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FUKIEN
Administrative
Board of Managers, Minutes and
memoranda
1942-1948

Minutes of Annual Meeting
Board of Managers
Fukien Christian University

See C. J. Lin's
Read @ letter of
3-26-42

Time: 9:00 a.m. - 3:00 p.m., December 8, 1942
Place: Bishop C.B.R. Sargent's home, Foochow

List

	Church of Christ Mid-Fukien Synod	Chung Hwa Shen Kung Hwei	Methodist Church	Church of Christ South Fukien (Reformed)
1942	Chen Yiang Chong		*Bishop Carleton Lacy	
1943	Nie Keng Kung		*Phillip S. S. Yu	
1944	*Lin Yu Shu (Chairman)		*Henry Lacy	
1945	*W. H. Topping	*K. H. Chang	*Yang Chung Tung	*Wm. Vander Meer
	<u>Co-opted Members</u>	<u>Alumni Representative</u>	<u>Ex-Officio</u>	
1942	*Bishop C. B. R. Sargent	Francis Chen	*C. J. Lin, President, F.C.U.	
1943	Chen Pei Kung		*R. W. McClure, Treasurer, F.C.U.	
1944	Ting Chao Wu			
1945	*James Ding			

Members whose names are starred were present. The Rev. Lin Yu Shu was in the Chair. The meeting opened with prayer by Dr. James Ding. The Chairman extended a warm welcome to Rev. Henry Lacy as representative of the Methodist Church, taking the place of Mr. Paul P. Wiant. Rev. K. H. Chang was elected Secretary.

I. Minutes

M-967 Voted: To approve the minutes of the last meeting, held on December 3, 1941, without reading, the same having been formerly circulated.

II. President's Report

The President gave a brief resume of his report, which had been previously distributed to the members of the Board, stating that good work had been done and a fine spirit prevailed among students and faculty in spite of the two crises the university faced during the year: First, an epidemic of bubonic plague swept over North Fukien, including Shaowu, from October to December, 1941, and the threatened Japanese invasion which seemed imminent from May to August, 1942.

M-968 Voted: That the President's report be accepted with appreciation for the good work done.

III. Treasurer's Report

A summary of the Treasurer's report (not audited) which was prepared by Miss Asher in Shaowu was presented.

M-969 Voted: That the Treasurer's report be accepted.

M-970 Voted: That we ask Mr. C. T. Paulson and an accountant from the Farmers Bank, Shaowu, to audit the university accounts for two years, July 1, 1940 - June 30, 1942.

IV. Increase in Faculty-Staff-Workmen Salaries and Allowances, 1942-43

The President reported that the following had already been done. Salary of all teachers and clerks increased two steps higher in the salary scale; living subsidy from \$80 to \$120 for each employee himself, and from \$5 to \$30 for his wife and each child for faculty and staff down through technicians. Workmen's subsidy increased from \$50 to \$100, with basic wages remaining the same as before ranging from \$30 to \$70.

M-971 Voted: To accept the above mentioned increases in salary and living allowances.

V. Revised Budget, 1942-43, and Budget Estimates for 1943-44

M-972 Voted: That the revised budget for 1942-43 to cover salary and allowance increases as noted above be approved.

Budget estimates for 1943-44 are required to reach the New York Office by the end of January, 1943, and the same have already been mailed. The general principle followed was to base the estimates on the 1942-43 figures with an increase of 25% in salary and living allowances and 40% for all departmental and administrative expenses. The total estimates amounted to LC\$1,962,777.22. It is necessary to request the Trustees for US\$16,000 to make up the deficit on this basis.

M-973 Voted: That we approve of the estimates for LC\$1,962,777.22 for 1943-44, and that request the Board of Trustees to grant US\$16,000 to make up the deficit.

VI. Graduating Class

M-974 Voted: That the twenty students who completed their work in June, 1942, and have been recommended by the faculty be granted degrees, and that the ten who expect to complete their work in January, 1943, be granted their degrees if they are recommended by the faculty. (List of both groups attached).

VII. Establishment of a Department of Rural and Social Education

The President reported that the Ministry of Education had ordered the discontinuation of the Education Department as this work is being undertaken by the government normal colleges. Efforts were made to approach the government to rescind the order, but without avail. Hence it is proposed to establish a Department of Rural Education to be under the Agricultural College instead of the Arts College.

M-975 Voted: That we authorize the faculty to establish a Department of Rural and Social Education under the College of Agriculture.

VIII. Preparation for Graduate Work

The President reported that in order to raise the academic standard of the University and to meet the urgent and increasing need for further work for college graduates working in the various secondary schools, it is highly desirable for Fukien Christian University to add graduate work to two of our especially well equipped departments, namely, Chinese Literature and History, and Biology. Neither of these fields of work depend much on materials from abroad.

976 Voted: That we authorize the present plan for two graduate courses.

IX. Fellowship Grants

The President pointed out the need of preparing future faculty members by study in some Chinese university.

M-977 Voted: To authorize the president to plan for the preparation of future faculty members by establishing fellowships and giving financial grants within the present resources of the university.

X. Strengthening of Staff and Support from the Co-operating Mission Boards and FoundersStaff:

The President emphasized the importance of this. Bishop Sargent reported that he had tried to arrange for a professor from the Church Missionary Society, but that it could not be accomplished on account of present war conditions. Mr. Vander Meer of the Reformed Church reported that his Board had been planning for a long time to have a representative on the staff and that there is a strong possibility now of accomplishing it. Bishop Lacy said he had already taken the matter up with the Methodist Board for the replacement for Professor C. R. Kellogg.

Finances:

A serious question. Sustaining funds have increased from \$10,000 to \$60,000 (US) for 1942-43 while the Mission Boards appropriations have decreased:

American Board	from US\$4000	to \$2625
Methodist " "	4000	to 1745
Reformed Church	1100	to 500
Church Missionary Soc.	1100	to nothing (LC\$200 given by the Diocese Synod)

Many interested people, such as the United China Relief, etc., have officially inquired about this situation.

M-978 Voted: To send an earnest request to the cooperating Mission Boards, namely, the Church Missionary Society, the Methodist Board, American Board, and the Reformed Church, asking them to increase their contribution of missionaries and finances.

XI. Consideration of a Department of Religion

The President reminded the Board of the Trustees instructions that there should be a strong department of religion. He reported letters from Bishop Welch asking for more recent news of religious work at the university, budget and personnel.

M-979 Voted: To appoint a committee to consider the question of religious instruction in the university, consisting of Rev. Lin Yu Shu, Bishop Carleton Lacy, and Bishop C. B. R. Sargent.

XII. Planning for the Future of the University

The university has been in Shaowu five years. We now have three times as many students and two and a half times as many teachers as when we moved. This makes for quite a problem when we return. The Foochow campus is not

large enough. It is likely that we shall have more students from neighboring provinces in the future as F.C.U. is better known now. Problems: (1) houses for teachers, (2) dormitories for students, (3) library too small - only for 200 students while need one for 400; arts hall only big enough for 200; (4) class rooms too small and not enough - need more than 10 additional class rooms, laboratory accommodations inadequate; (5) farms and fields not enough; use over 100 acres at Shaowu.

We have built more than ten buildings at Shaowu, such as library, residences, dormitories, etc. What to be done with property when we return to Foochow? Two opinions: (1) The Agricultural College to remain at Shaowu, (2) the Agricultural Middle School alone remain.

M-980 Voted: With a view to the possibility of the university moving back to Foochow in the near future we approve in principle the buying of more land, getting materials ready for additional buildings, planning means of communication with Foochow, and the appointment of a small committee to assist and advise the president.

M-981 Voted: That the Executive Committee be asked to assist the President in the matter of property plans in connection with moving back to the Foochow campus.

XIII. Grant from the British Relief Fund

The President reported that the university has just received a grant of £2000 (LC\$159,170.98) from the British Relief Fund through the good offices of Madame Chiang Kai Shek.

M-982 Voted: To grant a bonus to the members of the staff each month from the above fund, beginning with December, 1942, and continuing for as many months as the fund may last, leaving \$30,000 to \$50,000 for emergencies.

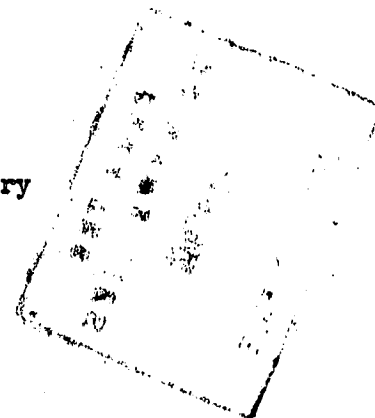
XIV. Election of Officers

M-983 Voted: That we ask the following to serve as the Executive Committee:

Rev. Lin Yu Shu, Chairman
 Rev. K. H. Chang, English Secretary
 Rev. Phillip S. S. Yu, Chinese Secretary
 Bishop C. B. R. Sargent
 Bishop Carleton Lacy
 President } Ex-officio
 Treasurer }

The meeting adjourned.

K. H. Chang
 English Secretary



Minutes of the Annual Meeting
Board of Managers
Fukien Christian University

Time: November 13, 1943, 9:00 A. M.
Place: Bishop Carleton Lacy's Office, Foochow

<u>Church of Christ</u> <u>Mid-Fukien Synod</u>	<u>Chung Hwa</u> <u>Shen Kung Hwei</u>	<u>Methodist</u> <u>Church</u>	<u>Church of</u> <u>Christ</u> <u>South Fukien</u> <u>(Reformed)</u>
1943 Nie Keng Kung		*James L. Ding	
1944 *Lin Yu Shu (Chairman)		*Henry Lacy	
1945 *W. H. Topping	*Bishop K. H. Chang	*Yang Chung Tung	
1946 Chen Yiang Cheng	*Archdeacon W.P.W. Williams	*Bishop Carleton Lacy	Wm. Vander Meer
		<u>Ex-Officio</u>	
<u>Co-opted Members</u>			
1943 Ting Chao Wu		*G. J. Lin, President F. C. U.	
1944 Chen Pei Kung		*R. W. McClure, Treas. F.C.U.	

Members whose names are starred were present. The Rev. Lin Yu Shu was in the Chair. The meeting opened with prayer by Bishop K. H. Chang.

MEMORIAL RESOLUTION

Bishop C. B. R. Sargent, a member of the Board who worked very faithfully for the university passed away in August, 1943, in Foochow.

M-884 Voted: That this Board noted with a great sense of loss the death of Bishop Sargent, and requests that a suitable resolution be drawn up to be attached to these minutes expressing our deep appreciation for his service to this university.

MINUTES

M-985 Voted: To approve the minutes of the last meeting, held on December 8, 1942, without reading, the same having been formerly circulated.

