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COLLEGE FILE S
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Giving
Administration
Giving Committee of the Board
of Trustees of Northern University
Executive Committee
Finance Committee
1917-1934

Executive Committee

1926-1932

EXECUTIVE COMMITTEE

Ginling College Committee

156 Fifth Avenue, New York City

January 27, 1926

Present: Members of the Executive Committee: Miss Hodge, Mrs. Pratt
Mr. Carter, Miss Bender.

Other members of the Ginling College Committee: Miss McVeigh
Mrs. Roys, Mrs. Anewalt, Dr. North, Dr. Wood, Mrs. Bowman
(substituting for Mrs. Atwater).

Invited guest: Mr. Edwin Marx (member of Board of Control)

The meeting was called to order by Miss Hodge, Chairman, and was
opened with prayer by Mrs. Anewalt.

The Minutes of the previous meeting were read and approved.

It was stated by the Chairman that the meeting was called to consider
items on the annual meeting Docket for which there was not time at Atlantic
City, power being given to the Executive Committee except in such cases as
in the judgment of the Committee should be presented for decision to the
full Ginling College Committee.

VOTED to extend to all present the privilege of voting.

REPORTS

The secretary reported that the President of the College had spent
much of her time during the spring and summer of last year, until sailing
in August, in an effort to increase the current expense income of the
college. As reported by Mrs. Thurston, she sent letters to individuals
whose names had been given her by members of the Ginling College Committee
and to the Advisers, distributed Ginling material among former members of
the Faculty now in America, aided in cultivating the Smith College con-
stituency, and in cooperation with the Ginling College Committee secured a
grant from the China Medical Board. The results are gratefully ac-
knowledged by the Ginling College Committee.

VOTED to ratify the action of the Executive Committee in cancelling the contract of Miss Jane Dale (appointed candidate to the department of Chemistry), as requested by her.

The following actions of the Finance Committee were ratified:

- (1) That after a careful study of the Budget by the Finance Committee and the President, we authorize a Budget of \$72,000 Mex. for the year 1925-26. (Later a cablegram was received asking authorization of a Budget of \$75,000.)
- (2) That we authorize the expenditure of \$1880. Mex. for Permanent Equipment, (1925-26), and that as additional money for this purpose is received we authorize its expenditure up to a total of \$3000. Mex. (This is to cover the Permanent Equipment items transferred from the Current Expense Budget to Permanent Equipment.)
- (3) That in the future we have a Permanent Equipment Budget separate from the Current Expense Budget, and that there be included in these askings everything of permanent nature.
- (4) That we adopt a plan for salary in transit to be based on the custom of Ginling and the practice of the co-operating Boards.
- (5) That the Treasurer be authorized to sell bonds to the amount of \$10,000. In order to comply with a cable request to send \$12,000. Gold to meet payments on the buildings and deficit on current expenses. The payment on buildings (\$9400. Gold) was made necessary by an adverse decision in the law suit brought by the contractor against the college.
- (6) That \$750. balance in the account of the annual contribution of Smith College students (created by adjustments of the fiscal year, October to October) be sent to Ginling to apply on the Current Expense deficit.

Miss Hodge, as Chairman of the Committee on Constitution and By Laws, reported that informal approval had been given to the Constitution and By-Laws in their revised form, but official action had been deferred pending decision regarding separate incorporation.

The secretary reported that the Cooperation Committee for Women's Union Christian Colleges in Foreign Fields, Miss Florence Tyler, Executive Secretary, had served Ginling during the past year in the following ways:

Two leaflets issued: 8 page*, general; 4 page, for candidates.

A set of art blotters, giving Ginling scenes, prepared in co-operation with Mrs. T. J. Howells; assistance in distribution and sale.

Help in the cultivation of Sister Colleges and of Smith Alumnae.

Three sets of Ginling pictures prepared for circulation.

One candidate referred to the Candidate Committee, later appointed to Ginling.

The question of the imprint on the candidate leaflet issued by the Cooperating Committee was discussed and referred to a Committee composed of the Chairman, the Secretary and Miss McVeigh.

The Secretary reported the organization, October 2, 1925, of the Permanent Committee for the Coordination and Promotion of Christian Higher Education in China, Dr. Speer, Chairman, and Dr. Eric M. North, Secretary. Ginling is one of the colleges cooperating in this Committee, with the Secretary of the Ginling College ^{Faculty} Committee as its representative.

Miss McCoy - The secretary reported that after the action of June 19, 1925, granting Miss McCoy extended furlough without salary, the final report of her medical examiner and Dr. Dodd's recommendation that she "definitely drop out" was received and reported to Miss McCoy. It was

VOTED to approve the recommendation of Dr. Dodd in the case of Miss McCoy.

Miss Butler - The secretary read a letter from Miss Butler presenting her resignation and stating that she had accepted a position at Western College as Registrar to begin work October 1st. It was

VOTED to adopt the following:

Since Miss Butler feels she cannot at present return to Ginling, the Committee has no alternative but to accept regretfully her resignation. The Committee reiterates the hope expressed in Action #34 of the November meeting of the Board of Control, that in view of her invaluable services to Ginling, the way may be opened in the near future for Miss Butler to return to the College.

Miss Whitmer - Miss Bänder reported the following action of the Methodist Board:-

VOTED - That in view of advices received from the field we rescind the action re Miss Whitmer and approve her appointment to Ginling College.

The Chairman was requested to express to the Methodist Board the cordial appreciation of the Ginling College Committee in the matter of the release of Miss Whitmer.

ACTIONS OF THE BOARD OF CONTROL

No. 10: -

VOTED to refer the action regarding cooperation with the Y.W.C.A. in Physical Education to the joint committee of the Y.W.C.A. and the Ginling College Committee which prepared the memorandum of cooperation.

No. 12: -

VOTED to submit to the Board of Control the following as the judgment of the Ginling College Committee in regard to the appointment of members of the college staff and to request their consideration and concurrence: -

1. Chinese teachers to be selected and appointed by the authorities on the field. ⁶ (See Ginling College Committee action, September 19, 191~~6~~₁₆)
2. The Board of Control to have power to appoint foreigners in China for a period of a year or less, within the Budget, such emergency appointments to be reported immediately by cable to the Ginling College Committee.
3. All appointments for a period longer than a year to have the approval of the Ginling College Committee, on the basis of information furnished by the regular application blanks.
4. The official correspondence with candidates to be conducted by the Ginling College Committee.
5. In cases of emergency the Board of Control and the Ginling College Committee to cooperate as the circumstances may demand.

No. 14: -

VOTED that for the present it does not seem wise to decide upon

a special furlough basis of the President but the Ginling College Committee will consider sympathetically a recommendation of the Board of Control for furlough before the end of the regular term of service when there are special reasons that make her early return advisable.

Nos. 18 and 19: -

VOTED (1) that Ginling College Committee authorize the \$8800. Mex. requested for equipment in the Budget of 1925-26, with the understanding that all equipment that is needed should be studied in connection with the new building program; (2) that the equipment needed for the next three to five years, and the equipment for the new buildings, be made a part of the proposed expenditure of the \$170,000, - the total amount remaining in the Building and Equipment Funds.

The Committee would call attention to the fact that the Property Up-keep Fund established with the interest on the Building Fund amounts to \$38,258.50. Of the annual income amounting to, say, \$1900., \$250. is first to be set aside to provide for insurance on equipment, that next, repairs on buildings are to be cared for, and third, equipment. After a few years when the buildings call for more outlay for repairs, it is likely that this fund cannot be counted upon to provide anything for equipment. Even now, with practically nothing required for repairs, the \$1200. to \$1600. Gold available for equipment is only one-third of what is estimated as needed each of these three years for new equipment.

No. 22: -

VOTED to adopt the following: - The Ginling College Committee does not know just when it will be possible to secure additional building funds and therefore desires that very careful consideration be given to the question as to what buildings be erected with the \$170,000. Gold remaining for new buildings, so that the absolutely essential ones be provided. The Committee also desires that no more work be projected than it is sure can be fully completed and equipped within the sum now available.

To this end it requests that a margin of 10% be reserved over and above the cost of the projected work with the thought that this 10% can be used later for some piece of work not requiring expert building superintendence. It is understood that should any substantial change in the items submitted and accepted as the basis of this action seem to be required, the Board of Control will inform the Ginling College Committee of the facts and make recommendations for its consideration. With the above understanding, \$153,000. is hereby made available for land, building and equipment.

Nos. 26 and 27: -

VOTED to approve furloughs of Misses Cole^s, Grabill and Hanawalt as recommended, with salaries on the approved basis.

No. 29: -

VOTED to concur with the Board of Control in expressing the earnest desire for Dr. Treudley's return to the college, after furlough, as a permanent member of the Faculty.

No. 30: -

VOTED to concur with the Board of Control in accepting the resignation of Miss Wood with regret and sincere appreciation of her splendid work in the college during her three years of service.

No. 31: -

VOTED to approve the procedure adopted by the Board of Control in the matter of the return of members of the faculty after furlough.

No. 43: -

The Committee notes with interest the action of the Board of Control in the matter of a Practice School and requests that plans and estimates be submitted before commitments are made.

No. 45: -

VOTED to request that a letter, signed by the Chairman and Secretary of the Ginling College Committee, be sent to the Alumnae ex-

pressing sincere appreciation of their Tenth Anniversary gift of \$1000.
Mex.

MISCELLANEOUS BUSINESS

VOTED that the Treasurer be authorized to refund to the American Board one-half of the outgoing expenses of Mrs. Esther Moody Loos, total amount \$946. 25. (Went to the field August 1922, spent a year in Language School, married to Mr. Loos, July 22, 1925.)

VOTED that the cooperating Boards be requested to appoint official proxies.

VOTED that Dr. Wood be elected a member of the Candidates Committee.
The meeting adjourned.

Elizabeth R. Beuder
Secretary

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GINLING COLLEGE COMMITTEE

Executive Committee

Friday, October 1, 1926

156 Fifth Avenue, New York City

- 1 4
The meeting was called for 10:00 A.M. on Friday, October 1st. Miss Hodge and Miss Bender were present.

1. VOTED that in view of the emergency in the candidate work of the Ginling College Committee, and the desire of the Committee that Miss Ann T. Reid take charge of this work until a permanent chairman of the Candidates Committee can be appointed, we request the Presbyterian Board of Foreign Missions to appoint Miss Reid as substitute for Mrs. Charles K. Roys on the Ginling College Committee in place of Miss Ruth Elliott.

Miss Hodge reported for the candidate work during the summer which she carried after it was necessary for Miss Howell to give up the work. A number of candidates for physics, physical education and psychology were communicated with and considered, but none were secured for the college.

Questions relating to the special effort which is planned to secure additional funds for maintenance expenses were discussed. Mrs. Dwight Morrow has been suggested as a suitable one to have charge of the campaign and it was decided to plan for an interview with Mrs. Morrow on Saturday the 9th if possible, Mrs. Fleming, Miss Hodge, Miss Tyler and Miss Bender to be present.

2. VOTED to recommend that Dr. T. H. P. Sailer, one of the Advisers, be added to the Candidates Committee.

A communication from Dr. Eric North regarding a conference of representatives of a number of the China Universities held September 15th, was read. Dr. North requested that the following action of the conference be presented to the Ginling College Committee:

"VOTED that the members of this conference recommend to the Boards of Trustees of their respective colleges that Fukien Christian University, Ginling College, Lingnan University, University of Nanking, Peking University, Shantung Christian University, West China Union University and Yenching Woman's College unite through a joint committee representing the Boards of Trustees in a common study of the problems of a cooperative campaign and of coordinated objectives for such a campaign, with a view to being prepared for a cooperative campaign by this group or by a wider group, should that seem advisable, upon securing the results of the efforts of the Council on Higher Education in China, and that immediate attention be given to such understanding between the colleges engaged in active campaign during the present year as may succeed in avoiding conflict in campaign efforts."

#2.

Following the request of Dr. North regarding Ginling representation on the suggested committee, it was

3. VOTED to recommend to the Ginling College Committee, for favorable consideration, that two representatives be appointed as requested by Dr. North, and that the Chairman be asked to make the appointments.

A statement of the Treasurer was presented showing that the estimated receipts for 1926-27 had been increased by \$2,450. Mex., thus making the estimated receipts from the United States \$52,000 Mex., and the total estimated receipts \$77,314 Mex. Estimating additional individual gifts at \$4000 Mex., there are total estimated receipts of \$81,314 Mex. The estimated field budget is \$88,810 Mex.

4. VOTED that, regarding \$10,000 of the capital fund that matured October 1st and \$2000 that has been awaiting investment, we approve the recommendation of the Treasurer that \$7000 be invested in Magnolia Petroleum 4½s, February 15, 1927 on a 4.70 basis (this is a subsidiary of the Standard Oil Company) and \$5000 of Province of Ontario, due May 26, 1927 on a 4.65 basis.

In this connection reference was made to the serious illness during the summer of Mr. Loos, which was reported in a letter to Miss Chester. It should also be noted that Miss Hanawalt and Miss Grabill arrived in New York, returning on furlough by way of Europe.

Note was also made of the fact that Mrs. Anewalt, a member of the Committee, is visiting the Far East, and the hope was expressed that she would have opportunity to visit the college and that through the intimate knowledge gained in this way she would be able to contribute to our understanding of its problems and its needs. The Secretary was requested to write to Mrs. Anewalt and express the desire of the Committee.

af. 5. VOTED that a member of the group of Advisers be invited to attend all meetings of the Ginling College Committee with a view to keeping the Advisers in closer touch by reporting to them matters of general interest; that the Chairman be requested to appoint such a representative.

The meeting adjourned.

Elizabeth R. Bender

Secretary

GINLING COLLEGE COMMITTEE

Executive Committee

Friday, October 1, 1926

156 Fifth Avenue, New York City

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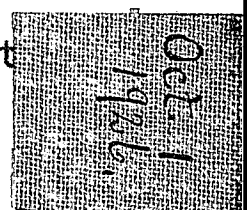
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5. VOTED that a member of the group of Advisers be invited to attend all meetings of the Ginling College Committee with a view to keeping the Advisers in closer touch by reporting to them matters of general interest; that the Chairman be requested to appoint such a representative.

The meeting adjourned.

Elizabeth R. Bender
Secretary

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MINUTES
GINLING COLLEGE EXECUTIVE COMMITTEE
January 29, 1927.

The meeting was called to order at 9:15 A.M.

Present: Dr. Bowen, Chairman, Miss Bao, Mr. Jones, Mr. Loos, Mr. Marx, Mrs. Thurston, Mrs. Thomson. (Miss Vautrin and Dr. Reeves sat with the Committee.)

The docket was presented and adopted.

ORGANIZATION AND ADMINISTRATION

1. Voted: To ask each participating mission to make such changes in their representation on the Board of Control as will bring about a Chinese majority in the membership of the Board by July 1, 1927. And voted further, that until this result is consummated, any business which would require to be transacted by a Board so constituted may be administered by the present Chinese members, together with such foreign members as they may invite.
2. Voted: To recommend to the Board of Control that Miss Hoh Ying-tsing () be elected vice-president.
3. Voted: That the following are tentative understandings as to duties of the officers named herewith:
 - a. That the Chairman of the Executive Committee will call meetings and preside at meetings.
 - b. That the secretary of the Committee will keep records of meetings and send announcements for and minutes of meetings; and in general carry on correspondence for the Executive Committee and Board of Control.
 - c. The Chairman and the Secretary of the Executive Committee and the President of the College shall prepare the docket for all meetings, gather information regarding items of business, (formulate recommendations), and in general make all necessary preparations to facilitate the transaction of business by the Executive Committee and Board of Control when these bodies meet.

FINANCE

4. Voted: With regard to the contract to see U.S. Gold \$100,000 at exchange rate 2.35, --to await further instructions from Mr. Carter; and in the absence of any instructions from him, not to sell any gold, but to seal the contract for the first installment.
5. Voted: To approve paying the hospital bill of \$144.75 for Mrs. Loos.
6. Voted: To approve of paying child's allowance to Mr. and Mrs. Loos on the following basis:

Per yr.	Birth to 6th Birthday	Gold \$100	or Mex. \$200
	6th Birthday to 14th		
	Birthday	Gold \$200	or Mex. \$400
	14th " to College Entrance "	\$250	or Mex. \$500
	During College (4 years)	" \$300	or Mex.

127
over

1/29/27

77 Voted: To approve printing in Chinese and in English, for general circulation, the Financial Statement (condensed), dated January, 1927.

LAND AND BUILDINGS

8. Voted: To authorize the Building Committee to engage an architect for the small faculty residence and a small infirmary.

FACULTY AND CURRICULUM

9. Voted: To recommend to the Board of Control that power be delegated to the faculty to decide curriculum requirements to be printed in the 1927 Bulletin of the college.

10. Voted: That the Advisory Committee of the faculty be asked to submit for approval a list of persons who are to act as heads or chairmen of departments.

11. Voted: To approve of securing Dr. Paul Kwei for work in physics providing the expense can be covered within the science budget.

12. Voted: To approve of engaging a school nurse for one term.

MISCELLANEOUS

13. Voted: That it is the judgment of this committee that the publishing of the College Bulletin be postponed, and in the meantime an Announcement in briefer form be issued.

14. Voted: To hold the next meeting of this committee on March 12.

Edwin Marx
Secretary.

Handwritten: 1/17/27
City of Boston
Mary Brown
Thurston

MEMORANDUM

To: Mr. Tolson
From: Mr. [Name]

Reference is made to the report of the Board of Education on the subject of the proposed merger of the City of Boston and the City of Cambridge.

The Board of Education has recommended that the City of Boston should not merge with the City of Cambridge.

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RECOMMENDATION

It is recommended that the City of Boston should not merge with the City of Cambridge.

The Board of Education has also recommended that the City of Boston should not merge with the City of Cambridge.

RECOMMENDATION

Very truly yours,
[Signature]

[Name]

February 11, 1927

MEMBERS OF THE BOARD OF CONTROL OF GINLING COLLEGE:

RECEIVED
MAR 26

MISS MRS. E. HODGE

We are submitting you herewith the Minutes of the Executive Committee meeting of January 29th. The following comments are offered in connection with some points on which you may need or wish further information.

Item 1. It has been understood for some time that the participating missions would elect enough Chinese members in their representation on the Board of Control to give the Board a majority of Chinese members. It is of pressing importance that this result be achieved without delay. If the organizations await the normal process of expiration of the terms of present members, the gaining of a Chinese majority may be delayed for a year or two. It is our purpose to make some calculations in the near future and try to see just what would be involved for the various missions. If it is necessary for some foreign members to resign and allow Chinese members to be elected in their place this spring, suggestions to that effect will be offered for the guidance of the missions in electing their representatives. The terms of new members are supposed to begin July first.

Item 2. The recommendations that Miss Hoh Ying-tsing () be elected vice-president is made in harmony with the efforts which the college is putting forth to bring its policies and administration more under Chinese control and direction. This action would be taken in the normal course of events but this, as well as Item number one, is made more urgent because of the rapid development of nationalistic sentiment and the demand for immediate readjustments in harmony with that sentiment.

