduates to the University or to schools of equal standard, on the following conditions:

Actions regarding Sherwin Scholarship Fund - concluded.

- a. That all students holding this scholarship must be Christians.
 - b. That all students holding this scholarship must have grades above 90% or be in Rank 1.
 - c. That scholarships be granted as follows:
 - In 1930-1931, to four students, each for five full years, tuition only.
 - In 1931-1932, through 1939-1940, to two students each for five full years, tuition only.
 - 1940-1941 and thereafter, to one student for five full years, tuition only.
2. That the balance of the fund and the method of administering the above proposition be left in the hands of the President to work out further necessary details."

Founders, ~~July~~ January 7, 1930:

The Board noted the report of the Sherwin Scholarship Fund contained in action D-311 of the Board of Directors.

THIRTEENTH MEETING OF THE EXECUTIVE-FINANCE COMMITTEE
BOARD OF DIRECTORS OF THE UNIVERSITY OF NANKING
May 22, 1931

The Executive-Finance Committee of the Board of Directors of the University of Nanking met at the University at nine o'clock on the morning of May 22, 1931. The members whose names are starred below were present:

*C. S. Chen
E. H. Cressy
*F. C. Garrett
*C. Hung
H. T. Li

*R. Y. Lo
E. C. Lobenstine
T. C. Woo (chairman) ex officio
*Y. G. Chen, ex officio
*Miss E. M. Priest, ex officio

Mr. J. H. Reisner was present on invitation. Excuses were received from Messrs. T. C. Woo, H. T. Li, and E. C. Lobenstine.

The meeting was opened with prayer by Dr. Garrett, and in the absence of the chairman he was elected to preside at the meeting.

Keen Memorial Fund

The following communication was received from the Chairman of the Keen Memorial Executive Committee, and in accordance with the request made therein, the letter is made a part of these minutes and is as follows:

Nanking, China, May 21, 1931.

President Y. G. Chen,
University of Nanking,
Nanking.

Subject: Keen Memorial Collection of
Books relating to China.

Dear Dr. Chen:

After the death of the Rev. Charles Scull Keen, for many years head of the University of Nanking Department of Missionary Training, interested friends and old students established a Keen Memorial Fund for the purpose of building up a Keen Memorial Collection of Books Relating to China. Records of the actual amounts contributed by those interested were lost in the trouble in Nanking in March 1927 but we know that the sum was well over \$10,000 Chinese currency. Before March 24, 1927, over \$5,000 had been invested in books for the collection. Unfortunately, practically the entire collection was lost on that day.

The sum now amounts to somewhat over \$10,000 Chinese currency, with which it is proposed to establish a Keen Memorial Fund with a capital of \$10,000. The purposes of the Keen Memorial Collection of Books Relating to China have been set forth in the following statement taken from the reverse side of the

Thirteenth Meeting of Exec.-Fin. Com., May 22, 1931 - page 2

cards on which the majority of the Keen Memorial pledges were made. They are set forth here to indicate the meaning of the original purposes of the Keen Memorial Collection of Books Relating to China as referred to hereinafter.

"It is proposed that the 'Keen Memorial Collection of Books Relating to China' be founded by the hundreds of friends of Charles Scull Keen for the purpose of carrying on in the most appropriate way possible his ideals for the development of the Department of Missionary Training. Not only was it his plan to teach the outcoming workers to speak the Chinese language, but also to make them acquainted with the Chinese people, their heritage of custom, economic relationships, thought, ethics, philosophy and religion. In the light of this purpose the Keen Collection will be an ever growing memorial, bringing together year by year the important works relating to China and the Chinese, available not only to students and residents but also as far as possible to missionaries in their field stations.

"Part of the funds subscribed is to be used immediately for the purchase of books relating to China as the foundation of the Collection; the balance of the funds will be put into endowment from the proceeds of which annual acquisitions to the Memorial Collection will be administered by a Committee composed of the President of the University of Nanking, the Dean of the Department of Missionary Training, the University of Nanking Librarian and representatives of the Student Library Committee of the Language School."