REPORT ON BOARD OF TRUSTEES ANNUAL MEETING

The President reported the actions of the Trustees at their annual meeting in May to the Managers who were grateful for the efforts of the Trustees to help the university during these difficult times. It was also noted that Dr. Frank T. Cartwright had been elected President of the Board of Trustees in place of Dr. Wynn O. Fairfield who has done so well for the university over a long period.

PRESIDENT'S ANNUAL REPORT

The President presented his annual report for 1942-43. He pointed out that the university had had another record student enrollment with fine achievement and a vital religious spirit on the campus. Special mention was made regarding the organization of the Union Church in the spring of 1943.

Reporting on conditions in the fall term, 1943, the President stated that the student enrollment is now 466, an increase of about 20% over the previous year, with 62% professed Christians. With two exceptions

all the teaching staff was on the campus in time for the opening of the fall term, and the spirit has been good. The bubonic plague has been in Shaowu since July, and on the Fukien campus since the middle of October. For the purpose of fumigating all public buildings classes were suspended for three weeks, to be resumed on November 15.

M-986 Voted: To accept the President's report.

TREASURER'S ANNUAL REPORT

It was noted that in spite of the rapid rise in the cost of living the accounts for the fiscal year, 1942-43, were closed with a balanced budget as a result of strict economy and financial planning.

M-987 Voted: That the Treasurer's report be accepted.

REVISION OF BUDGET FOR 1943-44

Due to the rapid increase in the cost of living it is recognized that it is difficult to make a budget in terms of definite figures. It was proposed, therefore, that salary and allowances of the faculty and staff members should be adjusted from time to time according to the price index and the principle of need so far as it is possible to do so.

M-988 Voted: To accept the general principle stated above and the revised budget for 1943-44 amounting to CN\$4,799,026.43.

BUDGET ESTIMATES FOR 1944-45

In response to a request from the Associated Boards for budget estimates for 1944-45 to be in New York by October our estimates have already been sent in. In general principle we followed the formula suggested by Dr. William Fenn, Field Representative of the Associated Boards: "Take two-thirds 1943-44 salaries plus ninety percent add two-thirds 1943-44 other expenses plus forty percent."

M-989 Voted: To accept the budget estimates for 1944-45, based on the above stated principle, amounting to \$8,083,577.91.

AUDITING

M-990 Voted: That we invite Mr. Frederick Bankhardt, Nanping, and a member of the Farmers Bank in Shaowu to audit the accounts.

STUDENT FEES

M-991 Voted: To authorize the President to increase student fees as conditions demand in the summer of 1944.

GRADUATING CLASS

M-992 Voted: That students who completed their work in June, 1943, and have been recommended by the faculty be granted degrees, and that those who

expect to complete their work in January, 1944, be granted their degrees if they are recommended by the faculty.

APPOINTMENT OF NEW STAFF MEMBERS

The president reported that the following new faculty members had been secured beginning with the current fall term:

Wu Chien Lan, Chinese; Wang Hsin Min, History; Li Chen, History and English; Chen Wei, Miss Huang Wei-mei, Chemistry; Chen Pi Ta, Mathematics; Tang Wen Tung, Agronomy; Cheng Lin Kwang, Liu Tze Sung, Agricultural Economics; Dr. Eugen Milch, College Physician. Chang Yi Sung, History.

M-993 Voted: That the appointment of all the above named faculty members be approved.

REVISION OF REGULATIONS FOR TEACHING STAFF

It was pointed out that these regulations are essentially the same as they have been for some time, with no change in principle. Only supplementary notes from the Ministry of Education during the last two years re qualifications for teachers are now incorporated.

M-994 Voted: That the revised regulations with the supplementary notes re qualifications for teachers be accepted.

REGULATIONS FOR RETIREMENT OF TEACHING STAFF

The provision for the retirement at age 60 of teachers who have served the university for more than fifteen years was discussed, but it was considered that the financial condition of the university did not warrant the adoption of any active policy concerning the same at the present time.

M-995 Voted: That further consideration be deferred until dependable funds for a retirement plan can be secured.

PURCHASE OF THE MALCOLM FISK FARLEY COLLECTION

Arguments pro and con concerning the purchase of the Malcolm Fisk Farley Collection of archaeological and art objects were presented. The collection represents more than ten years of effort and after the Japanese occupation of Foochow in 1941 and the general destruction caused by the war throughout the country it would be very difficult, if not impossible, to make such a collection in the post-war period. A cultural institution should provide a home for such a collection rather than permitting it to be scattered in the commercial market. On the other hand, there is real risk of losing the entire collection if war activities again come within the vicinity of Foochow, as it cannot be easily packed up and moved to another place. After balancing the above it was

M-996 Voted: To purchase the collection, including library, at a cost of US\$10,000 and the president be asked to arrange with the Board of Trustees for the payment of this sum to Mrs. Neva Farley.

SUPERVISION OF THE FOOCHOW CAMPUS

The president reported that during the last three and a half years Mr. R. W. McClure had had the oversight of the Foochow Campus. Now due to health reasons it would be necessary to relieve him of the difficult trip between Foochow and the campus.

M-997 Voted: To ask Mr. A. W. Billing to take over the work of the general supervision of the buildings and grounds.

PROVISIONS FOR RETURNING TO FOOCHOW

M-998 Voted: To authorize the president together with the Executive Committee of the Board to plan for the purchase of the necessary additional land in the vicinity of the Foochow campus, and to arrange for temporary accommodations of faculty and staffmembers when moving back to Foochow calls for the same.

CO-OPERATING MISSION BOARDS

The president reported that 1) the Church Missionary Society had restored its annual financial grant of US\$1,111 to the university beginning with the current fiscal year. Also that the Society is now contributing personnel to the university in the temporary assignment of Dr. Eugen Milch for medical work, with the possibility of making a permanent assignment of a teacher as soon as possible; 2) that Mr. and Mrs. Merlin A. Bishop, new appointees to the university by the Methodist Board, have arrived in Foochow, and will be ready for work at Shaowu for the spring semester, and 3) word has been received that the American Reformed Board is definitely considering the appointment of a teacher to the university.

M-999 Voted: 1-a) That we express our deep appreciation to the Church Missionary Society for the restoration of financial support to the university and its new support in the form of personnel; b) to the Methodist Board for the assignment of Mr. and Mrs. Bishop to the university.

2. That we make a specific request to the Church Missionary Society for a permanent assignment of a teacher to the university faculty as soon as possible.

3. To specifically request the Reformed Board to appoint a person to the university faculty as soon as possible.

4. To request all the cooperating boards to increase their financial and personnel support to the university.

RETURN OF PERSONNEL NOW IN AMERICA AND FURLOUGH PLANS

M-1000 Voted: That we request the return of Professor and Mrs. W. J. Sutton, Professor and Mrs. E. M. Stowe, Dean T. H. E. Chen, Messrs. Yang Hsin Pao, Li Yi Ying, and Cheng Cheng Fu, as soon as travel conditions permit.

M-1001 Voted: That persons who have been serving at the university for more than ten years and have not been able to get out for further study during the war period be given the opportunity for such immediately after the war is over and conditions permit.

SPECIAL CO-OPTED BOARD MEMBERS IN CHUNGKING

The president reported his visit to Chungking in the spring and early summer and the help he received from a group of loyal friends there both in making connections with the various agencies and in rendering other help in the war-time capital of China.

M-1002 Voted: That we co-opt the following persons to act as the representatives of the Board in Chungking: Bishop W. Y. Chen, Methodist Church; General Chen Yi, Secretary-General of the Personnel Commission of the Central Government; Dr. S. Y. Liu, Secretary-General of the Board of Control of the Government Banks; Mr. Lin Wei, Manager of the Trust Division of the Bank of China; Dr. K. M. Hsu, Manager of the Ching Chen Bank, Chungking; Mr. Wan Shih Chi, Secretary of the Government Transportation Bureau, Southeastern Section; Mr. Liu Yu Wan, General Secretary of the Pacific Institute, China Branch; Dr. Francis Chen, Farmers Bank, Chungking; Dr. E. H. Cressy, General Secretary of the China Christian Educational Association.

PROMOTIONAL WORK IN THE UNITED STATES

The president reminded the Board that it is very important that we help the Associated Boards in its promotional work and that we have a number of responsible F.C.U. persons in America who might be available for such purposes if the work were divided into sections.

M-1003 Voted: a) To ask Bishop Lacy to be the official representative of the Board of Managers to present the work and the needs of the university to the Board of Trustees.

b) To ask the Trustees to arrange with Dr. Theodore H. E. Chen to do publicity and promotional work for the university on the west coast in the capacity of Dean of the university.

c) To ask Dr. Willard J. Sutton as Dean of our Science College to do publicity and promotional work in New York State.

d) To request that the necessary financial and other provisions be made for these representatives as the Trustees may see fit.

SELF-SUPPORT PROJECTS

The president presented a general plan for economic production in connection with the various departments of the university which might be made helpful in meeting the financial needs during this time of rapidly increasing prices. For example, in connection with the experiment farm a part of it might be run on an economic production basis; the printing expenses of the university might be earned back by setting

up a simple printing press; the supply service of the university might be organized on more of a cooperative basis to help the families.

M-1004 Voted: That we approve of the general principles of the self-supporting projects and ask the president to enlarge the present facilities with a view to increasing the financial support of the university.

POST-WAR EDUCATION POLICIES

The president presented general plans for work in Chinese Culture, Agricultural Education and Rural Service, Studies in the South Sea Islands in connection with international relations, and general principles for cooperation among the Christian Colleges in China.

M-1005 Voted: To approve work along the above lines, and suggest the development of more specific extension service in connection with the Department of Rural Education and the study of the culture of the South Sea Islands.

ELECTION OF OFFICERS

M-1006 Voted: That we ask the following to serve as officers of the Board:

Rev. Lin Yu Shu, Chairman
Yang Chung Tung, Chinese Secretary
Henry V. Lacy, English Secretary

M-1007 Voted: That the following together with the officers of the Board serve as the Executive Committee:

Bishop Carleton Lacy
Archdeacon W. P. W. Williams
W. H. Topping
President and Treasurer of F. C. U., - ex-officio

The meeting adjourned at 3:00 P. M.

K. H. CHANG
Secretary

MEMORIAL RESOLUTION

The Board of Managers of Fukien Christian University feels keenly the loss of a loyal colleague and faithful worker for Christian higher education in the death of Bishop Christopher Sargent. He took a keen interest in the university and worked steadily for increased church support. Twice he made a personal visit to the university at its war-time site in Shaowu, spending a number of days each time. He had great hope for the future of the university, particularly with reference to the training of church leaders. The Board of Managers of Fukien Christian University owes much to Bishop Sargent for his abiding friendship and inspiration.