Item 4. Some months ago the Treasurer of the College, after securing approval from the Treasurer of the Ginling College Committee, entered into a contract in Shanghai to sell U.S. \$1,000,000 at a fixed exchange rate of 2:35. The sales were to be consummated in three installments. A recent cable from Mr. Carter indicates that the sales are not to be made unless the Mexican proceeds are to be used for building this year. Since we cannot be sure that the building will take place this year, the question of what is to be done with the contract will need to await more explicit correspondence and instructions between the Treasurer of the College and the Treasurer of the Ginling College Committee. This is the reason for Item number 4 of the Minutes.

I do not believe there is anything else in the Minutes that requires particular explanation. The other items have all arisen in the ordinary process of the college activities and the occasion for them and the meaning of the action should be evident from the Minutes themselves. However, if any member of the Board has questions or suggestions, he or she is urged to send them in. It is also understood that the president, Mrs. Thurston, or any other individuals who may be interested in particular items may write such fuller explanations as they deem advisable, either to the Board of Control members or to the Ginling College Committee.

Yours truly,

Edwin Marx,
Secretary Executive Committee

[57]
February 15, 1927.

To the Members of the Board of Control:

The official covering letter to accompany the minutes of the recent meeting of the Executive Committee will be written by the secretary, Mr. Marx. The meeting was held later than was first planned because of Mr. Hanson's inability to set a date when he could attend and we were very sorry that at the very last he was unable to come. We hope that members of the Board of Control will express their opinion quite freely on the matters which are submitted to them. We hope very much that you will all cooperate to bring into effect the action taken in regard to Board of Control membership.

The decision to elect at this time a Chinese Vice-president was taken quite thoughtfully. Miss Hoh, as you know, is a graduate of Ginling in the class of 1920. Her work in the college since she came to the faculty in 1923 has been chiefly in the Chinese Department. Before coming to Ginling she had a year of special study in Peking, after two years in which she had responsibilities almost equivalent of vice-president in the Y.W.C.A. Physical Training School. Miss Hoh has been a member of the Advisory Committee since 1923 and represented the college on various intercollegiate councils and committees. She has also represented us already in outside relations with Chinese educators and was a member of a deputation to Japan last spring. She is a member of the National Committee of the Y.W.C.A. and was co-opted for the 1926 meeting of the National Christian Council. This election will give her an official status which will make the things which she has already done for the college easier for her and it will also conform to the requirements which government regulations are making at this time. Miss Hoh has no sense of grasping power and very modestly accepts the responsibilities which we are putting upon her in this election and is quite ready to step aside if someone better prepared for the position is available in the near or distant future.

The chief point involved in the question of curriculum requirements which this action of the Executive Committee leaves to the faculty with power is the question of the requirement in religion. We are practically agreed upon the reduction of several of the requirements for the degree, allowing a larger amount of elective work for all students, and practically unanimous in believing that we should not require more than eight credits in religion. A straw vote in an open meeting of the Curriculum Committee stood at ten to seven in favor of stating this requirement in the forthcoming bulletin. It is only fair to state that out of five Chinese voting only one was in favor of holding to the requirement. The Executive Committee preferred not to express opinion on this matter but leave the faculty free to make the final decision.

The delay in publishing the college bulletin is advised because of the uncertainties in the present situation. Some announcement is called for because we are entirely out of Bulletins. The financial statement, condensed, was prepared to put into the hands of students and to give the information in regard to income and expenditure, the proportion paid by students, etc., which helps to meet some of the criticisms which are sometimes made of Christian Schools.

Since the meeting of the Executive Committee a letter has been received from Dr. Paul Kwei expressing his willingness to come to Nanking. Dr. Kwei has been teaching Physics at Yali and would be a most

delightful addition to our staff here. The University department can not take on more work and Miss Loh does not feel that she can carry the whole schedule in Physics and Mathematics. There are still some uncertainties in the Yale situation. If Dr. Kwei comes he would work in cooperation with Mr. Griffing and Miss Loh, probably doing some of the work in the University laboratory on account of apparatus. In writing to him I suggested the ways in which I thought he could help us to build up the department and I am sure that even for this one semester his being here would be a real addition to our efficiency in what has been for a number of years a very much crippled department in the college science work. There is a fairly large balance in the science budget unexpended and we risk forfeiting the China Medical Board Grant if we do not keep our work up to this standard.

A school nurse is also in sight. She would work in connection with Dr. Hackett and Mrs. Tsen and this first term would be an experiment. Mrs. Tsen wishes to have her take responsibility for the student diet and oversee the kitchen arrangements and this would give Mrs. Tsen more free time to look after the general management of the dormitories. Our feeling is that everything which we can do to create satisfaction in the group of students who are with us next semester will count in favor of our making the adjustment to the new order of things which everyone expects. The amount of money involved is fairly small.

Mr. Loos and I would be glad if the college were to secure the advantage which this surprisingly good rate of exchange would give us in selling the money for the new buildings. Of course people who are pessimistic about the future will think it safer to leave the money in the United States. I have the poor judgment to definitely expect that in the not distant future Ginling will be able to go on with her building program and to use this money. I only regret that it was not used at least a year ago and that we cannot be ready in the fall of 1927 as we first planned to take possession of Chapel and Library and allow for the student expansion which the building of faculty residences will make possible. There is of course very little possibility of any building being begun this spring and Mr. Carter's letter introduced the limitation not referred to in his cable that the funds were available only on condition that the money was drawn for building. We have had the advice of the Associated Mission Treasurers and can easily dispose of the contract to them. The loss of interest on funds withdrawn in New York would be more than compensated by the very high rate of the exchange. The other matters will doubtless be covered for you in Mr. Marx' letter or are clear as they appear in the minutes.

We are certainly thankful for the happy way in which we got through the term's work and for the hope we have of beginning on the regular opening date, February 17. Time alone will tell whether this optimism is justified. When the question of Miss Chester's return was before us every single Chinese faculty or student who was consulted in the matter urged her coming. She is due on March 3 on the President Grant according to a cable received within the past week. Her last letter shows great eagerness to be here in spite of the reports of disturbed conditions in the Yangtze Valley.

Very sincerely yours,

(Mrs. Lawrence Thurston)

MCT:P

Ginling College Committee

EXECUTIVE COMMITTEE

March 28, 1927

156 Fifth Avenue, New York City

Present: Mr. Carter
Miss Reid

Miss Elliott (substituting on re-
quest for Miss Hodge)
Miss Bender

The occasion of the meeting was the situation in Nanking and the consequent evacuation of the faculty of Ginling College.

The events in Nanking beginning Thursday morning, the 25th, were briefly reviewed. It was reported that an officer in the Southern army, who has a sister in Ginling, took a detachment of troops, on entering Nanking, and guarded the college, thus making it possible for the faculty to escape safely and without the indignities that some other women suffered. It seems that they went to the University of Nanking and on Friday were taken on a gunboat, arriving in Shanghai Sunday. A cablegram was received in the Ginling office in New York Monday morning, March 28th, telling that all were safe.

In view of the manner of the departure of the staff it seemed safe to assume that they had taken practically nothing with them, and it was ^{On the 28th} VOTED to send a cablegram of sympathy, and to authorize the treasurer to draw on the treasurer in New York to meet the need and replace outfit.

The meeting adjourned.

Elizabeth R. Bender,
Secretary

In accordance with the authorization of the Executive Committee the following cablegram was sent to Mr. Loos March 28th, signed by Mr. Carter: "Advise Loos please accept our united sympathy. You are authorized to draw on treasurer for relief fund whatever proves necessary including replacing personal outfit."

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Ginling College Committee

EXECUTIVE COMMITTEE MEETING

May 3, 1927

156 Fifth Avenue, New York City

Present: Mr. Carter, Miss Elliott (substituting for Miss Hodge), Miss Bender. Other members of the Ginling College Committee who are in New York were invited to attend and Dr. North was present. Miss Tyler was also present by invitation for part of the meeting.

Miss Elliott was requested to take the Chair in place of Miss Hodge. Mr. Carter led in an opening prayer.

The Minutes of the previous meeting were read and approved.

The Secretary reported that, through a cablegram to the Presbyterian Board, the following information regarding the American staff was received: remaining in Shanghai for the present - Misses Case, Chester, Griest, Reeves, Mrs. Thurston and Miss Vautrin; to Manila - Misses Andrews, Buse, Hackett and Sutherland; to Korea - Miss Whitmer; to America - Miss Cogswell, Mr. Loos, Miss Pedersen. Miss Pedersen has arrived; Miss Spicer is due May 5th and Mr. Loos and family due May 9th. A cablegram reported that the personal effects of the staff and the college buildings had not suffered any harm.

The Treasurer stated that Mr. Loos had drawn \$2500. Gold, as authorized by cable, to meet the emergency needs of the staff.

The question of an appeal for funds to meet the personal needs of the staff was considered. As a result of the discussion it was decided that there should be such an appeal, and the following plans were approved:

A special letterhead to be prepared carrying the names of the members of the Ginling College Committee, the Advisers, Smith College representative, and Smith College Alumnae representatives.

The appeal to be written by Dr. Frank Mason North and signed by the Chairman and Secretary of the Committee.

The appeal to be sent to the Ginling donors at the time of the union college campaign, to individuals who have contributed to the current expenses of the college through the Treasurer, and to those on Mrs. Thurston's list (on file in the Secretary's office.)

The appeals to be sent out through the office of the Cooperating Committee (conforming to the plan approved at the Annual Meeting in January 1927.)

The question of indemnities was considered but no action was taken.

Mention was made of the illness of Miss J. Minnette Barber and the necessity of giving her a medical grant.

The meeting adjourned.

Elizabeth R. Bender
Secretary

GINLING COLLEGE
EXECUTIVE COMMITTEE
MAY 11, 1927

1. CHANGES IN ADMINISTRATION

- a. Regular system
 - Board of Control
 - Chinese majority - basis of selection
 - Executive Committee
 - President & Vice President or Associate Presidents - One Chinese - One Foreign
 - Faculty Organization - Standing Committees.

- b. Committee System
 - Administrative Committee
 - Chairman elected by Committee
 - Duties of Chairman
 - Work of Business Manager
 - Work of Dean
 - Work of Registrar

 - Groups represented on Committee
 - Alumnae
 - Faculty
 - Students

2. FACULTY 1927-1928

Administration
Instruction

3. FINANCE

- a. Budget - 1927-1928
- b. Business Management
 - Exchange Contract
 - Faculty Travel
- c. Emergency Budget
 - Medical School Substitute for Dr. Liu
 - Y.W.C.A. substitute for Miss Deng
- d. Summer School Budget
- e. Salary - Secretary 4 months ?
- f. Rent - Office in Shanghai.

4. COOPERATION WITH UNIVERSITY OF NANKING

23 Yuen Ming Yuen Road,
Shanghai, May 25, 1927.

RECEIVED
MAY 25 1927
MISS M. E. THURSTON

To the Members of the Ginling College Committee.

I am sending on to you the minutes of the recent meeting of the Executive Committee along with covering letter which was written with the Board of Control in mind and also with the members of the Ginling College Committee.

We are just beginning to receive the letters which were written in America after receiving our account of what happened at Ginling. The cable sent to us about a month ago would seem to indicate that some plans were expected from us in regard to the future. We, who are here, find it impossible to do very much in the way of making definite plans, and the only thing which we could do and feel that we had settled the matter, would be to decide not to open in September, but that would raise an entirely new set of problems as to how the buildings could be taken care of, and it would also certainly mean that they would be occupied by either soldiers or other groups who would put them to uses for which they were not originally intended.

I hope that you will have patience with us and will believe that we are giving our time to thinking and planning as definitely as we can for the future of the college.

The Curriculum Committee spent yesterday morning discussing a minimum program which might be carried on with a Chinese faculty. We face the possibility of not being able to return to Nanking in September, and yet we do not consider that absolutely out of the realm of possibility. Mr. Reisner is rather hopeful about the situation. He feels quite distinctly encouraged by the way in which things are going on now in the University. They were, of course, much better prepared to turn over to a Chinese faculty the teaching and administration work. They are older and they are bigger than Ginling.

Yesterday, we had a most interesting conference with Miss Tseng of Changsha. She was obliged to give up after a very brave attempt to carry on her private school as a Christian school, and she is a little inclined to think that we may all face much the same kind of difficulty that they faced up in Changsha. She thinks the C.P. (Communist Party) may be able to carry out their program of destruction and that the whole Yangtze valley may be quite seriously affected. On the other hand, she did say to me that she thought the summer might decide things the other way and that there might be a possibility of our returning for work in Nanking in the Fall.

We shall try to keep you informed of any real developments and continue to count upon your interest and sympathy during this most difficult period.

Cordially yours,
Matilda C. Thurston
Mrs. Lawrence Thurston

May 22, 1947
Miss

The Executive Committee, as constituted by the Board of Control meeting on May 4th, met for the first time on Wednesday, May 11, in the Gialing Office, Room 437 of the Missions Building. Efforts had been made to get Dr. Shen Yu-Gwan down from Hanking, but the slowness of communication had interfered and he was not able to be present. However, in spite of this, we had a Chinese majority and it was distinctly helpful to have Dr. Liu Gien-Tsin who is now one of the official representatives of the W.F.M.F., and Mrs. How making with Miss Bao, three alumnae members. The Committee met in three sessions -- morning and afternoon of Wednesday, and the evening of Friday, the 13th. The matters considered fall under three heads; administration, faculty and finance and will be discussed accordingly.

ADMINISTRATION The question of changes in administration was discussed with the Board of Control meeting, and certain opinions were expressed which guided somewhat the thinking of the Executive Committee to whom the whole matter was referred. The merits of the Committee system were considered along with its disadvantages. As a temporary method, nearly all of the institutions are substituting committees for administrative officers. The division of duties may still allow for individuals carrying out the ordinary work of these officers, but the responsibility is divided by having a committee. At the same time, the necessity for calling together even a small committee to decide matters which are very often only slight departures from routine is cumbersome, and the advantage of continuing the more regular system which has so far worked without special difficulties at Gialing and which is officially approved in all the government regulations with which we have so far had to deal, made us take the action of approving of this rather than a new and so far untried system of college administration. There was, however, a general approval of the present Administrative Committee in which the Alumnae, Faculty and Students are cooperating. Dr. Liu and Miss Deng have represented the Alumnae and are planning now to return to the college to remain there for some time helping to carry some of the special administrative duties. Arrangements were made with the Womens Union Medical School to release Dr. Liu for four months and the Y.W.C.A. is also releasing Miss Deng to help meet this emergency in Gialing.

The Executive Committee in discussing the question of administrative officers more or less assumed the necessity of installing a Chinese President. There was a good deal of discussion as to whether the person chosen should necessarily be a member of the Alumnae. The reasons for and against a Chinese man were considered, but realizing the advantages of having someone who would be familiar with the beginning of Gialing and with its ideals, the choice of Miss Wu I Pang was unanimously approved. Miss Wu was a member of the class of 1919. Before going to Gialing College, she

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taught English in the Higher Normal for Girls in Peking. She has a very good background of knowledge of Chinese culture and good training in Chinese. For three years after leaving Ginling, she taught at the Higher Normal in Peking which was, at that time, raised to the rank of collegiate institutions, and Miss Wu was the head of the English Department there. She was very highly regarded by both faculty and students in that institution. She went to America in the summer of 1925, and has since that time been at the University of Michigan where she is completing the work of Ph.D. in Biology, having specialized in Entomology. She has been the President of the Chinese Students Organization in America and is very well known to the group of American returned students. We had counted upon Miss Wu returning to the College for work in the Department of Biology for some time, but the great need now to have a Chinese Administrative officer makes this other appointment seem urgent. It will be a great advantage to a person in such a position to have the reputation for scholarship and the training which Miss Wu has received in connection with her work in America. She is planning to return to China some time before the end of the year 1927, and it is hoped that during these months she may have opportunities to study some of the problems connected with the education of women and to become acquainted with some of the members of the Ginling constituency in America.

The urgency of having a larger proportion of Chinese members on the Board of Control is felt by the Executive Committee and it is hoped that at further conferences with the official representatives of the differing cooperating missions, steps may be taken to replace some of the foreign mission representatives, or to appoint, when their term expires, suitable Chinese members. The importance of having the Chinese members represent the Church organizations is urged by some members of the Executive Committee. The different cooperating missions are so differently organized in relation to their respective church organizations that no common procedure is possible but the principle is generally approved.

FACULTY The covering letter for the May 4th meeting of the Board of Control reported the movements of the foreign faculty. Since May 4th, the following changes have been decided.

Miss Case has decided that she must return to America. The decision has been reached with real regret both on her part and on ours. She is one of the most helpful and in every way strongest members of the group who have been working together at Ginling for the last four years. If we could be certain of carrying on work at the college next Fall, Miss Case might be persuaded to remain but under all the circumstances, it seems best now to let her go.

Miss Andrews, who has been in the Philippines since the middle of April, will probably return to Shanghai in the near future and be on the ground to consult in regard to the planning for the work in physical education which we feel must go on.

Miss Cliest has planned all along to spend the summer in America, but she has not wished to leave until, at least, the possibilities of next year had been considered by the group, here in Shanghai. She has also been carrying on some teaching work, with members of her history class who are in Shanghai. She has, however, decided to leave for home early in June. The question of her return is one which will have to be decided later when plans for next year are finally determined. Again, there is the sense of regret in the thought of losing one of those who has

lived through this experience in the life of Ginling and who has been since 1911 one of the most valued members of the foreign staff.

The same uncertainty as to next year's work has made it seem wise to release Miss Buse and Dr. Hackett who have been in the Philippines since the middle of April, who are planning in any case to spend the summer in Java and will probably return to America via Suez. It is fairer to them to let this release become effective early enough to make plans for next year possible, and of course, the college budget has to be considered. And if funds are to be available for Chinese staff, it is necessary to release some members of the foreign staff. Both Miss Buse and Dr. Hackett are willing to be considered if the college needs them in the future.

Miss Treadley, who was in Peking for the year studying Chinese, went to Japan when Peking missionaries were advised to evacuate after the Nanking affair. She is due in Shanghai on Saturday and will be with us for, at least, three weeks, possibly remaining over and being ready to go to Nanking if we are able to do so in the Fall. Miss Treadley will be able to give very valuable help in planning for the work which may be done whether she is able to take part in it or not.

Summer plans for the group who will be left in China are still rather vague. At least, two of us will be here for the summer, Miss Vanhook and myself alternating and having with us one other person will share the responsibility for decisions which will have to be made. It is impossible to plan ahead in this situation. Miss Chester will probably go over to Unzen for July and August. We are hoping to have a house through July and August in which we shall have some sense of independence of having our own home and near enough to the office to be able to keep in touch with the people who are constantly coming and going between Nanking and Shanghai.

The foreign faculty here in Shanghai stated to the Executive Committee their willingness to resign at whatever time it would be deemed advisable, not because there is any loss of enthusiasm for work at Ginling, or unwillingness to work under new conditions, but only to simplify the whole question of any necessary reorganization of the teaching staff.