On behalf of the old Executive Committee of the Keen Memorial Collection of Books Relating to China, the following proposals are submitted to you:

1. That the sum of \$10,000 Chinese currency be established as the Keen Memorial Fund to be assigned to, and to be held by, the University of Nanking as designated capital funds, the interest on which is to be used in accordance with the original purposes for which the Keen Memorial Collection of Books Relating to China was organized.

2. In accepting this fund the University of Nanking agrees to abide as closely as possible to the original purposes of the Keen Memorial Collection of Books Relating to China as designated above, and to appoint and reappoint as necessary a Keen Memorial Fund Executive Committee of three members who shall preferably have been former language school students during the administration of Mr. Keen. The chief duties of this Committee shall be to consider such matters in connection with the Keen Memorial Fund as may be referred to it and who shall satisfy themselves that the original purposes of the fund are being carried out.

Thirteenth Meeting of Exec.-Fin. Com., May 22, 1931 - page 3

There shall also be appointed a Library Committee of the Keen Memorial Collection of Books Relating to China composed of four members, one of whom shall be the University of Nanking Librarian, and the other three shall be members of the Keen Memorial Fund Executive Committee. The chief duties of this Committee shall be to decide on the purchase and disposition of the books of the Keen Memorial Collection.

It has always been the understanding that the books purchased were the property of the Library of the University of Nanking and that they should be placed conveniently for the use of language school students. The collection was first placed in Keen Hall because, firstly, the location was convenient, and, secondly, there was no adequate place for it in the University Library in Severance Hall.

It was also understood that when the University of Nanking should build its new library, the books of the Keen Memorial Collection should be deposited in it in some suitable location so as to keep the collection as a unit. The books have always been purchased by and entered as accessions of the University of Nanking Library. It was the expectation of the donors that the books would be available by loan to former language school students outside of Nanking. It was, of course, the understanding that the books would be available for use of the faculty and students of the University of Nanking.

If the University of Nanking is willing to accept this Keen Memorial Fund of \$10,000 for use of the Keen Memorial Collection of Books Relating to China as indicated above, I would like to suggest that Mr. M. Searle Bates be appointed a member as well as designated chairman of the new Keen Memorial Executive Committee referred to above.

On behalf of the old Executive Committee, I should like to suggest, if the above offer is accepted by the University of Nanking, that as a matter of record this entire record be included in the official minutes of the Board of Directors. It is needless to say that in view of the many hundreds of donors to this fund, and to the lack of continuity for the past years in the personnel of its executive committees, which have been widely scattered, unanimous action has been quite impossible to secure.

I and other members of the Executive Committee, especially Dr. A. J. Bowen, Treasurer; Mr. M. Searle Bates, Mr. Harry Clemons, Mrs. J. H. Daniels, Mrs. A. G. Small and Mr. W. C. Lowdermilk, feel that the above disposition of these funds is in accordance with the history of the Keen Memorial Fund and that it will have the approval of the majority of the donors.

Thirteenth Meeting of Exec.-Fin. Com., May 22, 1931 - page 4

The Keen Memorial Fund will be turned over to the Treasurer of the University of Nanking if, and as soon as possible after, favorable action is taken by the University of Nanking.

Yours very sincerely,

John H. Reisner, Chairman.

DEF-542 VOTED that in accordance with the proposals submitted by Mr. Reisner, chairman of the old Executive Committee of the Keen Memorial Collection of Books Relating to China, the University of Nanking accepts the sum of \$10,000 Chinese currency, to be known as the Keen Memorial Fund and to be held by the University as designated capital funds, the interest on which is to be used for the purchase of books and in accord with the original purposes for which the Keen Memorial Collection of Books Relating to China was organized.

DEF-543 VOTED that the University of Nanking shall appoint a Keen Memorial Fund Executive Committee of three members, consisting preferably of former language school students during the administration of Mr. Charles Scull Keen; and in accordance with the wishes of the old Executive Committee of the Keen Memorial Collection of Books Relating to China we approve of the appointment of Mr. M. Searle Bates as chairman, the two remaining members to be appointed by the President of the University. The chief duties of this Executive Committee shall be to consider such matters in connection with the Keen Memorial Fund as may be referred to it and to satisfy themselves that the original purposes of the fund are being carried out.