In memory of our Brother in Christ we resolve to rededicate ourselves to the work of Christian higher education in an effort to bring it up to the high level of his vision, and further that a copy of this resolution be sent to the Chung Hwa Shen Kung Hwei, Foochow, the Church Missionary Society, London, and to his family.

FUKIEN CHRISTIAN UNIVERSITY BOARD OF MANAGERS

Executive Committee

November 27, 1943, 4:00 P.M., Foochow

Present: Rev. Lin Yu Shu, Messrs. Yang Chung Tung, Henry Lacy
W. H. Topping, R. W. McClure, President C. J. Lin

The meeting was called to order by the Chairman, Rev. Lin Yu Shu. It was explained that the churches in Fukien were planning to organize a union theological college which might be affiliated in some way with Fukien Christian University, and that the university had been asked to appoint a representative on the new Board of Managers of the Union Theological College which is to be organized in February, 1944.

- E-101 Voted: That we approve of cooperating with the proposed Fukien Union Theological College and that we appoint President C. J. Lin as the official representative of the university on its Board of Managers.
- E-102 Voted: That since the owner of the brick factory land near the Foochow campus has been located, negotiations re the purchase of said land should be resumed, and the president be authorized to proceed in this matter.
- E-103 Voted: That we authorize the President to make arrangements with the Methodist Mission, Foochow, for the rental of necessary space in Foochow for the accommodation of faculty members when the university moves back to Foochow.

HENRY LACY

Secretary

FUKIEN CHRISTIAN UNIVERSITY BOARD OF MANAGERS

July 31, 1945

The Board of Managers of the Fukien Christian University met at the residence of Henry V. Lacy, in Foochow, on Tuesday, July 31st, 1945 at 8:00 a.m.

Present: Bishop Michael G. H. Chang, in the chair, President C. J. Lin, C. T. Yang, Chiu Tao-ken, S. C. Chen, W. H. Topping, James L. Ding, Nga Geng-guong, Ding Ngiong-tiang and Henry V. Lacy.

At the outset of the meeting President Lin reported on the death of Mr. W. Van der Meer, a member of the Board of Managers, representing the Reformed church of America, and the death of Prof. Frank Martin, formerly of the Faculty of the University. In the opening prayer Bishop Chang especially remembered these two for their services to the University.

After the opening prayer, President Lin reported on the state of buildings and equipment on the Foochow campus following the withdrawal from Foochow of the Japanese invaders. A detailed list was presented to the Managers for inspection of the losses to the University. He also reported on the efforts which were being made for the recovery of property that had been removed from the campus.

M-1027 Voted:- On motion of W. H. Topping, it was voted to authorize the University administration to spend what money, in their judgment is necessary, for the recovery of University property removed from the campus, and to leave the ways and means of doing so to the discretion of the President.

M-1028 Voted:- That we approve the expenditure for immediate urgent repairs of the sum of \$2,500,000 for the first group of most urgent needs, to be completed within the next six weeks; and that the second group of repairs be undertaken as soon as possible, amounting to \$15,276,000, to be completed within the next six months. In none of these repairs is there any estimate for replacement of equipment.

The President gave in some detail the plans for making the present property on the Campus usable by the University staff and students to the best advantage when they should move down, and it was then

M-1029 Voted:- That we authorize the Administration to adapt the present dormitories for an increased number of students, and that residences No. 1 & 2 be adapted for dormitory use. Further that the two double residences be adapted to accommodate four families instead of two. Further that authorization be given for the moving from Shaowu of such furniture as may be necessary and advisable, and to rent temporary living quarters, for additional faculty accommodations.

M-1030 Voted:- That we request the Trustees to authorize the expenditure of, and to forward as soon as possible the sum of US\$50,000 (at an exchange rate of US\$1 to CN\$700) or CN\$35,000,000 for the immediate rehabilitation and moving expenses.

M-1031 Voted:- That in view of the urgency of the demands for funds for the rehabilitation work, that we authorize the administration to draw on certain funds which have been contributed locally for endowment purposes, and request the Trustees to place to the credit of the University endowment funds in the United States a corresponding amount in United States Currency from such funds as they may vote for rehabilitation purposes.

The President reported on his conversations with certain United States Armed Forces representatives stationed at Foochow covering their request for use of certain buildings on the Foochow Campus. It was

M-1032 Voted:- That we approve of renting property on the Foochow Campus to the United States Armed Forces, on the condition that such property shall be returned to the University as soon as no longer needed for military purposes, and further that the United States armed Forces shall be responsible for all repairs which may be necessary or desirable, and which should be of permanent nature, but shall not in any way alter the architecture of the buildings. The Secretary was requested to write the proper authorities regarding this action, leaving with him the matter of the terms and amount of the rental.

President Lin made a report of the status of the University showing the conditions on the campus at Shaowu in 1944-45. On motion of T. K. Ch'iu the report was accepted.

The President further reported on the present salary scales and the changes that were being forced upon the University because of the regulations imposed by the Government upon Government schools and its bearing on the University salaries. No action was taken, the matter being left with the president to make adjustments as best possible, approving of salary increases as of July 1st, 1945.

The President further reported on the matter of contracts and payment of salaries under new contracts and it was

M-1033 Voted:- That we approve of the Principal of making salaries for new staff members effective as beginning with the beginning of the Academic year, July 1st, except in such cases as when the contract may be signed after the beginning of the academic year, in which case the salaries shall begin as from date of signing of contract, but no salaries shall be paid until the new staff member has arrived on the campus. In case the arrival is delayed until after the 1st of September but on or before September 15th, salary shall begin as of September 1st. If arrival is between September 16th and 30th salary shall begin as of September 16th. The same principle shall hold also for any month following September, and throughout the months of the academic year.

The president presented certain changes in the regulations covering faculty sick leave, and it was

M-1034 Voted:- To authorize the President to revise the regulations regarding sick leave on the general principle as approved at the previous meetings of the Board of managers, and that a detailed plan should be presented at the next meeting.

The matter of free tuition for children of regularly ordained ministers of recognized churches was presented by the president in conformity with the request from the Fukien Christian Educational Association of a year ago, and it was

M-1035 Voted:- That we approve of granting free tuition to the sons and daughters of regularly ordained ministers of recognized churches, who had been in service for a period of at least five years, and are properly certificated by their proper church authorities, provided all standards of scholarship and departmental requirements in other cases are maintained. This privilege however is to be limited to only one child in a family at a time.

The matter of the return of the four missionary families, the four American members of the staff appointed by the Trustees, and the four Chinese members of the Staff now in the United States was presented by the President, and it was

M-1036 Voted:- Unanimously to request the return of all these members of the teaching and administrative staff at the very earliest possible time. If for health reasons any these members of the staff cannot return to the University we urge the respective appointing bodies to send substitutes to the University as soon as possible. We also request that the CMS in London and the Reformed Church in U.S.A. send their new mission representatives at the earliest possible moment.

M-1037 Voted:- Further that we approve of the engagement of four F.C.U. graduates who finished their post-graduate work in America as requested by the President.

The Five Year development program as outlined by the President at the previous meeting, details of which were to be worked out by a subcommittee was reported on, and the Board

M-1038 Voted:- Approval of the program as presented to the Trustees through the sub-committee.

The President reported on the death of Mr. W. Van der Meer, representative of the Reformed Church of America on the Board of Managers and it was

M-1039 Voted:- To request the President and the Secretary to draft a resolution of appreciation of the services of Mr. Van der Meer, and of sympathy to his family, same to be spread on the minutes, and a copy sent to the family of the deceased and to his Mission Board.

Resolution:- The Board of Managers of Fukien Christian University expresses its deep sense of loss in the death of Mr. William Van der Meer who for the last ten years served on this Board as the representative of the Reformed Church. He was a loyal friend and a faithful colleague. He always made his best effort in the interest of F.C.U. His early death deprives us of one of the most staunch supporters of Christian higher education in Fukien. We are grateful to the Reformed Church for sending to this Board such a worthy representative. And we want to assure Mrs. Van der Meer of our deep sympathy.

President Lin reported on the heavy expense to which the family of the late president of the Board, Rev. Ling Iu-cu, had been put owing to the manner in which he came to his death, and it was

M-1040 Voted:- To authorize the treasurer to pay to the Committee in charge of the Memorial Services for the late Rev. Ling Iu-cu, the sum of \$30,000 for urgent needs of the family of the deceased.

The President reported that following the recommendation of the Board of Managers as expressed at the previous meeting in March, that the new Freshman dormitory at Shaowu had been named the Lin Yu-shu Freshman Dormitory.

President Lin reported on the celebration in May last, of the 30th anniversary of the founding of the University and it was

M-1041 Voted:- That on the return of the University to the Foochow Campus, the University authorities should plan for a special program commemorating both the return to the Foochow Campus and the 30th Anniversary of the University.

President Lin reported on the difficulties that the University would be facing following the termination of the war in the adjustment of furloughs to the staff members, because of the inability during the past few years of staff members taking such furloughs. It was

M-1042 Voted:- That we request the administration to plan for the furloughs and further study of staff members on the basis of their terms of service in the University. Further that special consideration be given to making it possible for younger members of the staff to be given opportunities for further study.

The President stated the need of a committee to plan further for the matter of the rehabilitation of the University Campus, buildings and equipment, and it was

M-1043 Voted:- That a committee composed of Bishop Michael Chang, Bishop Carleton Lacy, Rev. W. H. Topping, Dr. James L. Ding, Dr. C. T. Yang, and Rev. Henry V. Lacy, with President C. J. Lin should be the said committee.

The question as to the date of the next meeting of the Board was raised, and it was

M-1044 Voted:- that the date of the next meeting be left to the President in consultation with Bishop Michael Chang and Bishop Carleton Lacy.

After a closing prayer by Dr. C. T. Yang the meeting adjourned, and gathered again in a few minutes in pleasant fellowship around the dinner table.

Henry V. Lacy, Secretary

FUKIEN CHRISTIAN UNIVERSITY BOARD OF MANAGERS

July 31, 1945

The Board of Managers of the Fukien Christian University met at the residence of Henry V. Lacy, in Foochow, on Tuesday, July 31st, 1945 at 8:00 a.m.

Present: Bishop Michael G. H. Chang, in the chair, President C. J. Lin, C. T. Yang, Chiu Tao-ken, S. C. Chen, W. H. Topping, James L. Ding, Nga Geng-guong, Ding Ngiong-tiang and Henry V. Lacy.

At the outset of the meeting President Lin reported on the death of Mr. W. Van der Meer, a member of the Board of Managers, representing the Reformed church of America, and the death of Prof. Frank Martin, formerly of the Faculty of the University. In the opening prayer Bishop Chang especially remembered these two for their services to the University.