The plans for 1927-1928 can only be tentative. At the same time, the Executive Committee authorized the planning of a minimum program of work, with a faculty not to exceed 12 and with the possibility of this group being entirely Chinese. This, because it is still quite uncertain whether foreigners will be able to return to Nanking in September. If they are able to do so, it will mean conditions which will be favorable to a larger enrolment of students, and their return will provide the margin of extra courses which could then be offered, and the possibility of something like a normal college program of work. With a reduced enrolment of students, the necessity for a cut in the Faculty budget becomes clear since approximately one-third of our total income is from student fees. The planning of this program is referred to the Curriculum Committee who are working on it and working also on plans for a summer session which is advised by the group in Nanking, and also by the faculty group in Shanghai. The Summer session is planned primarily to enable students to make up work which has been lost because of the break in the college year. All the students are anxious to make up credits so that they may secure the reward of the college degree at the end of their course. For the seniors, the time is altogether too short to make up all the work which has been lost, and it is hoped that some special action may be taken by the Regents

allowing this group who have been caught by the whirlpool of war to get what they have so nearly earned. The problem is also a more serious one for the Juniors than it is for the Underclass students and special efforts should be made to help them make up the work which was interrupted when the faculty was disorganized on March 24th.

There is also being considered the possibility of admitting some of the freshmen to the summer session, particularly the group whose school work has been interrupted, in several institutions in different parts of China. The teaching of this group would be largely in the hands of our own alumnae who, as teachers in some of these schools, have also had their work interrupted.

The residence of a group of alumnae faculty and students during the summer is more or less generally approved as the best way to keep the campus free from occupation by other groups, and the situation at Hanking seems now to be sufficiently stable so that this can be done without any serious risk to those who would live at Ginling during the summer.

BUDGET The work necessary to be done on budgets for the summer school and for the year 1927-1928 will have to wait until the work of the Curriculum Committee is finished. It is very important that we should know as soon as possible what income can be assured us for the year 1927-1928. We most certainly hope that the regular appropriations from our supporting groups will not fail.

I fear we shall have to forfeit the China Medical Board's grant, even for the year 1926-1927, because we have not fulfilled our part of the bargain, and it is almost certain that the program of work planned for the year 1927-1928 will not satisfy them. A letter received from Dr. Houghton just after I reached Shanghai, stated quite positively that unless we brought our total science expenditures for the year up to \$17,500, no part of the China Medical Board's grant of \$4,000 for the year would be available. The China Medical Board seems to think it is a question of our securing additional money. It has, all along, been a question of securing people and the failure to appoint anyone for Physics this year, along with the resignation of Miss Clark. This is a problem which will have to be handled by the Ginling College Committee. We hope very much that we can carry on the work in physical education and satisfy the Y.W.C.A. group who are cooperating in this.

The emergency items are considerably smaller than might have been expected. The problem, however, is that such items as are now being met, are all in the Current Expense, rather than in the Permanent Equipment account. The possibility of using some of the interest which has accumulated on the Building and Equipment Fund to meet some of these emergency items is one which should be considered by the Ginling College Committee. We are having a good deal of difficulty getting the bookkeeping and general financial management arranged for at the college. Probably, it will be necessary to bring the books down after June 30th and have an auditing and preparation of statements done here in July. In the meantime, I am sure those who are using the money up at the college will be able to account for all monies received and that the whole thing can be straightened out in time.

The securing of the office in the American Building was absolutely necessary to the carrying on of the work which had to be done by the group here. The office is a very busy place. We are constantly seeing students who are on their way through Shanghai. A large number are asking for transfer records for the Tsing Hua examinations which are being given this Spring, or for study abroad which is a happy escape from the confusion which prevails so generally in China.

I have been most fortunate in securing the help of Mrs. R. H. Berger who makes possible the carrying through of the work which is planned, and I hope that we shall be able to do during these summer months, the work of reporting on the year which has passed and the planning for the year which is to come.

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GINLING COLLEGE
EXECUTIVE COMMITTEE
May 11th and May 15th.

Members of the Executive Committee; Miss Bao Dji Lin, Miss A. E. Bradshaw, Dr. Chen Yu-gwan, Mr. Victor Hanson, Dr. Liu Cien-tsui, Mr. Marx, Mrs. W. S. New, Mrs. Thurston.

All members except Dr. Chen Yu-gwan attended the meeting. Mr. Hanson was absent Wednesday morning; Miss Bradshaw left for Soochow at the end of the Wednesday morning session. Miss Bao was elected chairman for the meeting. Miss Vautrin and Miss Dang were invited to sit with the committee.

The committee met Wednesday morning and afternoon, and Friday evening.

ADMINISTRATION The question of changes in Administration had been referred to the Executive Committee and the discussion of the Board of Control meeting was continued.

Mrs. New moved that the form of internal administration of the college which has heretofore been in operation, with its division of duties, be retained, with such changes or modifications as the new situation requires--and with necessary changes in the personnel of the staff. The motion was carried. The above motion applies to the following administrative officers:

President, Dean, Registrar, Treasurer and Business Manager.

Moved to recommend to the Board of Control, and through them to the Ginling College Committee, that Miss Wu I Fang be invited to become President of Ginling College. The motion regarding Miss Wu was later voted on and carried.

Voted, to ask Dr. Liu to go to Hanking for four months as a member of the Administrative Committee.

Voted, that a committee of three be appointed to make nominations to the Executive Committee for Acting President. Mrs. New, Dr. Liu and Miss Vautrin were appointed as this committee.

Voted, that a committee be appointed to interview representatives of the various cooperating missions, as to the best means of getting their organizations represented by an increased number of Chinese members on the Board of Control. The committee appointed was Mrs. New, Mrs. Thurston, Mr. Marx.

FACULTY

A letter was received from six foreign members of the faculty expressing their readiness to cooperate in any plans or readjustments that seemed best to the Executive Committee, even to the extent of offering their own resignations.

"To the Executive Committee
of the Board of Control of
Ginling College,

In order that the Committee may feel free to go ahead with adjustments for the present and plans for the future, we, the undersigned members of the foreign faculty now in Shanghai, hereby offer our resignations, to be considered at whatever time seems best to the

Executive Committee. We wish it understood, that we are not doing this because we are unwilling to continue our work for Ginling, and that we stand ready to cooperate in any way, and for any length of time that the Committee deems best.

Respectfully, yours,

Sgd. Matilda C. Thurston
Minnie Vautrin
Ruth M. Chester
Emily I. Case
Rebecca Walton Griest
Cora D. Reeves " "

May 11th, 1927.

Voted, that the secretary of the committee send a letter to those who signed the letter, expressing the committee's appreciation of the spirit of cooperation thus manifested.

Voted, in view of the uncertainty of the present situation and the probability of the college having to operate with a greatly reduced staff the coming year, to release the following from their contracts with the college and allow their travel to destination in the United States; Miss Case, Miss Base, Dr. Hackett

Voted, to request the Curriculum Committee to plan four years of work with a minimum program of courses, and a teaching staff of not more than 12 Chinese teachers.

Mrs. New presented a letter from the students of the college now residing in Shanghai. The letter was addressed to the Administrative Committee and the synopsis of its follows:

"The Ginling students in Shanghai wish to ask the Committee to do the following things for them:-

1. They wish to know whether it will be possible for Ginling girls to attend classes in the University of Nanking and receive credit as usual.
 - a. To continue the courses already begun in Ginling.
 - b. To take other courses as substitutes.
 - c. Will it be possible for us to make up the work missed?
 - d. If possible, we wish to be informed of all courses offered there.
2. They wish to know about the courses in Ginling that may be made up by ourselves and receive credits just as well.
3. They wish to receive a statement about the work each girl has done in Ginling with the number of credits already fulfilled. Such papers are to be given to each student for either transferring or as an introduction for work. These are expected before the end of June.
4. They wish to be informed of the plans of the summer school.

Referring to the letter from the students:

Voted:

1. That Mrs. Thurston take up with Ho-n Chen Yu-Chun, of the University of Sanning, the matter of cooperation between Sanning and the University.
2. That the other points raised in the letter be referred to the Executive Committee of the College.

~~Resolved~~ Voted, to authorize Mrs. Thurston to make suitable arrangements to the Hospital to enable them to provide a substitute for Miss Dang, and to make similar arrangements with the Y.M.C.A. with regard to a substitute for Miss Dang.

Voted, to encourage the thanks of the Executive Committee to the Shanghai Branch of the alumnae for their gift of \$1.00 toward the Emergency Budget and for paying the expenses of three Alumna Delegates who went to Sanning in the interests of the college.

Voted, to approve the expenses involved in the rental of the Shanghai office for the college (\$7.50) per month.

Voted, to authorize the payment of \$40.00 plus daily surfare for stenographic help in the college office during the months of May, June, July and August.

Voted, to authorize the Treasurer to collect the profit involved in the remaining two instalments of the contract to sell \$500,000.

Voted, to appoint Miss Ho Dji-lik to the Finance Committee in the place of Mrs. Thomson who has left China.

The meeting adjourned at 7.30 P.M.

Edwin Barr,

Secretary.

GINLING COLLEGE
 EXECUTIVE COMMITTEE
 MAY 11, 1927

1. CHANGES IN ADMINISTRATION

- a. Regular system
 - Board of Control
 - Chinese majority - basis of selection
 - Executive Committee
 - President & Vice President or Associate Presidents - One Chinese - One Foreign
 - Faculty Organization - Standing Committees.

- b. Committee System
 - Administrative Committee
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 - Work of Business Manager
 - Work of Dean
 - Work of Registrar

 - Groups represented on Committee
 - Alumnae
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2. FACULTY 1927-1928

- Administration
- Instruction

3. FINANCE

- a. Budget - 1927-1928
- b. Business Management
 - Exchange Contract
 - Faculty Travel
- c. Emergency Budget
 - Medical School Substitute for Dr. Liu
 - Y.W.C.A. substitute for Miss Deng
- d. Summer School Budget
- e. Salary - Secretary 4 months ?
- f. Rent - Office in Shanghai.

4. COOPERATION WITH UNIVERSITY OF NANKING

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EXECUTIVE COMMITTEE

Ginling College Committee

September 12, 1927

156 Fifth Avenue, New York, N. Y.

Note: As there was not a quorum of the Executive Committee, all present were requested to vote, the actions recorded being considered opinions only.

The following were present:

Members of the Executive Committee - Mr. Carter, Miss Bender
Members of the Ginling College Committee (specially invited) - Miss Elliott, Miss McVeigh, Dr. North, Miss Reid, Mrs. Roys.

In the absence of Miss Hodge, Chairman, Mr. Carter was requested to take the chair. The meeting was opened with prayer by Mrs. Roys.

The Minutes of the previous meeting were reported ratified by the Ginling College Committee July 8.

The Secretary reported that the following replies had come to letters sent to staff members in America regarding emergency furlough salary as voted July 8, salaries to be paid as indicated:

Miss Cogswell - to the end of September

Miss Pedersen - to the end of August

Mr. Loos - - - a position not yet secured, salary continued

Replies have not yet been received from Miss Case and Miss Griest.

The Secretary reported the following cablegram received from Shanghai August 18, together with Miss Hwang's decision not to return at this time:

"Will reopen on or about September 21 or 22. In great need of Hwang. Must leave decision to Hwang. You are authorized to advance the passage money. Considering the present circumstances we are not urging Griest. Notify all parties concerned."

The question of the desirability of the return of Miss Hwang to China this fall was discussed, and the Secretary was requested to make inquiry as to the basis on which the decision was made, with a view to reopening the question if it seems wise. It was

VOTED that the Executive Committee authorize the appropriation of the traveling expenses of Miss Hwang to China, if and when the way is open for her to return to service during the current academic year.

It was reported that Miss Phoebe Hoh is expected in New York, under leave of absence from Ginling and with her salary of \$1100. Mex. continued for the year.

The Secretary was requested to secure information from other college Boards as to their policy and practice in the matter of leave of absence of the Chinese staff, with salary, with a view to adopting a general policy for Ginling College.

The question of further financial aid to Miss Barber, as committed to the Executive Committee by the Ginling College Committee action of July 8, was presented. Dr. Dodd reported that he had not heard from Miss Barber's physician, and action of the Executive Committee was consequently deferred pending advice from Dr. Dodd.

As Miss Wu Yi-fang has been named by the Executive Committee of the Board of Control as a candidate for the office of President, it was considered important for the Ginling College Committee to get in touch with her before action by the Ginling College Committee is taken. It was reported that as far as information has been received, the Board of Control has not acted on the recommendation of the Executive Committee regarding Miss Wu, nor has there been any Board of Control action on the resignations of the American members of the staff presented to the Executive Committee May 11. It was

VOTED to authorize a cablegram of inquiry as to what action has been taken by the Board of Control on these resignations and whether the Ginling College Committee is to consider the action of the Executive Committee in regard to Miss Wu as ratified, the cablegram to urge Board of Control action if such has not been taken.

VOTED that if the cable reply is affirmative, Miss Wu be invited, before action regarding her appointment to the college is taken by the Ginling College Committee, to come East and meet the Committee.

The Secretary was requested to write Miss Wu and Miss Hanawalt regarding important matters connected with pending changes in administration. Mrs. Roys was requested to get in touch with Miss Wu on her trip West if it is possible for her to arrange it.

After discussion of matters relating to the future administration of the college it was

VOTED that the Committee request Miss Hodge to communicate with Mrs. Thurston regarding the wisest future plans.

Mr. Carter raised a question regarding the funds that were sent to China for building purposes, and it was

2 VOTED to report to the field that it is the thought of the Committee that it is wiser to keep property funds intact by the return to the United States of the \$100,000 for building purposes, plus any gain by exchange and accrued interest.

VOTED to adjourn.

Elizabeth R. Bender
Secretary

Committee on the Ginling College

NOTE: The members of the Ginling College Committee are requested to vote on the actions of this group which go to the Committee as recommendations.

G.C.C.

E.R.B.

Sub to group -
Carter ✓
Rays ✓
Wells ✓
Hodge ✓
McLaugh ✓
Harte ✓
E.R.B.

back in list

Spurr ✓
Harte ?
Hodge ✓
E.R.B. ✓
McLaugh ✓
Rays ✓
McLaugh ✓
Harte ✓
Harte ✓
Taylor ✓
Pratt
Taylor
Case ✓
Annett ✓
Carter
Harte ✓

EXECUTIVE COMMITTEE

(With power to act for the Ginling College Committee)

January 23, 1928

VOTED to ratify the following recommendation of the Finance Committee:

"That the Board of Control be requested to make provision in the Budget for representation at the annual meeting of the Association of American Colleges if such representation is in its judgment desirable."

VOTED to authorize the Chairman of the Candidates Committee to secure candidates as follows.

- 1 for Education
- 1 for English
- 1 for History
- 1 for Physical Education
- 1 as Secretary

The necessity of adopting a plan to provide retirement allowances for the members of the Ginling staff was considered and different methods were discussed. The secretary was requested to communicate with the Committee previously appointed for the purpose.

VOTED to appoint Standing Committees as follows:

Executive Committee: Chairman, ex-officio
 Secretary, ex-officio
 Treasurer, ex-officio
 Mrs. Lewis L. Anewalt
 Miss Grace Lindley
 Mrs. Francis J. McConnell
 Mrs. James M. Pratt

Finance Committee: Miss Elizabeth R. Bender
 Miss Esther Case
 Dr. Frank Mason North
 Miss Minnie V. Sandberg
 Chairman, ex-officio
 Treasurer, ex-officio

Candidates Committee: Miss Minnie V. Sandberg
 Miss Margaret E. Hodge
 Mrs. Francis J. McConnell
 Mrs. Charles K. Hoys
 Mr. T. H. P. Sailer
 Professor Irving F. Wood
 Miss Lela E. Taylor
 One to be added later

VOTED to adjourn.

Elizabeth R. Bender
Secretary

B. C. ...

(over)

That if the Constitution allows it, a ~~member~~ Smith Alumna
to made a member of the G. C. C

GINLING COLLEGE COMMITTEE

Standing Coms. for 1928

150 Fifth Avenue
New York City
January 31, 1928

Dear Member of the Executive Committee:

You may remember that at our meeting in Atlantic City, the Executive Committee was given power, at the time of ^{the} election, to name the standing committees.

The committees have been for the past year as follows:

Finance Committee: Miss E. R. Bender
Miss M. R. McVeigh
Dr. F. M. North
The Chairman - - Ex-officio
The Treasurer -- Ex-officio

Candidates Committee: Miss Ann T. Reid
Miss E. R. Bender
Miss Esther Case
Miss M. E. Hodge
Mrs. F. J. McConnell
Miss M. R. McVeigh
Dr. T. H. P. Sailer
Miss L. E. Taylor
Prof. I. T. Wood

Executive Committee: The Chairman - - Ex-officio
The Secretary- - Ex-officio
The Treasurer- - Ex-officio
Mrs. J. M. Pratt

Do you approve of the reappointment of these committees, adding to the Executive Committee the names of Mrs. Roys and Mrs. Anewalt? We need a larger group in New York to whom to refer important ad interim items. Mrs. Roys will be a valuable member, and we think that it will be helpful to have Mrs. Anewalt, who is near enough to come to New York for important meetings, and we understand that she is willing to come when needed. I shall be glad to hear from you at your early convenience so that the committees as approved may be reported in the Minutes of our Annual Meeting.

Sincerely yours,

Elizabeth R. Bender

Miss Hodge -

*You need not trouble to
answer, as I know you approve.*

E. R. B.

ACTIONS IN EXECUTIVE SESSION

The Committee considered the procedure in the matter of Miss Hanawalt's case, and asked the Secretary in reporting this meeting to the Secretary of the Board of Control to call attention to and re-affirm the action of the Executive Committee of April 10¹⁹²⁸ as applying to the case of Miss Hanawalt.

VOTED that the Secretary report to Mr. Marx, Secretary of the Board of Control, that the judgment of the Ginling College Committee is still that it would be better that the new President be left to work out the responsibilities connected with the office of the President after three months of help from Mrs. Thureton.

Elizabeth R. Bender
Secretary

EXECUTIVE COMMITTEE

Collected June 13, 1928

Ginling College Committee

The following resolution was submitted to the Executive Committee April 10, 1928 and was adopted:

Resolved that in the case of members of the Ginling faculty now in America and holding themselves ready to return to China, the Ginling College Committee request the Board of Control to take formal action as to the desirability of their return, this action to be largely based on the judgment of the Chinese.

All members voted in favor of the resolution except Mrs. Pratt, who did not reply.

EXECUTIVE COMMITTEE

(With power to act for the Ginling College Committee)

January 23, 1929

VOTED to ratify the following recommendation of the Finance Committee:

"That the Board of Control be requested to make provision in the Budget for representation at the annual meeting of the Association of American Colleges if such representation is in its judgment desirable."

VOTED to authorize the Chairman of the Candidates Committee to secure candidates as follows:

- 1 for Education
- 1 for English
- 1 for History
- 1 for Physical Education
- 1 as Secretary

The necessity of adopting a plan to provide retirement allowances for the members of the Ginling staff was considered and different methods were discussed. The secretary was requested to communicate with the Committee previously appointed for the purpose.