DEF-544 VOTED that we approve of the appointment of a Library Committee of the Keen Memorial Collection of Books Relating to China composed of four members, one of whom shall be the Librarian of the University of Nanking, the other three being the members of the Keen Memorial Fund Executive Committee. The chief duties of this Committee shall be to decide on the purchase and disposition of the books of the Keen Memorial Collection.

DEF-545 VOTED that in accepting the Keen Memorial Fund we express our very deep appreciation to the Executive Committee and the other donors to the Fund for the Keen Memorial Collection of Books Relating to China and assure them that the University will cooperate in every way in carrying out the original purpose for which the Memorial was established.

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Sherwin Scholarship Fund

At their meeting on November 1, 1929, the Board of Directors approved of recommendations that had been made for the use of funds that had accumulated from the Sherwin Scholarship Fund (D-311) because no students were available who could meet the conditions attached to the use of the fund. Recommendation "b" was that all students holding this scholarship must have grades above 90% or be in Rank 1. It was suggested by the administration that the 90% be changed to 85%, as it was difficult for candidates to meet this condition. It was also suggested that preference be given to students taking premedical work, but that should they change from the premedical to some other course they should refund the amount received on this scholarship. It was felt that it would be in order for the President to make such adjustments in the recommendations presented on November 1, 1929 (action D-311) as were necessary, and the following action was taken:

DEF 1545 VOTED that in harmony with the action taken by the Board of Directors on November 1, 1929, action D-311, in regard to assignment of scholarships under the Sherwin Scholarship Fund, the following revisions be made under 1 and 2 of the report adopted therein:

1. That in order to carry out the spirit in which this scholarship fund was given, we extend to Christian middle schools whose graduates are now coming to the University the privilege of sending students to the University on the following conditions:
 - a. that they be Christians;
 - b. that they shall have received middle school grades above 85% or be in Rank 1;
 - c. that the following schedule be used as a guide in the distribution of the scholarships through the years:
 - (a) that in 1930-1931 four tuition scholarships be granted, each for four full years;
 - (b) that in 1931-1932 through 1939-1940 two tuition scholarships be granted annually, each for four full years;
 - (c) that in 1940-1941 and thereafter one tuition scholarship be granted annually for four full years.
 - d. that preference be given to students taking premedical work, but that should they change from the premedical to some other course they refund the amount received on this scholarship.

Thirteenth Meeting of Exec.-Fin. Com., May 22, 1931 - page 6

2. That details in regard to the use of any surplus from the fund and the method of administering the funds according to the conditions laid down in 1a, 1b, 1c and 1d be left in the hands of the President.

Leave for Study

The matter of leave for study for Mr. Lawrence Lew and two members of the faculty of the College of Agriculture and Forestry having been referred to the Executive-Finance Committee by the Board of Directors on March 13, 1931 (D-526), it was

DEF-547 VOTED that in view of the fact that Mr. Lawrence Lew has been unsuccessful in securing a fellowship for study abroad, and in view of the shortage in University funds, we cannot assume further obligations than those covered in the statement in regard to leave for study which were approved in general by the Board of Directors on November 1, 1929, and attached to the minutes of that date, and we request the President to ^{devoting} take up in conversation with Mr. Lew the possibility of his full time to study in China for a year, during which period salary shall be paid quarterly.

DEF-548 VOTED that the President and the Treasurer be requested to work over the statement in regard to leave for study approved in general by the Board of Directors on November 1, 1929, and to present suggested revisions to the next meeting of this committee.

DEF-549 VOTED that we approve of a scholarship being granted to Mr. Shen Sheo-tsuen for 1931-1932, provided from the China Famine Fund budget of Yenching University.
(This has already been approved by Yenching University.)

DEF-550 VOTED that we approve of the granting of scholarships for the year 1931-1932 to Mr. Heh Ching-ming, of the Department of Agronomy, and Mr. Chang Chi-wen, of the Department of Rural Education, provided from the China Famine Fund budget of the University of Nanking.
(This has been approved by the China Famine Fund Committee of Shanghai.)

DEF-551 VOTED that recommendations for assignment of scholarships for 1932-1933 on the China Famine Fund budget be resubmitted by the Deans of the College of Agriculture and Forestry in the spring of 1932.