After the opening prayer, President Lin reported on the state of buildings and equipment on the Foochow campus following the withdrawal from Foochow of the Japanese invaders. A detailed list was presented to the Managers for inspection of the losses to the University. He also reported on the efforts which were being made for the recovery of property that had been removed from the campus.

M-1027 Voted:- On motion of W. H. Topping, it was voted to authorize the University administration to spend what money, in their judgment is necessary, for the recovery of University property removed from the campus, and to leave the ways and means of doing so to the discretion of the President.

M-1028 Voted:- That we approve the expenditure for immediate urgent repairs of the sum of \$2,500,000 for the first group of most urgent needs, to be completed within the next six weeks; and that the second group of repairs be undertaken as soon as possible, amounting to \$15,276,000, to be completed within the next six months. In none of these repairs is there any estimate for replacement of equipment.

The President gave in some detail the plans for making the present property on the Campus usable by the University staff and students to the best advantage when they should move down, and it was then

M-1029 Voted:- That we authorize the Administration to adapt the present dormitories for an increased number of students, and that residences No. 1 & 2 be adapted for dormitory use. Further that the two double residences be adapted to accommodate four families instead of two. Further that authorization be given for the moving from Shaowu of such furniture as may be necessary and advisable, and to rent temporary living quarters, for additional faculty accommodations.

M-1030 Voted:- That we request the Trustees to authorize the expenditure of, and to forward as soon as possible the sum of US\$50,000 (at an exchange rate of US\$1 to CN\$700) or CN\$35,000,000 for the immediate rehabilitation and moving expenses.

M-1031 Voted:- That in view of the urgency of the demands for funds for the rehabilitation work, that we authorize the administration to draw on certain funds which have been contributed locally for endowment purposes, and request the Trustees to place to the credit of the University endowment funds in the United States a corresponding amount in United States Currency from such funds as they may vote for rehabilitation purposes.

The President reported on his conversations with certain United States Armed Forces representatives stationed at Foochow covering their request for use of certain buildings on the Foochow Campus. It was

M-1032 Voted:- That we approve of renting property on the Foochow Campus to the United States Armed Forces, on the condition that such property shall be returned to the University as soon as no longer needed for military purposes, and further that the United States armed Forces shall be responsible for all repairs which may be necessary or desirable, and which should be of permanent nature, but shall not in any way alter the architecture of the buildings. The Secretary was requested to write the proper authorities regarding this action, leaving with him the matter of the terms and amount of the rental.

President Lin made a report of the status of the University showing the conditions on the campus at Shaowu in 1944-45. On motion of T. K. Ch'iu the report was accepted.

The President further reported on the present salary scales and the changes that were being forced upon the University because of the regulations imposed by the Government upon Government schools and its bearing on the University salaries. No action was taken, the matter being left with the president to make adjustments as best possible, approving of salary increases as of July 1st, 1945.

The President further reported on the matter of contracts and payment of salaries under new contracts and it was

M-1033 Voted:- That we approve of the Principal of making salaries for new staff members effective as beginning with the beginning of the Academic year, July 1st, except in such cases as when the contract may be signed after the beginning of the academic year, in which case the salaries shall begin as from date of signing of contract, but no salaries shall be paid until the new staff member has arrived on the campus. In case the arrival is delayed until after the 1st of September but on or before September 15th, salary shall begin as of September 1st. If arrival is between September 16th and 30th salary shall begin as of September 16th. The same principle shall hold also for any month following September, and throughout the months of the academic year.

The president presented certain changes in the regulations covering faculty sick leave, and it was

M-1034 Voted:- To authorize the President to revise the regulations regarding sick leave on the general principle as approved at the previous meetings of the Board of managers, and that a detailed plan should be presented at the next meeting.

The matter of free tuition for children of regularly ordained ministers of recognized churches was presented by the president in conformity with the request from the Fukien Christian Educational Association of a year ago, and it was

M-1035 Voted:- That we approve of granting free tuition to the sons and daughters of regularly ordained ministers of recognized churches, who had been in service for a period of at least five years, and are properly certificated by their proper church authorities, provided all standards of scholarship and departmental requirements in other cases are maintained. This privilege however is to be limited to only one child in a family at a time.

The matter of the return of the four missionary families, the four American members of the staff appointed by the Trustees, and the four Chinese members of the Staff now in the United States was presented by the President, and it was

M-1036 Voted:- Unanimously to request the return of all these members of the teaching and administrative staff at the very earliest possible time. If for health reasons any these members of the staff cannot return to the University we urge the respective appointing bodies to send substitutes to the University as soon as possible. We also request that the CMS in London and the Reformed Church in U.S.A. send their new mission representatives at the earliest possible moment.

M-1037 Voted:- Further that we approve of the engagement of four F.C.U. graduates who finished their post-graduate work in America as requested by the President.

The Five Year development program as outlined by the President at the previous meeting, details of which were to be worked out by a subcommittee was reported on, and the Board

M-1038 Voted:- Approval of the program as presented to the Trustees through the sub-committee.

The President reported on the death of Mr. W. Van der Meer, representative of the Reformed Church of America on the Board of Managers and it was

M-1039 Voted:- To request the President and the Secretary to draft a resolution of appreciation of the services of Mr. Van der Meer, and of sympathy to his family, same to be spread on the minutes, and a copy sent to the family of the deceased and to his Mission Board.

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Henry V. Lacy, Secretary

FUKIEN CHRISTIAN UNIVERSITY

Board of Managers Meeting

Dec. 13, 1945

The Annual Meeting of the Board of Managers of Fukien Christian University met at the residence of Henry V. Lacy, in Foochow, on Thursday, December 13, 1945 at 9:00 a.m.

The following members of the Board were present, Bishop Michael Chang, in the chair, Bishop Carleton Lacy, President C. J. Lin, Messrs. James L. Ding, C. T. Yang, W. H. Topping, Ding Sie-cung, Ding Ngieng-tiang, and Henry V. Lacy, and as a visitor, Rev. R. C. Su, Acting Treasurer at Namping.

The Rev. W. H. Topping opened the meeting with prayer.

Minutes The Minutes of the Board's Meeting of July 30th, and of the special meetings of the Representatives of the Board of Oct. 26th and Nov. 4th were reported and it was

M-1047 Voted:- To approve the minutes of the Board's Meeting of July 30th, and of the special meetings of the Board's representatives of Oct. 26th and Nov. 4th respectively.

President's Report The President reported on the work and status of the University for the academic year 1944-45 and it was

M-1048 Voted:- That the President's report for 1944-45 be accepted.

Treasurer's Report The report of the Treasurer for the academic year 1944-45 was also presented showing the university in a good financial condition, and it was

M-1049 Voted:- To accept the Treasurer's Annual Report for 1944-45, subject to audit.

M-1050 Voted:- We request Rev. Elmer W. Galt to audit the accounts of the university for 1944-45.

President's Supplementary Report The President presented a supplementary report for the autumn of 1945, making clear the situation covering the student strike, the plague, and the early closing and moving of the university to Foochow.

M-1051 Voted:- To accept the President's Report.

Revised Budget The President presented a revised budget for the year 1945-46 showing a total of \$45,000,000 for the needs of the university.

M-1052 Voted:- To approve the Revised Budget for 1945-46 as presented and to recommend the same to the Trustees.

Rehabilitation The President presented the report of the ABCCC Post War Planning Committee, and the actions of the Associated Boards and of our Board of Trustees, and outlined their bearings on our rehabilitation program. He also reported the progress of repairs of the buildings on the Foochow Campus, and the needs for additional accommodation for faculty and students to enable the university to open for the spring semester, 1946.

The report of the Post War Planning Committee also envisaged a greater degree of cooperation with Hwa-nan College in the coming years. After much discussion of the whole question, and after hearing a report from the Hwa-nan College Board as presented by the President of that Board, it was

- M-1053 Voted:- In view of the fact that the report of the Planning Committee is intended to enable these Christian Colleges to make the greatest Christian contribution to the life of China, we therefore accept the report and vote to appoint a committee to meet with similar committees from the other institutions concerned, and instruct the committee that the Board will heartily support them in their negotiations to achieve this purpose under the provisions of the plan.
- M-1054 Voted:- To instruct our representatives to request the joint committee to give particular consideration to the points under the provision of the plan, #10(c) and (d), Federation and coordination, and also paragraphs 5 and 6 on page 7 of Dr. Van Dusen's report.
- M-1055 Voted:- That we instruct our committee to bear in mind the matter of higher standards of training both for the Union Kindergarten Training School and the training of nurses.
- M-1056 Voted:- That in the present stage of our negotiations we think it inadvisable to take any concrete steps towards linking Fukien Christian University and Hwa-nan College with any of the larger universities outside of Fukien Province.
- M-1057 Voted:- That a committee of four, composed of Bishop Michael Chang, Bishop Carleton Lacy, Rev. W. H. Topping, Rev. Henry P. DeFree (with Principal Ding Sie-cung as his alternate) with the President of the University an ex-official member of the Committee, be appointed to confer with like committees from other institutions concerned.

Adjournment The hour being 12:00 noon the Board adjourned to meet again following the lunch hour.

Afternoon Session At the opening of the afternoon session President Lin reported on conversations looking towards linking up the University and the Government in certain research and extension fields. After considerable discussion it was

- M-1058 Voted:- That we have heard with sympathetic interest the President's report on approaches from government agencies for cooperation in research and extension fields:- we approve of the president continuing these negotiations to the point of concrete proposals, which will be submitted to the Board of Managers in writing for approval before the University is involved financially or administratively.

Emergency Accommodations The president reported on the need for making emergency accommodations for administrative offices and accommodations for the faculty and students as they returned from Shaowu; Rev. H. V. Lacy reported on the negotiations for leasing the Methodist Conference Hostel and Memorial Buildings, and it was

M-1059 Voted:- That the program for office and faculty and student accommodations be left with the President with authority to make arrangements and adjustments.

Shaowu Property The President reported on the need for making arrangements for the care of the property at Shaowu which was not or could not be removed to Foochow, and it was

M-1060 Voted:- That we give the President authority to make arrangements for the moving or care of the property at Shaowu as he found possible and advisable.

The F. C. U. Agricultural High School The President outlined plans for the Agricultural High School, and it was

M-1061 Voted:- That we authorize the President to stop our Agricultural High School work in Shaowu and approve of turning the school property over to the Church of Christ in China, North Fukien, Synod, if the Church wishes to take the school over, arranging for the graduation of the present graduating class if advisable, and the transferring of remaining students to other institutions.

M-1062 Voted:- That for the present the University maintains an agricultural station at Shaowu to look after the farms, gardens and forest and to thus preserve to the University these properties and facilities for agricultural experiment and extension work.