VOTED to appoint Standing Committees as follows:

Executive Committee: Chairman, ex-officio
Secretary, ex-officio
Treasurer, ex-officio
Mrs. Lewis L. Anewalt
Miss Grace Lindley
Mrs. Francis J. McConnell
Mrs. James M. Pratt

Finance Committee: Miss Elizabeth R. Bender
Miss Esther Case
Dr. Frank Mason North
Miss Minnie V. Sandberg
Chairman, ex-officio
Treasurer, ex-officio

Candidates Committee: Miss Minnie V. Sandberg
Miss Margaret E. Hodge
Mrs. Francis J. McConnell
Mrs. Charles K. Roys
Mr. T. H. P. Sailer
Miss Lela E. Taylor
Professor Irving F. Wood
One to be added later

VOTED to adjourn.

Elizabeth R. Bender,
Secretary.

EXECUTIVE COMMITTEE

(With power to act for the Ginling College Committee)

January 23, 1929

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Executive Committee: Chairman, ex-officio
Secretary, ex-officio
Treasurer, ex-officio
Mrs. Lewis L. Anewalt
Miss Grace Lindley
Mrs. Francis J. McConnell
Mrs. James M. Pratt

Finance Committee: Miss Elizabeth R. Bender
Miss Esther Case
Dr. Frank Mason North
Miss Minnie V. Sandberg
Chairman, ex-officio
Treasurer, ex-officio

Candidates Committee: Miss Minnie V. Sandberg
Miss Margaret E. Hodge
Mrs. Francis J. McConnell
Mrs. Charles K. Roys
Mr. T. H. P. Sailer
Miss Lela E. Taylor
Professor Irving F. Wood
One to be added later

VOTED to adjourn.

Elizabeth R. Bender,
Secretary.

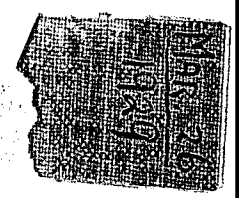
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GINLING COLLEGE

Executive Committee

March 26, 1929

1. Prayer
2. Minutes of the previous meeting
3. Financial support of the C. C. C. C.
4. Additional faculty need - Psychology
5. Miss Case *Evans* -
6. Constitution of Board of Founders
7. Agreement between Board of Founders and Board of Directors
8. Mrs. Thurston's furlough
9. Ginling publicity and cultivation
10. Adjournment



GINLING COLLEGE COMMITTEE

Executive Committee

March 26, 1929

Present: Miss Hodge
 Mrs. Anewalt
 Mrs. McConnell
 Mr. Carter
 Miss Bender
 Dr. Speer (present by invitation for part of the meeting.)

The meeting was opened by Miss Hodge, Chairman. Miss Bender led in an opening prayer.

The Minutes of the previous meeting, which had been duly distributed, were approved without reading.

VOTED that the Ginling College Committee pay \$262. to the Committee for Christian Colleges in China, this amount being Ginling's pro rata share of the amount required to balance the budget of the Committee for Christian Colleges in China for the year ending June 30, 1928. Pa. by ch # 1129 4/29/29

Voted that the Ginling College Committee approve the principle of a joint campaign as the most effective method for financing the Christian colleges in China, with the distinct understanding specified by the Committee for Christian Colleges in China in its request for action on the part of the Boards of Trustees of the various colleges, which is:

"That no Board of Trustees or Board of Missions commits itself thereby to participation in the joint campaign prior to the adoption of a correlated program and prior to specific action by such Board after detailed study of all problems involved in such a joint campaign."

VOTED to authorize the Chairman of the Candidates Committee to secure two additional staff members, one for the Department of Psychology and a librarian, on the understanding that they are provided for in the college budget.

VOTED to approve a grant to Miss Emily I. Case of \$75. for furlough study in preparation for her return to Ginling.

VOTED to adopt, as amended, the recommendations of the Board of Directors on the suggestions of the Ginling College Committee, January 7, in the matter of the Constitution and Agreement of the Board of Directors. (Report of recommendations and amendments attached herewith.)

VOTED that Mrs. Thurston be asked to undertake, after needed rest and at her convenience, the work of sending out information regarding Ginling to interested people and possible donors, especially those on the lists of Miss Tyler, Executive Secretary of the Cooperating Committee for Women's Union Christian Colleges in Foreign Fields (whose office recently has been closed,) the Ginling College Committee to provide stenographic help and to pay for postage, stationery and incidentals. (During this time Mrs. Thurston will be receiving furlough salary at the rate of \$75. a month, and it is understood that she will carry the work at her place of residence.

The meeting adjourned.

Elizabeth R. Bender

Secretary

Actions of the Executive Committee of the Ginling College Committee March 26, 1929, regarding recommendations of the Executive Committee of the Board of Directors, February 23, 1929, in the matter of the suggestions of the Ginling College Committee, January 7, 1929.

CONSTITUTION OF THE BOARD OF DIRECTORS

Article III - DECLARATION OF PURPOSE

An alternative Declaration of Purpose proposed by the Executive Committee of the Board of Directors is as follows:-

"The purpose of the Board of Directors is to conduct in Nanking a private institution of higher learning for women, which shall maintain high standards of scholarship, train for social efficiency, and develop the highest type of character, in accordance with the original aim of the (five Christian Mission Boards which were its) founders."

After consideration of the above and in the light of correspondence exchanged, the following is submitted to the Board of Directors: (1) if registration is deemed necessary, the preference of the Executive Committee of the Ginling College Committee is for the Declaration adopted by the Board of Directors, November 1, 1928, and approved by the Ginling College Committee January 7, 1929; (2) if registration is necessary and cannot be secured under this Declaration, approval is given to registration under the alternative Declaration which was approved by the Executive Committee of the Board of Directors, February 23, 1929, including the words, "five Christian Boards which were its;" (3) only as the last resort and under unavoidable necessity would the Executive Committee of the Ginling College Committee approve registration without the word "Christian" in its Declaration of Purpose, and only then with the hope that at some future time the word may be restored as expressing the purpose of the college.

Article IV - COMPOSITION OF THE BOARD OF DIRECTORS

The Executive Committee of the Board of Directors asks that "at least three-fourths shall be professing Christians" be substituted for "at least three-fourths shall be Christians of evangelical faith."

The first preference of the Executive Committee of the Ginling College Committee is expressed in the action of January 7, quoted above. "At least three-fourths shall be members of the cooperating Christian bodies" represents the second choice, but the Executive Committee will not object to the words, "at least three-fourths shall be professing Christians," if the Board of Directors strongly prefers it.

ARTICLE V - DUTIES OF THE BOARD OF DIRECTORS

The Executive Committee of the Board of Directors voted to add the following clause to the first sentence, "and to this end, shall see that the President and Treasurer, and so far as possible all others holding positions of authority in the college, shall be professing Christians."

A question was raised as to the meaning of the words, "all others holding positions of authority." If it is understood to include all members of

the faculty, as well as administrative officers, the proposed addition to the sentence expresses the thought of the Executive Committee of the Ginling College Committee. If such is the case, it would be our preference to have the clause worded in such a way as to clearly indicate that it refers to teaching staff as well as those in administrative positions.

Concerning the granting of degrees and the statement in the Minutes of the Executive Committee of the Board of Directors, February 23, that "since the University of Nanking has not suffered in this respect up to the present, it was thought unnecessary to take any action at present," it should be noted that the Committee on Reorganization of the Board of Founders of the University of Nanking will recommend to the Board at its meeting April 22, an amendment to the sentence in the Constitution of the University dealing with the question of degrees.

Concerning endowments, the judgment of the Executive Committee of the Ginling College Committee is that the words, "raised in China," or some other qualifying phrase, should be added to the last sentence of Article V. While the understanding of the present Board of Directors and the Executive Committee of the Ginling College Committee is "mutual," it is not inconceivable that a future Board of Directors might take a different position in the matter and that consequently lack of unanimity might occur.

AGREEMENT BETWEEN THE BOARD OF DIRECTORS
AND THE BOARD OF FOUNDERS

The Ginling College Committee, January 7, suggested that the following words be added to the first sentence of the Historical Statement: "and the development of the Christian community made possible." This was accepted by the Executive Committee of the Board of Directors.

After further consideration, the Executive Committee of the Ginling College Committee asks that a substitute for the first sentence (as amended) be considered, one expressing more accurately the actual purpose that lay back of the establishment of the college. The proposed substitute is:

"Ginling College was planned to meet the need for the higher Christian education of women and for the training of women for leadership and usefulness in church and school, and in the social life of China."

Article VI - FINANCE

It was noted that this Article was omitted by mistake from the latest draft of the Agreement submitted to the Ginling College Committee, but that it had appeared in a previous draft; also that it had the approval of the Ginling College Committee and would be included in all future drafts.

Ans. Oct. 17, 1929

J. C.

GINLING COLLEGE COMMITTEE

Received in Cedar Rapids, Iowa
Oct. 16, 1929 - M. C. Hodge

150 Fifth Avenue
New York City
September 25, 1929

Dear Member of the Executive Committee:

The Ginling Board of Control at its meeting last November took the following action in regard to Mrs. Thurston's furlough:

"VOTED, in accordance with the vote taken in November, 1927, to grant Mrs. Thurston a year's furlough beginning about January first, 1929. We request her return for the second semester of 1929-1930 and we recommend to the Ginling College Committee that she be allowed opportunity for post-graduate work."

At the meeting of the Ginling College Committee in January we approved the outline of the work which she was asked to assume responsibility for, and granted her return without specifying the time. Before leaving China Mrs. Thurston wrote me that she expected to sail February 15, and I think she carried out this plan, which was a month and a half later than the time set by the Board of Control for her year's furlough to begin. Developments unforeseen at the time of the Board of Control action resulted in her undergoing a surgical operation in California soon after her arrival. On reaching New York she reported as a missionary of the Board of Foreign Missions of the Presbyterian Church to Dr. E. W. Dodd, at the head of the Medical Department of the Board. The operation was serious enough to call for follow-up treatment, which has been under the direction of Dr. Dodd. Some time ago he stated that it was his preference for her to stay a whole year in this country, and recently he wrote that he was ready to confirm his advice for staying longer, and said: "My recommendation is that she plan to stay in this country until next summer." In the same letter he writes:

"What I was interested to find in talking with her this time was that her own preferences and judgment was for waiting in this country until next summer. It would help her to plan her work for the fall more advantageously if she felt she had a whole year's program laid out now, instead of only half a year as I suggested before."

I will ask you to send me your vote on the following:

RESOLVED that we approve the recommendation of Dr. Dodd that Mrs. Thurston plan to remain in this country until next summer; also that the time of her return be determined upon further consultation with Dr. Dodd.

It will help Mrs. Thurston to know our decision as soon as possible, so I will ask you to let me have your vote at your early convenience.

Sincerely yours,

Elizabeth K. Bender

[17]

GINLING COLLEGE COMMITTEE

Executive Committee

January 8, 1930

156 Fifth Avenue, New York City

Present: Miss Hodge, Mr. Carter, Miss Bender

Note was made of the change in Article V, Section 1 of the Constitution of the Board of Founders, referring to membership of the Ginling College Committee. This change gives to the committee power to co-opt three members. It was

VOTED to recommend that the three co-opted members of the Ginling College Committee made possible by the late revision of the article of the Constitution of the Board of Founders relating to the membership of the Committee be as follows: a representative of the Smith Alumnae Association, a former member of the Ginling College faculty and an outstanding educationalist.

Since Article III, Section 1 of the Constitution of the Board of Founders, which defines the composition of the Board of Founders, does not make a clear provision as to the relationship of the members of the Board of Founders from the Ginling group, it was

VOTED to ask the Board of Founders to consider adding to Article III, Section 1, below the present sub-section B, a new sub-section reading somewhat as follows:

"The incorporated missionary organizations cooperating in Ginling College shall be entitled to elect not to exceed seven trustees, the apportionment of these trustees among these missionary organizations to be determined by the By-laws of the Ginling College Committee."

VOTED to recommend that a committee be appointed to formulate By-laws for the Ginling College Committee.

It was the judgment of those present that the papers of accepted candidates should, when the candidates enter service, be transferred to the files of the Secretary of the Ginling College Committee.

It was the judgment of those present that the Protestant Episcopal Board should continue to be considered a cooperating Board and the name of its representative continued on the letterhead of the Ginling College Committee.

VOTED to recommend that in view of the appointment of Miss Esther Tappert, a member of the Lutheran Church, to the faculty of Ginling, we extend to the Women's Missionary Society of the United Lutheran Church in America an invitation to become one of the cooperating units in Ginling.

VOTED to recommend that we adopt the recommendation of the Board of Control, July 4, 1928, that Miss Hanawalt and the college be released from any obligations to each other; also that the Ginling College Committee express its sincere appreciation of the service that she has rendered during the time that she has been in the college.

VOTED to recommend that we adopt the recommendation of the Board of Directors that in cooperation with the Secretary of the Candidates Committee, a special committee consisting of Mrs. Thurston, Dr. Treudley and any other

#2.

former faculty member now in America who is available and suitable, work out a more adequate method of securing candidates suitable for college teachers.

VOTED that we recommend the adoption of the suggestion of the Faculty, that there be formed a permanent committee of influential friends of Ginling who have time to interest possible donors, and that Mrs. Thurston be asked to make plans for the formation of such a committee.

VOTED that the secretary be requested to confer with Miss Case regarding a study grant for Miss MacKinnon in case she be allocated to Ginling.

VOTED that Miss Treudley and Miss Thayer be invited to attend the meeting on January 28, with expenses to be paid.

VOTED to request the secretary to confer with Dr. Eric North in regard to the advisability of applying to the Harvard-Yenching Institute for help in financing a special department in Ginling.

The meeting adjourned.

Elizabeth R. Bender

Secretary

EXECUTIVE COMMITTEE

Ginling College Committee

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February 5, 1930

156 Fifth Avenue, New York City

Present: Miss Hodge, Mrs. McConnell, Miss Lindley, Miss Bender

As the appointment of Standing Committees for the year was referred with power to the Executive Committee, it was

VOTED to approve the appointment of Standing Committees as follows:

Finance Committee

Miss Elizabeth R. Bender	Dr. John R. Edwards
Mr. Russell Carter	Miss Margaret E. Hodge
Miss Esther Case	Miss Minnie V. Sandberg

Executive Committee

Miss Margaret E. Hodge	Mr. Russell Carter
Mrs. Lewis L. Anewalt	Miss Grace Lindley
Miss Elizabeth R. Bender	Mrs. Francis J. McConnell
Mrs. James M. Pratt	

Candidates Committee

Miss Minnie V. Sandberg	Mr. T. H. P. Sailer
Miss Margaret E. Hodge	Miss Lela E. Taylor
Mrs. Francis J. McConnell	Miss Katharine Richards
Mrs. Charles K. Roys	Miss Rebecca W. Griest

The question of the appointment of the three co-opted members authorized by the Constitution of the University of Nanking as recently revised was discussed. It was

VOTED to approve the appointment of Miss Rebecca W. Griest, a former member of the Ginling faculty.

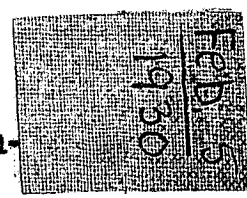
VOTED to ask the Smith Alumnae to recommend an alumna for co-opted membership on the Ginling College Committee.

Consideration was given to the selection of an outstanding education-
alist as a co-opted member of the Ginling College Committee. It was

VOTED that the Secretary submit by correspondence the names of persons recommended for this position and that one be elected by correspondence vote of the Executive Committee.

VOTED that Miss Hodge, Miss Case and Miss Bender be named as a committee to formulate by-laws for the Ginling College Committee.

VOTED that Mrs. Thurston, in consultation with the Executive Committee, be authorized to organize the special committee consisting of influential friends of Ginling, approved by the Ginling College Committee on recommendation of the Board of Directors. In the judgment of the



Executive Committee
Ginling College Committee
February 5, 1930

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PRESBYTERIAN FOREIGN BOARD
TREASURERS OFFICE

Executive Committee, this special committee should include some members of the Ginling College Committee.

VOTED that Mrs. Thurston be asked to make suggestions as to a suitable person to be responsible for the organization of the former faculty members and alumnae in America; that power be given to the Chairman and Secretary of the Executive Committee to decide as to the one who shall be asked to take charge of the organization.

The Secretary read a letter from Dr. Treudley suggesting a plan for reaching candidates qualified to meet the present academic requirements for the Ginling staff. A letter from Miss Hodge commenting on the plan was also read. The following plan and procedure were approved:

1. Miss Griest, a member of the Candidates Committee, to work in cooperation with the Chairman, with responsibility as follows:
 - (1) To correspond with colleges, universities and other academic groups and with former members of the faculty now in America, for the purpose of discovering young women who are qualified for service in Ginling.
 - (2) To send to possible candidates (a) a statement explaining the Christian character of the college and the religious and moral qualifications of appointees, (b) information regarding academic requirements as outlined by the field, (c) a copy of the Contract, (d) an outline of procedure in the consideration of candidates which makes it impossible to reach an immediate decision in regard to acceptance.
 - (3) To send application blanks to those who, after careful consideration of the information sent, indicate their desire to be considered as candidates for positions at Ginling; to receive the blanks when filled out, and conduct further correspondence as it may be called for in order to clear matters before letters are sent to references.
 - (4) To have power to drop consideration of a case if, in her judgment an applicant does not meet the required academic qualifications; otherwise to send the application blanks as filled out, with any other information, to the Chairman of the Candidates Committee, with comments and recommendations.
2. The Chairman of the Candidates Committee to send out letters to references and have charge of all matters connected with candidates after Miss Griest has turned over the application blanks, with comments and recommendations.
3. Miss Griest to be given an allowance for clerical assistance, postage, etc.

Executive Committee
Ginling College Committee
February 5, 1930

#3.

[3]

VOTED to submit these suggestions to Miss Sandberg, Chairman of the Candidates Committee and, as approved or revised by her, to send them to Mrs. Thurston, Chairman of the committee to work out a method for securing candidates.

VOTED that the Executive Committee approve the principle of a study grant for Miss MacKinnon and that the question of amount be referred to the Finance Committee.

VOTED that the Executive Committee recommend to the Northwestern Branch of the Woman's Foreign Missionary Society that a study grant be given Miss Whitmer.

VOTED that in the new letterheads to be printed, the names of the members of the Ginling College Committee, including co-opted and advisory, be listed without designation or classification.

The meeting adjourned.

Elizabeth R. Bender
Secretary

EXECUTIVE COMMITTEE
GINLING COLLEGE COMMITTEE

150 Fifth Avenue
New York City
February 19, 1930

Dear Member of the Executive Committee:

At the meeting of our Committee on February 5 we outlined the plan of work which in our judgment seemed wise in the case of cooperation between Miss Sandberg and Miss Griest in candidate work. I was asked to submit it to Miss Sandberg before reporting it to the special committee of which Mrs. Thurston is chairman. The enclosed is a copy of the plan which we outlined, with a few items which I added and with some changes incorporated as a result of my conference with Miss Sandberg. The only change of importance is that the blanks are to be sent out by Miss Griest instead of Miss Sandberg. Miss Sandberg felt that it would cause less confusion in the mind of the candidate to have it done in this way, than the way we proposed, and I agreed with her.