Thirteenth Meeting of Executive-Finance Committee, May 22, 1931 -
p. 7

DEF-552 VOTED that in granting leave for study abroad, it shall be understood that the advanced work to be pursued by staff members shall be recommended in writing by the Dean of the College and approved by the President and shall contribute directly to the effectiveness of the staff member in his department when he returns to the University. In the case of leave of absence of Deans, the programme of study abroad shall be approved by the President.

DEF-553 VOTED that in view of the inability of the University to house all members of its staff, and in view of the contribution which the University is making toward the leave for study of staff members, staff members who have been granted leave for study and who are occupying university houses will be required to secure living quarters for their families outside of the University during the period of their absence, but upon their return their names shall be placed in order of seniority on the waiting list for houses.

Pension Plan for Entire Staff

DEF-554 VOTED that we approve in principle of the inauguration of a pension plan for the whole Chinese staff on a national currency basis. In approving of this plan we recommend that \$2,500 Chinese currency be set aside from current funds each year, the method of administering the fund and details to be worked out carefully by the administration in consultation with an insurance company and presented to the next meeting of this committee by the subcommittee on pensions appointed by the Board of Directors on March 13, 1931 (see action D-517), consisting of Messrs. C. S. Chen, C. Hung, C. Stanley Smith, Y. G. Chen (convener), and Miss Priest.

Exchange of Land between the University and Ginling College

DEF-555 VOTED that the Executive-Finance Committee recommend to the Board of Directors the exchange of a piece of land belonging to the University east of Ginling College for a piece to be secured by Ginling College for the University, leaving the President to work out details for effecting the exchange.

Thirteenth Meeting of Exec.-Fin. Com., May 22, 1931, page 8

United Christian Missionary Society Land

DEF-556 VOTED that in view of the plans for the development of the University involving the area south of the college campus to and including the Language School campus, and in view of the general understanding since the beginning of land purchasing for the development of the University of Nanking that the property of the United Christian Missionary Society known as the Macklin House, lying within that area, would, after due consideration, be turned over to the University, a committee be appointed to take up with the United Christian Missionary Society the necessary steps involved in the transfer of this property to the University and make recommendations to the Executive Finance Committee at its next meeting.

DEF-557 VOTED that the disposition of the land known as "the Butchart land" be considered by the same committee that takes up the matter of the Macklin House property with the United Christian Missionary Society, and that this committee bring in recommendations to the Executive-Finance Committee at its next meeting.

Residence for Institute of Chinese Cultural Studies

DEF-558 VOTED that we approve of proceeding with the erection of a residence for the Institute of Chinese Cultural Studies as soon as funds are in hand.

Gift from Woman's Auxiliary

DEF-559 VOTED that a vote of thanks be sent to the members of the former Woman's Auxiliary in appreciation of their gift of \$5,000 to the University, \$5,000 to the University Hospital, and \$2,000 to the Middle School to assist in housing Chinese members of the staffs.

DEF-560 VOTED that we approve of proceeding with the erection of houses made possible by the gifts from the Woman's Auxiliary.

Development of the Colleges

DEF-561 VOTED that we approve of the statements of needs presented for the development of the College of Arts and the College of Science and refer them to the Board of Directors.

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DEF-562 VOTED that we heartily approve of the programme submitted by the College of Agriculture and Forestry as a working basis for the future development of the College and recommend to the Board of Directors by correspondence that they request the Board of Founders to present the programme to the Agricultural Missions Foundation and endeavour to secure their cooperation in making this programme a reality.

DEF-563 VOTED that we are in favour of the programmes submitted for the development of the College of Arts, the College of Science, and the College of Agriculture and Forestry but request the President to secure a clearer coördination of some of the departmental programmes.

Middle School

The Committee reviewed the report of the Middle School which had been referred to it by the Board of Directors on March 13, 1931, and

DEF-564 VOTED that we consider an additional dormitory as one of the needs of the Middle School, also a new chapel, if plans for the new roads in the city should cause the destruction of the present chapel.