The President requested authorization for the removal from Shaowu of such buildings as the University owned at Shaowu that could be moved and were not involved in any agreement with the Church of Christ in China, and to rebuild the same on the Foochow Campus for the use of auditorium, chapel and class rooms.

M-1063 Voted:- That we approve of this plan and authorize the President to proceed.

Furloughs and Needs of Faculty Members

M-1064 Voted:- That we approve the President's schedule of furloughs and needs for Faculty members as follows:

First Year:- 1 Biochemistry, 1 Industrial Chemistry, 1 Physics-Mechanics, 1 Library Science, 1 Agricultural Economics, 1 English Literature, 1 Modern Physics.

Second Year:- 1 Animal Husbandary, 1 Soil Chemistry, 1 Biology, 1 English Literature, 1 Plant Pathology, 1 Horticulture (Pomology) 1 Plant Breeding.

Third Year:- 1 Music, 1 Mathematics, 1 Rural Economics, 1 Physics, 1 Agronomy, 1 Rural Education.

New Staff The following list of needs for staff were also approved:

First Year:- 1 Religion and College Pastor, 1 Chemistry teacher, 1 Physics, 1 Agriculture (any line), 1 Treasurer, 1 Business Administrator, 1 Student Religious Worker.

Second Year:- 1 Botany teacher, 1 Entomology teacher, 1 Chemical Engineering teacher, 1 Hydraulic Engineering teacher, 1 Forestry teacher, 1 History teacher, 1 Philosophy teacher, 1 Political Science teacher, 1 English teacher.

Third Year:- 1 Fine Arts teacher, 1 Physical Education teacher, 1 Horticulture teacher, 1 Geologist and geographer, 1 Astronomist, 1 Chemist.

Vote of Thanks On the request of the President it was

M-1065 Voted:- To request the Chairman of the Board to send letters of appreciation to Rev. Henry V. Lacy, R. C. Su and E. W. Galt for the valuable services which they had rendered to the financial and business departments of the University during the past year.

President's Furlough Attention was called to the Trustees Annual Meeting on May 11, 1945, and especially Vote T-1357 recommending that the President be given a furlough as soon as possible.

The President then submitted to the Board of Managers his resignation from the Presidency of the University with the request that the resignation be made effective immediately. The President then withdrew.

After careful discussion of the matter it was

M-1066 Voted:- That we express our appreciation of the services of President C. J. Lin to the University during the past nineteen years, and our approval of the Trustees recommendation that he be given a year's furlough as president of the University.

M-1067 Voted:- That we request President Lin to withhold his resignation until he has taken his furlough.

M-1068 Voted:- To request President Lin to arrange with the Executive Committee of the Board of Managers of the University the matter of the administration of the University during his absence.

The Board then adjourned at 3:30 p.m. and the Executive Committee immediately went into session.

Respectfully submitted

Henry V. Lacy,
English Secretary

Full
G.F.W.

Minutes of Board of Managers Meeting

Fukien Christian University

Time: 5:00 p.m., Wednesday, January 2, 1946

Place: Rev. Henry V. Lacy's residence, Foochow

List of Members

<u>ABCYM</u> (Mid-Fukien Synod)	<u>C. M. S.</u> (C.H.S.K.H. Fukien Synod)	<u>Methodist</u> (Fukien Confer- ences)	<u>R. C. S.</u> (South Fukien)
Chen Yuan-Cheng	*Michael Chang	*James Ding	*Miss Tena Holkeboer
*Chiu Tao-Keng	*S. C. Chen	*Carleton Lacy	
*Nie Keng-Kuan		*Henry Lacy	
*W. H. Topping		*C. T. Yang	

*President C. J. Lin, Ex-officio

Members whose names are starred were present.

Opening of Meeting The meeting, called for 2:30 p.m. did not meet until nearly five owing to conflicting engagements of some of the members. In the absence of the chairman, in the early part of the meeting, Dr. James L. Ding, vice chairman, took the chair, and called on Bishop Lacy to lead in opening prayer.

Minutes The Minutes of the previous meeting were taken as read, and

M-1069 Voted:- To approve the Minutes of the Meeting of December 13, 1945.

Travel Expenses The President presented the problem the University is facing in the matter of getting its staff members back from the United States, because of the past policy of not paying their travelling expenses. It was then

M-1070 Voted:- That we recommend to the Board of Trustees that the University pay the travelling expenses of its staff members in the United States, on the same basis as other institutions of the same standard pay theirs.

M-1071 Voted:- That we recommend to the United Board of Trustees that a uniform policy be adopted regarding the payment of travel expenses for staff members of all institutions under the United Board of Trustees.

Rice Allowance The President explained the basis on which the rice allowance had been paid while the institution was in Shaowu and of the different circumstances now facing the University and the faculty members on moving back to Foochow. It was then

M-1072 Voted:- That the rice allowance, beginning with January, 1946, be paid in cash, at the market rate for rice.

Sabbatical Leave The President brought up the matter of leave for administrative members of the staff, and explained that instead of giving such staff members a year of leave, that the University had been accustomed to pay them three months' additional salary. He felt that there should be some adjustment made on this in recognition of those who were so-called heads of their particular department of work. It was then

M-1073 Voted:- That administrative staff (not strictly teaching) members should be paid a cash sum instead of the sabbatical leave of the teaching staff, and that for those who were heads of their department or division, and who were at the time of their leave serving as "Cu-Jen" should be given a cash bonus equivalent to six months' salary, and that others should be given a cash bonus equivalent to 3 months' salary.

Return of Miss Asher The President presented the need and desire on the part of the administration for the return of Miss Asher to the office work of the University, and it was

M-1074 Voted:- That we express our appreciation for the services of Miss Asher to the University, and request her early return, and hope that the United Board of Trustees can make the necessary financial provision for her return, and that provision can be made for her later pension.

Methodist Representatives The President states that he had had information that owing to health reasons Prof. and Mrs. Stowe very probably would not be able to return to the University, and that Mr. and Mrs. Merlin Bishop had accepted a position with the National Committee of the Y.M.C.A., and therefore would not be returning, and of the immediate need for replacements. It was then

M-1075 Voted:- That we request the Methodist Board of Missions to send the University replacements immediately for these two members of the staff, if they cannot return.

President's Furlough Arrangements This matter left over from the previous meeting of the Board was brought up, and the Executive Committee had been unable to reach a solution of the matter. After much discussion it was

M-1076 Voted:- That we request Dr. Theodore Chen, of the University of Southern California, to return at the earliest possible date to serve as Acting President of the University during the President's furlough.

It was then further

M-1077 Voted:- That we ask President Lin to take his furlough at the end of the Spring Semester, or at an earlier date if an acting president can take over before that time.

M-1078 Voted:- That we recommend that Mrs. Lin accompany her husband on his furlough, and that we ask the University to pay her travel expenses as well.

M-1079 Voted:- That we request the Trustees to pay the President and Mrs. Lin a special re-outfitting allowance.

M-1080 Voted:- That we request the Trustees to grant to President and Mrs. Lin suitable furlough allowances and grants for fees in special post graduate study.

The hour being 6:50 p.m. the meeting adjourned after prayer led by Dr. C. T. Yang.

Henry V. Lacy, Secretary

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FUKIEN CHRISTIAN UNIVERSITY

Board of Managers Meeting

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- M-1054 Voted:- To instruct our representatives to request the joint committee to give particular consideration to the points under the provision of the plan, #10(c) and (d), Federation and coordination, and also paragraphs 5 and 6 on page 7 of Dr. Van Dusen's report.
- M-1055 Voted:- That we instruct our committee to bear in mind the matter of higher standards of training both for the Union Kindergarten Training School and the training of nurses.
- M-1056 Voted:- That in the present stage of our negotiations we think it inadvisable to take any concrete steps towards linking Fukien Christian University and Hwa-nan College with any of the larger universities outside of Fukien Province.
- M-1057 Voted:- That a committee of four, composed of Bishop Michael Chang, Bishop Carleton Lacy, Rev. W. H. Topping, Rev. Henry P. DePree (with Principal Ding Sie-cung as his alternate) with the President of the University an ex-official member of the Committee, be appointed to confer with like committees from other institutions concerned.

Adjournment The hour being 12:00 noon the Board adjourned to meet again following the lunch hour.

Afternoon Session At the opening of the afternoon session President Lin reported on conversations looking towards linking up the University and the Government in certain research and extension fields. After considerable discussion it was

- M-1058 Voted:- That we have heard with sympathetic interest the President's report on approaches from government agencies for cooperation in research and extension fields:- we approve of the president continuing these negotiations to the point of concrete proposals, which will be submitted to the Board of Managers in writing for approval before the University is involved financially or administratively.

Emergency Accommodations The president reported on the need for making emergency accommodations for administrative offices and accommodations for the faculty and students as they returned from Shaowu; Rev. H. V. Lacy reported on the negotiations for leasing the Methodist Conference Hostel and Memorial Buildings, and it was

M-1059 Voted:- That the program for office and faculty and student accommodations be left with the President with authority to make arrangements and adjustments.

Shaowu Property The President reported on the need for making arrangements for the care of the property at Shaowu which was not or could not be removed to Foochow, and it was

M-1060 Voted:- That we give the President authority to make arrangements for the moving or care of the property at Shaowu as he found possible and advisable.

The F. C. U. Agricultural High School The President outlined plans for the Agricultural High School, and it was

M-1061 Voted:- That we authorize the President to stop our Agricultural High School work in Shaowu and approve of turning the school property over to the Church of Christ in China, North Fukien, Synod, if the Church wishes to take the school over, arranging for the graduation of the present graduating class if advisable, and the transferring of remaining students to other institutions.

M-1062 Voted:- That for the present the University maintains an agricultural station at Shaowu to look after the farms, gardens and forest and to thus preserve to the University these properties and facilities for agricultural experiment and extension work.

The President requested authorization for the removal from Shaowu of such buildings as the University owned at Shaowu that could be moved and were not involved in any agreement with the Church of Christ in China, and to rebuild the same on the Foochow Campus for the use of auditorium, chapel and class rooms.

M-1063 Voted:- That we approve of this plan and authorize the President to proceed.

Furloughs and Needs of Faculty Members

M-1064 Voted:- That we approve the President's schedule of furloughs and needs for Faculty members as follows:

First Year:- 1 Biochemistry, 1 Industrial Chemistry, 1 Physics-Mechanics, 1 Library Science, 1 Agricultural Economics, 1 English Literature, 1 Modern Physics.

Second Year:- 1 Animal Husbandary, 1 Soil Chemistry, 1 Biology, 1 English Literature, 1 Plant Pathology, 1 Horticulture (Pomology) 1 Plant Breeding.