You will be glad to know that Miss Griest has accepted membership both on the Ginling College Committee and the Candidates Committee. Miss Sandberg is eager to have Miss Griest's help as soon as possible, and Miss Griest is ready to begin. Will you kindly let me have your vote on this plan as soon as possible? I understand that I am to send it to Mrs. Thurston's committee and that we would like her committee to concur before we consider it finally adopted.

Sincerely yours,

with amendment
Yes

- Miss Hodge - Yes -
 - Mrs. Annewalt " -
 - Miss Lindley " -
 - Mrs. McCannell " -
 - Mrs. Pratt " -
 - Mr. Carter amendment proposed - later adopted
 - E. R. B. Yes -
- Yes*
Yes.

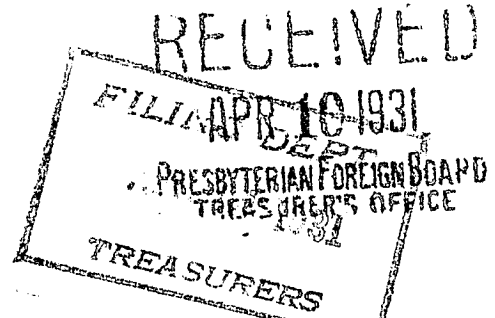
PLAN FOR CANDIDATE WORK

1. Miss Griest, a member of the Candidates Committee, to work in cooperation with the Chairman, with responsibility as follows.
 - (1) To correspond with colleges, universities and other academic groups and with former members of the faculty now in America, for the purpose of discovering young women who are qualified for service in China.
 - (2) To send to possible candidates (a) a statement explaining the Christian character of the college and the religious and moral qualifications of appointees, (b) information regarding academic requirements as outlined by the field, (c) a copy of the Contract, (d) an outline of procedure in the consideration of candidates which makes it impossible to reach an immediate decision in regard to acceptance.
 - (3) To send application blanks to those who, after careful consideration of the information sent, indicate their desire to be considered as candidates for positions at China; to receive the blanks when filled out, and conduct further correspondence as it may be called for in order to clear matters before letters are sent to references.
 - (4) To have power to drop consideration of a case if, in her judgment an applicant does not meet the required academic qualifications; otherwise to send the application blanks as filled out, with any other information, to the Chairman of the Candidates Committee, with comments and recommendations.
2. The Chairman of the Candidates Committee to send out letters to references and have charge of all matters connected with candidates after Miss Griest has turned over the application blanks, with comments and recommendations.
3. Miss Griest to be given an allowance for clerical assistance, postage, etc.

[1] 244

EXECUTIVE COMMITTEE

Ginling College Committee



March 17, 1931

156 Fifth Avenue, New York City

Miss Hodge opened the meeting with prayer.

PRESENT: Miss Hodge, Mrs. Diefendorf and Miss Lindley.

Miss Hodge presented the excuses of the following members: Miss Bender, Mrs. Anewalt and Mr. Carter.

Matters referred to the Committee by the annual meeting of January 8, 1931 were then discussed.

In view of possible changes in the plans of members of the Committee, the election of a secretary was postponed.

Executive Committee

- | | |
|--------------------------|---------------------------|
| Miss Margaret E. Hodge | Mr. Russell Carter |
| Mrs. Lewis L. Anewalt | Miss Grace Lindley |
| Miss Elizabeth R. Bender | Mrs. Francis J. McConnell |
| Mrs. James M. Pratt | |

The Finance Committee was reappointed with Dr. Edwards as Chairman.

Finance Committee

- | | |
|--------------------------|-------------------------|
| Dr. John R. Edwards | Miss Esther Case |
| Miss Elizabeth R. Bender | Miss Margaret E. Hodge |
| Mr. Russell Carter | Miss Minnie V. Sandberg |

The Candidates Committee was reappointed.

Candidates Committee

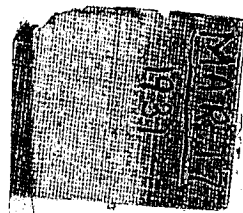
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|---------------------------|-------------------------|
| Miss Minnie V. Sandberg | Mr. T. H. P. Sailer |
| Miss Margaret E. Hodge | Miss Lela E. Taylor |
| Mrs. Francis J. McConnell | Miss Katharine Richards |
| Mrs. Charles K. Roys | Miss Rebecca W. Griest |

Miss Bender and Miss Hodge were reappointed as representatives on the Committee of Christian Colleges in China.

Names of possible persons to be coopted were discussed, that of Miss Forsythe of Teachers' College being suggested.

It was VOTED that the term of coopted members should be three years in three classes.

it was VOTED that coopted members should have a vote.



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Executive Committee
Ginling College Committee
March 17, 1951

A copy of the agreement between the Y.W.C.A. and Ginling College had come to the Committee through the Y.W.C.A. It was VOTED to accept this agreement as the final decision in the matter.

The question of publicity was discussed. Miss Hodge reported that Miss Thayer has prepared a letter, but that the list of friends of the College has been taken to China. Miss Hodge has written Dr. Wu asking for this list. Mrs. Diefendorf told of successful publicity plans, and it was understood that Miss Hodge would take up the matter of plans for publicity of the College with Mr. Barbour.

The question of pensions of faculty members was referred to the Finance Committee.

It was reported by letter from Ginling that they are satisfied with the financial suggestions made by the Committee on the building program, and that plans are being discussed with the architect, though it probably will not be possible to do much building this year.

The meeting adjourned.

Respectfully submitted,

(signed) GRACE LINDLEY,

Secretary pro tem.

(17)

EXECUTIVE COMMITTEE

Ginling College Committee

October 6, 1931

150 Fifth Avenue, New York, N.Y.

PRESENT: Miss Hodge, Chairman, Miss Bender and Miss Lindley.

After the opening prayer the Chairman asked Miss Lindley to act as secretary pro tem.

Miss Hodge stated that the Committee was most anxious to have Miss Bender resume her place as secretary of the Committee. Miss Bender promised serious consideration of the matter.

Miss Hodge reported action taken during the summer. She had been in correspondence with Miss Sharpe, who came back from Ginling last winter because of her health. In accordance with authorization from the annual meeting to help her, a grant of \$100. was voted her.

Miss Hodge presented interesting reports from Dr. Wu. Since the college has been registered it has been undisturbed by Government authorities. Writing before the floods, Dr. Wu said that buildings should be started as soon as possible. The enrollment this autumn is 190.

Miss Hodge reported Dr. Sailer as saying that the students at Ginling felt that the greatest influence for Christianity was that of the faculty. That they had a philosophy of life that was different from that held by others.

Miss Hodge reported that the Committee on Christian Colleges in China is recommending a single American Board for all the Christian Colleges in China, the matter to be presented to all cooperating Colleges and Missions Boards for approval.

Approval of renewing investment of money not needed in the field was voted.

On motion adjourned.

Respectfully submitted,

(signed) GRACE LINDLEY;

Secretary pro tem.

GINLING COLLEGENANKING, CHINA

August 24, 1931.

Mr. Russell Carter, Treasurer,
Ginling College Committee,
New York.

My dear Mr. Carter:

Thank you for your letter of July 15th concerning the report from the field regarding the proposed building program. I am sure you know from letter that we are making the suggestion that the residence funds be transferred to the dormitory with the hope that we may be able to raise additional funds for the residences when the time comes that we shall need them. We shall await with great interest the action of the committee on this point.

In connection with the building program, Mr. H. K. Murphy, the architect who is now in China, has completed the preliminary drawings and we are in a position to go ahead with the contracts whenever it seems wise to do so. Inasmuch as Mr. Murphy had done considerable work on this part of his agreement with Ginling College he presented his bill for ten thousand dollars representing 1/5 of the total amount due him estimated today at 50,000.00. Formerly, he used the "50%-50%" basis for making charges but inasmuch as he has no established office in China, he has decided to change to a straight 10% basis, and the total cost for the program is estimated at 500,000.00.

Our current funds were low and it seemed quite legitimate to consider his charge a first-charge against the authorization of one hundred thousand dollars given us by cable January 12th. It is impossible to go ahead with contracts until we have the architect's drawings. Therefore we drew a check for gold \$2,150.50 through Mr. Myers as this was the equivalent of M\$10,000.00. We are entering this item as the first item against the proposed building program. I trust this is a correct interpretation.

* * * * *

Very sincerely yours,

Elsie M. Priest

Miss Hodge

Atlantic City, New Jersey, January 15, 1932

A meeting of the Executive Committee of the Ginling College Committee was held in the Young Woman's Christian Association Building, Atlantic City, New Jersey, on Friday afternoon, January 15th, 1932, Miss Margaret E. Hodge, the chairman, presiding. Other members present were Mrs. McConnell, Miss Lindley, and Miss Anewalt.

Miss Hodge reported that Miss Vautrin expressed appreciation of the Committee's action regarding the \$100.00 voted for her use in furlough study but that she declined acceptance.

A letter from Miss Gratia Sharp was presented in which she expressed appreciation of the grant of \$100.00 given her for medical expenses.

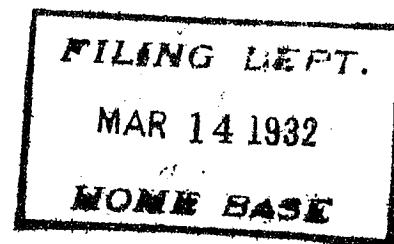
On motion it was decided to ask Mrs. Leiper to serve as Secretary of the Ginling College Committee, and if she declines, Mr. Garside is to be asked to serve.

On motion it was decided to recommend to the Annual Meeting the approval of the plan presented at the special meeting of the General Boards of Directors of the Christian Colleges in China held in New York City, December 15th and 16th, 1931.

The building program and various other matters pertaining to the College were discussed at length.

There being no further business, upon motion, the meeting adjourned.

Mrs. Lewis L. Anewalt,
Secretary pro tem.



MINUTES

GINLING COLLEGE EXECUTIVE COMMITTEE MEETING

February 23, 1932.

Prince George Hotel

Members present: Miss Margaret E. Hodge
Mrs. Francis J. McConnell

The Minutes of the Annual Meeting were approved.

Investments

Mr. Carter reported that the Mortgage Company had been notified that mortgages expiring next spring and fall will not be extended.

Cost of Minutes

Miss Hodge reported that Mr. Garside estimated the minimum cost for the preparation and circulation of the Minutes of the Annual Meeting would be approximately \$40. The Mimeographing of the Minutes of the Annual Meeting held January 16, 1932 cost \$30.

Secretary

Mrs. H. S. Leiper notified the committee that she is unable to serve as secretary.

In view of Miss Bender's removal from New York, Mrs. Curtis Lee Laws was asked to serve on the Executive Committee and act as Secretary of the Ginling College Committee.

Pensions

It is suggested that the Finance Committee in its study of Pensions learn if possible whether any members of the Ginling staff receive pensions from the Denominations and if the Pension plan at Nanking University is feasible for Ginling College.

Miss Vautrin's Plan

Approval was given Miss Vautrin's plan for increasing interest in Ginling College. When conditions in China warrant, it is recommended that this plan be put into operation provided that a suitable person can be found and financed.

Meeting adjourned.

Submitted by:

Mrs. Francis J. McConnell
Secretary Pro-tem.

Mr. Carter 243

Atlantic City, New Jersey, January 15, 1952

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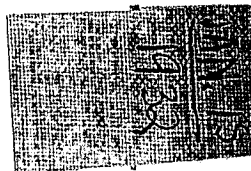
On motion it was decided to recommend to the Annual Meeting the approval of the plan presented at the special meeting of the General Boards of Directors of the Christian Colleges in China held in New York City, December 15th and 16th, 1951.

The building program and various other matters pertaining to the College were discussed at length.

There being no further business, upon motion, the meeting adjourned.

Mrs. Lewis L. Anewalt,

Secretary pro tem.



Minutes
of the
Meeting of Ginling College Executive Committee

156 Fifth Avenue, New York

May 10, 1932

PRESENT Miss Hodge, Chairman, Mrs. Laws, Mr. Carter, Miss Lindley and Miss Sandberg, Chairman of the Candidate Committee. (By invitation)

EXCUSED: Mrs. Anewalt.

The meeting was opened with prayer by Miss Sandberg.

The Minutes of the last meeting were read and approved.

CANDIDATES:

Miss Sandberg read a letter from Dr. Wu asking when it would be best for Miss Phillips, organizing librarian, to go to China. She also reported that Miss Hackett had withdrawn her application and that Miss Pelly and Miss Hancock are expecting to go to Ginling.

FINANCES:

Mr. Carter reported on the question of buildings. Miss Hodge reported that the Presbyterian Board has made a cut of 10% in all its work. As this cut does not go into effect until July 1st it will not affect Ginling until Ginling's new fiscal year.

Mr. Carter reported a letter from the United Christian Missionary Society explaining its reduced appropriation.

VOTED: that until there is more information from the field there be no further action in liquidation of funds.

Mr. Carter reported the request from the China Christian College Committee for the payment of the pro rata share of office expenses.

VOTED: that the amount of \$129.40 be paid.

PENSIONS: Mr. Carter and Miss Hodge reported on pensions. It was agreed that the Secretary write each Board having a representative at Ginling on the faculty, asking if the pensions would be cared for by them, and expressing the hope that this might be possible.

SECRETARY:

In response to the desire of the Committee to have a secretary who could also do work for Ginling Committee, Miss Hodge after consultation with the Administrative Committee of the Federation of Woman's Boards of Foreign Missions of North America write to the members of the Executive Committee saying that it would be possible to place the secretarial work of the Committee in the office of the Federation, and that it would also be possible to have a share in the services of Miss Tyler to care for the work of Ginling Committee.

After discussion it was

VOTED: that Miss Hodge be authorized to make necessary arrangements with the Federation for the appointment of Miss Tyler as secretary of Ginling

*Miss Tyler
Sum
June 1
Has not done anything
since 5-12-31*

College Committee, with the understanding that the financial obligations should not exceed the sum of \$200.00 per year.

CENTURY OF PROGRESS:

VOTED: that the Committee would not go into plans for the Century of Progress Exposition as a separate Board, but expressed its willingness to cooperate with the Federation of Woman's Boards of Foreign Missions of North America if that organization goes into the plan.

CHINA COLLEGES:

Miss Hodge reported that on April 26th she received a telegram from Mr. Cressy asking the meaning of the Action of Ginling College Committee at its Annual Meeting in January 1932 in regard to the forming of a Cooperating Board of the China Colleges in the United States - if it was a definite refusal to join or if they were willing to consider further changes.

Miss Hodge wired Mr. Cressy: "Ginling objects to financial control. Willing to consider modified plan". The Executive Committee approved this reply.

Respectfully submitted

GRACE LINDLEY

Secretary pro tem

Note: Since the meeting of the Committee word has been received of the death of Miss Esther Case of Nashville, Tennessee, representative of the Southern Methodist Church on Ginling College Committee.

②
②

Finance Committee

1917-1934

To Mrs. Thurston June 8
(I)

To Committee May 21/21
apvd
[17]

Ginling College Committee

SUB - COMMITTEE ON FINANCE.

May 17, 1917

A meeting of the Sub-Committee on Finance of the Ginling College was held Thursday, May 17, 1917, at 4 P.M. in the office of Dr. Frank Mason North, 150 Fifth Avenue, New York City.

Present - Dr. Frank Mason North, Miss Margaret E. Hodge, Mr. Russell Carter, Miss Elizabeth R. Bender.

The meeting was opened with prayer by Dr. North.

The Ginling College Budget for 1917 - 1918, the Financial Statement for 1916 and extracts from Mrs. Thurston's letters relating to finances of the College were considered. The following recommendations were unanimously adopted:-

1. In view of the present high cost of silver and in order to give approximately the usual equivalent of their gold salaries we approve the payment of the salaries of the Foreign Staff on the basis of two Mexican dollars for one dollar gold, and that provision be made to meet the additional cost of the Mexican budget for current expenses proposed by the Committee of Control, reckoning the cost of the Mexican dollar at the present price, namely, 61 cents.

2. We approve for the year 1917-1918 the Budget to the amount of Mex. \$18,050, with distribution substantially upon basis submitted from the field; with the understanding however that within this total amount provision will be made for travel and outfit, which we estimate may amount this year to Mex. \$2000.

3. Estimating the receipts from the co-operating Boards at \$7500 and from Smith College \$1,000, with a possible deduction of \$650.00 from the

Woman's Foreign Missionary Society of the Methodist Episcopal Church on account of their honorary worker, and estimating the funds likely to be required in New York for travel \$700 and outfit allowance \$200, leaving a net amount of \$6950. to be transmitted to the field, we authorized the Treasurer to transmit to the field quarterly in advance \$1700, with the further understanding that the first quarter of the fiscal year 1917 is subject to a deduction of \$375 on account of the Presbyterian Board making its full payments on the field up to the close of its fiscal year March 31, 1917. The Treasurer in the United States is authorized to pay all bills for goods purchased in the United States where orders for such payment are signed by the President or Treasurer of the College, such disbursements if for current expenses to be deducted from the next quarterly remittance to the field.

4. In view of our understanding that there is still a considerable bank balance on the field to the credit of the Permanent Equipment Fund, and that it seems probable that it would be a financial advantage to the College to temporarily borrow from this Fund for current needs instead of transferring additional funds from the United States while exchange is so unfavorable to the transfer, it was agreed that we recommend for the present that the needs of the College be financed from funds on the field, with the understanding that the interest on the funds thus held in the United States will be credited to the Permanent Equipment Fund.

It was voted to present these recommendations by letter to the members of the Ginling College Committee.

(11)
Ginling College Committee

SUB - COMMITTEE ON FINANCE

October 3, 1917

The Sub-committee on Finance of the Ginling College Committee met in Room 715, 150 Fifth Avenue Wednesday, October 3rd, at 2:30 P.M., Dr. North in the chair. Present, - Mr. Carter, Miss Hodge and Miss Bender. Miss Nourse was present by invitation of the Committee.

The question of providing for the deficit caused by loss of exchange was considered. A careful study of the receipts and disbursements was made, revealing the fact that there would probably be a deficit requiring approximately \$4000. gold to meet it.

It was VOTED to request the co-operating Boards to make an additional appropriation of \$650. for 1917, this being the estimated amount of loss on account of exchange.

This estimate was made on the basis of \$1200., which is the approximate amount transferred to the field and subject to loss by exchange. It is understood that the amount asked of the Woman's Foreign Missionary Society of the Methodist Episcopal Church will be proportionate to the amount appropriated.

The Treasurer reported that pledges made by the co-operating Boards to the Permanent Equipment Fund had been paid to the amount of \$22,000. and asked advice as to investments. The following securities were approved and authorized:

Spencer Trask & Co.;

Five (5) Baltimore & Ohio 5% Secured Notes due July 1918 - Approx. market price 99 1/2, Approx. yield 5.65 per cent.....	\$5,000.
Five (5) New York Central Equipment 4 1/2's due January 1919, approx. market price 99-1/8, approx. yield 5-1/4 per cent.....	5,000.