DEF-565 VOTED that in view of action D-507, authorizing a special grant of five per cent on present salaries to be paid semi-annually in 1931-1932 to all college staff members below the status of dean, or head of any other administrative unit, or head of any administrative department, and because of special conditions prevailing at the Middle School, we recommend that, in addition to what the Middle School can provide, \$1,000 be set aside from any surplus funds that might remain from gain in exchange for 1931-1932 after present obligations have been met, to cover a special grant of five per cent to the Middle School staff in cases where this is warranted.

Additional Needs for Administration

DEF-566 VOTED that we present to the Board of Directors the need for additional funds for administration purposes, with the understanding that these funds are required for immediate strengthening of the administration in personnel and upkeep of buildings.

Minnie H. Purcell,
English Secretary.

NOTE: Since action DEF-550 was passed, Mr. Heh Ching-ming's health makes it impossible for him to accept the scholarship provided by the China Famine Fund budget for 1931-1932, and the Deans of the College of Agriculture and Forestry recommend that Mr. Wang Sheo, also of the Department of Agronomy, take his place.

PROPOSAL FOR MODEST EXPANSION IN ADMINISTRATION
OF THE UNIVERSITY OF NANKING AS SOON AS FUNDS ARE AVAILABLE

(Presented to the Executive-Finance Committee May 22, 1931)

Summary - details attached:	Present	Proposed	Additional
1. Office of the President	\$11,868.50	\$18,288.50	\$6,420.00
2. Office of the Treasurer	5,432.00	7,382.00	1,950.00
3. Office of the Registrar	5,216.25	6,316.25	1,100.00
4. Office of the General Superintendent	<u>4,282.50</u>	<u>6,332.50</u>	<u>2,050.00</u>
	\$26,799.25	\$38,319.25	\$11,520.00

(The New York Office and miscellaneous items to remain without change.)

Additional Special Items: (Recurring annually)

1. LIBRARY:

Annual grant for books and expenses \$11,000.00

2. HOSTEL FOR GUESTS:

Estimate for annual upkeep, entertainment, etc. 2,000.00

Capital Grant: (Non-recurring)

1. HOSTEL:

Building, furnishings and endowment to provide for upkeep of property - not including cost for entertainment of guests

\$25,000.00

On account of limited funds, the administration of the University of Nanking has been greatly handicapped. This statement is intended to propose moderate expansion which will enable the administration to carry the work more efficiently. (May 1931.)

I. OFFICE OF THE PRESIDENT:

Salaries:

President	\$4,200.00	
Assistant to the President	3,000.00*	
Secretarial staff:		
M. H. Purcell (2.10 to 1)	2,016.00	
Ni Tsing-yuen	1,610.00	
Yuen Ching-hsien	1,025.00	
Wang Tung-pei	480.00	
Writers and assistants	600.00	\$12,931.00
Office expense and supplies		1,000.00
Cables, telegrams, etc.		500.00
Printing and publicity:		
Salaries	1,607.50	
Office expense and supplies	250.00	
Travel and printing	2,000.00*	3,857.50
		\$18,288.50

II. OFFICE OF THE TREASURER:

Salaries:

Treasurer (present basis)	1,512.00	
Assistant treasurer	1,462.50	
Secretary	1,200.00*	
Cashier	897.50	
Assistant cashier	410.00	
Assistants	350.00	5,832.00
Office expense and supplies		600.00
Auditing expense		450.00
Printing		500.00
		7,382.00

III. OFFICE OF THE REGISTRAR:

Salaries:

Registrar		
Assistant registrars:		
Tsien Tswen-tien	1,525.00	
Liu Ching-hsi	1,337.50	
Swen Shu-fang	643.75	
Secretary (add)	960.00	
Assistants	300.00	4,766.25
Office expense and supplies		550.00
Announcements and publicity		1,000.00
		6,316.25

IV. OFFICE OF THE GENERAL SUPERINTENDENT:

(See details following)

6,332.50
\$38,319.25

IV. OFFICE OF THE GENERAL SUPERINTENDENT:

Salaries:

General superintendent ($\frac{1}{2}$ only)	\$1,650.00	
Assistant superintendent	1,275.00	
Secretaries (2)	1,462.50	
Assistants	<u>1,195.00</u>	\$5,582.50