Third Year:- 1 Music, 1 Mathematics, 1 Rural Economics, 1 Physics, 1 Agronomy, 1 Rural Education.

New Staff The following list of needs for staff were also approved:

First Year:- 1 Religion and College Pastor, 1 Chemistry teacher, 1 Physics, 1 Agriculture (any line), 1 Treasurer, 1 Business Administrator, 1 Student Religious Worker.

Second Year:- 1 Botany teacher, 1 Entomology teacher, 1 Chemical Engineering teacher, 1 Hydraulic Engineering teacher, 1 Forestry teacher, 1 History teacher, 1 Philosophy teacher, 1 Political Science teacher, 1 English teacher.

Third Year:- 1 Fine Arts teacher, 1 Physical Education teacher, 1 Horticulture teacher, 1 Geologist and geographer, 1 Astronomist, 1 Chemist.

Vote of Thanks On the request of the President it was

M-1065 Voted:- To request the Chairman of the Board to send letters of appreciation to Rev. Henry V. Lacy, R. C. Su and E. W. Galt for the valuable services which they had rendered to the financial and business departments of the University during the past year.

President's Furlough Attention was called to the Trustees Annual Meeting on May 11, 1945, and especially Vote T-1357 recommending that the President be given a furlough as soon as possible.

The President then submitted to the Board of Managers his resignation from the Presidency of the University with the request that the resignation be made effective immediately. The President then withdrew.

After careful discussion of the matter it was

M-1066 Voted:- That we express our appreciation of the services of President C. J. Lin to the University during the past nineteen years, and our approval of the Trustees recommendation that he be given a year's furlough as president of the University.

M-1067 Voted:- That we request President Lin to withhold his resignation until he has taken his furlough.

M-1068 Voted:- To request President Lin to arrange with the Executive Committee of the Board of Managers of the University the matter of the administration of the University during his absence.

The Board then adjourned at 3:30 p.m. and the Executive Committee immediately went into session.

Respectfully submitted

Henry V. Lacy,
English Secretary

Minutes of Board of Managers
Fukien Christian University

Mrs. Wilson

Rec'd 7/2/47

Time: 9:30 a.m., Thursday, May 15, 1947.
Place: at the Lacy-Hayes' Residence, Foochow.

List of Members

	<u>Church of Christ</u> Mid-Fukien Synod (A.B.C.F.M.)	<u>C. M. S.</u> (C.H.S.K.H.) Fukien Synod	<u>Methodist Church</u> (Fukien Conferences)	<u>Church of Christ</u> South Fukien (Reformed)
1947	*Chen Yang-chen	*Michael Chang	*C. T. Yang	Henry a. Poppen
1948	*Donald Hsueh	*S. C. Chen	*H. W. Worley	
1949	Chiu Tao-keng		(subst. for Bishop Lacy)	
1950	*Guy Thelin		*K. P. Lin *E. P. Hayes	
	<u>Co-opted Members</u>	<u>Visitors</u>	<u>Ex-Officio</u>	
1948	Chen Chuan	*Dr. William Penn	*Theodore H. E. Chen, Acting President, F.C.U.	
1949	*Lin I	*Rev. E. Walter Smith	*Miss Eva Asher, Treasurer, F.C.U.	

Members whose names are starred were present. Bishop Michael Chang was in the chair. The meeting was opened with prayer by Mr. K. P. Lin.

Chairman Chang extended a warm welcome of the Board to Dr. William Penn, Field Secretary, Associated Boards for Christian Colleges in China.

I. The Presidency of F. C. U.

Chairman Chang explained the purpose of the meeting, namely to consider the presidency of Fukien Christian University, and gave a review of the whole situation:

On February 4, the Executive Committee of the Board met and nominated Dr. Theodore H. E. Chen as President of Fukien Christian University, and a committee of two were asked to interview Dr. Chen. On February 20, the Executive Committee met again and reported on their interview and expressed the hope that Dr. Chen might be persuaded to accept. The Executive Committee recorded the fact that Dr. Chen was the committee's first choice. At the meeting of the Board of Managers on March 8, Dr. Chen was nominated as accordance with the procedure adopted by the Joint Conference Committee. A committee of two from the Board were asked to interview Dr. Chen.

On April 17, Dr. Chen with Mrs. Chen, following Dr. Chen's return from Shanghai and Nanking, called upon Chairman Chang and indicated his inability to serve. The Executive Committee met again on April 24 for further consideration of the problem. On May 1 the committee had Dr. Chen's clear refusal to accept the appointment, and they proceeded to consider the problem of a successor. One man's name grew more and more prominent and on May 8 his name was still before the committee, and the man unanimously nominated was Dr. C. T. Yang, the Chinese Secretary of the Board of Managers.

Chairman Chang enumerated Dr. Yang's academic and educational qualifications and his experience as an educator:

B.A., Fukien Christian University, 1925.
M.A., Yenching University, 1927.
B.D., Yenching University, 1928
Ph. D., Drew University, 1935.
Principal, Kai Chung Middle School, 1925.
Principal, Yu Mi Middle School, 1929-34.
Principal, Union High School, 1934-41.
Principal, Union Theological Seminary, 1933-45
President, Fukien Union Theological College, 1945-

The Chairman referred to Article XVII of the Constitution which states the duties of the Board of Managers "to appoint the president, officers, and members of the faculty." He then referred to the new arrangement agreed upon by the three Boards of Managers in the new co-ordinated program, namely, "We further recommend that in the future the president of each of the co-ordinating institutions shall be nominated to the Joint Conference Committee by the Board of Managers of the institution concerned and elected by the said Joint Conference Committee by a favorable majority vote of the representatives of each of the Boards of the cooperating institutions, after which the Joint Conference Committee shall report the election to the United Board of Trustees for confirmation."

The Chairman remarked that Dr. C. T. Yang would be the first President to be elected according to this new arrangement, and he also reminded the Board that Dr. Yang was not free to accept a new assignment without the approval of the Bishop of the Methodist Church. Chairman Chang asked for expression of opinions from the members of the Board, and it was

M-1125 VOTED: To proceed with the election by ballot. The result of the ballot was that Dr. C. T. Yang was unanimously nominated to the presidency of Fukien Christian University.

Chairman Chang asked the Board to stand in offering this decision to God, and Dr. Fern led in prayer.

The problem of a news release to the press was discussed and it was

M-1126 VOTED:- That Acting President Dr. Theodore H. E. Chen, Mr. Y. C. Chen meet with Bishop Chang and Rev. E. P. Hayes to prepare a suitable news release regarding Dr. Yang's election.

Dr. Young was called in and the Chairman asked the Secretary to read the vote:

We unanimously nominate Dr. C. T. Yang as president of Fukien Christian University to succeed the late President C. J. Lin.

Chairman Chang officially announced to Dr. Yang his election. Dr. Yang responded and stated that in accepting the presidency he realized the very difficult task to which the Board had called him as one of its own members to head up Fukien Christian University. He also stated first, that if and when he finds that he cannot make the contribution he hopes to make he will withdraw, and secondly, that as soon as he felt that there was some one available who was more suited to the position he would give place to that man. He stated that "The way is to be kept open!"

M-1127 VOTED:- To send a cable to Bishop Carleton Lacy in New York requesting approval of the election, by Board of Managers, of Dr. C. T. Yang, as President of Fukien Christian University.

II. President's Report

Acting President Chen reported on the campus situation at Fukien Christian University with special reference to the need for rice and asked the Board for guidance in attempting to solve this problem. After an expression of opinion he reported on the new government salary scale for the province and it was

M-1128 VOTED:- That in the light of new standards issued by the government we authorize Acting President Chen to make adjustment re the Fukien Christian University staff salaries as may be necessary after consultation with the other two Colleges' administrations, with the understanding that the adjustment will begin with the month of May.

III. Mrs. C. J. Lin

In view of some misunderstanding re vote M-1117 (March 8, 1947) relative to Mrs. C. J. Lin's need for further study as indicated by receipt of cable asking for clarification it was

- M-1129 VOTED:- That Mrs. C. J. Lin be given a full academic year, beginning in the fall of 1947 and ending with the summer of 1948, for professional study.

IV. Appreciation of Dr. & Mrs. Chen's Services

- M-1130 VOTED:- That a committee be appointed to prepare resolutions re the sacrifice and service of Dr. and Mrs. Theodore H. E. Chen for their willingness to come and serve Fukien Christian University during this critical period, and further that a letter of appreciation be sent to the University of Southern California regarding their release of Dr. Chen to Fukien Christian University for the year of 1946-47, and that a similar letter be sent to the United Boards.
- M-1131 VOTED:- That Rev. H. P. Hayes, Dr. C. T. Yang, and Mr. Guy Thelin be the committee on resolutions.
- After some discussion it was
- M-1132 VOTED:- That Dr. Theodore H. E. Chen be asked to act as Field Representative of Fukien Christian University in the United States.

V. Farley Collection

Acting President Chen reviewed the situation with regard to the Farley Collection of archaeological and art objects. He stated that the University agreed to purchase this valuable collection for US \$10,000 (M-988, November 13, 1943) and authorized Mr. Evans of our New York Office to make payment to Mrs. Farley in two installments of \$5,000 each. The first payment was made in the fall of 1944, and Mrs. Farley returned the check saying she was not sure that the collection was still in existence due to the looting of the Poochow Campus, and even if it were she did not wish to sell the whole collection, there being some articles she would like to reserve for herself. In view of the above the Fukien Trustees voted that "the matter of the purchase of the Collection be tabled until more light on the subject is obtained." (T-1343, December 14, 1944). Later, Mr. Evans reported having received the following letter from Mrs. Farley:

"Of course, there will be little or nothing left of the collection and library, so as soon as I can get to my safety deposit box after Christmas I shall return the check for five thousand dollars which you sent me as half payment on them.

When I think of how our Chinese friends there may be suffering and how many of our boys are sacrificing their lives, mere possessions, even such as the collection and library which my husband built up with such devotion, are of little importance."

Miss Asher reported on her visit with Mrs. Farley in Sept. 1946, saying that she felt Mrs. Farley did not necessarily feel that the matter was entirely closed.

M-1135 VOTED:- That we reiterate our former position since we feel morally obligated to Mrs. Farley, and that we authorize Acting President Chen to take up that matter with Mrs. Farley through the New York Office.

VI. Adjournment

The Chairman asked Rev. E. Walter Smith to lead in prayer, and after the Benediction was pronounced by Bishop Chang the meeting was adjourned.