Messrs. Foster & Adams;

Five (5) Great Northern Railway Company Three Year Secured 5's due September 1920, approx. market price 98 1/2, approx. yield 5.69.....	5,000.
--	--------

The National City Company;

Four (4) Hocking Valley Railway One Year 6 per cent notes due November 1, 1918, approx. market price 99-3/8, approx. yield 6.65.....	4,000.
Three (3) New York Central Two Year 5 per cent notes due September 15, 1919, approx. market price 97-1/4 approx. yield 6.50....	3,000.

The matter of furlough salary was considered with special reference to Miss Mary Nourse who arrived in Boston September 24th.

The Secretary was requested to confer with the co-operating Boards and secure information as to their rules relating to the length of furlough and salary, a report to be submitted to the Ginling College Committee, with recommendations, from the Finance Committee. Pending action in this matter the Treasurer was authorized to make advanced payments to Miss Nourse at the rate of \$50. per month.

Miss Nourse asked the Committee to consider plans for her furlough with special reference to study and Miss Hodge was requested to confer with Miss Nourse on this subject.

October 2d, 1917.

STATEMENT OF FUNDS RECEIVED TOWARD
PERMANENT EQUIPMENT FUND
 from the
CO-OPERATING SOCIETIES OF
GINLING COLLEGE

<u>Received on the field</u> <u>prior to 1916</u>	<u>Received in New York</u> <u>1916-17</u>	<u>Total from co-opera-</u> <u>ting Societies</u>
Woman's Mission Council Board of Mission (M. E. Church, South).....	\$10,000.	\$10,000.
Woman's American Baptist Foreign Missionary Society.....	5,000.	5,000.
Woman's Foreign Mission- ary Society of the M. E. Church (North)	1,000.	\$9,000.
Board of Foreign Missions of Presbyterian Church (Woman's Board of Philadelphia)	2,000.	8,000.
Christian Woman's Board of Missions.....	2,000.	5,000.
		<u>7,000.</u>
		Total Received.... \$42,000.

Office

Ginling College Committee

SUB - COMMITTEE ON FINANCE

December 4, 1917.

The Sub-committee on Finance of the Ginling College met in Room 715, 150 Fifth Ave., New York City, at 11 A. M. Tuesday, December 4, 1917. Present- Dr. North (in the chair), Miss Hodge, Miss Bender, and Mr. Carter.

The meeting was opened with prayer by Dr. North. Miss Bender was elected secretary of the Committee.

It was VOTED to recommend that the sum of \$600. ^{per annum} be fixed as the home allowance of ~~missionaries on furlough~~; also, following the rules of the majority of the co-operating Boards, that this home allowance begin on the date of leaving the Station and cease on date of returning thereto; furthermore, that travel accounts do not include personal items.

VOTED to recommend that applications for educational grants, ^{to members of} accompanied by a request from the Board of Central, ~~that such grants be made~~, be approved by the Ginling College Committee, the amount to be determined on consideration of each case.

The Committee considered the application of Miss Mary Nourse for an educational grant, also the itemized statement of expenses submitted by her, showing that in addition to her Home Salary of \$50. per month, a minimum of \$155. will be needed. In view of the fact that the recommendation to pay home allowance while in transit will give Miss Nourse an additional \$100. over what she would have received on the basis on which salary has been paid to date, it was VOTED to recommend that she be given an educational grant of \$100.

It was VOTED to recommend that every ^{full} furloughed missionary, ^{teacher expected to return to the College} be required to have a medical examination on arrival in America and before returning to the field, and that the Ginling College Committee meet the expense of such examination when necessary.

full missionary teachers expected to return after furlough,

to members of faculty on furlough

Approved by Ginling College Committee, Dec 4, 1917
Dr. North, Chairman
Miss Hodge, Secretary

54/27

MEETING OF THE FINANCE COMMITTEE OF THE

GINLING COLLEGE COMMITTEE

February 11, 1927

RECEIVED
FEB 16 1927
MISS M. E. HODGE

There were present:

Miss Bender, Chairman
Miss Hodge
Mr. Carter

The meeting was opened with prayer by Miss Hodge.

Miss Bender reported the receipt of a cable today from Ginling embodying the statement that there was no cause for concern.

It was voted to authorize traveling expenses in connection with Miss Grabill's promotional work for Ginling up to \$200. with the understanding that this was not necessarily the limit but was an amount fixed pending further experience as to what might be needed.

It was voted to authorize payment of expenses of Miss Li Gwan Fang from Boston to Bates College in Maine, as arranged tentatively by Miss Tyler with the expectation that Miss Li Gwan Fang would interest the students at Bates College to become a sister college to Ginling.

It was voted to ratify the action of the Executive Committee of the Ginling College Board of Control authorizing the Treasurer to pay the balance of the travel of Mrs. Thurston to the United States amounting to \$414.47 unless the replies that come from the field in response to letters that have gone out regarding this action indicate that this action is unnecessary.

Letters just received state the terms of the contract for the sale of the \$100,000. gold as follows:

February 1927	Gold	\$35,000.	at 58 $\frac{1}{2}$	equal to Ts	59,829.06
July 1927	"	25,000.	at 58 $\frac{3}{4}$	" "	42,553.19
Nov./Dec. 1927	"	40,000.	at 58-7/8"	"	67,940.55
	"	<u>100,000.</u>		"	<u>170,322.80</u>

An average rate of approximately G.\$1. equal to Ts 1.70 or M\$2.35. The phrase "Nov./Dec." means you can call on the bank to take your gold at the rate of the contract any time between November 1st and December 31.

Mr. Loos reported that at the time the Finance and Executive Committees cabled for authorization to enter into such contract they felt reasonably certain that building operations would begin this spring. Mr. Loos and Mr. Myers now raise the question as to what shall be done under this contract if under present unsettled conditions they do not need money for building operations in February. It was voted to cable reply that we advise selling the \$35,000. gold in February and placing the proceeds on fixed deposit in an American bank unless they find it more advantageous to make new contracts counter-balancing the old, in which case it must be with the full approval of the Associated Mission Treasurers.

It was voted to approve of a current budget for the fiscal year 1927-28 of 85,000. mexicans.

It was voted to defer action on the Land and Improvement, Buildings and Equipment Budget of 9,550. mexicans for the year 1927-28 pending further correspondence with the field.

Ans. 11/27/27

I approve if it can be
done at this season (both meet
i. Com. and college visitation)

GINLING COLLEGE COMMITTEE

150 Fifth Avenue
New York City
November 23, 1927

Dear Member of the Finance Committee:

Miss Yi-fang Wu has been elected President of Ginling College by the Board of Control. She is at the University of Michigan and is expecting to sail for China some time in January. The election by the Board of Control will come for confirmation to the Annual Meeting of the Ginling College Committee in January.

Mrs. Thurston and others have urged that Miss Wu be given an opportunity to come in touch with the Ginling College Committee. It seems that it is especially important to establish connections between the Committee and a Chinese President. I have conferred with Miss Hodge and am submitting to the Finance Committee the question of inviting Miss Wu to come East before she sails, with expenses paid by our Committee.

It has also been urged that she be given an opportunity to visit a few of the leading colleges in the East with a view to looking into their organization and administration. She cannot do this unless the Committee covers the expenses. This, too, seems important.

Do you as a member of the Finance Committee approve of the plan to have Miss Wu come East, meet with the Committee, and visit colleges as she comes and goes, the expenses to be met by the Ginling College Committee?

Sincerely yours,

Elizabeth R. Bender

Ans. 12/21/27

Miss Bender - re Miss Griest's expenses after 3/24/27
GINLING COLLEGE COMMITTEE
To Finance Com.

Rec'd Dec. 17, 1927
150 Fifth Avenue
New York City
December 16, 1927

Dear Member of the Finance Committee:

Yes. I am writing to ask if you will approve sending an invitation to Miss Griest to attend our Ginling College Committee meeting in Atlantic City, January 13-14. This will involve travel from New York City and return, also one night in Atlantic City.

Miss Griest is one of the oldest members of the faculty in length of service. She occupied important and influential positions in the college. She went through the evacuation experiences in March and remained in Shanghai to do what she could there, until June. As she had planned to come home at her own expense for the summer vacation, she would not accept traveling expenses, though others who came about the same time were given travel to America.

The Executive Committee of the Board of Control voted to pay the cost of the transportation of her baggage in case her personal belongings were brought out from Nanking. Through a mistake in transcribing the Minutes, this action was omitted and she paid the cost of bringing her things to America, which amounted to about \$80. As she was living at home during the summer and was supported by her father, she relinquished claim to the emergency salary which the Ginling College Committee offered her.

Yes. In view of the above I will ask the Finance Committee to consider whether it would be in order to give Miss Griest furlough salary on the ^{general} basis adopted by the Board of Control and approved by the Ginling College Committee. She returned to China in the summer of 1924, expecting to fill out a five year term. At the end of that time she would have received furlough salary of \$900., and she was looking forward to using this to help her in graduate study. The five year term was broken into through no fault of her own, and at this point I will say that she held herself in readiness to return this last August and did not do so because of a cablegram from Ginling which gave her to understand that in view of the uncertainties as to the opening of college it was better for her not to return. This led her to decide to begin graduate work at this time.

Yes. According to our rules, one who has completed three years of service receives a furlough allowance of \$540. I would suggest for your consideration that we approve this grant to Miss Griest. If you prefer not to vote by correspondence and would rather discuss it at Atlantic City, please so indicate.

Sincerely yours

Elizabeth R. Bender

Miss Hodge -
I understand that you have approved inviting Miss Griest to our meeting in Atlantic City -
E. R. B.

The Finance Committee of the Ginling College Committee met at
150 Fifth Avenue, New York City, on January 27, 1928.

Those present were, Miss Bender, Chairman, Dr. North, Mr. Carter, and Miss McVeigh.

Prayer by Dr. North. Report by Miss Bender regarding actions of the Ginling Committee in Atlantic City.

Voted: To pay two-thirds of the medical bills of Miss Barber amounting to \$224.64 up to September 1, 1928.

Voted: That we continue paying the medical bills of Miss Barber since September 1927, and for the new period of treatment at Rockford on the same basis as before.

Voted: That Miss Bender be empowered to arrange the matter of salary with Miss Barber while at home, with the assurance of regular furlough salary during the period she is having special treatment at Rockford.

Voted: That the payment of expenses of members of the Ginling Faculty in attendance at the meeting of the Ginling Committee in Atlantic City, be ratified.

Voted; That Dr. I. Fang Wu be authorized to travel first-class in returning to China, and that her expenses be borne by the Ginling Committee.

Voted; That Miss Bender be requested to discover the ability of Miss Vautrin to fill the position of Treasurer of the College, and that we record our judgment that she be asked to be the Treasurer of the College for the coming year.

Voted: That regular travel allowance be given to Mrs. Thurston and that her furlough salary should be the regular amount allowed for a five year term, \$900.

Voted: That the Finance Committee refer to the Board of Control the salary the salary of the new President, Dr. Wu.

Voted; That the action regarding the budget of the Ginling Committee at Atlantic City be approved, subject to the check of Mr. Carter, Treasurer.

Voted: Regarding the \$35,000 drawn on the field under Forward Contract for the building of the new group of buildings, the Ginling College Committee feels that the position taken by the Executive Committee was the correct one, namely, that the \$35,000 plus any profit from the transaction should have been promptly returned to the Building Fund in New York, and that authorization for any expenditures for new permanent equipment should have been secured from the Ginling College Committee before any expenditures were made. To clear off these equipment expenditures of Mex. \$9,094.86 of 1926-27 and the Budget of Mex. \$5,000. for the year 1927-28, the Ginling College Committee hereby authorized the Treasurer to charge this Mex. \$14,094.86 against the Building Funds, with the understanding that the profit in exchange, supposed to amount to Mex. \$15,306.26, be credited to the Building Fund, and that interest on the \$35,000. from the time drawn from the Building Fund to the time returned to it, be credited to the Permanent Property Upkeep Fund, as would have been done had the \$35,000. remained in the Building Fund. (Re-statement by Mr. Carter of resolution written by Mr. Loos at Atlantic City).

M. R. McVeigh, Sec. pro tem.

MINUTES OF THE MEETING

of the

FINANCE COMMITTEE OF THE GINLING COMMITTEE

----- Jan. 2, 1929

The meeting was held at ten-thirty A.M. on January 2, 1929 at the Presbyterian Mission Headquarters, 156 Fifth Avenue, New York City, with the following persons present: Miss Bender, Miss Hodge, Mr. Carter, Miss Sandberg, and Dr. Trudely, a member of the Ginling faculty.

The following votes were taken:-

Carlyle Carter
Voted: If the Ginling ~~Committee~~ feels it important to have Ginling College represented at the Association of American Colleges, that provision be made for this in the budget.

Voted: That we defer action on Votes #39 and #41 until we have more information from the field.

(Signed) Minnie J. Trudely

Letter came from Mr. Jan. explaining #31 and #41 that the ~~needed~~ buildings are needed for physical education and straightening boundaries.

Presented to G. C. Finance Com. Jan. 2, 1929 by Mr. Carter

GINLING COLLEGE COMMITTEE

STATEMENT OF RECEIPTS FOR
THE ACADEMIC YEAR JULY,
1927, TO JULY, 1928.

RECEIPTS IN THE U. S. A.

1929-30
~~for 1928-1929~~

Cooperating Boards:

↳ American Baptist Board	\$1,500.00 =
↳ Board of Foreign Missions M.E. Church	2,500.00 + Dr. Reeves salary
↳ Board of Missions M.E. Church South	1,762.50 ? total may be less 1000.
↳ Presbyterian Board	2,500.00 =
↳ Protestant Episcopal Board	1,250.00 ?
↳ United Christian Missionary Society	1,358.70 ?
↳ Reformed Board (German)	750.00 + 250.
	<u>\$11,621.20</u>

Contributions:

Smith College Community Chest	4,000.00 =
Smith College Alumnae	1,760.00 =
Crescent Ave. Church, Plainfield, N.J. (Presbyterian)	1,000.00 =
Interest on Mary L. James Fund (through Protestant Episcopal Bd.)	106.96 =
Cooperating Committee	1,996.68 - 800.
Emergency Relief	660.25 no
Income on Wood Fund	52.12 =
Bequest of Grace Lewis	500.00 no
Interest on bank balances	79.68 =
Miscellaneous Gifts	83.33 =
	<u>\$10,239.02</u>

Total Receipts in the U.S.A. \$21,860.22 - \$4110. = 17,850.

RECEIPTS ON THE FIELD

Cooperating Societies:

London Missionary Society	1500 m. @ 2.15 =	\$ 697.66 =
Y. W. C. A.	5000 m. @ 2.15 =	2,325.58 =
<u>Individuals:</u>		<u>\$3,023.24</u>
B.M. Bd. - - - (1929-30)	2000 m at 2.15	4300.

in July 1928.
Salary \$72.00 per mo. = \$864.

Building Fund \$174,000.

Minutes
Finance Committee of the Board of Control
Ginling College
March 9, 1929

The Finance Committee of the Board of Control of Ginling College met at Ginling College on Saturday morning, March 9th, 1929. The members of the Committee whose names are starred were present:

- *Miss Mary Keeler
- *Miss Anna E. Moffet
- Mr. Y. S. Chen
- *Dr. Yi-fang Fu (ex-officio)
- *Miss Elsie M. Priest (ex-officio)

The meeting was opened by prayer by Miss Moffet.

After full discussion the following recommendations were made to be presented to the Board of Control for further action:

I. Property Upkeep and Permanent Equipment Fund:

1. Recommended that for the next five years the interest on the fund held in New York for Permanent Building and Equipment shall be used to build up the fund known as the "Permanent Property Upkeep Fund".
2. Recommended that for the next five years, to begin with July 1, 1929, the amount to be expended for the upkeep of buildings and permanent equipment shall be kept within the total amount of income received from the fund known as the "Permanent Property Upkeep Fund" in accordance with the action of the Executive Committee of the Ginling College Committee of January 27th, 1926, which was "Of the annual income (of the Property Upkeep Fund) \$250. is first to be set aside to provide for insurance on equipment, that next, repairs on buildings are to be cared for and third, new equipment".
3. Inasmuch as conditions in Nanking during the years 1926-1929 have not warranted the expending of the total amount for upkeep and equipment as budgeted each year, the field finds that they have a small fund which represents the accumulation of the balances during the above stated period 1926-1929. In view of this fact it was recommended that the askings for permanent equipment for 1929-1930 should be approved with the understanding that such amount as is needed above the annual interest on the Permanent Property Upkeep Fund shall be taken from the fund on hand, as stated above.

II. Budget for current expenses for the year 1929-1930:

1. After making a careful study of the 1929-1930 budget, practically no non-recurring items were found. In view of the expectant growth of the College as well as the increased cost of maintaining work in Nanking at the present time, it was felt that the income for the College must be increased. Therefore, it was recommended that both the Ginling College Committee and the Board of Control should be asked to make a careful study of conditions with a view to increasing the annual income for current expenses.

Handwritten notes:
 7/29
 7/30
 such balance
 should be accumulated
 in the fund

2. The field recognizes that the responsibility for the current budget is in their hands and realizes that all Mission Boards are facing a very definite problem in raising funds at the present time. We would, therefore, request, for the present, that the full appropriations from the Mission Boards should be maintained. In cases where Mission Boards have no Western representative on the faculty, we would request that recognition and consideration be given to the Chinese faculty members and members of the student body who belong to that particular church in China.
3. Recommended that a committee of the faculty shall be appointed by the president of the College to make a careful study of the whole problem of the requirements for the immediate future and be asked to make definite recommendations to the next meeting of the Finance Committee.

III. State of Student Fees:

In order to meet the need for a clear statement of the cost for each student at Ginling College, it was recommended that the Advisory Committee of the College shall be asked to make a careful study of the cost to each student and that the present statement of student fees shall be analyzed in the announcements sent to all applicants, together with any information that may seem necessary.

IV: Land:

During this period when greater Nanking is being carefully planned it may be possible to purchase small tracts of land necessary to straighten the boundaries of the College campus. In consideration of the fact that the price of land is increasing rapidly and it may be imperative to take advantage of opportunities as offered or else lose the land entirely, we request that permission be given to the Executive Committee to purchase such land for the purpose of straightening the boundaries of the campus without having to refer each item to the Ginling College Committee for approval before the action can be taken.

The meeting adjourned at 12:45.

Respectfully submitted,

(signed) Elsie M. Priest
Secretary

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GINLING COLLEGE

NANKING, CHINA

GINLING COLLEGE COMMITTEE

Board of Trustees, University of Nanking

ROBERT E. SPEER
FRANK MASON NORTH

Woman's American Baptist Foreign Mission Society

~~Mrs. William Edgar Case~~
MRS. JAMES M. PRATT Miss MARGARET V. SANDBERG

United Christian Missionary Society

MISS LELA E. TAYLOR

Woman's Foreign Missionary Society
Methodist Episcopal Church

MISS ELIZABETH R. BENDER
MRS. FRANCIS J. MCCONNELL

PRESIDENT OF THE COLLEGE

MISS YI FANG WU, PH.D.
NANKING, CHINA

OFFICERS OF THE COMMITTEE

MISS MARGARET E. HODGE, CHAIRMAN
156 Fifth Avenue, New York, N. Y.

MISS ELIZABETH R. BENDER, SECRETARY
150 Fifth Avenue, New York, N. Y.