Office expense and supplies:

A. General	350.00	
B. Special - meeting guests, etc.	<u>100.00</u>	450.00

Publicity - outside contacts:

A. General	100.00	
B. Property - buildings, land, etc.	100.00	
C. Meetings, etc.	<u>100.00</u>	300.00

Purchasing:

A. Building supplies	1,000.00	
B. Electricity supplies	500.00	
C. Stationery and mimeographing	<u>500.00</u>	2,000.00

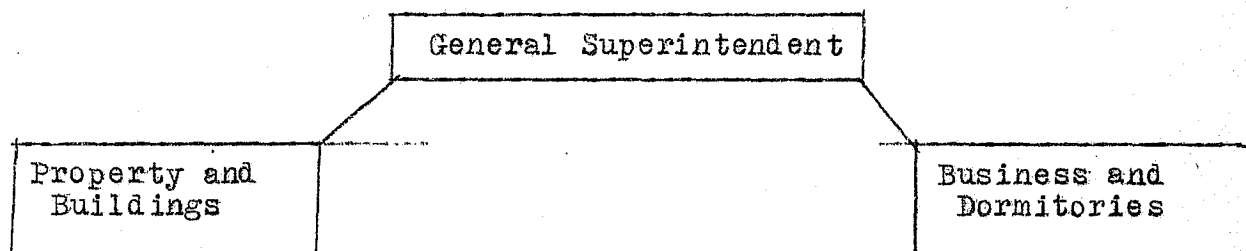
\$8,332.50

Less stock on hand in storerooms
(inventory)

2,000.00

\$6,332.50

PROPOSED ORGANIZATION OF THE OFFICE OF THE GENERAL SUPERINTENDENT



PROGRAM FOR THE FUTURE DEVELOPMENT OF THE
COLLEGE OF AGRICULTURE AND FORESTRY

General Consideration

In considering the future program of the College of Agriculture and Forestry, there are certain factors which must be kept in mind which are inherent not only in a college of agriculture as distinct from the other colleges in the university and other professional schools but in its larger relationships to the whole Christian program in China as well as the opportunity to contribute greatly to agricultural development and improvement of rural life which the College of Agriculture and Forestry will undoubtedly have during these years of national reconstruction. Several of the factors may be considered briefly as follows:

- I. The College must provide adequately for:-
Instruction,
Research,
Extension.

INSTRUCTION. The enrollment of 171 college students in agriculture and forestry for the last year was the largest of any of the colleges in the University. The enrollment has grown steadily since the College was organized in 1914. The Rural Leaders' Training School enrolls an additional 40 students. By June 1931 more than 200 graduates will have gone out from the College. There have already been 243 graduates of the special one year short course in agriculture and 71 in the Rural Normal School, making a total of over 500 graduates of the institution since it was organized.

In spite of relatively good instruction compared with other agricultural institutions in China, nevertheless our instruction is admittedly weak, especially in the College, and needs to be greatly strengthened. Instruction in some subjects, such as Soils and Animal Husbandry, is either extremely limited or entirely lacking, and in other fields it is quite inadequate in view of our large student body, our extension program and our relative standing in China.

RESEARCH. Research is as essential to the effectiveness of a college of agriculture and forestry as eyes are to sight. The enviable position which the College of Agriculture and Forestry has attained in China is due, probably more than to any other one factor, to its emphasis on research and investigation. Our research needs to be greatly strengthened if our instruction is to be improved and if our extension work is to be increasingly effective.

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EXTENSION. The College of Agriculture and Forestry has the first Department of Agricultural Extension of any institution in China. The extension audiences which have been reached by our extension workers number into the hundreds of thousands. Our agricultural and forestry newspaper has also reached hundreds of thousands of readers during its eight years of publication. Many short courses and summer schools, in which many hundreds of students have received special training, have been held. Our teachers and extension workers have gone out and contributed greatly to summer instruction and special courses offered by other organizations. The Department is at the present moment in touch with many hundreds of farmers who, through the efforts of the Department of Extension, are now able to control some of their plant diseases and are able to greatly increase yields through the use of improved seeds which have been developed. The Department of Extension is the channel through which the College reaches the farmers. Our extension work is a measure of our effectiveness as a college of agriculture and forestry in so far as it influences agricultural development and improvement in China. Our Department of Extension is to the whole College as the neck of a bottle is to the bottle. Our extension program needs to be very greatly strengthened.