Guy Thelin
English Secretary

Minutes of the Board of Managers
Fukien Christian University

Time: January 10, 1948, 3:00 p.m.
Place: Home of Bishop Carleton Lacy

List of Members

	<u>Church of Christ</u> Mid-Fukien Synod (A.B.C.F.M.)	<u>C.M.S.</u> (C.H.S.K.H.)	<u>Methodist Church</u> (Fukien Conference)	<u>Church of Christ</u> South Fukien (Reformed)
1948	*Chen Yang-chen	Michael Chang	*Loren Humphrey	Henry A. Poppen
1949	Donald Hsuen	*David Paton	*Bishop Carleton Lacy	
1950	Ni Keng Kuang		*K. P. Lin	
1951	*E. Walter Smith		*E. Pearce Hayes	

Ex-Officio

*Chang-tung Yang, Acting President, F.C.U.

In the absence of Bishop Michael Chang, Chairman, Bishop Carleton Lacy, Vice-chairman, was in the Chair.

Student Strike

President Yang reported that the students have been on strike since January 6, because of dissatisfaction over the tuition fee for the spring semester, rules of discipline, and other matters. The administration has not yet announced the amount of tuition, but naturally because of the sharp increase in the price of all commodities the students expect that the administration will raise the tuition fee considerably, and they are insisting that it should not be more than \$1,200,000 (or just double that of last semester).

1152 Voted: That we ask representative of the Board to announce to the student body that if they do not return to classes on January 13, the school will be closed.

1153 Voted: That we ask Messrs. Donald Hsuen, Lin Kwan Pin, and Chen Yang-chen to send a notice to the officers of the F.C.U. Student Self Government Association asking them to call a meeting of the entire student body Monday morning, January 12, at 10:00 o'clock. Further, that we ask these Board representatives to announce to the student body that unless the students resume classes on Tuesday, January 13, the school will be closed.

E. Walter Smith

English Recording Secretary

MINUTES OF THE BOARD OF MANAGERS
FUKIEN CHRISTIAN UNIVERSITY

Time: January 13, 1948, 4:00 p.m.
Place: Home of Bishop Carleton Lacy

List of Members

	<u>Church of Christ</u> <u>Mid-Fukien Synod</u> (A.B.C.F.M.)	<u>C.M.S.</u> (C.H.S.K.H.)	<u>Methodist Church</u> (Fukien Conference)	<u>Church of Christ</u> <u>South Fukien</u> (Reformed)
1948	*Chen Yang-chen	*Moses Hsuen (Subst.M.Chang)	*Loren Humphrey	Henry A. Poppen
1949	Donald Hsueh	*David Paton	*Carleton Lacy	
1950	Ni Keng Kuang		*K. P. Lin	
1951	*E. Walter Smith		*E. Pearce Hayes	

Ex-Officio: *Chang-tung, Yang, Acting President, F.C.U.

Faculty Representatives by Special Invitation: *Dr. Li Lai Yung
*Dr. David Cheng
*Dr. Roderick Scott

Those whose names are starred were present.

In the absence of Bishop Michael Chang, Chairman, Bishop Carleton Lacy, Vice-Chairman, was in the Chair.

President Yang reported that the Faculty Council had announced to the students that those who are absent from classes receive unexcused cuts and those who are absent from final examinations do not receive credits for the semester's work.

- M-1154 Voted: That we give full support to this decision on the part of the University Faculty Council.
- M-1155 Voted: That we ask the University Faculty Council to take a further step by urging the students to return to classes making it plain to them the implications of the above voted decision.
- M-1156 Voted: That we ask the President of the University and the Secretary of the Board of Managers to inform the Student Self-Government Association of the Board's decision.

E. Walter Smith

English Recording Secretary

Minutes of the Board of Managers
Fukien Christian University

Time: January 23, 1948, 9:30 a.m.
Place: Home of Bishop Carleton Lacy

List of Members

	<u>Church of Christ</u> <u>Mid-Fukien Synod</u> (A.B.C.F.M.)	<u>C.M.S.</u> (C.H.S.K.H.)	<u>Methodist Church</u> (Fukien Conference)	<u>Church of Christ</u> (South Fukien) (Reformed)
1948	*Chen Yang-chen	*Michael Chang	*Loren Humphrey	Henry A. Poppen
1949	*Donald Hsuen	*David Paton	*Carleton Lacy	
1950	*Ni Keng Kuang		*K. P. Lin	
1951	*E. Walter Smith		*E. Pearce Hayes	

Ex Officio: *Chang-tung Yang, Acting President, F.C.U.

Those whose names are starred above were present.

Bishop Michael Chang, Chairman, was in the Chair.

I. Tuition Fee

M-1157 Voted: That we fix the tuition fee for the Spring Semester, 1948, at \$2,000,000.00.

M-1158 Voted: Concerning President C. T. Yang's resignation, we earnestly request him to remain with the university as Acting President.

E. Walter Smith

English Recording Secretary

W. W. Conwell

February 2, 1948

Excerpt from a letter dated Jan 17, 1948 from Eva M. Asher

"I am sorry to have to report that we are in the throes of the worst strike that we have had since I got back in the fall of 1946. Just exactly what the students are striking for I doubt if either they or the faculty know. It started like all strikes have in the past few years, with a tirade of complaints about this and that on the bulletin boards - this time the chief agitation being about the amount of the tuition fee for the spring term and the presidency, but with some ten or more other points. At the moment, however, they have settled down on the tuition and the president, and sometimes they say if only the tuition fee is announced. No school in Foochow has yet announced what the tuition fee will be. We owe it to the other schools to go along with them in the matter. We have assured the students that the fee will be announced before the end of the term. There has been for a week or more, and still is, a complete deadlock between students and faculty. Perhaps one of the chief objects of the strike, though it has not been put forth by the students as a point, is to avoid final examinations. I think I am perfectly safe in saying that they will get no credit for this term's work without taking the examinations eventually, whether at the end of this term or the beginning of next. The strike started on January 5. They issued their ultimatum to the faculty on December 31; that is, a list of some twelve or thirteen points which if not satisfactorily answered by January 5 they would strike. They knew and we knew that they could not possibly be answered satisfactorily. It is just the communist method of causing trouble over mole hills made into mountains by those who are confused."

Associated Boards for Christian Colleges in China
One Hundred-fifty Fifth Avenue New York 11, N. Y.

M E M O R A N D U M

TO: Dr. McMullen
Mr. Corbett ✓
Mrs. Dixon
Mrs. Mills

FROM: Mr. Evans

In a letter dated October 3rd, which was received this morning, Miss Asher states:

"You will probably receive a cablegram from us re enrollment for the fall semester before you get this letter. To date 590 students have registered, and there are still a few days left for late-comers, so we shall come very close to the 600 mark. Transportation as usual is a problem. A large number of students have telegraphed from Canton, Shanghai, and other places outside of Fukien, stating that they cannot get transportation and are asking for permission to be a bit later, but I think we shall abide by our regulations. Two teachers have been waiting in Shanghai for two weeks per a telegram from them today.

A small 'leftist' group tried to stir up sentiment against paying the higher tuition fee, but got no following. Thus all is quiet on the Fukien front for the moment, but anything can happen any time."

October 14, 1947.

Minutes of the Board of Managers
Fukien Christian University

Time: 10:30 a.m., Wednesday, March 10, 1948
Place: Bishop Lacy's Residence, Foochow

List of Members

	<u>Church of Christ</u> Mid-Fukien Synod (A.B.C.F.M.)	<u>CMS</u> (C.H.S.K.H.) Fukien Synod	<u>Methodist Church</u> (Fukien Conference)	<u>Church of Christ</u> South Fukien (Reformed)
1948	Chen Yang-chen	Bishop Michael	*Loren Humphrey	Henry A. Poppen
1949	*Donald Hsueh	Chang	*Bishop Carleton Lacy	
1950	Ni Keng Kuang	*David Paton	K. P. Lin	
1951	E. Walter Smith		*E. Pearce Hayes	

Co-opted Members

1948 Wang Hsin Cheng (Alumni Representative)
*Henry V. Lacy

Ex Officio

*Chang-Tung Yang, President, F.C.U.
*Eva M. Asher, Treasurer, F.C.U.

Members whose names are starred were present. Bishop Carleton Lacy was in the Chair. The meeting was opened with prayer by Bishop Lacy.

In the absence of the Chinese Secretary, Mr. Chen Yang-chen, Mr. Donald Hsueh was asked to serve for him, and in the absence of the English Secretary, the Rev. E. Walter Smith, the Rev. David Paton was asked to serve as his substitute.

I. Mrs. C. J. Lin

A letter to Bishop Michael Chang from Mr. Lin I, a former member of the Board who is now in America and who has seen Mrs. Lin, stated that Mrs. Lin was in need of financial help and asked if the Board of Managers could do something for her. He stated that if we could not do more it would help if the Board could authorize the United Board to pay Mrs. Lin at least a part of the money they are reserving for her return travel to China.

M-1165 Voted: That we ask Miss Asher to correspond with the United Board for Christian Colleges in China and clarify the matter for us before any further action is taken.

II. Faculty Appointments

M-1166 Voted: that we approve the appointment of new teachers and staff members per the list presented by President Yang and which is attached hereto as Appendix A.

III. Sabbatical Leave

President Yang asked if it would be possible to adjust the sabbatical leave of Lin En Ching and Tan Jen Mei by combining two separate periods of service to make the required seven years which one is required to serve in order to be eligible for such a leave.

M-1167 Voted: That we re-affirm the regulation that one year of leave with full pay is granted only after seven years of continuous service on the teaching staff.

IV. Cheeloo Medical School

Mr. Paton reported the possibility that the Cheeloo Medical School might evacuate Tsinan and come to Foochow.

M-1168 Voted: That the Board would welcome Cheeloo Medical School coming to Foochow, and further

M-1169 VOTED: That the Secretary be asked to write to the National Christian Council and urge that tentative plans be made on a co-operative basis for the proper relocation of colleges which may have to evacuate North China.

V. By-Laws of the Christian Colleges of Fukien

After considering the By-Laws of the Christian Colleges of Fukien section by section, it was

M-1170 Voted: That we approve the By-Laws of the Christian Colleges of Fukien with the following amendments: (Appendix B)

Article II. CONTROL

Section 1 - Co-ordinating Body

"The co-ordination of the administration and policies of the three institutions shall be in the hands of a joint board to be known as the Board of Governors of Christian Colleges of Fukien."

Section 2 -

".....each of the three Boards of Managers, together with such ex officio members as may be provided elsewhere by these by-laws."

Section 3 -

".....the Presidents shall be ex-officio members with vote..."

Section 4 -

- A. "The Board of Governors shall nominate a Chairman who before takingseparate Boards of Managers(delete: "The Chancellorof Board of Governors.)"
- B. As at present
- C. "....elect its own Secretary or Secretaries, who shall...with the several Boards of Managersof Christian Colleges, and the China Christian Universities Association, to all of whom...."
- D. "The Chairman, the Vice-Chairman, and the Secretary of Secretaries of the Board...of two years or to serve until ..."
- E. Add: "The Controller by his election to this office shall become ex-officio a member with vote of the Board of Governors. He shall not concurrently serve as an elected member of the Board of Managers of any one of the three institutions."