RUSSELL CARTER, TREASURER
156 Fifth Avenue, New York, N. Y.

GINLING COLLEGE COMMITTEE

Board of Missions, Methodist Episcopal Church, South
MISS ESTHER CASE

Board of Foreign Missions
Presbyterian Church in the U. S. A.

MISS MARGARET E. HODGE
MRS. CHARLES K. ROYS

Domestic and Foreign Missionary Society
Protestant Episcopal Church

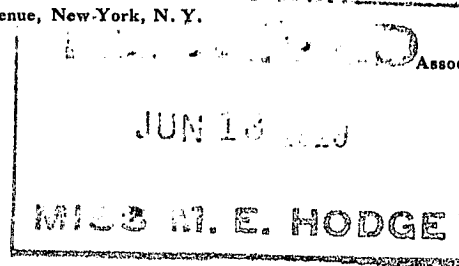
MISS GRACE LINDLEY

Board of Foreign Missions
Reformed Church in the U. S. A.

MRS. LEWIS L. ANEWALT

Association for Christian Work, Smith College

IRVING T. WOOD, ADVISORY MEMBER



June 19th, 1929.

Miss Margaret E. Hodge,
156 Fifth Avenue,
New York, N. Y.

Dear Miss Hodge:

We have pleasure in enclosing herewith a copy of the Minutes of the meeting of the Finance Committee of the Ginling College Committee, held at 10.30 June 18th, 1929, in this office.

Yours very sincerely,

Treasurer.

MN
Enc.

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MINUTES OF THE MEETING OF THE FINANCE COMMITTEE
OF THE GINLING COLLEGE COMMITTEE

The meeting was held at 10.30 June 18th, 1929, at 156 Fifth Avenue, New York, and the following were present: Miss Bender, Miss Hodge, Mr. Carter. The meeting was opened with prayer by Miss Bender. The Minutes of the meeting of the Finance Committee on January 2nd, 1929, were read and approved.

Miss Bender reported the actions of the Executive Committee of the Board of Directors asking for an additional \$3000. mexican to cover the increased cost of the Building for Physical Education for which \$5000. mexican had been asked and granted, \$1700. mexican for equipment of the Physical Education Building and \$3000. mexican for a residence for the men of the faculty (presumably for the remodelling of an existing building). It was voted to approve of this additional expenditure for property of \$7700. mexican and the Secretary was authorized to include the approval of the requested expenditure in her outgoing cable. Mr. Carter, Treasurer, was authorized to give Miss Priest, Treasurer on the field, authority to draw upon New York for this \$7700 mexican plus the \$5000. mexican originally authorized for the Physical Education Building.

The Treasurer reported the purchase of the following securities representing the investment of property and equipment funds awaiting investment June 1st because of investments maturing at that time, plus income to date:

- \$6,000. Milwaukee Electric Railway and Light 1st Refunding
5s, 1961, at approximately 98.
- \$5,000. Missouri Kansas Texas Railway Prior Lien 5s, 1962,
at approximately 98½
- \$5,000. U.S. Rubber 1st, 5%, at 98½
- \$5,000. Purity Bakeries S. F. 5%, 1948, at 93
- \$5,000. American Power and Light 6s, due 2016, 6%

These investments are investments just made by the Finance Committee of Nanking University or investments made by the Finance Committee of the Presbyterian Board for that Board. It was voted to ratify the action of the Treasurer in making the above investments.

Miss Bender reported the letter of June 10th, 1929, from Mrs. Anewalt reporting the appropriations made for Ginling College at the meeting of the Woman's Missionary Society, General Synod Reformed Church in the U. S., held in Hickory, May 14-20th, 1929. "The annual contribution of the Women's Missionary Society of West New York Classis was \$750. and the contribution from the Thank Offering Fund of the General Woman's Missionary Society was \$1200., a total for the year 1929-30 of \$1950." The amount from the Thank Offering Fund was designated for the current year only but Mrs. Anewalt adds that she has every reason to believe that it will be continued through the triennium. The advice of this very largely increased support from the Woman's Missionary Society of the General Synod of the Reformed Church in the U. S. was received with very great appreciation.

The meeting adjourned.

Ans. 7/22/29

Approve of res. as worded.

Miss Bender,

GINLING COLLEGE COMMITTEE.

JAN 20 1929

538 East Liberty Street,
Chambersburg, Penna.,
July 20th, 1929.

Rec'd July 22, 1929

To the Members of the Finance Committee:

Miss Hodge,
Mr. Carter,
Miss Sandberg,
Dr. Edwards,
Miss Bender.

The Ginling College Board of Directors on May 4th voted to invite Miss Lucile Tang, now in America, to become a member of the Ginling faculty, in the department of history. Dr. Wu, in at least two letters, has emphasized this request and urged our Committee in America to do what we can at this end to induce Miss Tang to accept the invitation.

Miss Tang, a former Ginling student, has been here for some years as an Indemnity student. Her contract with the Indemnity Fund authorities has just expired and she has received money for her return passage. She has been working toward her Doctor's degree, and has been undecided as to whether to remain here for further study or to return to China this summer. After giving careful consideration to Ginling's invitation, she has decided to accept it, but she feels that, in order to be prepared for the work at the college, she must provide herself with books and periodicals, for which she has no money. She therefore requests a loan of \$400.00 from the Ginling College Committee, with the understanding that she assume personal responsibility and refund it to the college through a stated charge on her salary.

A little more than a year ago the Board of Control invited Miss Hwang Wen-yu, then in America, to return to the Ginling faculty and requested the Ginling College Committee to advance \$400.00 for her passage, this to be refunded through a charge on her salary. The Finance Committee approved this advance on the condition named, and their action was later ratified by the Ginling College Committee. In Miss Tang's case there has been an official invitation to become a member of the faculty, but no recommendation as to an advance of money, presumably because it was known that her traveling expenses were provided and no other need was anticipated.

College opens September 12th. August steamers are usually crowded, and if Miss Tang is to return she should make her reservations immediately. I will therefore ask you to vote, by return mail or by wire, on the following:

RESOLVED that inasmuch as Miss Lucile Tang has indicated her willingness to accept an invitation to the history department of Ginling College, and in view of her need of funds to provide books and periodicals considered by her essential to successful work, we accede to her request that the Ginling College Committee grant her a personal loan of \$400.00 to be repaid after her return to the college through a stated charge on her salary.

Please send your reply to the address given at the head of this letter.

Sincerely,

Elizabeth V. Leuch

Ans. 9/2/29 Cannot ^{vote} answer yet.

Operation is not with the Pres. "ordinary medical care." We shd conform to custom

of a Bds. Did Mrs. Thurston go to a surgeon approved by the Bd? Consult Dr. Wood.

Want to be generous but must be careful about precedents.

Finance Com. G. C. College file

GINLING COLLEGE COMMITTEE

Recd M. E. H. Aug. 31, 1929

FILING DEPT.
JAN 6 1930
HOME BASE

150 Fifth Ave.
New York City
August 29, 1929

Dear Member of the Finance Committee:

Following is the statement presented by Mrs. Thurston of her expenses in connection with her operation in Pasadena in April:

Pasadena, Calif., April 12-24, 1929

Hospital 5 days.....	\$59.70	
Less 5 days at \$2.....	<u>10.00</u>	\$ 49.70
Anaesthetist.....		20.00
Pathologist.....		10.00
Surgeon.....		<u>350.00</u>
Total Operation expenses		\$429.70

Boston, Mass.

Dr. Hall examination, etc.....	\$ 15.00
Dr. Morrison - X-Ray.....	<u>15.00</u>

Total to July 20, 1929.....\$459.70

She writes: "I regret that such a large item should appear. I am deducting from the hospital bill the amount of five days board at \$2.00 which I might have spent for ordinary living. If the College pays these expenses my bank account will have a better balance than at present. The total is more than half my furlough allowance."

I think our Committee has never formulated a rule in regard to the medical and surgical expenses of the Ginling staff. However, we have accepted the form of contract worked out by the college in which one item is "Ordinary medical care to be provided by college. Ordinary expense for medicine to be borne by the appointee." I presume Mrs. Thurston's expenses in April would come under the provision "for ordinary medical care." If this is not your understanding, please let me know. I will submit for your vote the following resolution:

"That we approve the payment of \$459.70, the expenses incurred by Mrs. Thurston in connection with a surgical operation in Pasadena in April, 1929, and that the Treasurer be authorized to pay her this amount."

Sincerely yours,

Elizabeth P. Gunders

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MINUTES
OF THE FINANCIAL COMMITTEE OF GINLING COLLEGE COMMITTEE

410 Fourth Avenue, New York

September 21, 1933

PRESENT: Mrs. L. L. Anwalt, Mrs. Charles H. Sears, Mr. Russell Carter, Dr. Yi-Pang Su and Miss Margaret S. Hodge, Miss Florence H. Tyler.

The meeting opened with prayer by Dr. Su.

In answer to questions raised by the Committee on the Fall Conference it was stated that Dr. Su had already secured her clergy permit both for eastern and western railroads.

Dr. Carter was asked to explore the possibilities for obtaining passes for her on any or all of her travels. Dr. Su explained her hesitancy about accepting salary while away from the College in view of the fact that others were carrying her work there, and asked that nothing be done about salary until such time as policies were established for Chinese members of faculty on leave of absence. It was therefore

RESOLVED: that the Committee recommend that Dr. Su be authorized to draw on the treasury for such amounts as she deems necessary for personal use, with the understanding that when a decision is reached as to salaries during leaves of absence of Chinese members of the faculty, adjustment will be made with Dr. Su on the field. This arrangement was made at Dr. Su's request.

Note:- This recommendation was not passed by the whole Committee at its meeting on the 22nd as the Committee felt that Dr. Su was on business for the college and another motion was substituted.

FINANCIAL FORECAST: Dr. Carter presented a forecast of the anticipated receipts for Ginling College Committee, 1933-1934 which in corrected form is being sent out with the Minutes of the Committee meeting on the 22nd. Ways were sought by which additional funds might be added to the budget and at the request of Dr. Su the committee

RESOLVED: to recommend to Ginling College Committee that the policy of adding the interest on the Building Fund to the Permanent Property and Upkeep Fund be set aside for the year 1933-34, and that this amount be made available for the current budget.

Hope was expressed that Dr. Su's wide contacts while in this country might bring in some new funds to the treasury.

MISS MCCLESKEY: In the case of Miss McCleskey whose appointment at the last meeting was subject to the approval of Dr. Su, it was reported that Dr. Su had especially wished to have Dr. Emilie Kerner who could also help in the Bible Department and that Dr. Kerner had consented to pay her return travel expense in view of a two year appointment and was therefore appointed.

In view of the fact that Miss McCleskey, the candidate considered for Psychology appointment at Ginling felt that the Committee had given her sufficient encouragement that she would be appointed so that she had purchased clothes and equipment to the amount of \$135.00 and that she claimed that amount which was paid by Miss Grist personally, the Committee

RESOLVED: to recommend to Ginling College Committee that it refund to Miss Rebecca Grist the \$135.00 which she had paid to satisfy the claim of Miss McCleskey, even though the Committee did not consider itself liable.

The Committee further commended Miss Griest for the way in which she had handled the case.

VOICES: to recommend to Ginling College Committee that reply be made to Miss McKinshp that the Committee does not feel justified in reimbursing her for her dentist bill.

BUDGET OF AMERICAN EXPENSES:

VOICES: to recommend to Ginling College Committee the following Budget for expenditure here in America:-

Refund to Miss Griest.	\$155.00
Associated Boards.	150.00
Federation of Women's Boards For. Misc.	200.00
Chairmen of Committees.	100.00
Candidates Medical Examinations, etc.	80.00
Incidentals.	<u>100.00</u>
Total.	\$785.00

Respectfully submitted
 FLORENCE G. TYLER
 Secretary

GINLING COLLEGE

NANKING, CHINA

PRESIDENT OF THE COLLEGE

MISS YI FANG WU, PH.D.
NANKING, CHINA

OFFICERS OF THE COMMITTEE

MISS MARGARET E. HODGE, CHAIRMAN
156 Fifth Avenue, New York, N. Y.

RUSSELL CARTER, TREASURER
156 Fifth Avenue, New York, N. Y.

MISS FLORENCE G. TYLER, SECRETARY
419 Fourth Avenue, New York, N. Y.

MISS MINNIE V. SANDBERG,
SECRETARY FOR CANDIDATES
152 Madison Avenue, New York, N. Y.

GINLING COLLEGE COMMITTEE

Board of Foreign Missions
Presbyterian Church in the U. S. A.

MISS MARGARET E. HODGE
MRS. CHARLES K. ROYS

Domestic and Foreign Missionary Society
Protestant Episcopal Church

MISS GRACE LINDLEY

Board of Foreign Missions
Reformed Church in the U. S. A.

MRS. LEWIS L. ANEWALT

Association for Christian Work, Smith College
MISS KATHARINE RICHARDS

Coopted Members

MISS REBECCA W. GRIEST
MRS. HENRY S. LEIPER

GINLING COLLEGE COMMITTEE

Board of Founders, University of Nanking

ROBERT E. SPEER
JOHN R. EDWARDS

Woman's American Baptist Foreign Mission Society

MISS MINNIE V. SANDBERG
MRS. CURTIS LEE LAWS

United Christian Missionary Society

MISS LELA E. TAYLOR

Woman's Foreign Missionary Society

Methodist Episcopal Church

MISS ELIZABETH R. BENDER
MRS. FRANCIS J. MCCONNELL

Board of Missions,

Methodist Episcopal Church, South

MISS SALLIE LOU MACKINNON

December 31st, 1934.

TO THE FINANCE COMMITTEE

Mrs. L. L. Anewalt
Mr. John R. Edwards
Miss Elizabeth Bender
Miss Sallie Lou Mackinnon
Mrs. C. A. Sears
Miss Florence G. Tyler

Dear Friends:

The Ginning College Committee in its investments has \$100,750 in the following mortgages. The following three mortgages totaling \$20,000, have no arrears either of interest or taxes:

4200375

219 West 142nd Street, N.Y.C. \$15,000
(Bond & Mortgage)

Interest rate 5%. Interest paid in full through June 1934. No tax arrears.

4207979

1374 Bristow Street, Bronx \$ 5,000
(Bond & Mortgage)

Interest rate 5%. Interest paid in full to date. No tax arrears.

4208010

3042 Kingsbridge Terrace, Bronx \$ 5,000
(Bond & Mortgage)

Interest rate 5%. Interest paid in full to date. No tax arrears.

The following two properties, (total of mortgages \$20,000) are paying current interest and taxes and something upon the arrears. To avoid tax penalties we probably should have all of the income applied on the tax arrears. As Ginning was needing the interest, and it makes a stronger pressure upon the owner to pay current interest and work to clear up all arrears, we have thus far let the Bond & Mortgage Company, who are servicing the mortgages, operate upon the present basis:

405095

2333 Jerome Avenue, Bronx \$10,000
(Bond & Mortgage)

Interest rate 5%. \$100 of Nov. 1934 interest paid. \$200 still due. Taxes in arrears: Sewer \$ 50.24
1934 tax (216.00)
(216.00)

in the hands of the Union Guarantee & Mortgage Company, in which case they will only expend to the extent of the income from the property, or call upon the Dining College Committee for such expenditures as they deem it necessary to make in order to secure larger income from the property? It is so difficult these days to work through these mortgage companies, that my own judgment is that it would be better to take title to the property and have a free hand rehabilitating the property.

Very sincerely yours,

Russell *Coakley*
Treasurer

RS:LS
Enc.

RECEIVED

FEB 28 1930

Presbyterian Foreign Board
Treasurers Office

GINLING COLLEGE FINANCE COMMITTEE

A meeting was held at 156 Fifth Avenue, New York City, February 21, 1930, at 10:15 A.M.

Those present were: Miss Margaret Hodge, Miss Elizabeth Bender, Mr. Russell Carter and Miss Minnie V. Sandberg.

VOTED: That the furlough salary of five year appointees expecting to return to Ginling College be \$984.00 per year. This action to be effective as of February 1, 1930. That during the time of travel an allowance of \$1.50 per day be granted for personal expenses, the necessary items of expense incident to travel being a non-personal charge. That field salary cease on leaving Ginling College and furlough salary begin on arrival at home by the most direct route.

82.
from ms.

VOTED: That three months' salary be given five year appointees who do not expect to return to the college.

VOTED: That proportionate furlough salary and regular travel allowance be given three year appointees expecting to return to the college. That one month's retiring allowance be given to three year appointees not expecting to return to the college.

VOTED: That grants for study be made not to exceed \$200.00 when authorized by the Board of Directors.

VOTED: That bills be paid on the field for medical and surgical expense when incurred under proper field regulations.

VOTED: That for missionaries on furlough 4/5ths of the balance of bills in excess of \$25.00 when incurred by prior advice of the medical advisor of the committee, will, upon request, ordinarily be met by the committee for medical, surgical, oculist and one-half dental charges. That furlough missionaries shall pay \$1.00 per day toward the charges in addition to the regular quota of \$25.00.

VOTED: That in accordance with her request Mrs. Thurston's bill be rendered according to the present medical ruling.

VOTED: That for the present Mrs. Thurston submit a monthly statement of her expenses in connection with the promotional work which she is doing.

Meeting adjourned.

Minnie V. Sandberg

Minutes
Of the Joint Meeting of the Executive and Finance Committees of Ginling
College Committee

419 Fourth Avenue, New York City

January 11, 1933

PRESENT: Miss Hodge, Mrs. Anewalt, Mr. Carter, Miss Sandberg, Mrs. McConnell,
Mrs. Laws, Miss Tyler,

EXCUSES were read from: Dr. Edwards and Miss Bender.

The meeting opened with prayer by Mrs. Anewalt.

The Minutes of the last meeting were read and approved.

It was stated that the Committee had formally approved by correspondence the meeting of the Executive and Finance Committees at this time, and the change of the time of the Annual Meeting with the understanding that it be held on dates adjoining those of the Associated Boards of Christian Colleges in China, which will meet on April 18th and 19th. The officers and committees were requested to continue until the postponed annual meeting.

FINANCE COMMITTEE:

Mr. Carter reported for the Finance Committee that the Reformed Church in the U. S. would continue its appropriation on the basis of \$1200. Mrs. Anewalt stated that they would be obliged to drop the extra contribution of \$750.00 which was a gift of a special group, and which has been discontinued.

The Presbyterian cut of 10% will be effective in 1933.

Advice has been received that it may be possibly necessary for Smith College to cut its 1933-34 appropriation.

The Methodist appropriation has been cut 15%.

Miss Sandberg was asked to check with the Baptists.

Mr. Carter reported in connection with the resolution required by the depository in the recent exchange of New York, Chicago and St. Louis Railroad Company 6% notes, due October 1st, 1932, and the Committee.

VOTED: that the Treasurer of this Committee, Russell Carter, be, and he hereby is, authorized to exchange the certificate of deposit of the Guaranty Trust Company for \$5000 New York, Chicago and St. Louis Railroad Company Three Year 6% Gold Notes, due October 1st, 1932, for cash, and new securities as outlined in the plan under which the notes were deposited, and to execute the necessary assignment of the certificates of deposit over the seal of the Committee.