II. The University must consider the needs of the College of Agriculture and Forestry not only with reference to the other colleges in the University but also in relation to the place which the University has accepted for its College of Agriculture and Forestry in the correlated program of higher education in China. The following quotations are taken from the correlated program as adopted by the Council of Higher Education in 1930.

A. "The College of Agriculture and Forestry should be the national center for the training of agricultural experts and its work should be related to all other projects dealing with rural life through a national committee."

B. Under professional schools, the correlated program says:

"AGRICULTURE. There should be one school of agriculture and forestry at Nanking. Closely affiliated with this school should be the following: agricultural experimental and extension work at Yenching; professional study and experiment station at Lingnan supported by government subsidy and other special sources; and a school for training for rural life at Cheeloo, to which the Cheeloo College of Arts and Science should devote its full effort, aside from necessary premedical work, in a program unified with that of its Rural Life Institute."

"There should be a national item to maintain an effective National Committee of Agricultural Coordination, with an executive secretary. This committee should coordinate the pres-

Annex F

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ent projects now under way in the North and in the South with the closest connection between local needs and resources on the one hand, and the expert personnel of Nanking on the other. This committee should also serve as a body of reference for the adaptation of the Cheeloo resources to their new program."

The correlated program therefore lays a very heavy responsibility on Nanking not only so far as college work is concerned but in its relation to all the agricultural work that is undertaken in China by Christian organizations. There are very specific recommendations with reference to cooperation between Nanking and the Rural Life Institute at Cheeloo.

III. The College of Agriculture and Forestry under the correlated program is also to be the one institution where graduate work in agriculture is done. To develop graduate work, adequate personnel and equipment must be available.

IV. Even if there were no recommendation from the correlated program, consideration must be given to our present cooperative relationships with Christian organizations in China. More and more of them are looking to the College for cooperation and for some financial help. We now have formal cooperation with eleven Christian organizations in China and informal cooperation with many more.

V. The College has a very high standing in government and official circles because of its contributions to the improvement of agriculture and forestry in China. This adds greatly to the good name and reputation of the University as a whole. The value

of this good will is incalculable and every effort should be made to maintain it.

Definite recommendations for strengthening present
departments and the organization of much
needed new departments

1. Department of Agronomy:

- 1 professor of farm crops
- 2 associates in farm crops
- 1 professor of plant breeding
- 1 professor of irrigation and dry land farming
- 2 associates in irrigation and dry land farming
- equipment

Present departmental staff: 1 professor, 4 instructors,
3 associates.

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2. Department of Soils (present soils work is in the Department of Agronomy and is very inadequate):

- 1 professor of soil physics
- 1 associate in soil physics
- 1 professor of soil chemistry and bacteriology
- 1 associate in soil chemistry and bacteriology
- equipment
- supplies

Present departmental staff: none.

3. Department of Botany:

- 1 professor of plant physiology
- 1 associate in plant physiology
- 1 professor of bacteriology
- 1 associate in bacteriology
- 1 professor of plant pathology
- 1 associate in plant pathology
- 1 professor of economic entomology
- 2 associates in economic entomology
- equipment
- supplies

Present departmental staff: 2 professors, 2 instructors,
4 associates.

4. Department of Agricultural Economics:

- 1 professor of agricultural economics
- 1 professor of statistics
- 1 professor of rural sociology (rural organization)
- 1 professor of farm management
- 6 associates in farm management

Present departmental staff: 2 professors, 2 instructors,
8 associates.

5. Department of Forestry:

- 1 professor of silviculture
- 1 professor of forestry research
- 3 associates

Present departmental staff: 2 professors, 1 instructor,
1 associate.

6. Department of Rural Education:

- 1 professor of rural education (with agricultural back-ground)
- 2 associates in rural education

Present departmental staff: 2 instructors, 2 associates.