Article III.

- (a) As at present
- (b) delete "pass upon" and insert "approve"
- (c) delete "exercise control over" and insert "approve"
- (d) and (e) as at present

ARTICLE III. (con't)

- (f) "When necessary, to recommend to the Board of Managers concerned.... of any one of the Presidents. When any one of the Colleges.... to each of the other Boards of Managers. On receiving a favorable majority vote of each Board of Managers, the Board of Governors shall announce the election."
- (g) "When necessary, to terminate the services of the Controller and to nominate his successor."
- (h) "...China Christian Universities Association..."

Article IV.

Section 1 - For "Chancellor" read "Chairman"

Section 2 - Quorum

"To form a quorum more than half of the members shall be present, provided that at least two of the elected members of each of the three Boards of Managers are present, and to carry a motion..."

Article V.

Section 1 - Joint Administrative Council

"Under the direction of the Board of Governors the co-ordination of the Colleges shall be carried out ... Religious Activities Committee."

Section 2 -

"The Chairman of the Board of Governors shall serve as Chairman of the Council, and shall be ex-officio chairman of the four committees. In his absence or upon his request the Presidents of the three Colleges (or their deputies) shall serve in turn as Chairman of the Council and of the four committees."

Section 3 - As at present

Article VI

Section 1 (a) for "concrete" read "specific"
Last paragraph for "officers" read "offices"

- Section 2 (a) for "Chancellor" read "Chairman"
- (b) second paragraph "...supplies for the three co-ordinated institutions. He shall have the authority to veto any expenditure in excess of any approved budget, subject to appeal to the Board of Governors, or the Board of Managers of the institution concerned, and to a revision of the approved Budget by the Board of Governors, or Board of Managers with the approval of the Board of Governors. Responsible to the Controller...."
- (c) "...committees shall deal with problems...."

Article VII

Section 1 (a) and (b) for "once every month" and "once a month" read "monthly."

Section 2 As at present

Article VIII - "...When approved by the Boards of Managers of the three colleges."

The meeting adjourned at 5:00 p.m.

David Paton
Acting for Rev. E. Walter Smith
English Secretary

By-Laws for the Christian Colleges of Fukien

(As Revised by the Fukien Christian University Board of Managers, March 10, 1948)

PREAMBLE:

Authority for the following By-Laws is derived from the Articles of Agreement, prepared by the Joint Conference Committee, amended and approved by the Board of Managers of Fukien Christian University, by the Board of Directors of Hwa Nan College, and by the Board of Managers of Fukien Union Theological College, and adopted, in its final form, on February 27, 1946, by the Joint Conference Committee.

ARTICLE I -----NAME

The three Christian Institutions of higher learning in Fukien Province, Fukien Christian University, Hwa Nan College, and Fukien Union Theological College, shall work together in the adopted plan of coordination under the name of CHRISTIAN COLLEGES OF FUKIEN.

ARTICLE II -----CONTROL

Section 1-----Co-Ordinating Body

The co-ordination of the administration and policies of the three institutions shall be in the hands of a joint board to be known as the Board of Governors of Christian Colleges of Fukien.

Section 2 -----Organization

The Board of Governors shall be composed of twelve elected members, four from each of the three Boards of Managers, together with such ex-officio members as may be provided elsewhere by these By-Laws.

Upon adoption of these By-Laws by the three Boards of Managers, the Joint Conference Committee ceases to exist and becomes automatically the Board of Governors.

Section 3 ----- Term of Service

The term of service of representatives of the Board of Governors shall be for four years, but each Board of Managers shall re-arrange their present representatives so as to permit, one, two, three and four year terms of service until such time as full four year terms are possible.

Termination of membership on the College Board of Managers by which elected shall automatically terminate membership on the Board of Governors, and a substitute shall be elected by the Board of Managers concerned.

The presidents shall be ex-officio members with vote and shall serve on the Board of Governors as long as they are in office.

Section 4 ----- Officers

- A. The Board of Governors shall nominate a Chairman who before taking office shall receive a majority favorable vote from each of the separate Boards of Managers.
- B. The Board of Governors shall elect its own Vice-Chairman who in the absence of the Chairman shall preside at meetings of the Board of Governors and perform such other duties as ordinarily pertain to the office of the Chairman.

- C. The Board of Governors shall elect its own Secretary or Secretaries, who shall keep the minutes of the meetings and carry on the necessary correspondence with the several Boards of Managers, the Presidents of the three colleges, the United Board of Christian Colleges, and the China Christian Universities Association, to all of whom shall be transmitted the minutes and records of all meetings of the Board of Governors.
- D. The Chairman, the Vice-Chairman, and the Secretary or Secretaries of the Board of Governors shall be elected for a term of two years, or to serve until their successors are elected.
- E. The Board of Governors shall nominate a Controller for the three colleges, who before taking office, shall receive a majority favorable vote from each of the three separate Boards of Managers. The Controller by his election to this office shall become ex-officio a member, with vote, of the Board of Governors. He shall not concurrently serve as an elected member of the Board of Managers of any one of the three institutions.

ARTICLE III ----- DUTIES OF THE BOARD OF GOVERNORS

The duties of the Board of Governors shall be:

- (a) to formulate and direct the policies of co-ordination, and to review the budgets of each College with the view to implementing these policies.
- (b) to give direction to, and to exercise control of, the employment of joint financial resources and all other joint enterprises, and to approve the total budget of the Christian Colleges of Fukien.
- (c) to approve the addition or suspension of colleges or departments.
- (d) to approve the appointment of deans and heads of departments, and to insure that in the appointment of faculty and staff there shall be no unnecessary duplication of personnel.
- (e) to consider recommendations submitted by (1) any one of the three separate Boards of Managers or (2) any three members of the Board of Governors.
- (f) when necessary, to recommend to the Board of Managers concerned the termination of the services of any one of the Presidents. When any one of the Colleges requires a new president, its Board of Managers shall make a nomination to the Board of Governors, which shall refer the nomination to each of the other Boards of Managers. On receiving a favorable majority vote of each Board of Managers, the Board of Governors shall announce the election.
- (g) to keep in close touch with the United Board of Christian Colleges in New York, and the China Christian Universities Association of Great Britain.

ARTICLE IV ----- MEETINGS AND QUORUMS

Section 1 ----- Meetings

The Board of Governors shall meet regularly once each semester. Special meetings may be called by the Chairman on his own initiative or upon the request of any one of the Presidents.

An Executive Board to be elected annually by the Board of Governors shall serve as an ad-interim committee for transaction of necessary business between meetings of the Board of Governors.

Section 2 ----- Quorum

To form a quorum more than half of the members shall be present, provided that at least two of the elected members of each of the three Boards of Managers are present, and to carry a motion the votes of two thirds of the members present shall be required.

ARTICLE V ----- ADMINISTRATION

Section 1 ----- Joint Administrative Council

Under the direction of the Board of Governors the co-ordination of the Colleges shall be carried out by a Council to be known as a Joint Administrative Council. Under the Council, four special committees shall be organized:

- (1) The Academic Relations Committee
- (2) The Student Relations Committee (or Disciplinary Committee)
- (3) The General Affairs Committee (or Business Committee)
- (4) The Religious Activities Committee

Section 2 ----- Organization of the Administrative Council

The Council shall be composed of the Chairman, the Controller, and the Presidents of the three Colleges.

The Chairman of the Board of Governors shall serve as Chairman of the Council, and shall be ex-officio chairman of the four committees. In his absence or upon his request the Presidents of the three colleges (or their deputies) shall serve in turn as Chairman of the Council and of the four committees.

Section 3 ----- Organization of the Committees

- (1) The Academic Relations Committee shall be composed of the academic deans of the Colleges.
- (2) The Student Relations Committee shall be composed of the disciplinary deans.
- (3) The General Affairs Committee shall be composed of the general affairs deans.
- (4) The Religious Activities Committee shall be composed of the directors of Religious Activities of the Colleges.

ARTICLE VI ----- RIGHTS AND DUTIES OF THE COUNCIL

Section 1 ----- Rights and Duties of the Council

The duties of the Council shall be:

- (a) to execute the decisions of the Board of Governors; to study, work out and recommend to the Board specific programs of co-ordination.
- (b) to be responsible for the allocation of joint funds as authorized by the Board
- (c) to consider co-ordination in the appointment of personnel, and recommendation for the purchase of equipment, construction of buildings, and the addition or suspension of colleges or departments.

Decisions of the Administrative Council shall be submitted to the Board of Governors for approval.

The Council shall receive appropriations from the Board of Governors to defray the expenses of the offices of the Chairman and the Controller, including the expenses for the employment of office staff.

Section 2 ----- Rights and Duties of the Officers of the Council

- (a) The Chairman shall be the responsible head of the Council and official representative.
- (b) The Controller shall be responsible to the Chairman of the Board of Governors, and shall have charge of the custody and disbursement of joint funds.

The Controller shall also be responsible for the finances, the budgets, the care and maintenance of all properties and for the purchase of all supplies for the three co-ordinated institutions. He shall have the authority to veto any expenditure in excess of any approved budget, subject to appeal to the Board of Governors, or the Board of Managers of the institution concerned and to a revision of the approved Budget by the Board of Governors, or Board of Managers with the approval of the Board of Governors. Responsible to the Controller shall be the Accountants (or Bursars) in the several institutions, and the Controller shall in turn be responsible to the several presidents for the funds of the institution concerned.

Section 3 ----- Rights and Duties of the Committee

Under the direction of the Council, the four committees shall deal with problems pertaining to their respective phases of work.

ARTICLE VII ----- MEETINGS AND QUORUM OF THE ADMINISTRATIVE COUNCIL

Section 1 ----- Meetings

- (a) The Council shall meet monthly. Special meetings shall be called when necessary.
- (b) The Committees shall meet monthly. Special meetings shall be called when necessary.

Section 2 ----- Quorum

To form a quorum, more than half of the members of the Council shall be present, and to carry a motion a majority vote of the members present at the meeting shall be required, but in the event of a tie vote, the chairman shall make the final decision.

ARTICLE VIII ----- AMENDMENTS

These By-Laws shall become effective when approved by the Boards of Managers of the three Colleges.

Additional By-Laws may be adopted or any of these By-Laws amended or rescinded by the action of the Board of Governors with the approval of the Boards of Managers. Such proposed changes become effective upon action by the Board of Governors, if the proposed changes shall have been submitted to the respective Boards of Managers at least one month before action is taken by the Board of Governors and provided no protests have been received from the Boards of Managers before action is taken.