WESTERN FACULTY GIFT:

A gift of 3000 Mex. from the Western Faculty members of Ginling was reported and gratefully noted.

The Minutes of the Annual Meeting of the Board of Directors, October 28 and 29, 1932, were considered seriatim, and acted on as follows:

BOARD OF DIRECTORS GINLING COLLEGE ANNUAL MEETING

Retirement Provision for Western Staff: Attention was called to Vote 16. of the Board of Directors at their annual meeting, October 28 and 29, 1932, viz:-

"VOTED to recommend to the Ginling College Committee that steps be taken to make possible the participation of the Western Staff of Ginling in the contract for retirement allowances made by the Founders of the University of Nanking with the Sun Life Assurance Company of Canada, and that the Ginling College Committee control the policies and take financial responsibilities for the same".

The Ginling College Committee is happy to report that ^{into} such participation is possible, and that correspondence has been entered ^{into} with the members of the staff now on furlough in the U. S. relative to joining the plan.

CHINESE RETIREMENT FUND: The Board of Directors also

"VOTED: to set aside each year 1000 Chinese currency from current funds to form a fund to provide for the retirement of members of the Chinese staff. This should commence with 1932-33, and should be invested annually until such time as it is possible to arrange for a satisfactory method of handling the matter of the retirement of the staff".

After discussion it was

VOTED: to refer this matter to the Annual Meeting of the Committee.

MISS TAPPERT'S FURLOUGH ALLOWANCE:

Further question arose as to Miss Tappert's furlough allowance. In view of the fact that she had finished a three-year term and signified her desire to return to the field for a five-year term, it was

VOTED: that the Committee endorse the payment of four-fifths, instead of three-fifths of the regular furlough allowance to Miss Tappert, with the understanding that this allowance be retro-active for the full furlough, and that Miss Tappert receive the full \$200.00 study grant. (This 4/5 would be the mean of the furlough allowance of the combined three years and five years terms of service.)

STUDY GRANT:

The Board of Directors further Voted: "To make the \$200.00 study grant to all those on furlough in the United States who are returning to Ginling whether they have served three or five years on the field". The Committee

VOTED: that approval be given to allowing a study grant of \$200.00 to those on furlough in the U. S. returning to Ginling, it being understood that all terms of service except the first are for five years.

AUTHORIZATION FOR SALE OF \$25,000 GOLD:

Mr. Carter reported that he had cabled Ginling on December 19, authorizing contracts to sell 25,000 Gold for payment of balance of previous contracts.

VOTED: that the Committee authorize the Board of Directors to secure new land on perpetual lease as before, but if this is not possible, the committee authorizes the purchase of the land in the name of the Board of Directors.

BUILDING PROGRAM:

The Committee viewed with interest the action of the Board of Directors concerning the building program, and by common consent action on this was deferred until the time of the Annual Meeting.

ADDITIONAL BOARD COOPERATION: ?

Miss Hodge reported that the Reformed Board in America did not see its way clear at this time to cooperate in Ginling, also that the United Church in Canada cannot make a financial contribution now, but wishes to keep in touch with the College.

ASSOCIATION OF AMERICAN COLLEGES:

Miss Hodge reported that Miss Greist hopes to attend the meeting of the Association of American Colleges in Atlantic City for at least one day, the meeting being held January 12 and 13.

FULL TIME SECRETARY:

Owing to the serious financial condition of the Boards and Ginling College Committee, the Committee did not see its way clear to consider the employment of a full time secretary.

Further items in the Minutes were read, and great interest expressed by the Committee, especially in the building plans and the efforts of the Board to make the money in hand go as far as possible. Deep appreciation was expressed for the splendid cooperation of the Board and Faculty in this time of financial strain.

ASSOCIATED BOARDS:

At the request of the Executive Committee of the Associated Boards of Christian Colleges in China organized January 10th, 1933, the Committee appointed members on special committees as follows:-

- Promotion and Publicity - Miss Tyler
- Christian Character - Mrs. McConnell - Miss Hodge Alternate.
- Finances - Mrs. Anwalt - Mr. Carter, Alternate
- Curriculum and Staff - Miss Sandberg - Miss Greist
- Executive Committee - Mrs. McConnell - Miss Hodge Alternate.

METHODIST BOARD:

Mrs. McConnell stated that the Methodist Board expects to pay salaries for their missionaries on Ginling faculty on the same basis as paid by the College, full furlough allowances and outgoing and returning travel expenses. In order to avoid irregularity in amounts of salary among the faculty the Methodist Board henceforth will pay these amounts to Ginling Treasurer in New York so that these salaries may be sent to the field and paid by the College treasurer on the same basis as the others instead of being paid by the Methodist treasurer on the field. This was left to Mr. Carter to adjust with Mrs. Avann of the Methodist Episcopal Board, and the Committee expressed pleasure at this plan.

NEW FACULTY:

Miss Sandberg reported that three faculty members have been sent to the field this year, Miss Kirk and Miss McKenzie for English, and Miss Loomis, Secretary to Dr. Wu.

CANDIDATE SECRETARY:

The appointment of a new Candidate Secretary was laid on the table until the Annual Meeting.

MISS HODGE RE-APPOINTED:

The committee was notified of the reappointment of Miss Hodge by the Presbyterian Board in the class of 1935.

ANNUAL MEETING:

The date of the annual meeting was left to the Secretary in conference with Mr. Garside.

MEDICAL EXAMINATION:

The report from Dr. Dodd showed the medical examination of Miss Tappett and Miss Chester to have been satisfactory.

Respectfully submitted

FLORENCE G. TYLER

FGT/w

SECRETARY

RECEIVED

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JUN 15 1934

MINUTES OF THE JOINT MEETING
EXECUTIVE AND FINANCE COMMITTEES
GINLING COLLEGE COMMITTEE

PRESBYTERIAN FOREIGN BOARD
TREASURER'S OFFICE

Minutes

419 Fourth Avenue, New York City

June 5, 1934

Members of Executive Committee:-

- *Miss Margaret E. Hodge
- Miss Florence G. Tyler
- *Mr. Russell Carter
- Miss Rebecca W. Griest
- Mrs. L. L. Anewalt
- Miss Elizabeth Bender
- Miss Grace Lindley
- Mrs. Francis J. McConnell

*538 1/2 Liberty St.
Chambersburg Pa*

Members of Committee on Finance:-

- Mrs. L. L. Anewalt *1036 Walnut St
Allentown Pa*
- Dr. John R. Edwards
- *Mr. Russell Carter
- Miss Elizabeth Bender
- Miss Sallie Lou MacKinnon *Doctors Bldg
Nashville Tenn*
- *Mrs. C.H. Sears
- Miss Florence G. Tyler, Sec'y.
419 Fourth Ave

Guests:- *Miss Elsie M. Priest, *Mr. B. A. Garside

Excused:- Mrs. Anewalt, Miss Bender, Miss Griest, Miss Lindley, Mrs. McConnell, Miss MacKinnon.

Miss Hodge Presided.

The meeting was opened with prayer.

APPROVAL OF MINUTES

VOTED: To approve the minutes of the Annual Meeting of Ginling College Committee, held April 25th, 1934, as distributed, except for the following corrections:-

1. Figures in the actions of the Board of Directors quoted on page three of the minutes are Chinese currency unless otherwise specified.
2. The last line of the action on page four of the minutes, dealing with insurance and pensions, should read "the faculty member paying one-half of the premium and the College the remaining half."

CANDIDATE MATTERS:

In the absence of Miss Griest the Chairman presented her report on candidate matters, mentioning in particular the efforts being made to secure an additional member of staff for work in English.

The Chairman also presented copies of the revised "Ginling College Employment Agreement" formulated by Miss Griest and herself, in accordance with the action of the meeting of the Ginling College Committee on April 25th.

RESIGNATION OF MISS GRIEST:

The Chairman presented a letter from Miss Griest tendering her resignation as a member of the Ginling College Committee.

VOTED: That the Committee record their earnest hope that Miss Griest continue as a member of the Ginling College Committee and that they request Miss Hodge to urge Miss Griest to withdraw her resignation.

It was suggested that in the appointment of standing committees for the coming year Miss Griest might be relieved of the chairmanship of the Candidate Committee, thus lessening the demands now being made upon her.

INVITATION TO DR. HARRIETT ALLYN

Miss Hodge reported on steps taken since the Annual Meeting of the Ginling College Committee on April 25th to invite Dean Harriett M. Allyn of Mount Holyoke College to become a coopted member of the Ginling College Committee.

VOTED: That Miss Hodge be requested to pursue further the matter of inviting Dean Allyn to become a member of the Ginling College Committee.

DIVISION OF COMMITTEE INTO CLASSES

It was agreed to defer the action requested by the Annual Meeting on April 25th, 1934, to divide the membership of the Ginling College Committee into classes until separate incorporation is secured.

APPOINTMENT OF OFFICERS AND COMMITTEES

The present officers and committees were reappointed with the exception of the chairman of the Candidate Committee, Miss MacKinnon being appointed instead of Miss Griest.

FINANCIAL ITEMS IN MINUTES OF APRIL 25th MEETING

The Committees reviewed, in consultation with Miss Priest, the financial items on pages two to five of the minutes of the Annual Meeting of the Ginling College Committee held on April 25th, 1934. The following actions were taken:-

VOTED: To approve the following action of the March 2nd, 1934 meeting of the Board of Directors of Ginling College "that an additional loan not to exceed CSS \$5,000 is to be made from the building fund to cover the shortage in the construction of the practice school dormitory, it being understood that this amount, together with the first loan (total CSS \$10,000) shall be repaid through the raising of funds in China for the Practice School Plant."

VOTED: Upon recommendation of the Chairman and Treasurer of Ginling College Committee, to approve the following action of the March 2nd, 1934 meeting of the Board of Directors:-

"VOTED: That the Treasurer be authorized to request the Ginling College Committee to make available the U.S. \$5,000 or more needed to complete all building projects now undertaken, together with CSS \$17,000 to purchase the three small pieces of land needed to straighten the Ginling boundry as previously approved by the Board."

VOTED: That the effective date for the sliding scale of adjustment on missionary salaries adopted by the Ginling College Committee on April 25th, 1934 be defined as July 1st, 1934.

FINANCIAL ITEMS IN MINUTES OF ANNUAL MEETING, BOARD OF DIRECTORS

The Committees reviewed with Miss Priest the financial items in the minutes of the Annual Meeting of the Board of Directors held on March 2nd, 1934, particularly those relating to the budget estimates, 1934-35.

VOTED: That the regular contributions toward the 1934-35 budget of the College, to be made by and through the Ginling College Committee, include the following items:

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From Cooperating Boards	US\$ 10,900.00
From Pledges, contributions, gifts	6,660.00
From Property Upkeep Fund	<u>4,500.00</u>
	US\$ 22,060.00

VOTED: To approve, subject to the concurrence of the Board of Directors, the continuing of the appropriation toward the 1934-35 budget, in the same manner as has been done for the year 1933-34, the income on the balance of the invested building funds of the Colleges.

(Note: This is estimated as approximately US\$2,000 for the year 1934-35)

VOTED: That in addition to the preceding appropriations toward the 1934-35 budget the Ginling College Committee will also undertake to provide US\$5,000 (approximately one-half of the estimated deficit) which it will seek, in cooperation with the Associated Boards for Christian Colleges in China, to secure during the coming year.

RELATIVE PROPORTIONS OF WESTERN AND CHINESE STAFF.

The Committees discussed the problem of additional expense in travel and furlough allowances involved in maintaining the present high proportion of western appointees on the staff of the College.

VOTED: To request the field authorities of the College to consider the desirability of adopting the general policy of increasing the proportion of Chinese members of the staff of the College.

COOPERATION BETWEEN GINLING COLLEGE AND THE UNIVERSITY OF NANKING

Miss Priest described the steady growth of cooperation between Ginling College and the University of Nanking, and pointed out some of the problems of organization, financial adjustments, and physical obstacles for which solutions are now being sought. The Committees expressed their gratification at the progress being made, and expressed hope for further accomplishments during the next few years.

The Committees adjourned.

B. A. GARSIDE
Acting Secretary

Since this meeting the Chairman has conferred with Miss Grist who has consented to continue on the Ginling College Committee.

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GINLING COLLEGE BOARD OF FOUNDERS
JOINT MEETING OF THE EXECUTIVE AND FINANCE COMMITTEES

156 Fifth Avenue, New York City

January 17, 1935

PRESENT: Miss Hodge, Miss Priest (Field Treasurer), Mrs. Macmillan, Miss Griest, Miss Tyler, Miss Lindley, Mrs. McConnell, Mrs. Sears, Mr. Garside

EXCUSES were read from: Miss McKinnon, Mr. Carter, Miss Bender.

The meeting opened with prayer by the chairman.

E & FF 1 VOTED that the secretary be authorized to have stationery printed with such changes as shall be necessary.

The resignation of Miss Katharine Richards was presented. Owing to her recent marriage she is no longer connected with Smith College. The Committee accepted her resignation with great regret. (Miss Richards is now Mrs. Wm. W. Rockwell, of 606 West 122nd Street, New York City)

BY-LAWS

E & FF 2 VOTED that the chair appoint a committee of three to draft by-laws for the Board of Founders, the committee to consist of herself and two others. The chair appointed Miss Bender and Mrs. Sears.

CANDIDATES

In the absence of Miss MacKinnon Miss Griest reported that a request has come for a teacher of English for freshmen and practice school, language chiefly. Also a music teacher of the highest grade, and a sociology teacher for one year during a furlough.

It was the opinion of the committee that the sociology teacher should be secured in China. It was hoped that Miss Frances Root, daughter of Bishop Root, might accept the music position. If the English teacher could be secured in China it would be a great saving.

E & FF 3 VOTED that the candidate report be accepted as a report of progress.

CHARTER:

Mr. Garside reported that all the required papers are in the hands of the Regents Board in Albany and will be voted on at the January 26th meeting, that his correspondence with Dr. Horner and Dr. Cole gave grounds for hope that they would grant an absolute charter.

FINANCE

The report of the treasurer was presented.

E & FF 4 VOTED that the report of the treasurer for the first six months be accepted and appended to the Minutes.

GUARANTEED MORTGAGES

E & FF 5 VOTED that any necessary adjustment in the guaranteed mortgages held by the committee be left to the treasurer, Mr. Carter, with power in consultation with any authority on this subject whom he may choose.

JAN 17 1935

Finance (Continued)

UPKEEP FUND

E & FF 6 VOTED that the Committee express its conviction that the \$100,000 upkeep fund should be kept intact and that such loss as has to be taken in the sale of securities be absorbed by the balance of the building funds.

Miss Priest reported that the first half year shows a deficit of \$200. plus and that the forecast of the last half year is not encouraging. If the high standard of the College is to be maintained, more money must be secured both here and in China. It was the feeling of the committee that this is a very real crisis in the history of the College and must be met in a seriousness by the members of the committee.

The problem of the salary of the Chinese staff is acute and if we are to draw and hold the best Chinese faculty we must face this.

E & FF 7 VOTED that the Board approve in general the raising of the salaries of the Chinese faculty members to a par with other Christian institutions in order to hold the very highest type of teachers for Ginling. The committee expresses its hope that in the allocation of the budget the Board of Directors may find a way in which this can be done.

Because of its deep interest in this whole question the committee asks that it be kept informed both as to what is being done, and what it means to the individuals, and by way of readjustment in the budget. This might be a special project for which funds could be secured both here and in China.

MOVIES OF GINLING

Miss Priest reported that she was taking back with her a sufficient number of rolls of film for an excellent picture of Ginling. The films are the gift of Miss Griest and Miss Treudley. The committee expressed its deep appreciation.

FACULTY RESIDENCES

Miss Priest explained the crowded condition of the dormitories and the various plans for relieving this condition, especially the small houses voted by Board of Control in October. The officials have now given assurance that the new road will not cut through the campus.

MISS DJANG

The committee recorded with appreciation the report of the executives of the Associated Boards that Miss Djang Siao-sung has already rendered valuable service in the conferences held in Boston, Providence and Detroit, and that she is to be included in the speakers team for Syracuse. Her presence in New England at this time also made possible a visit to Smith College for two days, and there, through Miss Cook's hospitality, to meet the undergraduate and faculty bodies. The committee is grateful to Miss Djang for including this service to Ginling in her busy semester of final work for her degree.

MISS PRIEST'S VISIT

E & FF 8 VOTED that the committee express its deep appreciation to Miss Priest for her splendid cooperation during her furlough and her lavish expenditure of time and strength in behalf of the committee.

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GINLING COLLEGE COMMITTEE

President of the College
Miss Yi Fang Wu, Ph.D.
Nanking, China

Miss Margaret E. Hodge, Chairman
112 W. Gravers Lane
Chestnut Hill, Phila. Pa.

Mr. Russell Carter
Treasurer
156 Fifth Avenue, N.Y.

Miss Florence G. Tyler, Sec'y
156 Fifth Avenue, New York

January 31, 1935

To the Members of Ginling College Committee:

Dear Friends:

We had a most interesting meeting of the Executive and Finance Committees with Miss Priest just before she left to return to China. We are sending you the Minutes of this meeting.

You will notice that a good deal of time was given to the discussion of the financial situation. Miss Priest emphasized very strongly the crisis which is now upon us. A member of the Committee asked why Ginling does not do what all Mission Boards are requiring all their workers on the field to do, and that is, to cut the budget. Miss Priest's reply was that it has been cut and kept so low that now there is not enough money to maintain its present high standard. A further cut would mean closing a department, or weakening it so much that students would prefer to go to other colleges. This seemed to be a perfectly satisfactory reply.

It is hoped that something will come this year from the campaign for all the colleges, but there is very little hope that there will be enough to balance this year's budget. We must increase the annual income of the College. Mrs. Macmillan, the new secretary of the Associated Boards, is much interested, and will do all she can to help, but it has been laid upon us as members of the Ginling College Committee, just as it is being laid on other college committees, that we must, as individuals, do what we can to increase the annual income. To this end I make a few suggestions:-

1. That you all pray earnestly that some means may be found.
2. That when you are able to restore cuts in your own budget you will do what you can to have Ginling high on your list of restorations.
3. That you will send to Miss Tyler for cultivation the names of any former or prospective donors to Ginling. We are revising that list, and as the teams visit different centers it is of great help to have such names.
4. Include in this list any members of Smith College with whom you may have personal contact.
5. Do all that you can personally by gifts, or talking about the College.

6. Pray for Dr. Wu, she has been carrying great responsibilities since she went back; important work on the National Christian Council, College administration, anxiety about finance. In addition she has a heavy personal burden as some of you know, in regard to her sister, and she is perplexed as to what to do. Let us bear her on our hearts.

The date for the annual meeting has not been set yet, but as soon as you hear will you make every effort to be present?

It was a great thing to have Miss Priest here to make so many contacts with us. She did an enormous piece of work in getting data for the presentation of the Regents which has secured the charter, and I am sure she will be of as great value in interpreting us to the people in China as she was in interpreting them to us.

Cordially yours,

Margaret E. Hodge

Margaret E. Hodge, Chairman.