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7. Department of Horticulture:

- 1 professor of vegetable culture
- 1 professor of vegetable breeding
- 1 professor of pomology
- 3 associates

Present departmental staff: 1 instructor, 2 associates.

8. Department of Agricultural Extension:

- 1 professor of agricultural extension
- 2 associates

Present departmental staff: 1 instructor, 1 associate, 5 assistants.

9. Department of Animal Husbandry (new):

- 1 professor of veterinary science
- 2 associates in veterinary science
- 1 professor of animal husbandry
- 1 associate in animal husbandry
- equipment
- supplies

10. Department of Farm Machinery and Engineering (new):

- 1 professor of farm machinery
- 1 associate in farm machinery

11. Department of Sericulture:

Emphasis on sericultural research

I. Genetic study of varieties and hybrids:

- 1 professor trained in genetics, cytology and physiology

- 2 associates in genetics, cytology, and physiology
- assistants

equipment and supplies for research
silk testing laboratory

II. Study of silkworm pathology:

- 1 professor with thorough training in bacteriology and physiology

- 1 associate
- assistants
- equipment
- supplies

III. Silkworm egg production - - - self supporting

TOTAL: Professors 25 - Associates 33 - Assistants 15.

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PRESENT ASSETS OF THE COLLEGE OF AGRICULTURE AND FORESTRY

	Gold
1. Famine Funds	\$494,124
2. Endowment (Methodist Board)	100,000
3. Personnel - 5 mission board teachers - equivalent to endowment	300,000
4. Baptist Board cash grant, G.\$1,500 " " "	30,000
5. Self-supporting work, \$60,000 Chi. currency " " "	600,000
6. Student fees - Chinese currency \$18,000 " " "	180,000
	<u>\$1,704,124</u>

Items 5 and 6 are figured on the basis of 2 to 1 exchange and interest at 5 per cent. At an exchange rate of 4 to 1 the amounts would be half of those indicated.

The recommendations of the Council of Higher Education were as follows:-

Current increases in terms of endowment	\$1,000,000
Books and equipment	30,000
Lands and buildings	140,000
	<u>\$1,170,000</u>

PROPOSED INCREASE FOR CURRENT BUDGET

	Chi. currency	Gold
1. Personnel:		
20 Chinese professors @ \$3,600	\$72,000	
6 Foreign professors @ 3,000 Gold		\$18,000
33 Instructors and Associates \$1,800	59,400	
15 Assistants @ \$500	7,500	
	<u>\$138,900</u>	<u>\$18,000</u>
2. Foreign expert		3,000
3. Administration	15,000	
4. Extension	15,000	
5. Research	15,000	
6. Publications	5,000	
7. Library		2,000
8. Equipment		2,500
9. Supplies	4,000	
10. Cooperative extension	10,000	
11. Research Library	3,000	
12. Scholarships	3,000	
13. Contingent fund	10,000	
	<u>\$218,900</u>	<u>\$25,500</u>
In terms of endowment:		
\$218,900 Chi. currency equals Gold \$	109,000	
25,500 Gold equals	<u>25,500</u>	Gold \$134,500

at 5 per cent. equals endowment of Gold \$ 2,690,000

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REQUEST FOR NEW FUNDS

	Chinese currency	Gold
1. Endowment to produce supplemental income to present Famine Funds - to maintain present Famine Fund annual budget of \$100,000		\$500,000
2. New endowment for program		2,690,000
3. Second agricultural building	\$180,000	
4. Greenhouses	30,000	
5. Library books or periodicals		10,000
6. Science equipment		10,000
7. Land and improvements (G. \$15,000)	75,000	
8. Field buildings	10,000	
9. Removal of Rural Leaders' Training School to the Farm	40,000	
10. Residences for new staff (20 families)	160,000	
	<u>\$495,000*</u>	<u>\$3,210,000</u>
	*\$495,000 at 2 to 1 equals	<u>247,500</u>
		<u>\$3,457,500</u>

Note: The above has been figured on a basis of 2 to 1 exchange. If exchange is figured at 4 to 1 the totals are as follows:-

Total endowment	Gold \$1,605,000
Capital expenditure (approx.)	<u>123,750</u>
TOTAL	<u>\$1,728,750</u>